

# **MINIMUM GUIDELINES FOR AGRICULTURAL AND LIVELIHOOD INTERVENTIONS IN HUMANITARIAN SETTINGS**

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**IASC AGRICULTURE AND LIVELIHOODS CLUSTER**



The technical guidelines that exist for the Agriculture and Livelihood Interventions in Humanitarian Settings serve as a complement to this handbook and should be used in conjunction with it. These guidelines provide the cluster members with a set of minimum considerations in planning and implementing sector specific emergency interventions.

The guidelines can be downloaded at <http://www.ochaonline.org>

The guidelines presented in this document represent a common cluster approach towards livestock related activities in Somalia, based on best practice, cultural, social and environmental acceptability. The guidelines in no way detract from the participation of disaster-affected communities in the assessment, design, implementation, monitoring and evaluation of assistance programs. These guidelines are also intended to provide strong justification for recommending certain livelihood protection and structural agricultural interventions for emergency response. The guidelines help to ensure that vulnerable communities in Somalia receive an equitable, minimum level of service from cluster members. All cluster members agree to adopt the minimum guidelines in their programs and justify any interventions that fall short of the guidelines. The guidelines are technical in nature and all cluster members are encouraged to seek technical advice on distribution and rehabilitation of agricultural inputs and systems where necessary

For any comments or suggestions for the improvement of this handbook, please e-mail [agnes.shihemi@fao.org](mailto:agnes.shihemi@fao.org)

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## **ACKNOWLEDGEMENTS**

This handbook has been developed by a wide range of humanitarian actors initiated by the three taskforces formed by the cluster. The handbook has received technical inputs from the cluster system and a host of technical experts. Through feedback of practitioners in the field on how to make it even more practical and user-friendly, the handbook will be improved over time.

The following agencies and organizations have contributed to the development of the IASC minimum guidelines for implementing emergency agriculture and livelihood sector interventions.

### **National partners:**

- Horn Anabhuti development Initiatives (HADI)
- Center for Education and Development (CED)
- Somali Organic Agriculture Development Organization (SOADO)
- Women and Child Care (WOCCA)
- Shabelle Relief and Development Organization (SHARDO)
- Hiraan HIV/AIDS Prevention and Child Protection Organization (HAPOCHILD)
- HIJRA
- Somalia Emergency AID (SEA)
- SWRDA
- Women Development Organization (IIDA)
- Barshi Relief Rehabilitation and Development Association (BARRDA)
- Jubbalandese Charity Centre (JCC)
- KISIMA
- PASOS
- WARDI
- SORDES

### **National Associations:**

- BENALPA
- Central Regions Livestock Professionals' Association (CERELPA)
- South-West Livelihood Professionals' Association (SOWELPA)

### **International Partners:**

- Cooperazione Internazionale (COOPI)
- Vétérinaires Sans Frontières - Germany (VSF-G)
- European Committee For Training And Agriculture (CEFA)
- Horn Relief
- Norwegian Church Aid (NCA)

### **UN Agencies:**

- Food and Agriculture Organization of the United Nations (FAO)
- United Nations Development Programme (UNDP)
- United Nations Office for the Coordination of Humanitarian Affairs (UN OCHA)
- International Labor Organization (ILO)

### **Others:**

- European Commission (EC)
- Sophie Dunn (Independent Food Security and Livelihoods Consultant)
- Agriculture and Livelihoods Cluster Coordination Unit.

## FOREWORD

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### **MINIMUM GUIDELINES FOR AGRICULTURE AND LIVELIHOOD SECTOR INTERVENTIONS**

The IASC Agriculture and Livelihood Cluster through its members, provides life saving and time-critical support to millions of crisis-affected men, women and children in Somalia. Most of these people mainly depend on crop agriculture and livestock for their food security and income. Timely support to households, enabling them to continue or restart agricultural production, is therefore a vital precondition for rapid, effective and durable recovery.

This document summarizes the contributions of the cluster members towards the development of minimum operating guidelines. It includes an overview on planning as well as implementation of emergency sector-specific interventions.

The majority of cluster appeals refer to protracted crises that have continued for a number of years. While this bears witness to the scale of the challenge faced by communities and humanitarian partners to build sustainable exit strategies, there are strong signs of progress. For example, in addition to the core focus on timely asset replacement, many cluster member contributions include increased emphasis on building the capacity of local and national actors to prepare and respond to agricultural threats, emergencies and heightened attention towards disaster risk management.

There is a strong emphasis on building humanitarian delivery capacities, often in close collaboration with other humanitarian partners. A harmonized approach to implement sector interventions at country and local levels will not only ensure needs-based responses but also increased humanitarian impact, contributing to both the rapid availability of food and the timely restoration of agricultural livelihoods.

We have a moral imperative to help farmers and pastoralists affected by crises to re-establish their food production capacity, because it's their lifeline. The extent to which cluster members will be able to respond to this imperative will in part depend on the contribution of the donor community, as well as on our initiative to systemize the way we deliver humanitarian assistance. I am optimistic that these guidelines will be a first step towards achieving the strategic objectives. We hope that your commitment will remain strong.

Andrea Berloffia  
**Agriculture and Livelihoods Cluster Coordinator**

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## CHAPTER 1: CROP AGRICULTURE INTERVENTIONS

### INTRODUCTION

The agricultural sector in Somalia is not well developed. Smallholder farmers lack knowledge of most current agronomic technology. Large-scale farming was virtually destroyed during the civil strife in the 1990's. However, agriculture remains an important economic activity not only in terms of meeting the food needs of the population (roughly 50% of cereal requirements are met through domestic production), but also in terms of generating income through crop sales and agricultural labor opportunities.

Agriculture is a major component for two of the main rural livelihood systems in Somalia; Agro-pastoralist - mix of agriculture and livestock production based livelihood and agriculturalist - agriculture based livelihood. Crop production performance and its potential are determined by the bi-modal rainfall in the mainly arid to semi-arid areas. The two main agricultural seasons are; Gu (short rains) from April to June and Deyr (long rains) from October to December.

There is also a provision for off-season and recessional farming. These latter options should be considered as and when appropriate and may vary in different contexts. The Hagai rains in certain parts of Somalia also provide for farming of crops with short maturity periods.

However, in principle there are four primary agricultural zones in Somalia:

1. Northwest in parts of Awdal and W. Galbeed - rain fed maize and sorghum
2. Coastal Cowpea Belt Zone in Central and Southern Somalia
3. Shabelle and Juba Riverine Valleys - rain fed and irrigated sorghum and maize, with sesame and banana cash crops
4. Sorghum Belt in Bay and Bakool Region - rain fed sorghum.

### NEEDS ASSESSMENTS

Assessments provide a comprehensive picture of the current situation. Many organizations have their own guidelines for conducting field assessments so these are not detailed here. A needs assessment should outline the impact of the situation on:

- Immediate (basic) needs: Assess the affected households' ability to meet their immediate needs. Immediate needs will include food, water, the means to cook (fuel and cooking utensils), shelter, soap, clothing, health services, and debt repayment and education services.
- Livelihoods: Assess the affected households' capacity to support themselves. This will likely include loss of income, food production (cereal, vegetable, livestock), access to markets, livestock water and drugs, impact on water availability, terms of trade,

security issues and the impact on local structures.

- Coping strategies: Assessment of the coping strategies of the affected households' will give you an indication of the urgency of the need and the level of crisis the household is facing. Common coping strategies include reducing daily food intake; consuming cheaper food; reducing household expenditures on items such as clothing, medical care, and education; and reducing the number of dependents in the household (through migration, for example, or having household members live with other relatives).
- Distress coping strategies may include sale of productive assets, undertaking dangerous or degrading activities. Vulnerable groups are more likely to employ distress coping mechanisms early as they often lack social support systems and saleable assets.

**At a minimum**, a needs assessment should state:

- What is the current situation?
- What is the impact of the shock on people's livelihoods and their ability to access sufficient food and income?
- How are people coping with the situation?
- Who is most affected? How many people need assistance?
- What form of assistance do they need? (remember that different population groups and different livelihood groups may need different forms of assistance)
- How long will they need this assistance?
- What are other agencies doing?

## **GUIDANCE NOTES ON EMERGENCY AGRICULTURE RELATED INTERVENTIONS**

### **i) SEED PROVISION DURING EMERGENCIES**

For the purpose of these guidelines, we distinguish between emergency seed provision (ESP) and longer-term seed capacity-building activities. We define ESP as being 'a period of significant seed distribution and associated activities following the acute phase of an emergency'. In most circumstances, ESP should be a short-term intervention covering only the first few agricultural cycles following the onset of an emergency. Seed provision may evolve from initial blanket seed distribution, to targeted seed distribution to identified vulnerable groups. We have identified one exception to the principle that ESP should be a short-term activity, and this relates to the duration of the emergency. If the emergency itself (not the effects of the emergency) continues for a number of years, then it may be necessary to continue ESP for a number of cycles, rather than moving directly to longer-term seed capacity-building.

Otherwise, if agencies wish to continue with seed activities after the first few agricultural cycles, they should aim to move on from ESP to longer-term seed capacity-building. We define this as ‘supporting the development of sustainable access to seed in the longer-term, once an emergency has ended’. It may be possible to begin such capacity-building while the settling-down period is still underway, but it should be a long-term commitment which lasts into the rehabilitation phase and very likely beyond. Seed distribution should also consider season timing. Off season farming should be taken into account and only appropriate seeds can be distributed during off peak periods.

### **Rationale for seed provision during emergencies**

The underlying rationale for seed provision during emergencies is that it can help to re-establish a ‘self-help’ mode within communities affected by emergencies: once families have seed and farming tools, they can start the process of producing their own food and/or making money from selling crops, and thereby reducing their dependence on external sources for their livelihoods. It is important to remember that in many situations families want to use their own initiative as much as possible to restore their seed stocks. Therefore, it is vital that there is a thorough and detailed investigation of seed need, and the pre-emergency seed system in the area, before a decision is made to intervene. Nonetheless, some general principles apply concerning when seed provision is appropriate. Emergency seed provision should take place following a disaster only:

1. If there is a strong expectation that a degree of ‘normality’ will have returned to the local farming system by the time of the next planting season.
2. If there is evidence that families are committed to staying in the area, will have access to land and labor, and will be able to harvest their crops.
3. If there is a clear indication that lack of seed is the key factor preventing communities from returning to ‘self-help’ mode.

*For example seed distribution is not appropriate after a bumper harvest. It should also be noted that even after severe droughts or armed conflicts; seed is often still available within communities (from secret stores, or through traditional supply lines from outside the area)*

### **Other considerations when undertaking a seed distribution program:**

- Effects on markets and vendors can be extremely negative if a proper assessment is not done prior to distributions and access is actually the issue.
- Seed distribution should never be used to test a new variety of seed. Farmers should be familiar with the varieties provided, and families must accept the variety, including taste and performance.
- Timing is critical. If seeds cannot be provided in time for planting at the start of the rainy season, it may ultimately do more harm than good to distribute seeds late, and the seeds may actually become an expensive form of food aid.
- Local varieties should be considered if available.

## SEED DISTRIBUTION RATES IN EMERGENCY INTERVENTIONS

	Seed Type	Market source	Seed rate (Kg/Ha)	Maximum seed to distribute (kg per farmer)	Maximum surface per farmer (Ha)
1	Maize	Locally available	18-20	18-20	1
2	Sorghum	Locally available	8-10	18-20	1
3	Sesame	Locally available	5 to 6	5 to 6	1
4	Cowpea	Locally available	6-7	3 to 3.5	0.5
5	Mung bean	Locally available	6	3	0.5
6	Tomato	Imported	0.4 to 0.5	0.1 to 0.125	0.25
7	Onion	Imported	4 to 5	1 to 1.25	0.25
8	Pepper	Imported	0.5	0.125	0.25
9	Lettuce	Imported	1.5 to 2	0.375 to 0.5	0.25

### ii) LAND PREPARATION & TOOL PROVISION

#### Rationale

The aim of land preparation is two-fold; to place the soil in the best physical condition for crop growth and to ensure that the soil surface is left level. Land preparation is a combination of tillage practices that places the soil in the best physical condition for plant establishment and crop growth. To attain this condition soil must be tilled to a depth so plants can develop a root system which will physically support the plant and also allow the extraction of sufficient moisture and nutrients so yield potentials can be realized.

Appropriate agricultural tools should contribute to the broad objective of increasing the viability of the small farm. Where small farmers are currently employing sub standard tools that are inefficient, they often cannot improve this because of the leap in scale and capital cost to commercially available tools. It is therefore the goal of agencies to help fill this gap with good quality tools that affordable and suited to the scale of operations of the small farmers

#### Support to traction

In some cases, the lack of traction (animal or mechanical) may be a significant impediment to land preparation, particularly if time is short (e.g. end of conflict, immediately prior to start of rainy season). In these cases, the provision of traction through tractor subsidies or provision of draft animals (where practiced) may be more important than seed distributions. It should be noted that provision of subsidies is not a sustainable intervention and should only be considered as a one-time activity if circumstances warrant.

Support to land preparation should only be considered if there is a time constraint due to the arrival of the rainy season or if traction considers the heaviness of the soil in the case of riverine and flood areas (*See Annex on aggregated soils*) and the approaching rainy

season in case of vast land thus necessitating provision of tractor vouchers or fuel subsidies as appropriate

### Provision of farm tools

There are a number of appropriate technology principles that specifically concern agricultural tools. Good quality tools are in limited supply in Somalia, traders must be encouraged to import quality raw materials or purchase should be done from peripheral markets that guarantee quality specifications. (*See annex on tool prices in the indicative price guide*).

Tools must be repairable locally. With much of agriculture characterized by short intense periods of activity, farmers cannot afford delays caused by equipment failures.

Quality of tools can also be ensured by providing traders with vouchers to purchase from better markets and distribute to targeted poor households. Transportation of tools must be timely of for land preparation, thus delivery routes must be assessed to ensure transportation is not hindered.

Tools must be of simple design and ready to use without loss of time due to preparatory adjustments

### SELECTION OF HAND TOOLS

When selecting tools for farming operations it is important to consider the whole farming environment and farming system and the tools and equipment that the farming households already possess. FAO Agricultural Services Bulletin No. 84 – “Agricultural engineering in development: selection of mechanization inputs”, covers this area in detail and it is desirable to refer to this document prior to drawing up project proposals involving agricultural tools and equipment. Only a very brief overview is given here.

Within the context of the farming system, some of the essential considerations for the selection of tools and equipment are the following:

- Function
- Power and energy requirements
- Work rates
- Cost and life
- Service requirements
- Cultural aspects

Some details are given below of the typical work rates of the main hand tools and it is particularly important that these work rates are considered in detail when selecting the number of tools required for each household and the area to be cultivated. The number of farm laborers and the number of tools and their work rates largely determine the area that can be cultivated and the timeliness of operations.

Work rates (indicative only, due to the variability of local conditions and crops):

- a. Hoes:

Land preparation	300 hrs/ha/person
Planting:	80 hrs/ha/person
Weeding	140 hrs/ha/person,

- b. Sickles:  
Harvesting rate (sorghum): 210 hrs/tonne/person.

Weeding is a particularly time consuming task and is frequently the main limiting factor on the area that can be cultivated when farmers are restricted to using hand tools. Using lighter weeding hoes with longer handles for this operation, rather than digging hoes, can significantly reduce the time required for weeding and the drudgery involved. In resource poor farming households, as digging hoes are worn down with use they become used as weeding hoes and this is an optimum use of limited financial resources, even if not of energy resources. If hoes specifically designed for weeding, such as push/pull hoes, tined hoes, or wheeled hoes are used locally, or have proved to be locally acceptable and financially viable, then substantial savings in time and improved productivity can be achieved. There are a number of cultural and gender aspects associated with the use of hoes and some of these are discussed in FAO's 1998 publication 'Agricultural Implements Used by Women Farmers in Africa'.

A wide range of tool shapes exist and only a limited range is shown in this booklet. Further designs and shapes can be obtained from the brochures of the main manufacturers and from other reference materials, some of which are listed in the bibliography. For emergency projects, tools should generally be limited to the conventional tools used in the local area. When formulating projects which involve the purchase and supply of tools and equipment it is important to provide the appropriate background information in the proposals. This includes the description of the farming system that the tools are to be used in, the area per farming household, labour availability and existing tool resources, and the key aspects outlined above.

### Specifications of tools

Once the type and quantity of hand tools have been identified, then for procurement the following basic specifications are required:

- a. Basic form, dimensions and weight of the tools
- b. Materials specifications
- c. Heat treatment and hardness
- d. Construction details
- e. Marking
- f. Preservative treatment
- g. Strength test

Field experts will normally only be required to specify (a) above. The latter information is included in this guideline, but can be skipped by field staff if necessary. Some tools are always specified with handles, such as machetes, sickles and axes, and others, such as hoes, will depend on the ability of the recipients to make their own handles. The latter case is usually determined by whether the tools and resources are available locally to make acceptable handles. If acceptable handles can be made locally, then limited project resources may profitably be used in another area or aspect of the project. However, it is important to note that a very large proportion of the problems encountered with hand tools arise from the use of handles made from cheap unseasoned softwood, coupled with

poor manufacturing quality. Breakage, loose tool heads, and unsatisfactory grips are common problems, leading to poor productivity and possibly injury to the user.

Suitable hardwoods are widely available and seasoning can be carried out naturally if kilns are not in use. Adequate manufacturing ability is also usually available within the country either by machine or by manual methods in rural areas. The cost increase for a specified handle as compared with a cheap one is usually modest, and no other single step can return such high dividends in terms of cost effectiveness and productivity as the manufacturer of tool handles to specification from seasoned hardwood. Finally, it needs to be emphasized that the manufacture of axe handles and fitting them to the axe heads must be done by experienced specialists.

### **iii) REHABILITATION OF CROP PRODUCTION INFRASTRUCTURE**

#### **Rationale**

While seeds should be promoted that best fit a realistic view of the climatic situation in an area, there are numerous examples of small scale irrigation projects that have maximized production of small plots of vegetable crops<sup>1</sup>. These include:

- Provision of sand bags for weak river embankments as a preparedness measure towards flooding.
- Channeling water through irrigation canals for agriculture especially in non rain fed areas.
- Rental of pumps by organized farmers' associations through provision of vouchers and fuel.
- Tertiary and secondary canal excavation and rehabilitation through cash for work. Canal rehabilitation should be done after calculating the water demand for the crops to be grown.
- Primary canals should be rehabilitated by technical experts. Preferentially machines should be considered over cash for work in primary canal rehabilitation.
- Provision of pipes and ridging support for irrigation

#### **Considerations**

- Cost effectiveness - Returns after rehabilitation of identified infrastructure must be significant enough to improve or increase viability of agriculture.
- Operational costs must be analyzed and labor intensive activities utilize cash for work transfers targeting vulnerable people.
- There should exist local appropriate technology if needed to facilitate and complete rehabilitation work.
- Delivery mechanisms should be in place to ensure materials for rehabilitation can be transported in a short time to the work sites.
- Institutional capacity – expertise in water management should be present or involved during project implementation.

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<sup>1</sup> As with all other interventions, it is essential to follow the “Do no harm” philosophy. In the case of any water usage scheme, use by one farmer should not harm water supplies for others by drawing too much from the system. Consideration of all community members is key, not only the project beneficiaries. Equity in programming and use of natural resources helps mitigate conflict.

- Community participation (including gender and culture) – Approaches and strategies to be administered must factor inclusivity and peculiarities of needs of women, IDPs, disabled and child headed households.

#### iv) DISTRIBUTION OF FERTILIZERS

- ✚ In many cases where soil nutrients have been depleted due to leaching or continuous cultivation, the addition of even small amounts of fertilizers (organic or inorganic) can increase crop productivity significantly.
- ✚ Provision of fertilizer packets can be done in a similar way as seed provision through direct distributions or by including them in livelihood or seed fairs for purchase at farmer discretion.
- ✚ Training in the production and use of organic fertilizers (compost, manure) may allow for a more sustainable means of improving soil fertility in the long-term.

These methods are particularly important in areas where fertilizers are prohibitively expensive or unavailable or where farmer indebtedness is a problem. Incorporation of leguminous crops into a rotation (or intercropping system, if sufficient water is available) can also increase soil nitrogen levels, boosting yields. Leguminous crops commonly planted include peanuts, groundnuts and cowpeas.

#### Considerations:

- The proper choice of legume will add nitrogen to the soil, and the crops have the added benefit of providing a good source of dietary protein. Care must be taken, however, when introducing legumes to a region since these plants require the correct soil bacteria to allow nitrogen production.
- It should be noted that introducing new seeds is not recommended in emergency interventions.

#### Sample fertilizer specifications

##### Urea

- |   |      |
|---|------|
| • Total Nitrogen, percent by weight (on dry basis), minimum | 46.0 |
| • Biuret, percent by weight, maximum                        | 1.5  |
| • Moisture, percent by weight                               | 1.0  |

##### Triple Super Phosphate (TSP)

- |  |      |
|--|------|
| • Total Phosphate (as P <sub>2</sub> O <sub>5</sub> ), percent by weight, minimum      | 46.0 |
| • Water soluble phosphate (as P <sub>2</sub> O <sub>5</sub> ), percent, minimum        | 40.0 |
| • Free phosphoric acid (as P <sub>2</sub> O <sub>5</sub> ), percent by weight, maximum | 3.0  |
| • Moisture, percent by weight, maximum   | 5.0  |

## CROP AGRICULTURE INTERVENTIONS CHECKLIST

SECTOR INTERVENTIONS		MINIMUM AGENCY REQUIREMENTS	PRE CONDITIONS	SEASONS				
Crop Production	Seed and Tool distribution * See seed matrix below	<ul style="list-style-type: none"> <li>• Technical capacity and skilled human resources</li> <li>• Operational capacity</li> <li>• Presence and good track record in area of operation</li> </ul>	<ul style="list-style-type: none"> <li>• Food insecurity due to reduction or loss in crop production.</li> <li>• Rainy season will pass if emergency distribution of seeds and tools is not done in a timely manner.</li> <li>• Affected households lack seeds and tools.</li> <li>• The lack of seeds/tools limits production.</li> <li>• Local knowledge on crop production exists.</li> <li>• Germination tests are undertaken to ensure good quality seeds are used.</li> </ul>	Jilaal Dry season	Gu Heavy rains	Hagaa Monsoon rains	Deyr Short rains	
	Distribution of or support to animal traction.			<ul style="list-style-type: none"> <li>• Light soils may be prepared manually</li> <li>• Labour poor households may require support</li> </ul>	At the end of the dry season			
	Support to mechanized means of production			<ul style="list-style-type: none"> <li>• Heavy soils require mechanized traction especially in riverine areas.</li> <li>• Rainy season timing is almost due</li> <li>• Establish possible mechanized support systems such as tractor vouchers</li> </ul>	At the end of the dry season			At the end of the dry season

	Distribution of agricultural inputs(fertilizers and phytosanitary products)		<ul style="list-style-type: none"> <li>Evaluate previous soil conditions before using fertilizers</li> <li>Establish that yields could improve as a result of using fertilizers.</li> </ul>		At the beginning of the Gu		At the beginning of the Gu
	Re-establishment of irrigation infrastructure such as canals, culverts, intakes.	<ul style="list-style-type: none"> <li>Technical capacity and skilled human resources</li> <li>Operational capacity</li> <li>Presence and good track record in area of operation</li> </ul>	<ul style="list-style-type: none"> <li>Poor water infrastructure could lead to poor crop harvest thus food shortages.</li> <li>Irrigated land must be accessible by farmers.</li> <li>Presence of functional primary canals</li> <li>Existing manpower levels (can be used through CfW)</li> <li>Land accessibility by farmers</li> </ul>	At the end of the dry season			At the beginning of the Deyr
	Distribution of pumps		<ul style="list-style-type: none"> <li>In case of renting – confirm availability of pumps in the markets.</li> <li>In case of purchase- Pumps should only be distributed to organized farmers associations.</li> </ul>	At the end of the dry season			At the beginning of the Deyr

## ANNEXES

### I) CEREAL/ LEGUME / OIL CROP SEED: Quality standards for emergency procurement - Based on FAO Quality Declared Seed (QDS)

CEREALS	Varietal purity <sup>1</sup> (min. %)	Analytical purity <sup>2</sup> (min. %)	Germination (min. %) <sup>3</sup>	Moisture content (max. %) <sup>4</sup>
Maize	98	98	80	13
Pearl Millet	98	98	70	13
Sorghum	98	98	70	13
<b>FOOD LEGUMES</b>				
Beans	98	98	70	10
Chickpeas	98	98	75	10
Cowpeas	98	98	75	10
Dry Peas	98	98	75	10
Groundnuts	98	98	70	10
Mungbeans	98	98	75	10
Soyabeans	98	98	70	10
<b>OIL CROPS</b>				
Sesame	98	98	70	10
Sunflower	98	98	70	10

### II) VEGETABLE SEED: Quality standards for emergency procurement - Based on FAO Quality Declared Seed (QDS)

VEGETABLES	Varietal purity <sup>1</sup> (Min. %)	Analytical purity <sup>2</sup> (Min. %)	Germination (min. %) <sup>3</sup>		Moisture content (max. %) <sup>4</sup>
			Local Tender	Internatio nal Tender	
Amaranthus	98	95	70	80	8
Beetroot	98	95	70	80	8
Cabbage	98	98	70	80	8
Carrot	98	97	70	80	8
Celery	98	97	70	80	8
Chinese Cabbage	98	98	70	80	8
Cucumber	98	98	70	80	8
Eggplant	98	98	70	80	8
Leek	98	97	70	80	8
Lettuce	98	97	70	80	8
Melon	98	98	70	80	8
New Zealand Spinach	98	97	70	80	8
Okra	98	98	70	80	8
Onion	98	97	70	80	8

Parsley	98	95	70	80	8
Radish	98	98	75	80	8
Spinach	98	97	70	80	8
Sweet Pepper & Chilies	98	98	70	80	8
Tomato	98	98	75	80	8
Watermelon	98	98	70	80	8

*In determining seed quality the working seed sample is separated into 3 fractions, pure seed, seed of other crops (includes weed seed), and inert matter. In the QDS specifications, seed of other crops, weed seed and inert matter should be at an acceptable maximum level.*

<sup>1</sup>**Varietal purity:** the percentage of the pure seed that will produce plants that exhibit the characteristics of that specific crop variety. This can only be determined through DNA fingerprinting and/or field inspection of seed crop plots.

<sup>2</sup>**Analytical purity:** the percentage of the seed that is of the same crop species but not necessarily the same crop variety. The balance can include inert matter, weed seed, and damaged seed. While regular seed testing procedures may not, in all cases, distinguish between different varieties of the same species, the seeds of different crop (species) can be identified in the seed laboratory by close examination of the seed.

<sup>3</sup>**Germination:** the percentage of the seed with the ability to germinate and that can develop into plants under appropriate field conditions of optimum moisture, aeration and temperature. For international procurements of vegetable seed the minimum germination should be 80%.

<sup>4</sup>**Maximum moisture content** recommended for safe storage and good germination. Values may vary according with crop types (starchy vs. oil/proteinous seeds) and according to local conditions, in particular with environmental relative humidity and temperature. Local standards should be applied.

### III) TECHNICAL SPECIFICATION FOR AGRICULTURAL TOOLS

The specifications of the most commonly used agricultural tools are outlined in this section. This information is provided to give a better understanding of metals, but this is not essential for the preparation of the specifications. As a minimum, field staff should specify the quantity, type, weight and dimensions for each of the tools required for projects, preferably accompanied with a dimensional drawing. This information will then be included into the tender documents, with the term “approximate” qualified to mean +/- 10%. In their bids, suppliers will be requested to specify the exact dimensions and weight offered.

#### Hoes

The shapes, sizes and weights of hoes depend on their main use and may vary. For primary tillage, heavy blades and short, thick handles are required. These are also usually used for weeding, particularly when they are worn down and become lighter. However, for weeding lighter hoes with broader blades and longer handles, which allow the operator to stand upright and achieve higher work rates is generally preferred. Other push/pull hoes allow even higher work rates for weeding.

## Description

The table below outlines some of the major types of hoes in terms of their approximate dimensions and weight, and their means of attachment to the handle.

### Type, Weight and Dimensional Specifications:

Type	Fitting handle to	Dimensions L* x W (mm)	Blade Weight (kg)	Handle Length (mm)
<b>Heavy/Digging hoes:</b>				
Dished rectangular	Eye	235 x 280	2.2	900
Dished rectangular curved blade	Tang/spike	300 x 200	1.6	900
Rectangular blade	Eye Sunken	230 x 180	1.1	900
<b>Light/Weeding hoes:</b>				
Rounded blade	Eye	180 x 335	1.1	1200
Rectangular blade	Tang/spike	215 x 185	0.8	1200
Three prong blade	Eye	190 x 110	0.7	1200
<b>Planting hoes:</b>				
Rectangular blade	Eye	185 x 125	0.7	700

\* Length from top of blade to cutting edge, excluding eye/tang.

*Thickness of material around the eye to range from a minimum of 10 mm at widest point to a minimum of 5 mm at narrowest.*

## Manufacturing

Blade: The steel for agricultural hoes shall be a medium to high carbon steel within the specified range given below.

### Material Specification (Steel):

Constituent	Specified Range %
Carbon	0.4 – 0.65
Manganese	0.5 – 0.8
Silicon	0.35 Max.
Phosphorous	0.06 Max.
Sulfur	0.06 Max.

*Handle: The handle shall be made of a suitable hardwood with a specific gravity of 0.66 to 0.80 after seasoning to not more than 20% moisture content.*

## Pickaxes and Mattocks

Mattocks are commonly used for opening up new land, the cutting edge being used to cut roots and the digging edge for primary tillage on very hard ground, and together with pickaxes they are used for digging and building works.

## Description

The table below outlines the major types of pickaxes and mattocks in terms of their approximate dimensions and weight.

### **Type, Weight and Dimensional Specifications:**

Type	Fitting	Head Dimensions L x W (mm)	Head Weight (kg)	Handle Length (mm)
Pickaxe (point + chisel)	Eye oval	610 x 40	2.7	900
		660 x 40	3.2	910
		685 x 40	3.6	950
Mattock (cutter + mattock)	Eye oval	(152 x 64) cutter +(178 x 89)	1.8	900
		mattock	2.3	910
		(178 x 70) cutter +(203 x 102)	2.7	950
		mattock		
		(203 x 70) cutter +(229 x 114)		
		mattock		

*Thickness of material around the eye to range from a minimum of 10 mm at widest point to a minimum of 5 mm at narrowest.*

## Manufacturing

Head: The steel for pickaxes and mattocks shall be a medium to high carbon steel within the specified range given below.

### **Material Specification (Steel):**

Constituent	Specified Range %
Carbon	0.4 – 0.65
Manganese	0.5 – 0.8
Silicon	0.35 max
Phosphorous	0.06 max
Sulfur	0.06 max

Handle: The handle shall be made of a suitable hardwood with a specific gravity of 0.66 to 0.80 after seasoning to not more than 20% moisture content.

## Spades, Shovels and Forks

Spades are primarily digging implements whereas shovels are used to move loose or unconsolidated materials over short distances. Forks are used both for gardening and for moving loosely packed materials like manure or hay. A wide range of shapes and sizes are available depending on their main use.

## Description

Spades, shovels and forks have many common features in that their parts and the methods used to attach the heads to the handles are similar. Some definitions are given below:

- Socket attachment: Cylindrical collar into which the handle is fitted and secured by screws, nails or rivets.
- Strapped attachment: Two tapered ferrule straps, often extending out of a collar, between which the shaft is fitted and secured by screws or rivets. Usually the most durable of the attachments.
- Blade lift: The vertical distance of the blade tip to the floor when laid down on its back on a flat surface: The maximum vertical distance between two parallel planes encompassing the blade, and specified as either lateral or longitudinal curvature.
- Crank: The maximum distance of the handle to the floor when laid down on its back on a flat surface.

Spades are designed mainly as digging tools. The blade is normally stronger than that of a shovel and has less of a lift. The top of the blade is normally bent over so that it can be forced into the ground with the foot. The need for stout footwear can be reduced, if the spade is given a tread at the top part of the blade. A broad slotted piece of wood fitted onto the top of the blade is more suitable for bare-foot labour. A great variety of shovel shapes and sizes exist. At one extreme is the earth moving shovel, which is relatively small and usually rounded or pointed.

This shape is suited to the penetration and moving of heavy cohesive materials. At the other extreme is the grain shovel, which is used for handling light and incoherent material. It is usually large with raised edges and square mouthed, as the straight edge of the head can be used to scrape material off the floor, and the large size and raised edges allow large quantities to be moved at a time. There are three main types of handle ends or hilts: T-shaped, D-shaped and plain shaft. The most commonly used spades, shovels and forks are illustrated in the cover page.

The table below outlines some of the major types of spades, shovels and forks in terms of their approximate dimensions and weight.

***Type, Weight and Dimensional Specifications:***

Type	Blade Dimension L x W (shoulder) x Thickness (mm)	Blade Lift (mm)	Blade Dish (mm)	Weight (including 700mm handle**) (kg)
Spade	320 x 160 x 1.75 min	55	25 lateral	1.6
Shovels				
▪ Square mouth	300 x 200 x 1.75 min	160	20	1.6
	300 x 220 x 1.75 min	160	25	1.8
	320 x 240 x 1.75 min	180	30	2.0
▪ Round mouth	320 x 260 x 1.75 min	180	30	1.8
	340 x 280 x 1.75 min	190	35	2.0
			all lateral	
Fork (digging) *	290 x 200 (4 prongs)	100	16 longitudinal	2.0

\* Forks are of square section with either 4 (10 x 10 mm) or 8 prongs (8 x 8 mm) respectively.

\*\* Note that the handle length will vary with intended use and cultural attitudes and may vary from 600 mm up to 1400 mm in some countries.

**Manufacturing**

Blade: The steel for spades, shovels and forks shall be medium to high carbon steel within the specified range given below.

***Material Specification (Steel):***

Constituent	Specified Range %
Carbon	0.4 – 0.65
Manganese	0.5 – 0.8
Silicon	0.35 max
Phosphorous	0.06 max
Sulfur	0.06 max

Handle: The handle should be made of a suitable hardwood with a specific gravity of 0.66 to 0.80 after seasoning to not more than 20% moisture content.

**Machetes**

Machetes or pangas are used for general purpose heavy cutting work, including bush clearance and harvesting.

## Description

Machetes come in a broad range of shapes and sizes depending on their primary uses.

The table below outlines some of the major types of machetes in terms of their approximate dimensions and weight.

### Type, Weight and Dimensional Specifications:

Type	Dimensions of Blade L x W min(write in full) (mm)	Dimensions of Blade Thickness (mm)	Blade Weight (g)	Handle Length (mm)
Cutlass	510 x 50	2.5 min	630	160
Straight edge	405 x 50	2.5 min	400	160
General purpose knife	150 x 20	2.5 min	150	160

## Manufacturing

Blade: The steel for machetes shall be a high carbon steel within the specified range given below.

### *Material Specification (Steel):*

Constituent	Specified Range %
Carbon	0.52 – 0.65
Manganese	0.5 – 0.8
Silicon	0.35 max
Phosphorous	0.06 max
Sulfur	0.06 max

Handle: The handle should be made of a suitable hardwood with a specific gravity of 0.66 to 0.80 after seasoning to not more than 20% moisture content. It must be machine riveted to the blade at three places. The rivets to be steel with maximum carbon content 0.15% and the washers to be mild steel.

## Sickles

Sickles are used to harvest a wide range of cereal and fodder crops and straw for thatching.

## Description

The sickle's size and shape varies from region to region and the most commonly used ones are illustrated in Figure 5. Relatively slight differences in the shape of the sickle can have a significant impact on its acceptability by farmers. They either have smooth internal cutting edges to cut green vegetation, or serrated edges to cut dry vegetation.

The table below outlines some of the major types of sickles in terms of their approximate dimensions and weight.

***Type, Weight and Dimensional Specifications:***

Type	Dimensions of Blade L x W (mm)	Dimensions of Blade Thickness on back edge (mm)	Weight (including handle) (g)	Handle Length (mm)
Serrated edge	405 x 20 min	3 min	250	150
Smooth/plain edge	305 x 20 min	3 min	200	150

**Manufacturing**

Blade: The steel for sickles shall be a high carbon steel within the specified range given below.

***Material Specification (Steel):***

Constituent	Specified Range %
Carbon	0.5 – 0.65
Manganese	0.5 – 0.8
Silicon	0.35 max
Phosphorous	0.06 max
Sulfur	0.06 max

Handle: The handle should be made of a suitable hardwood with a specific gravity of 0.66 to 0.80 after seasoning to not more than 20% moisture content.

**Axes**

Axes may be used for bush clearance and the cutting of wood for the manufacture of handles for other agricultural tools, or for fuel, etc.

**Description**

The table below outlines some of the major types of axes in terms of their approximate dimensions and weight.

***Type, Weight and Dimensional Specifications:***

Type	Blade Dimensions L x W cut x Eye max. dia. (mm)	Head Weight (kg)	Handle Length (mm)
Asymmetrical axe	200 x 120 x 65	1.8	800
	210 x 130 x 65	2.3	800
	220 x 145 x 65	2.7	900

## Manufacturing

Head: For an axe to be effective and retain its edge, high-grade chrome manganese steel shall be used within the specified range given below.

### **Material Specification (Steel):**

<b>Constituent</b>	<b>Specified Range %</b>
Carbon	0.55 – 0.9
Manganese	0.5 – 0.8
Chromium	0.45 minimum
Silicon	0.35 max
Phosphorous	0.05 max
Sulfur	0.05 max

Handle: The handle should be made of a suitable hardwood with a specific gravity of 0.66 to 0.80 after seasoning to not more than 20% moisture content.

### **Miscellaneous Items: Grass Slasher, Garden Rake, Watering Can, Bucket, Wheel Barrow, Crowbar.**

A more detailed description and list of specifications have not been drawn up for the following items, either due to their simplicity or complexity. For certification purposes they should be tested for visual, dimensional, material composition, and marking criteria to the same level as the previously listed items. Where no specific strength tests have been established for these items particular attention should be paid to the quality of their manufacture.

### **Grass Slasher : The Grass Slasher shall conform to the following specifications:**

#### **Type, Weight and Dimensional Specifications:**

Bar 1.0 metre long x 50 mm wide x 3 mm thick, (tolerance of +/- 5%).

#### **Material Specification:**

Blade: The steel shall be a high carbon steel within the specified range given below.

<b>Constituent</b>	<b>Specified Range %</b>
Carbon	0.3 – 0.65
Manganese	0.5 – 0.8
Silicon	0.35 max.
Phosphorous	0.06 max.
Sulfur	0.06 max.

Handle: The handle shall be made of a suitable hardwood with a specific gravity of 0.66 to 0.80 after seasoning to not more than 20% moisture content.

### **Garden Rake**

The Garden Rake shall conform to the following specifications:

#### ***Type, Weight and Dimensional Specifications:***

Width of 350 to 450 mm, 10 to 16 teeth each 75 to 100 mm long, and weight without handle should be between 0.7 to 1.0 kg.

#### **Material Specification:**

The socket, head and teeth shall ideally be forged from a single piece of carbon steel within the specified range given below. Alternatively, the socket may be made of a lower carbon steel, but of at least 0.2% Carbon, and riveted or welded onto the head.

<b>Constituent</b>	<b>Specified Range %</b>
Carbon	0.3 – 0.5
Manganese	0.5 – 0.8
Silicon	0.35 max.
Phosphorous	0.06 max.
Sulfur	0.06 max.

Handle: The handle shall be made of a suitable hardwood with a specific gravity of 0.66 to 0.80 after seasoning to not more than 20% moisture content.

### **Watering Can**

The Watering Can shall conform to the following specifications:

#### ***Type, Weight and Dimensional Specifications:***

Capacity of 10 to 12 litre, preferably with nominal calibration marks of water level at 1 litre intervals for use with chemical applications.

#### **Material Specification:**

Body of galvanised steel sheet of 0.5 mm minimum. Alternatively, a robust body of plastic that is ultra-violet and heat resistant may be used.

#### **Construction:**

The watering can shall be constructed to be robust and durable.

If galvanised sheet is used then lock seams and rolled edges shall be constructed.

The watering spout shall be stayed to the body for strength and tapered to connect to a well fitting watering rose. The top and side handles shall be manufactured to a thickness that is comfortable carry.

## **Bucket**

*The Bucket shall conform to the following specifications:*

### ***Type, Weight and Dimensional Specifications:***

Capacity of 12 to 15 litres.

### ***Material Specification:***

Body of galvanised steel sheet of 0.5 mm minimum. Alternatively, a robust body of plastic that is ultra-violet and heat resistant may be used.

### ***Construction:***

The bucket shall be constructed to be robust and durable.

If galvanised sheet is used then lock seams and rolled edges shall be constructed.

The handles shall be manufactured to a thickness that is comfortable to carry, preferably zinc coated round iron bar with plastic or wooden sheath.

## **Wheel Barrow**

The Wheel Barrow shall conform to the following specifications:

### ***Type, Weight and Dimensional Specifications:***

Struck capacity of 70 to 85 litre, (capacity when loaded level with rim of tray). Distance from end of handle to axle of 1225 mm minimum, and from end of handle to cross bracing of 600 mm to allow operator to walk freely. Axle to have a diameter of 25 mm minimum. Solid rubber tyre of 350 to 400 mm outside diameter, and 75 to 100 mm wide.

### ***Material Specification:***

Frame and handles: Tubular mild carbon steel of diameter 30 mm minimum, thickness of 1.6 mm minimum. Tray: Galvanised or mild steel sheet of 1.3 mm thickness minimum. Bearings: Ball or roller bearings, grey cast iron bushes or nylon/molybdenum disulphide bushes.

### ***Construction:***

The wheel barrow shall be constructed to be robust and durable. The rim of the tray to be rolled over a mild steel bar of at least 8 mm diameter. Clearance between the wheel and the body to be a minimum of 50 mm. The legs/rests should be cross braced for strength and heels should be welded onto them.

## **Crowbar**

The Crowbar should conform to the following specifications:

### ***Type, Weight and Dimensional Specifications:***

Round section bar 30 mm diameter (tolerance +/- 5%), length 1600 to 1800 mm, and weight 8 to 10 kg.

**Material Specification:**

The crowbar shall be forged from a single piece of carbon steel within the specified range given below.

Constituent	Specified Range %
Carbon	0.5 – 0.65
Manganese	0.5 – 0.8
Silicon	0.35 max.
Phosphorous	0.06 max.
Sulfur	0.06 max.

**Construction:**

The end 100 mm of the bar shall be shaped to a chisel form at one end and a four flat point at the other.

**IV) TECHNICAL SPECIFICATION FOR MAINTENANCE EQUIPMENT FOR HAND TOOLS**

For agricultural hand tools to be used effectively and efficiently they need to be kept in good working condition. The main tools used for the maintenance of hand tools are metal files and filing stones and details of these are given in this section. Initial sharpening is carried out using files and then sharpening stones and for the precision sharpening of scythes and axes the surface is then honed using whetstones.

**Files**

For the sharpening of digging and cutting tools flat files are used and for sharpening saw teeth, small triangular files are used.

**Type, Weight and Dimensional Specifications:**

For sharpening machetes, sickles, scythes and axes:

- Combination flat files with handle. Point to shoulder: 152 or 203 mm. One side: double or second cut and other side: single or smooth cut. Square edge.

For sharpening saws:

- Taper saw file: Point to shoulder: 152 mm. File of equilateral triangular section parallel for two thirds of the body length and then tapering towards the point. Sides and edges: single cut and point left uncut.

**Material Specification:**

The files shall be forged from a single piece of carbon steel within the specified range given below.

Constituent	Specified Range %
Carbon	1.1 min
Manganese	0.45 max
Silicon	0.35 max
Phosphorous	0.06 max
Sulfur	0.06 max

Handle: The handle should be made of a suitable hardwood with a specific gravity of 0.66 to 0.80 after seasoning to not more than 20% moisture content.

**Construction:**

The teeth shall be uniform and regular over the whole of the cut surfaces and the uncut edges of the file shall be smooth and free from burrs or defects of any kind.

The handle should be approximately 100 mm long and completed to a smooth finish.

**Sharpening Stones**

These stones are used for sharpening scythes, sickles and machete blades. Sharpening stones should conform to the following specifications:

- The general purpose sharpening stone should have a length of roughly 355 mm, including the handle.
- The material should be silicon carbide.

**V) CROP WATER REQUIREMENTS**

As described in FAO Irrigation Water Management Training Manual. Gross Irrigation Need/water demand can be estimated on the basis of the crop with the highest water requirement or the crop that will ultimately occupy the largest area.

**An example on how to calculate water demand?**

Water Demand – Primo Secundario Irrigable Area: Water demand for the Primo Secundario irrigable area has been based on reported gross irrigation need of 1.5 l/s/ha that was a result of studies conducted during the Somali Government period within the Shabelle basin. For the irrigable area of 13,700 ha the water demand is:  $13,700 \times 1.5 = 20,550$  l/s

**Gross Irrigation Need**

The gross irrigation need is the crop's water requirement plus the water needed to compensate for all losses that occur between the intake and delivery of the irrigation water to the crop, taking into account irrigation period and interval.

For this purpose only losses related to conveyance, distribution and application are considered. The irrigation efficiency is a measure of these losses.

Gross irrigation water requirements/need can be calculated from:

$$I_{\text{gross}} = I_{\text{net}} \times 100/e \times 7/d \times 24/\text{hr}$$

$I_{\text{net}}$  = crop water requirement

$e$  = overall efficiency (scheme)

$d$  = Number of days when irrigation water is applied each week

$\text{hr}$  = Number of hours when irrigation is carried out each day

## VI) CANAL SIZE/DESIGN

The simplified manning equation was used to estimate the canal size required assuming a 90 degrees canal side slope to carry water that can irrigate the areas of  $x$  ha:

$$Q = VA = n^{-1} A R^{2/3} S^{1/2} \quad R = A/O \quad A = h(b+h) \quad O = b + 2h \sqrt{2}$$

In which

$Q$  = Discharge ( $\text{m}^3/\text{s}$ )

$A$  = Cross sectional water area

$V$  = Average velocity ( $\text{m}/\text{s}$ )

$O$  = Wetted perimeter

$b$  = bed width

$h$  = water depth

$R$  = Hydraulic radius of flow cross section  
in m

$n$  = Roughness  
coefficient (0.022)

$S$  = Hydraulic gradient  $\Delta h/L$  ( $\text{m}/\text{m}$ )

Canal depth will vary with the ground condition and the established minimum cut that will allow the excavator to reach the required depth according to their boom and stick lengths.

A uniform canal design size is maintained for the whole canal length due to the below considerations and from original sizes of the hydraulic structures of which the bottom width correspond with the canal bottom width. It is assumed that the canal should be able to carry the intake in-scheme flow for its entire length for the following reasons.

- 1) This will allow the canal to take off excess water from the river without causing flooding in the event that spate floods occur when the intake gates are fully open.
- 2) Current irrigation practices are such that those farmers at the canal head take full flow for irrigation and allow full flow downstream when they do not need to irrigate, the canal will then require carrying full intake flow at each reach of its entire length.

If irrigation scheduling requires water to be supplied at different reaches of the canal or different irrigation blocks then the canals is to be sized to the actual flow expected downstream of each division.

An example on how to calculate Crop water requirement (INnet) and gross irrigation need?

Climatic Zone	<15 <sup>0</sup> C (Low)	15 - 25 <sup>0</sup> C (Moderate)	>25 <sup>0</sup> C (High)
Desert/Arid	4 – 6	7 – 8	9 – 10
Semi arid	4 – 5	6 – 7	8 – 9
Semi humid	3 – 4	<b>5 – 6</b>	7 – 8
Humid	1 – 2	3 – 4	5 – 6

Table 1

Column 1	Column 2	Column 3	Column 4	Column 5
- 30%	- 10%	Same as standard grass	+ 10%	+20%
Citrus	Cucumber	Lettuce	<b>Maize</b>	Paddy rice
	Radish	Melons	Tomato	Banana
	Squash	Peppers	Peas	
		Grass	Safflower	
			sunflower	

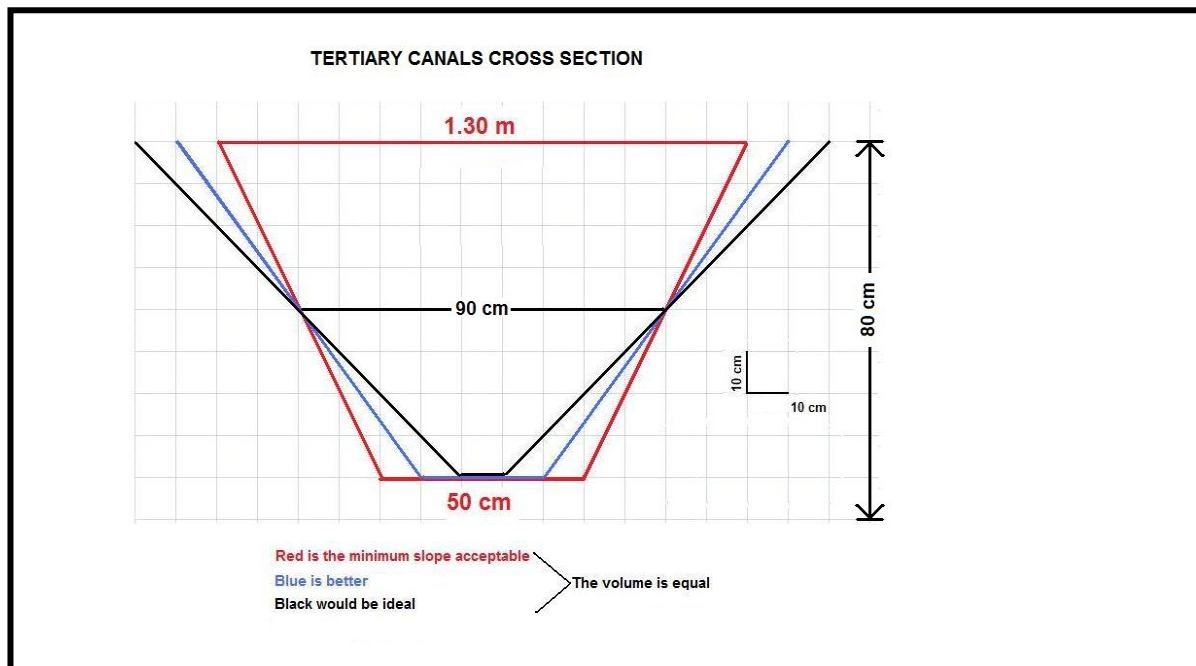
Table 2

1. From Table 1, select appropriate climatic zone say semi humid for Lower Shabelle with moderate temperatures i.e. ETo is 5 to 6 say 5.4 mm/day
2. From Table 2, select the crop that is likely to occupy the largest irrigated area say maize i.e. with 10% higher water requirement than standard grass
3. Calculate ETc for maize from this information i.e.  $5.4 + (5.4 \times 0.1) = 5.94$  mm/day
4. Calculate INnet i.e.  $5.94 \times 0.115 = 0.6831$  l/s/ha (where effective rainfall is taken as zero)





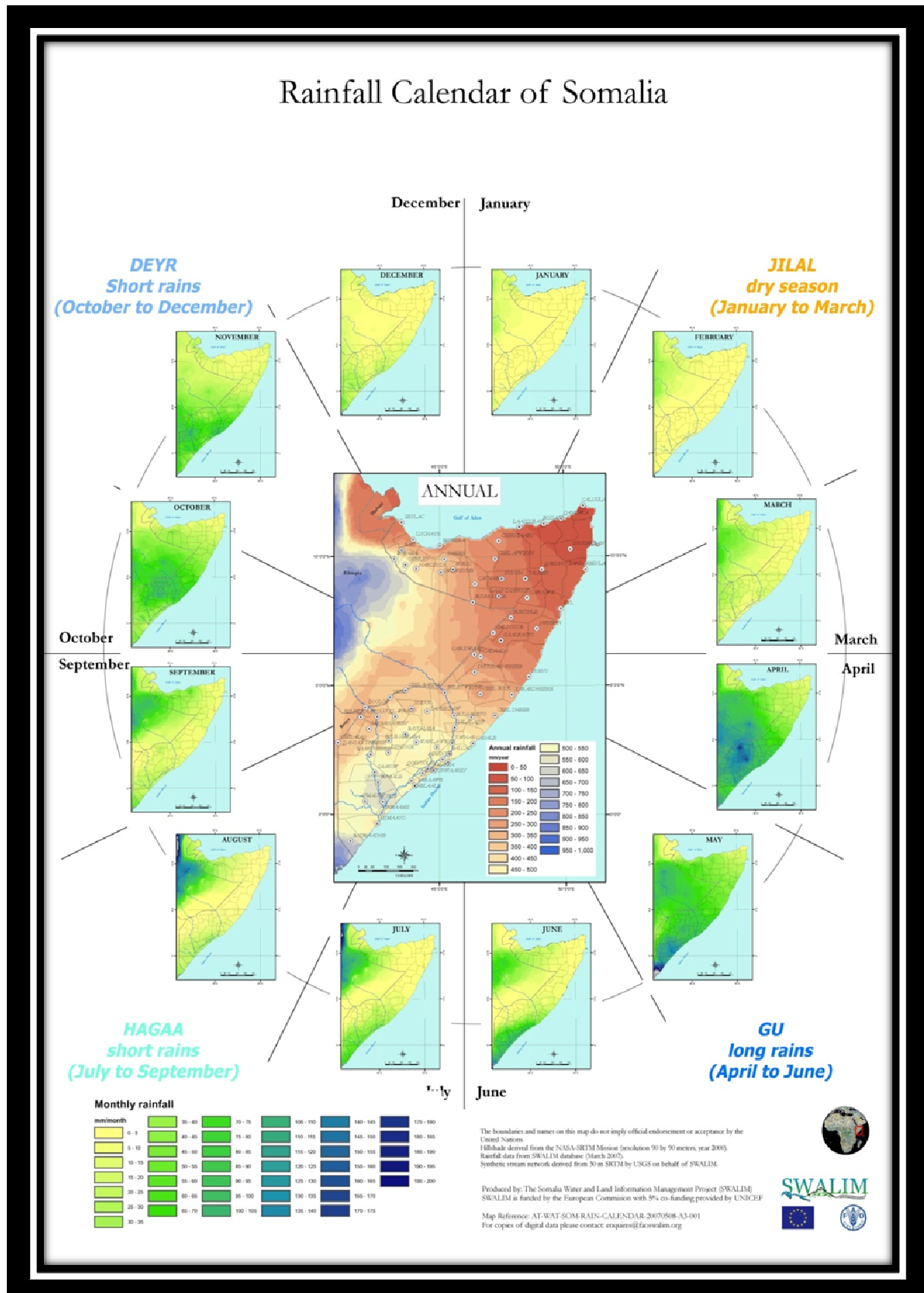
## TERTIARY CANAL CROSS SECTION



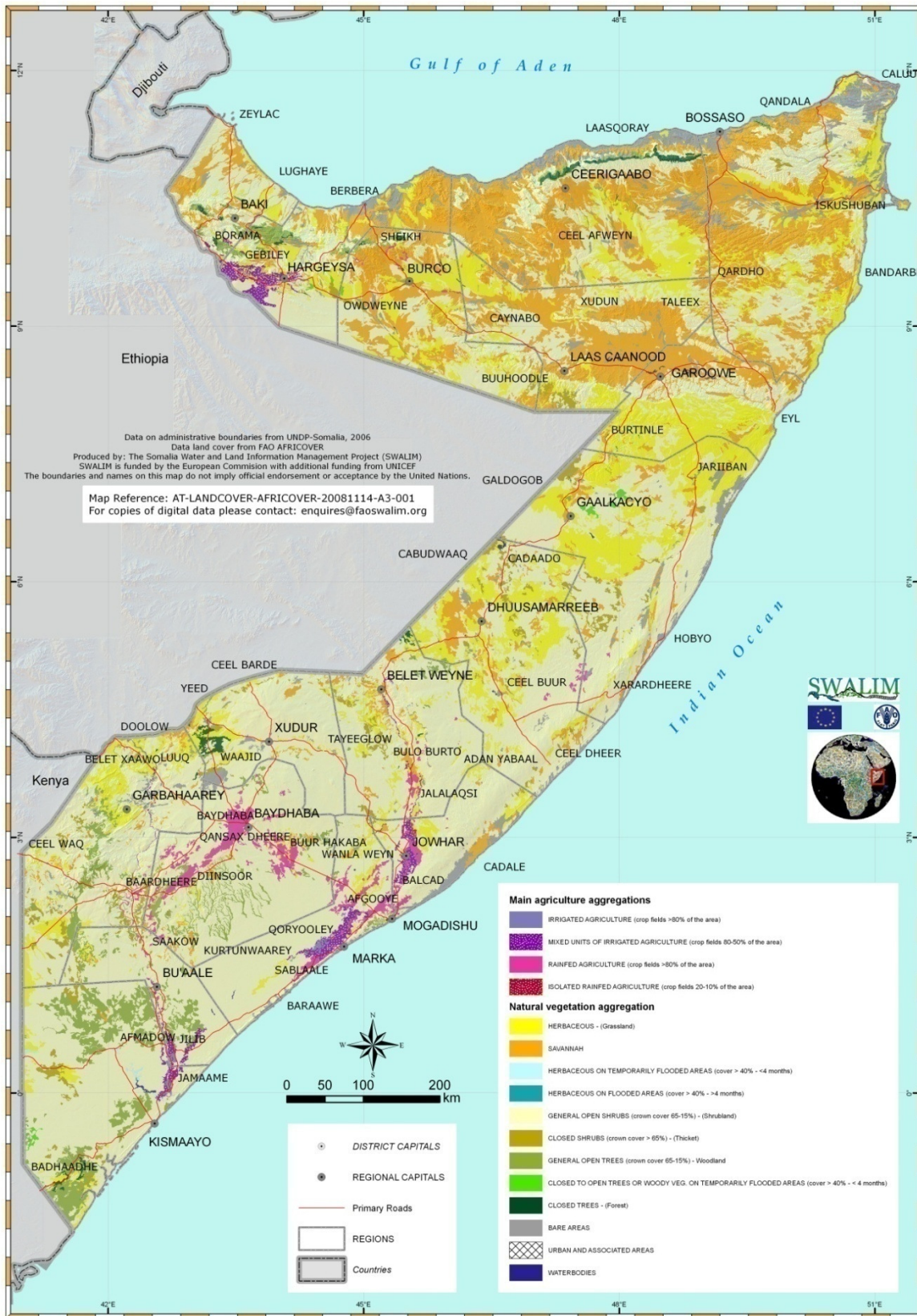
## GUIDANCE MAPS

1. SOMALIA SEASONS CALENDER
2. LAND COVER- MAIN AGRICULTURAL AGGREGATIONS/CROPPING PATTERNS
3. SIMPLIFIED AGGREGATE OF SOILS IN SOMALIA
4. LENGTH OF GROWING PERIOD

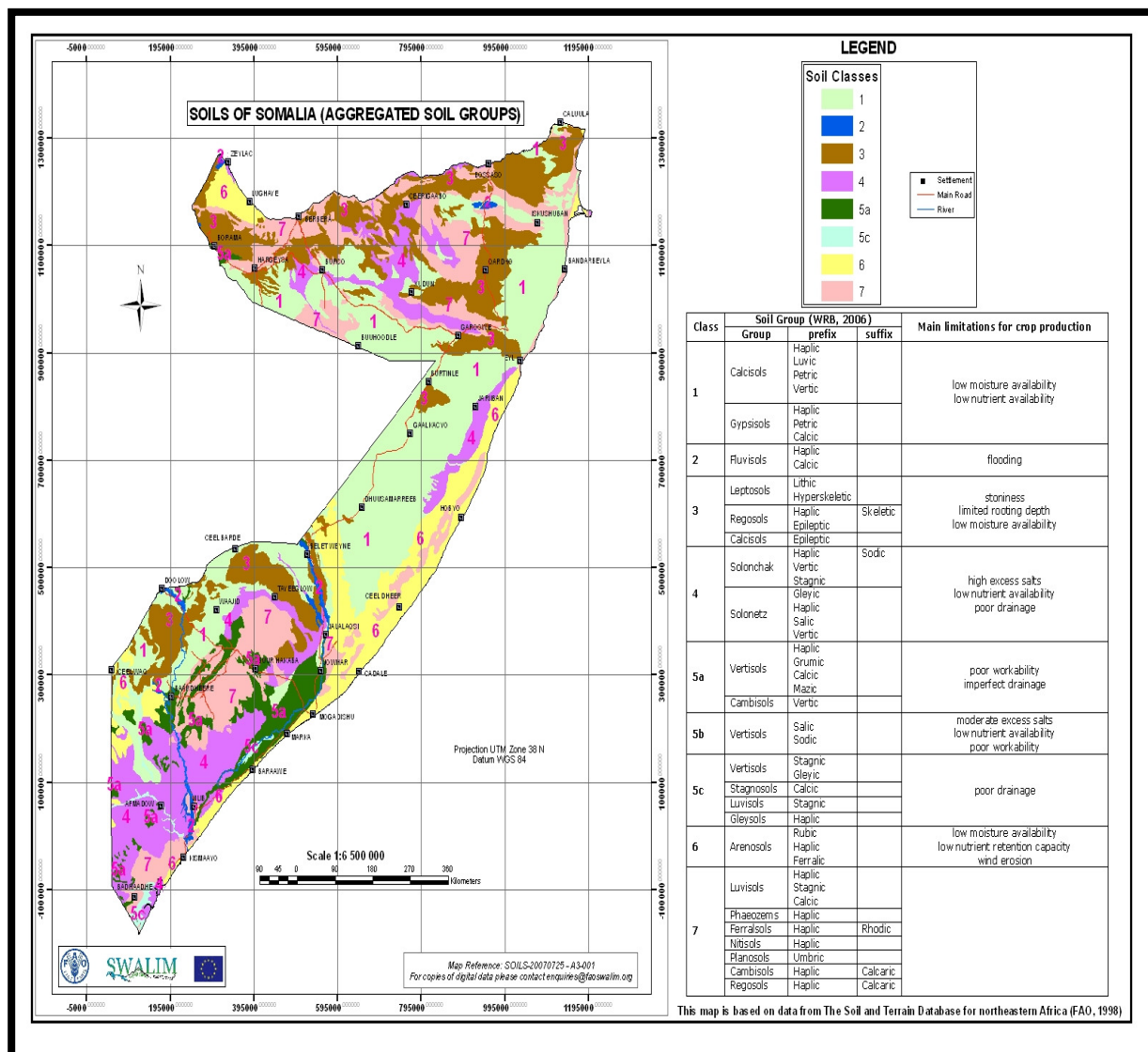
# SOMALIA SEASONS CALENDAR



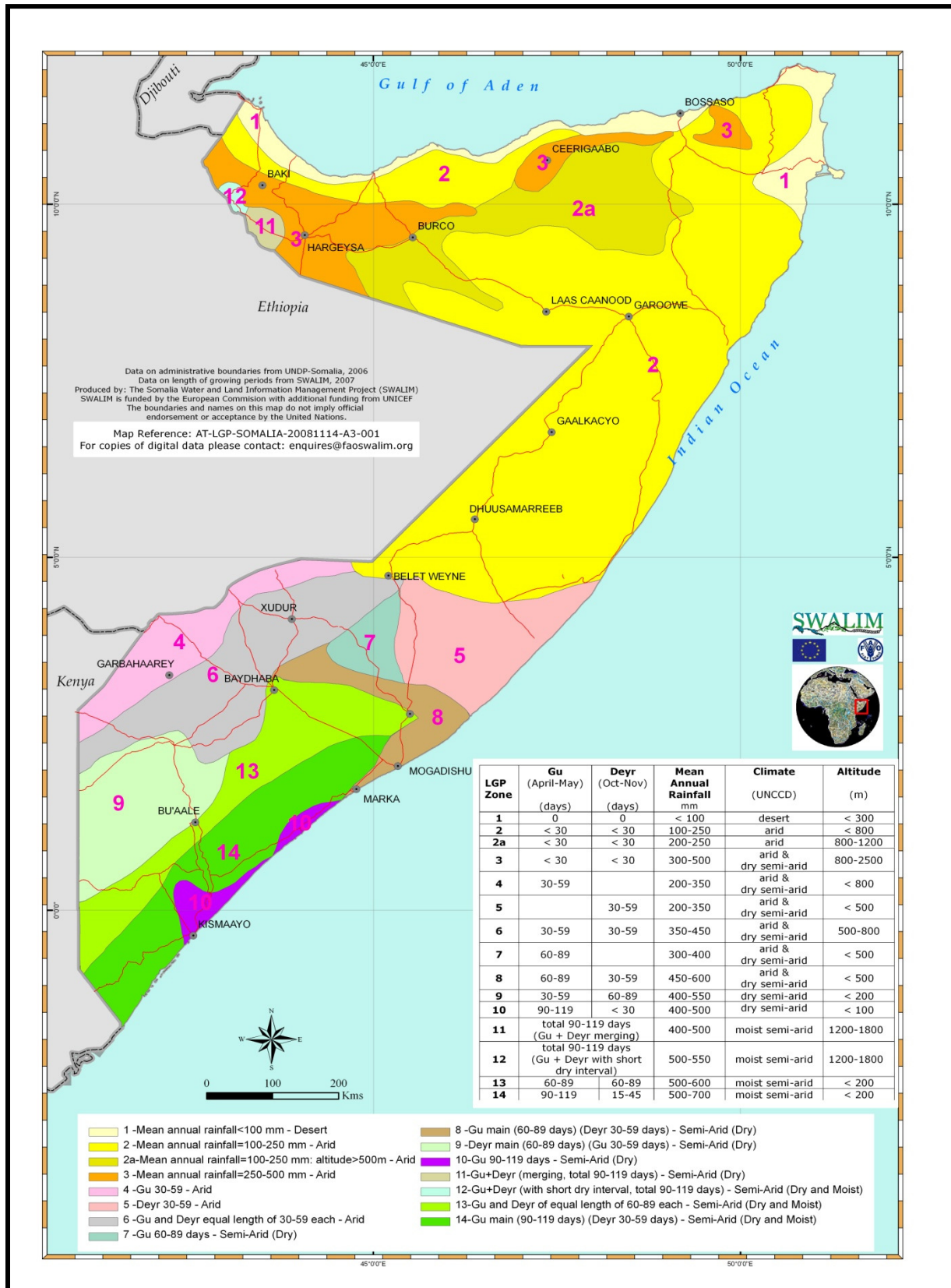
# SOMALIA LAND COVER AND CROPPING PATTERNS



# SOMALIA AGGREGATED SOIL GROUPS



# LENGTH OF GROWING PERIOD



## INDICATIVE PRICE LISTING FOR FARM INPUTS AND CANAL REHABILITATION

### CEREALS/LEGUMES.OIL CROP SEEDS

CEREALS	Unit price in Kgs
Maize – 5 or 6 Series	\$1.875
Pearl Millet	\$ 2.25
Sorghum – Gaddam or Seredo	\$1.625
FOOD LEGUMES	
Beans	\$2.5
Cowpeas	\$1.375
Dry Peas	\$3.08
Groundnuts	\$1.2
Soyabeans	\$0.98
OIL CROPS	
Sesame	\$1.2
Sunflower – Fat/Oil	\$1.75

### VEGETABLE SEED

VEGETABLES	Unit Price in Kgs (USD)
Amaranthus	\$13.25
Beetroot	\$16.875
Cabbage – Copen	\$21.25
Carrot	\$18.75
Celery	\$29.25
Cucumber	\$30
Eggplant	\$26.25
Leek	\$49.625
Lettuce	\$48.75
Melon	TBC
Okra	\$4.3875
Onion – Red creole	\$42.5
Parsley	\$33.75
Radish	\$20.00
Spinach	\$14.375
Sweet Pepper	TBC
Tomato – Cal J/Riograde	\$ 75
Watermelon – Sugarbaby	\$43
Capsicum	\$70

## TOOLS

<b>Tool</b>	<b>Unit Price (USD)</b>
Digging hoe with handle	9
Pick axe with handle	9
Mattock with handle	10
Spade	5
Shovel	5
Fork jembe with handle	4
Machete with handle	3
Axe	5
Grass slasher	6
Garden rake	6
Watering can	
20 lts Steel bucket	3
20 lts plastic bucket	6
Wheel Barrow	55
Crow bar	55
Files	3
Sharpening Stone	1
Pump (single piston)	TBC
Tape measure	1
Gunny bags	1
Claw bar (Trimbo)	20
Mason's hammer (4kg )	14
Sledge hammer	10

## FERTILIZERS

<b>Fertilizer</b>	<b>Unit Price (USD)</b>
Urea	11 per 25 kg bag
Triple Super Phosphate	40 per 50 kg bag
DAP	32 per 25 kg bag

## CANAL REHABILITATION

<b>Type of canal</b>	<b>Modes of excavation</b>	<b>Unit Price (USD) (Per cubic meter of soil )</b>
Primary	Machine use only	1.8 -2.0
Secondary	Cash for work	2.0- 2.1
Tertiary	Cash for work	2.2

## FURTHER READING

1. FAO Guidelines for the technical specification and procurement of agricultural hand tools 2001.
2. ILO – Guide to tools and equipment -1981
3. Intermediate Technology Publication ; Tools for Agriculture 1992
4. Seed Quality Standards for Emergency Procurement (FAO 2007)
5. FAO's 1998 publication 'Agricultural Implements Used by Women Farmers in Africa'.
6. FAO Agricultural Services Bulletin No. 84 – "Agricultural engineering in development
7. FAO Irrigation Water Management Training Manual.
8. OXFAM GB Rough guides to emergency seed and tool distribution.[http://www.oxfam.org.uk/resources/learning/humanitarian/downloads/efsl\\_seedtool\\_distributions.doc](http://www.oxfam.org.uk/resources/learning/humanitarian/downloads/efsl_seedtool_distributions.doc)
9. USAID agriculture systems interventions: Important Principles for OFDA;  
[http://www.usaid.gov/our\\_work/humanitarian\\_assistance/disaster\\_assistance/sectors/mods/docs/seed\\_guidance.pdf](http://www.usaid.gov/our_work/humanitarian_assistance/disaster_assistance/sectors/mods/docs/seed_guidance.pdf)

## CHAPTER 2: LIVESTOCK INTERVENTIONS

### LIVESTOCK EMERGENCIES IN SOMALIA

Somalia continues to experience recurrent prolonged dry seasons and droughts (slow onset emergencies), periodic flooding (rapid onset emergencies) which have further been exacerbated by long-running conflict leading to complex and chronic emergency situations. These have significant effect on livestock which is the mainstay of the country's economy.

The guidelines on emergency livestock related interventions will be applied to assist communities affected by these humanitarian crises. The guidelines are on preliminary emergency assessment and the livestock technical interventions. The livestock technical interventions section covers the rationale, options and specific considerations.

### PRELIMINARY EMERGENCY ASSESSMENT

Preliminary assessment will be done to ascertain the role of livestock in livelihoods, the nature and impact of the emergency, and the situation analysis. This will provide information as to whether livelihoods-based livestock interventions are appropriate and feasible or indeed necessary at all. The assessments will derive information from community discussions, consultation with local officials and from secondary data. During assessments, cross-cutting issues which include gender, capacity building, HIV/AIDS, security and protection and the environment will be considered. Integrated Food Security and Humanitarian Phase Classification (IPC) emergency warning and classification system designed by the FAO-managed Food Security and Nutrition Analysis Unit for Somalia (FSNAU) will be used for the interpretation of assessment data.

This will be used along with any other information that will have been collected before the onset of the emergency. Care will be taken to ensure that the need for sound analysis and accurate classification of emergencies does not override the early and timely response especially in the case of a rapid onset emergency. Participation of stakeholders will be encouraged during the assessments. The findings of the assessments will be considered during the identification of the livestock technical interventions. The identification of the most appropriate and feasible interventions will be done in the context of livelihoods objectives of rapid assistance, protecting and rebuilding the assets. This will be done using Participatory Response Identification Matrix (PRIM) decision making tool (*LEGS, 2009*) to facilitate discussions with local stakeholders. Where full stakeholder participation is not envisaged, representatives of affected communities and local institutions will provide the necessary input.

## **LIVESTOCK TECHNICAL INTERVENTIONS**

The following livestock technical interventions will be considered during humanitarian emergencies in Somalia:

1. Destocking
2. Emergency water provision
3. Emergency feed provision
4. Veterinary services
5. Re-distribution of livestock.

*\*\*\*The choice of the type of intervention will depend on the type, phase and severity of the emergency*

### **DESTOCKING**

#### **Rationale**

In times of disaster, livestock remain a potential asset for their owners if timely action is taken, in that they can be converted into cash or meat through some form of destocking. Destocking is commonly used in response to slow onset emergencies and is considered inappropriate for rapid onset disasters. In a situation such as drought, it can be a successful way of providing immediate assistance to affected households and also help them to protect a smaller more productive herd. Livestock off-take should occur as pasture and water become insufficient. At this time the price of livestock will decrease as the price of grain increases reducing the purchasing power of households. Supplementary feeds will also increase in price as they become scarce. Destocking is appropriate if market potential is assessed to be suitable and a coordination mechanism is in place between the community, traders, feedlot operators, ranchers and exporters.

#### **Commercial Off – take**

Accelerated commercial off take involves support to livestock traders and exporters to buy livestock before they die. This provides cash for the affected communities which can be used for short term needs and also reinvestment in the remaining herds at the end of the crisis.

#### **Slaughter Disposal**

Slaughter disposal involves the cash purchase of stock on the brink of death and thus with no onward sale or food value. Slaughter for disposal is considered a last resort when other options have been exhausted. It may also be a potential response in rapid onset emergencies when stock are unlikely to survive.

## **Assessment checklist for destocking**

- What phase has the emergency reached?
- What is the condition of the livestock being brought to the market?
- Is the number of livestock being brought to the market increasing?
- Is the price of livestock increasing or decreasing?
- What stakeholders are operating in the area?
- Can a coordination forum be established?
- Is the area secure for the movement of stock and cash?
- What indigenous and local institutions exist that can facilitate destocking?

### **For accelerated off -take:**

- Are traders already operating in the area?
- Is the infrastructure in place to enable livestock off -take?
- Do (temporary) holding grounds exist?
- Is there access for trucks?
- Are feed and water available?
- Are there any key policy constraints to livestock movement and trade?
- What constraints would hamper access to markets by the most vulnerable?

### **For slaughter:**

- What slaughter facilities exist?
- What are the local religious and cultural requirements with regard to livestock slaughter?
- What are local gender roles with regard to slaughter, meat preparation, tanning etc?
- Which are the most vulnerable communities?
- Should temporary market sites be established to reach remote villages?
- Which vulnerable groups should be targeted to receive the meat from destocking operations?
- Which individuals could benefit from the employment opportunities that destocking could provide?
- Can a system be established to dispose of hides and skins?

## **EMERGENCY WATER PROVISION**

### **Rationale**

Water provision is vital to livestock survival and should be assured in times of drought. Water trucking should generally be regarded as a last resort intervention for the first stages of an emergency only. It is expensive, resource inefficient and labor intensive. However due to the critical nature of the impact of dehydration on livestock, it is sometimes the only option that can be implemented rapidly in order to keep animals alive in the short term. Therefore, trucking should be regarded as temporary intervention that will be replaced as soon as possible, by other means of providing water such as herd relocation or water point rehabilitation. As a general rule water trucking requires intense planning and monitoring of trucking operations. Agencies must demonstrate that there is a transparent contractual system with the tanker owners and the distribution network caters for the most vulnerable. They must show that there is sufficient internal capacity to ensure that tankers are in good mechanical condition, routes are open, and the target livestock concentration areas receive water in good quality and frequency.

### **Practical steps to undertake in emergency water provision for livestock**

This activity shall be carried out with all the stakeholders, community leaders and the agencies in the affected area. The following areas shall be analyzed critically;

- Establish the causes of the water crisis
- Assess the extent of water shortage and how the communities are coping
- Do a cost benefit analysis of all the available options of water provision
- Get to know the distance to the water source.
- Establish the numbers that are severely affected.
- Explore the available options
- Discuss how the communities should be involved
- Discuss the effects of the intervention
- Discuss all the available options and prioritize the options
- Means of delivering water to the vulnerable households be discussed and agreed

Two water supplies options may be considered and should be done concurrently if possible:

- i) Emergency water trucking to solve the immediate water needs.
- ii) Rehabilitation of the existing water points.

For livelihood purposes this should be done using cash for work scheme to provide labor opportunities and enable poor households' access income for meeting their basic needs. It also provides for solving long term water shortage thereby enhancing livelihoods.

## Emergency water trucking

This should be decided under the following conditions;

- Sufficient quantity and quality within a trucking distance.
- Communities are willing to be involved in the distribution process and to contribute in kind,
- Routes to the water sources are secure
- Existing users of the water sources are not undermined
- Livestock in grazing areas are targeted to address short-term risk of livestock losses
- The area is remotely located and of extreme need,
- Cost of rehabilitation is higher compared to water trucking,

Establish the cost of water per litre; the existing cost of water at local market should be adopted without any alterations. This is done to protect other households getting water from same suppliers but not direct beneficiaries of the intervention. Develop management tools; this involves designing water provision vouchers, detailing the names of the beneficiaries, and the amount of water delivered to; this form should have a provision where the committee chairman, the beneficiary and the owner of the truck will sign.

### *A sample voucher form for water provision in emergencies*

<b>Voucher No</b>	
Region .....	Date.....
District.....	
Name of water vendor.....	
Address .....	
Telephone.....	
Name of beneficiary/receiver.....	
Village.....	
Quantity of water.....	
Unit Price.....	
Total (amount USD).....	
Water vendor: .....	
Beneficiary/ Receiver: .....	
Head of committee: .....	
Field officer of implementing agency.....	

Upon identification of the beneficiaries each will be issued with a voucher to enable them access water for his/her livestock. Vouchers will be issued according to the number and species of livestock one owns and standard water requirements by species of animals owned. For example:

- A camel - 30 liters of water every four days
- A head of cattle - 20 liters of water every two days
- A sheep/goat - 5 liters every two days.

## **Rehabilitation of the existing water points**

This, if possible should be done concurrently with the water trucking intervention. This shall act as an exit strategy for the water trucking intervention.

### **Pre-conditions**

- Sufficient quantity of water
- Water points exist with potential for rehabilitation.
- Water points are located centrally and are accessible to many users
- Cost-effectiveness
- Adequate funds for intervention
- Existence of a local water management system
- Minimal risks to the environment

Use of the cash for work scheme aims at enabling the vulnerable communities to access income during critical times to acquire basic needs and mitigate the effects of the drought on the vulnerable households.

### **Guidelines for cash for work (See cash interventions guidelines)**

- Payment of labor in Cash for Work projects must be by the unit quantity of work done rather than by the number of days worked.
- Cash for Work project must ensure that the most vulnerable affected households, those that are least able to pay for their own water trucking fee benefit.
- The most vulnerable should be able to participate in the project or he/she can appoint one of their family members.

## **EMERGENCY FEED PROVISION**

### **Rationale**

Fodder or supplementary food provision is a coping strategy adopted by pastoralists during droughts. Other livestock keepers regularly purchase fodder or supplements to maintain their animals. In the case of pastoralists the selection criteria can be breeding stock allowing for regeneration of the herd. In some cases for example agricultural communities it may be more appropriate to select burden animals used for ploughing the land. Need for animal food may compete with the need for human food. For example, maize originally intended for human consumption may be fed to animal therefore before engaging in emergency feed initiatives, the feasibility of the different options should be carefully considered.

## Considerations for feed provision

- Feed provision activities are only initiated where there is a significant chance that the beneficiaries will continue to keep livestock after the crisis.
- Targeting of stock for feed provision is based on an analysis of the status of the animals, their chances of surviving the emergency and their usefulness in rebuilding the livestock base in the future.

## Rations per animal species

Supplementary feed requirements (dry matter intake) for different species for maintenance and production (kg per day)

Animal species	Maintenance	Production (milk and growth)	Remarks
Camel	5.05	5.52	Adopted from field 1993. Feed requirements for animals in the desert of Northern Kenya.
Cattle	5.39	5.39	
Goat	0.64	0.69	
Sheep	0.63	0.70	

## VETERINARY SERVICES

### Rationale

The provision of veterinary services in emergencies is an important intervention for assisting people to protect their livestock and maintain the benefits of livestock ownership or access. Veterinary care can mitigate the impact of chronic diseases that may affect benefits such as milk production, fertility and even domestic use of pack animals. Provision of veterinary services in an emergency relates largely to:

- Protecting the key livestock assets of crisis affected communities.
- Rebuilding the key livestock assets among crisis affected communities.

Veterinary services can prolong the life of livestock. For example, it is estimated that in drought livestock life can be prolonged by as long as 2-3 months with all other factors remaining constant. In emergency response primary clinical veterinary services are essential. These services fall into two broad categories as follows:

## 1) Examination and treatment of individual animals

Through stationary or mobile services, emergency veterinary interventions can aim to supply a clinical service to livestock keepers, involving treatment of sick livestock or vaccination. Such services can provide immediate benefits to those users who can access the service, assuming that disease diagnosis and treatment is of sufficient quality.

### Approaches to be considered

- Support to or rapid establishment of para-veterinary systems with overall supervision by veterinarians.
- Immediate attention to payment of services, with use of voucher schemes for the vulnerable livestock keepers during acute phases of emergencies and rapid resumption to full payment for services for able households.

## 2) Mass treatment or vaccination programs

Sometimes coinciding with clinical care for individual animals or herds are mass treatment or vaccination programs that aim to cover a livestock population within a disaster affected area. With regards to one off mass vaccination programs some humanitarian crises may occur at times that are not high risk periods for the targeted diseases, in which case vaccination may have little impact. In other situations, if timely vaccinations are conducted, the exercise may help to prevent livestock deaths due to diseases associated with the crisis such as RVF or anthrax which are associated with flooding.

### Approaches to be considered.

- Disease surveillance activities through use of para-veterinarians
- Public awareness for major epidemic diseases.

### Questions to consider prior to drug application

- Is this drug approved for use in this species?
- Might the animal respond to care without drug use?
- Is a residue problem from using this drug likely?
- What is the correct dosage and route of administration?
- Is the animal lactating/dry/or a meat animal?
- Can this drug be used in combination with other drugs?
- Is this drug being used as labeled?
- Is use of this drug cost effective?
- Is the drug still in date, effective, sterile, and safe?
- Does the drug have possible adverse side effects?

## **RE-DISTRIBUTION OF LIVESTOCK (TOWARDS EARLY RECOVERY)**

### **Rationale**

Before engaging in the re-distribution of livestock, the feasibility and appropriateness of the intervention should be carefully considered together with the potential impact. Of note is that re-distribution is not considered a first line of emergency response rather it is a step towards recovery. This should be taken into account when designing immediate emergency interventions.

Re-distribution is used to return those relying on livestock to self-sufficiency. Associating de-stocking with re-distribution in the case of pastoralism may improve the effectiveness of the project. Small scale community implemented redistribution programs are the most effective. Redistribution is best undertaken as a recovery strategy as opposed to an emergency intervention, allowing longer term follow-up and monitoring.

When re-distributing a key element is the availability of suitable animals. It is often inappropriate to import animals from one environment/habitat to another. Therefore the guidelines recommend that animals should be redistributed from wealthier households to poor households in the same community. Technical advice must be sought to reduce increased risk of livestock death due to importation.

### **Questions to consider before re-distribution**

1. Are other options not possible?
2. Can suitable beneficiaries be identified?
3. Is there a supply of local livestock in conjunction with local community?
4. Is there sufficient water and feed?
5. Can the epizootic risk be minimized?
6. Has the potential for conflict due to re-distribution been assessed?

## LIVESTOCK INTERVENTIONS CHECKLIST

SECTOR INTERVENTIONS		MINIMUM AGENCY REQUIREMENTS	PRE CONDITIONS	SEASONS			
				Jilaal Dry Season	Gu Heavy Rains	Hagaa Monsoon Rains	Deyr Short rains
De-stocking	Commercial off take	Establish system of purchasing –cash or voucher system	-Livestock must be in relatively good body condition -Availability of terminal markets	Done for livestock in good body condition to avoid losses			By end of Deyr before <i>Jilaal</i> sets in
		Conducive internal agency policy to engage private sector for commercial off take					
	Slaughter for disposal	Capacity to organize slaughter sites	-Livestock in terminally poor body condition. -Hygienic slaughter infrastructure exists or can be rehabilitated.	Done in places where commercial de-stocking cannot cope with large number of animals at risk of death			
		Capacity to preserve meat for future use					
		Capacity to link beneficiaries with institutions for sale of meat.					
Emergency feeding		Develop targeting criteria for stock that can rebuild the herd.	-Risk of losing core breeding stock -Availability of desired feed. -Availability of transport services -Availability of feed storage facilities.	In the most critical 2-3 months of Jilaal period			
		Establish feed sites					
		Set the minimum survival feed level					

		Integrate feed provision and animal health care.					
<b>Emergency water provision</b>	<b>Water trucking for livestock</b>	-Ensure sufficient quantity and quality of water within a trucking distant.	-Water trucking for human beings must be ongoing -Track record in water trucking for livestock	Commence in alert stage through emergency periods of <i>Jilaa</i>			
		-Establish strategic livestock concentration areas for watering animals					
		-Ensure safe handling of water at the source to prevent contamination					
		-Ensure that contractors deliver water to the target livestock in the desired frequency and in sufficient amounts					
	<b>Rehabilitation of water points</b>	-Agency must have water expert -Ensure environmental risks are at a minimum	-Water points with potential of high capacity water production can	Water pans –to be done in readiness to harvest run-off in rainy season		Permanent shallow wells- to be done in rainy season when livestock	Permanent shallow wells-to be done in rainy season when livestock are using alternative water

			<p>be rehabilitated</p> <ul style="list-style-type: none"> <li>-Water points must be located centrally for access by users.</li> <li>-Existing labour to be engaged through Cash for Work</li> </ul>			are using alternative water sources in grazing areas	sources in grazing areas
<b>Veterinary services</b>	<p><b>Endemic diseases</b></p> <ol style="list-style-type: none"> <li>1) Hemorrhagic septicemia</li> <li>3) Black Quarter</li> <li>4) Babesiosis</li> <li>5) Anaplasmosis</li> <li>6) Theilosis.....</li> </ol>	<ul style="list-style-type: none"> <li>-Veterinary expert on board</li> <li>-Cold chain system for drug and vaccine storage.</li> </ul>	<ul style="list-style-type: none"> <li>-Availability of drugs in the market.</li> <li>-Diagnostic and surveillance reports.</li> <li>-Functioning local veterinary service providers</li> </ul>	Done when risk factors are considered beyond expectations	Done when risk factors are considered beyond expectations	Done when risk factors are considered beyond expectations	Done when risk factors are considered beyond expectations
	<p><b>Epidemic diseases</b></p> <ol style="list-style-type: none"> <li>1) PPR</li> <li>2) Sheep and goat pox</li> <li>3) CCPP</li> <li>4) CBPP</li> <li>5) FMD</li> <li>6) RVF</li> </ol>			Upon confirmation of risk of outbreak through surveillance, commence just before or at onset of rains.	Upon confirmation of risk of outbreak through surveillance, commence just before or at onset of rains.	Upon confirmation of risk of outbreak through surveillance, commence just before or at onset of rains.	

<b>Re-distribution of livestock</b>		Establish system of purchasing the livestock locally - cash or voucher system.	<ul style="list-style-type: none"> <li>-Availability of local livestock markets.</li> <li>-Secure holding grounds</li> <li>-Good beneficiary capacity to care for livestock</li> </ul>	At the end of Jilaal to facilitate rebuilding of herds when rains improve pasture conditions and water conditions			
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## INDICATIVE PRICE GUIDE FOR VETERINARY DRUGS AND EQUIPMENT

Drug	Unit (ml)	cost/unit USD
Albendazole 10% Tramazol Norbrook (ml)	1000	10
Samorin (sachets)	10	60
Novidium (tablets)	100	60
Ethidium (tablets)	100	65
Multivitamin Oligovet (ml)	100	5
oxytetracycline 20% (ml)	100	5
Penstrep L.A penicilin/streptomycin (ml)	100	8
ivermectin 1% (ml)	100	15
Bayticol pour-on flumethrin 1% (ml)	1000	40
Amitraz/triatix or Synthtic pyrethroid (ml)	5000	70
Vaccine	Dose	cost/unit USD
PPR	1	0.08
CCPP	1	0.25
Vet Equipment	Units	Unit Cost in USD
Automatic Syringe 50ml	pcs	50.00
Automatic Syringe 10ml	pcs	89.00
Barrels 50 ml	pcs	3.00
Barells 10ml	pcs	3.50
16G x 1/2 re-usable needles	dozens	4.30
18G x 1 1/2 re-usable needles	pcs	4.30
Disposable needles 18G x 1 1/2	100pcs	4.00
Disposable syringe 20ml	pcs	0.20
Cotton wool 400mg	rolls	1.90
Markers	pcs	1.80
Drenching cannula	pcs	3.50
Repair kit for auto syringes 50ml	set	5.00
Repair kit for auto syringes 10ml	set	4.20
Dust masks	pcs	0.14
Re-usable syringe 50ml	pcs	5.70
Re-usable syringe 20ml	pcs	4.10
Disposable syringe 50ml	pcs	0.15
Disposable syringe 20 ml	pcs	0.14
Disposable syringe 10 ml	pcs	0.12
Drenching syringe with 1 litre. tank	pcs	66.50
Surgical blades	pcs	2.20
Gloves	pairs	2.40
Clinical thermometer	pcs	2.90
Protecting clothes (overall)	pcs	20.00

## FURTHER READING

1. LEGS document; FAO (2009) Livestock Emergency Interventions: a practical guide FAO Animal Production and Health manual series, United Nations Food and Agriculture Organization Rome. <http://www.livestock-emergency.net/userfiles/file/legs.pdf>
2. SPHERE project (2004) Humanitarian Charter and Minimum standards in Disaster Response, The SPHERE project Geneva. [www.sphereproject.org](http://www.sphereproject.org).
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## CHAPTER 3: CASH INTERVENTIONS

### *INTRODUCTION*

Cash interventions (also known as cash transfers) are a way of providing resources to a population and/or providing a source of income. Cash interventions are increasingly being used by the humanitarian and international development community as a means of providing items to populations in need, and to protect, establish or re-establish livelihoods.

Cash interventions are appropriate if essential goods or services are available but the targeted populations do not have the income to purchase them or to access services such as healthcare and education. In-kind support such as food aid and distribution of essential items are suitable when essential goods are not available in the market and need to be brought in from outside the project area.

The group of interventions classified as “cash-transfer interventions” are growing in popularity as they are found to be feasible and appropriate responses to many humanitarian crises, short term emergencies and longer term livelihood issues. Cash interventions can assist with population needs across sectors (food security, livelihoods, nutrition, water, shelter, education....) and can be used in different types of programs - to meet emergency needs, prevent the onset of crisis at critical times of the year; assist with early recovery and assist populations with development needs when the situation stabilises. Cash interventions can be run as stand-alone programs or they can complement other activities.

In response to the Indian Ocean tsunami in 2004, the humanitarian community used cash interventions on a scale not seen before, with documented success. Today, many aid agencies routinely consider cash interventions as an option for meeting the needs of their beneficiaries. The increase in experience of cash programming has enabled some agencies to have documented guidelines on the use of cash programming. Guidelines from agencies such as Oxfam GB, ICRC, Horn Relief and ACF should be considered by agencies working in Somalia as further reading. Although they have not been written with specific contexts in mind, they provide a more detailed description of the many aspects of cash programming than is contained within these Guidelines for Somalia. Further, Horn Relief provides a training program complementing the implementation manual it has developed based on the Somali context.

In Somalia, non-governmental organisations have been implementing cash interventions since at least 2003 and there is now considerable documentation of learning from these projects. Evidence indicates that cash interventions can be implemented successfully in Somalia despite the complex nature of the situation including the security risks and the threat of corruption. As a result, many organisations working in Somalia have shown interested in learning and sharing information about cash interventions.

These new Guidelines for Cash Interventions in Somalia have therefore been designed as a way of harmonising existing guidelines (including those above) as well as the experiences of

agencies working in Somalia. The guidelines take into account the elements of cash and voucher programming that are now included in international standards for humanitarian interventions such as the revised SPHERE Minimum Standards in Disaster Response (draft 2010) and the SEEP Economic Recovery Standards (2009).

These guidelines are intended to -

- Provide a minimum standard for all cash interventions implemented in Somalia
- Promote uniformity in implementing cash based responses in Somalia
- Guide expectations of cash based responses in the Somali context

In Somalia, the lines between emergency, early recovery, development are blurred, as the country faces regular cycles of drought and floods within a protracted conflict. As a result, these guidelines outline the key aspects to consider when planning any type of cash intervention regardless of “the stage of development”.

These guidelines are intended for all agencies operating in Somalia to represent a common approach to programming for food security and livelihood activities in Somalia. The guidelines outline the **minimum acceptable standard** for cash interventions and provide the justification for recommending certain types of programming depending on the target groups and the season.

No assumptions are made in this guide about restricting the use of cash or vouchers to specific stages of emergencies. Rather they consider the **minimum assessment and planning processes that agencies should go through when designing cash interventions.** Decisions about the appropriateness of cash interventions must be made on a case by case basis while considering the basics of cash programming outlined in these guidelines.

These guidelines were commissioned by the Food Security and Economic Development Sectoral Committee of the Somali Support Secretariat and by the IASC Agriculture and Livelihoods Cluster for Somalia and funded by the European Commission.

The guidelines were developed by Horn Relief, as both the Chair of the Cash Working Group of the Food Security and Economic Development Sectoral Committee of the Somali Support Secretariat and the Chair of the Cash Taskforce for the Agriculture and Livelihoods Cluster.

These guidelines are endorsed by the IASC Agriculture and Livelihoods Cluster and by the Economic Development Sectoral Committee of the Somali Support Secretariat as the minimum acceptable standard for cash programming in Somalia.

It should be noted that these guidelines do not include any guidance on micro-finance uses of cash.

## **AN OVERVIEW OF CASH INTERVENTIONS**

Cash interventions are a relatively new option open to the humanitarian and international development community as a way of providing resources to a population and helping vulnerable households meet their needs. They are growing in acceptance by both donors and agencies and are now being used to meet a wide range of objectives and in a number of different contexts - as an emergency response, during early recovery, to prevent a crisis or to address longer term issues related to chronic poverty.

Some examples of the uses for cash interventions in different context are highlighted in the table below.

<b>When</b>	<b>Why</b>
<b>Pre-disaster</b>	In preparation for a predictable shock or as part of a disaster risk reduction program.  Seasonal cash payments (e.g. during the lean season or hunger gap) can prevent use of destructive coping strategies and allow retention of assets during usual selling off period.
<b>Initial stages of a disaster</b>	To meet immediate, essential food, non-food and income needs and/or protect or re-establish livelihoods and provide shelter
<b>Recovery or transition period</b>	To help re-establish/support livelihoods and/or provide shelter or short-term labour opportunities for the benefit of the community.
<b>In permanent/ chronic crises</b>	To contribute to poverty alleviation, shift from humanitarian programming to social assistance, address essential food and non-food needs and support/establish livelihoods.
<b>During conflict</b>	To meet immediate needs and contribute to livelihoods support or establishment.
<b>Long term issues</b>	To provide ongoing support to most vulnerable households (social protection/ social assistance)  To provide incentive for households to access basic services such as education and health care

Source: ICRC /IFRC Guidelines

The appropriateness of cash interventions depends on certain pre-conditions being met, perhaps the most important of which is a functioning market, close to beneficiaries. **Without the presence of a local market containing the goods that beneficiaries need, cash interventions are not appropriate.** A rapid market assessment (outlined in the next section) provides information about the state of the market. This information can then be weighed against the pre-conditions for cash programming to help determine whether cash interventions are an appropriate intervention. In some cases, support to the market will be needed before cash interventions are appropriate.

The pre-conditions for cash programming are:

- A functioning market, close to beneficiaries
- Availability of products at a reasonable price
- Traders willing to participate (in a voucher program) and with the financial capacity to

purchase goods and the logistical capacity to transport them to the region (or easily supportable).

- No excessive taxation on goods
- A functioning and reliable system through which payments can be made to traders (vouchers) or beneficiaries
- Security conditions are stable or appropriate mitigation measures can be employed
- A reliable recipient identification system

### **Interventions for supporting markets.**

For many reasons, it is possible for markets to be disrupted and not function for a period of time. In Somalia, this may be due to seasonal issues such as flooding or heavy rain, that blocks roads and prevents goods being transported or it may be due to insecurity.

If the local market has been disrupted or is weak, there are interventions that may help support the market, and improve the opportunities for cash interventions. This is done by providing support to traders, suppliers, wholesalers or other market players.

Some examples of possible market support projects include:

- Improving or repairing infrastructure, such as damaged roads or bridges, to enable the movement of goods into the markets close to beneficiaries
- Providing support to traders (grants, loans, in-kind assistance or credit) to allow them to rebuild their stocks so that beneficiaries can access the items they need
- Support financial services to allow traders, producers or micro-finance institutions restart their business
- Support transportation of goods through provision of cash for licenses or permits, vouchers for fuel
- Providing regular market information to traders and others involved in the market system so that they are able to respond appropriately.

### **Cash interventions directly to beneficiaries**

With the increasing use of cash interventions has come an increase in the variation in the names given to different interventions. However, a number of basic categories of cash interventions still exist and these are each described in the table below. Each of the categories is a way to provide direct assistance to beneficiaries. Different cash interventions are more suitable at different stages of emergencies and agencies should consider the context in which they are working when determining the most appropriate type/s of cash intervention to be implemented. This decision making process is outlined ahead.

Name	What is it?
<p>Unconditional cash transfers</p> <p>Sometimes called cash relief or unconditional cash grants</p>	<p>Cash is provided to recipients with no condition attached. Recipients are free to spend the money as they choose.</p> <p>When basic needs have been identified through assessments, this is often the most appropriate response, as it allows households to prioritize their own needs.</p> <p>This is the most common type of transfer immediately after an emergency because it is quick to administer.</p> <p>Examples in Somalia:</p> <ul style="list-style-type: none"> <li>• Cash given to drought affected households to meet basic needs</li> <li>• Cash given to households who cannot participate in cash for work (CFW) projects</li> <li>• Cash given to internally displaced (IDP) households to meet needs not being met by other responses</li> </ul>
<p>Conditional cash transfers</p> <p>Usually named by their purpose e.g. cash for shelter, cash for livelihood recovery, cash for education.....</p>	<p>Cash is provided to recipients with the explicit understanding that the money is to be used for a specific purpose (e.g. rebuild homes, re-establish livelihoods).</p> <p>These transfers are often given in installments and monitored to ensure that it is being used for the “correct” purpose before receiving additional installments.</p> <p>Conditional transfers <b>should not</b> be made when basic household’s needs are not being met.</p> <p>Conditional transfers are sometimes used as a development response to encourage households to access certain services such as keeping children in school, getting children vaccinated etc. Conditional transfers <b>should not</b> be provided unless the intended service <b>is readily available and functioning to an acceptable standard.</b></p> <p>Examples in Somalia:</p> <ul style="list-style-type: none"> <li>• Cash for livelihood recovery</li> <li>• Cash for shelter</li> <li>• Cash for small business</li> </ul>
<p>Cash for work</p>	<p>Cash for work is a type of conditional cash transfer, where payments are made to households or individuals on the completion of specified work.</p> <p>The work projects usually involve rehabilitation or construction of community assets.</p> <p>CFW projects can be implemented when there is a large amount of available labour and adequate micro-projects can be identified. However, the purpose of cash for work is to ensure that beneficiaries earn enough income to meet basic needs and/or other essential long term or short term needs.</p>
<p>Vouchers</p>	<p>Vouchers can either specify a cash amount, or specific commodities or services that the voucher can be exchanged for. Both cash and commodity vouchers are designed to be exchanged in pre-selected shops, with specified traders/service providers or at specifically organized fairs. This intentionally restricts beneficiaries in their selection of traders/services.</p> <p>Cash vouchers have a specific monetary value, allowing recipients some</p>

	<p>control over their spending. Commodity vouchers define the items or services for which the voucher can be exchanged.</p> <p>Combined vouchers (cash and commodity values) also exist.</p> <p>Examples in Somalia:</p> <ul style="list-style-type: none"> <li>• Voucher for water</li> <li>• Voucher for animal health care</li> <li>• Voucher for seeds</li> <li>• Some agencies are providing a voucher to denote payment of CFW activities. The vouchers are then exchanged by the beneficiaries at the local money transfer company.</li> </ul>
Cash transfers to reduce expenditure	<p>Grants or waivers to reduce the cost of basic services.</p> <p>For example, waiving user fees for healthcare for specific population groups, grants to schools to cover education fees, etc.</p> <p>These are mainly used in development settings, but a few examples exist for emergencies.</p>
<p>Social protection measures</p> <p>Sometimes referred to as social safety nets, or social transfers</p>	<p>Social protection is the sub-set of public actions – carried out by the state or privately – that address risk, vulnerability and chronic poverty. They can be divided into three categories: social insurance, social assistance and standards. Usually done in conjunction with government bodies</p> <p><b>Social insurance:</b> This involves individuals pooling resources by paying contributions to the state or a private provider so that, if they suffer a ‘shock’ or permanent change in their circumstances they are able to receive financial support.</p> <p><b>Social transfers:</b> Non-contributory transfers to those deemed eligible by society on the basis of their vulnerability or poverty. Examples include cash transfers and also fee waivers for education and health care.</p> <p>Examples in Somalia:</p> <ul style="list-style-type: none"> <li>• Regular cash payments made to most vulnerable households in Somaliland &amp; Puntland (over multiple years)</li> </ul>

Source: Compiled from ICRC, Oxfam, ACF and Horn Relief Guidelines, and Harvey et al (2009)

More information about each type of cash intervention, and their advantages and disadvantages can be found in the section on planning and decision making.

### Why should cash interventions be considered as an option?

Increasingly, aid agencies are moving away from the paternalistic approaches to aid used in the past where assistance was provided based on assumed needs and available goods rather than specific needs of the population. There is now increasing understanding of different contexts and beneficiary needs and allowing beneficiaries increased control over aid flows.

Cash interventions can be relatively quick methods of providing resources to populations in need. When required items are available in the market, providing cash to beneficiaries allows them to purchase the goods they need instead of being provided with goods that might be inappropriate and later sold to earn some cash income.

<b>Empowerment and dignity of beneficiaries</b>	Choice is put into beneficiary hands. Cash allows beneficiaries to purchase their own goods rather than stand in line for handouts. Beneficiaries have control over the aid received and can quickly convert it into the items they need. People in Somalia are used to receiving cash support through remittances. They are used to handling cash and to making choices about purchases and cash interventions allow people to continue to act “as normal”.
<b>Multiplier effects</b>	Cash interventions support the local economy often allowing communities to recover more quickly. If purchased goods are produced locally, cash interventions not only support the beneficiaries but also the producers. Cash interventions can help households repay their debts and rebuild the credit system within the community.
<b>Flexibility of cash</b>	Households do not have exactly the same needs as each other and each household has different priorities even when affected by the same event. Unconditional cash interventions allow beneficiaries to make choices and prioritize spending to meet their specific household needs. It enables a wide range of needs to be met rather than focusing on specific items usually provided by in-kind distributions. Cash interventions allow households to spend on items that are not traditionally given as in-kind support, such as medical treatments or school fees or to pay off debt which is critical to pastoralists. After in-kind distributions it is common for households to sell a portion of the items to meet other needs. By providing cash, households have faster access to the items they need and the cash retains its value. When households try and sell food aid or non-food items that have been provided to them, they may not receive the ‘real value’ of the commodity but may be forced to sell it for a reduced price because of the situation.
<b>Reduced logistics requirement</b>	Cash interventions, in particular unconditional cash grants, have a lower logistic requirement than in-kind distributions, often making them faster to deliver, particularly during wet seasons when transportation of items becomes difficult.
<b>Cost effectiveness</b>	Since cash interventions tend to have little or no logistic, transport and warehousing costs (albeit higher administrative costs), they are often most cost-effective than in-kind distributions. Also, a higher proportion of the total project often goes directly to the beneficiaries.
<b>Speed of</b>	Cash distributions can often be done relatively quickly once targeting

<b>implementation</b>	is complete. Cash can be quickly converted into needed items by beneficiaries Administrative requirement needs to be considered in choosing appropriate interventions as some interventions such as vouchers or cash for work tend to take longer to organise than unconditional cash transfers.
<b>Gender and intra-household issues</b>	Some evaluations of cash interventions found that the additional cash in the household reduced tensions between men and women. Cash interventions are often targeted towards women as they are usually responsible for the management of the household.
<b>Security</b>	In conflict prone areas, all assistance – in-kind or cash is at risk of diversion. Some evaluations have found cash programming to be <b>more secure</b> because it spends less time in transit than in-kind assistance and it can be hidden more easily by beneficiaries. Cash interventions that can organise the cash to be provided locally, with little travel time (such as through the hawala in Somalia) is often the safest and most efficient way of providing resources.

Source: Compiled from Cash guidelines by Horn Relief, ICRC, Oxfam & ACF

#### **When are cash interventions NOT appropriate?**

Cash interventions **are only appropriate if the items needed by the beneficiaries are available in the local market or if traders can bring in the needed items quickly.**

Concerns such as security, misuse, corruption, diversion are not reasons NOT to implement a cash program. Risk analysis is considered a key aspect of cash interventions and is discussed further in these guidelines. Consideration of mitigation or avoidance measures must be done in order to ensure that cash is delivered in an efficient and safe manner to the target beneficiaries.

	<b>Some examples of when cash interventions are NOT appropriate.....</b>
<b>Markets</b>	<ul style="list-style-type: none"> <li>• If there is damage to infrastructure or disruption to the local market is severe and emergency relief is needed very quickly</li> <li>• The required goods are not available in the market and cannot be brought in because of government restrictions, conflict or any other reason</li> <li>• There is high inflation or risk of high inflation in the near future.</li> <li>• The required cash injection is so large compared to normal trade, that it is likely to have an inflationary effect in itself</li> <li>• Too few traders operate, controlling the market and are likely to increase the price of goods</li> </ul>

<b>Security and corruption</b>	<ul style="list-style-type: none"> <li>• Cash could be used or seized by elites or militia, putting staff and beneficiaries at risk and the situation cannot be avoided or mitigated in any way</li> <li>• Security risks are perceived by the beneficiaries as being too high and they prefer in-kind assistance</li> </ul>
<b>Skills and capacity</b>	<ul style="list-style-type: none"> <li>• The capacity within the organisation are insufficient to implement a cash transfer project within the required timescale and skills/capacity cannot be acquired from outside</li> </ul>

Source: Compiled from ICRC /IFRC, Oxfam and ACF Guidelines

## ASSESSMENT

Assessments provide a comprehensive picture of the current situation. Many organisations have their own guidelines for conducting field assessments so assessment methodology is not detailed here. However, when implementing a cash program, it is important to remember to not only conduct a basic needs assessment but to also collect market information in order to understand if cash interventions are an appropriate response.

### Needs assessment

The purpose of a needs assessment is to understand the impact of the situation on the population and what is needed to address the issue.

A needs assessment should outline the impact of the situation on:

- **Immediate (basic) needs:** Assess the affected households' ability to meet their immediate needs. Immediate needs will include food, water, the means to cook (fuel and cooking utensils), shelter, soap, clothing, health and education services, and debt repayment.
- **Livelihoods:** Assess the affected households' capacity to support themselves. This will likely include loss of income, food production (cereal, livestock), access to markets, livestock water and drugs, impact on water availability, terms of trade, security issues and the impact on local structures/ organisations on which households depend.
- **Coping strategies:** Assessment of the coping strategies of the affected households' will give you an indication of the urgency of the need and the level of crisis the household is facing. Common coping strategies include reducing daily food intake; consuming cheaper food; reducing household expenditures on items such as clothing, medical care, and education; and reducing the number of dependents in the household (through migration, for example, or having household members live with other relatives).

Ensure that assessments include the perspective of the affected community (not only the leaders).

Ensure that community leaders are included.

Ensure that information is triangulated (validating diverse opinions and not just the opinion of leaders, or one or two people).

Distress coping strategies may include sale of productive assets, undertaking dangerous or degrading activities such as trading sex for food or other commodities. Vulnerable groups are more likely to employ distress coping mechanisms early as they often lack social support and saleable assets.

**At a minimum**, a needs assessment should state:

- What is the situation?
- What is the impact of the shock on people's livelihoods and their ability to access sufficient food and income?
- How are people coping with the situation?
- Who is most affected? How many people need assistance?
- What assistance do they need? (remember that different population groups and different livelihood groups may need different assistance)
- How long will they need this assistance?
- What are other agencies doing?

## Market assessment

The purpose of a market assessment is to find out whether the items that were identified in the needs assessment are available in the local market, at a reasonable price and of appropriate quality.

Cash interventions are an appropriate response for providing resources to people only when the market is functioning. As a result, **an assessment of the local market is considered a minimum standard for cash interventions**. The market assessment must be sufficient to determine if the pre-conditions for cash interventions are met.

**A market assessment need not be complicated** but should be done at or around the same time as the needs assessment and before designing a project. In an emergency, checking the local market availability and prices and talking to traders if they have adequate stock to meet demand or whether seasonal issues are impacting stock levels, is often enough to decide if cash programming is appropriate and whether the markets will be badly impacted by an in-kind distribution or goods.

Both the revised SPHERE Standards and the SEEP Early Recovery Standards highlight the need for both humanitarian and recovery actors to implement actions that will support and encourage recovery of the local market. Market actors (traders, transporters, suppliers etc) are part of the affected community and they play an important role in the local economy. Inappropriate humanitarian responses can cause damage to market function and trade networks, making the community as a whole, worse off. Market function and supporting the local economy should therefore always be considered when designing projects.

**At a minimum**, a rapid market assessment should tell you:

- Is there is a market close to the beneficiaries? Or will there be any major costs to the beneficiaries for transporting goods back from the market?
- Are the needed items\*\* available in markets close by or can local traders bring them in?
- Are there seasonal issues with the supply of the required items?
- Are the needed items available in sufficient quantity to meet the demand?
- Can items be purchased by beneficiaries at a reasonable price?
- If you are planning on doing cash for work you also need to assess the local labour market - what the local skilled and unskilled labour rates are and what times of year is labour most in demand (and for what activities). This is discussed in more detail later in these guidelines.

\*\*Depending on the results of the needs assessment, the market assessment will need to include assessment of different items and/or different markets.

- Basic needs – Check the availability and price of food items and non-food items like soap and kerosene.
- Livelihood recovery – Check the availability of goods needed to restart business, availability of credit, and the market opportunities available for these businesses.

- Shelter – Check the availability and price of key shelter materials
- Ask traders about the quantity and quality of the items they can provide

When considering livelihood recovery interventions or livelihood diversification activities it is often necessary to do a more in-depth market assessment. A more detailed assessment can tell you the economic viability of proposed livelihood activities; provide information about the existing labour market in the area and what type of training may be needed. Guidance on the more in-depth market assessment is not provided here and agencies are encouraged to seek assistance on this before embarking on livelihood diversification activities.

#### **Minimum standards for assessments**

- Conduct and document a needs assessment.
- Conduct and document at least a rapid market assessment or ensure that you have adequate information from secondary sources to justify the appropriateness (or not) of cash interventions.
- Assessments should be shared with other agencies

#### **Further Reading**

- Oxfam GB, IRC, InterAction and Practical Action Consulting. Emergency Market Mapping and Analysis (EMMA) Toolkit. 2009.

Emergency market mapping and analysis (EMMA) is a set of tools and guidance notes. It has been specifically designed for humanitarian staff in sudden-onset emergencies to better understand, accommodate and make use of market-systems. EMMA provides accessible, relevant guidance to staff who are NOT already specialists in market analysis (Albu, 2009). The EMMA toolkit is designed to be used as soon as an emergency situation has begun to stabilise (not at the initial, rapid assessment phase).

When to use EMMA?

- EMMA aims to encourage speedy rough-and-ready market-system analysis during the first few weeks of an emergency situation. It is designed for use in rapid-onset emergency situations.

Typically, EMMA is used:

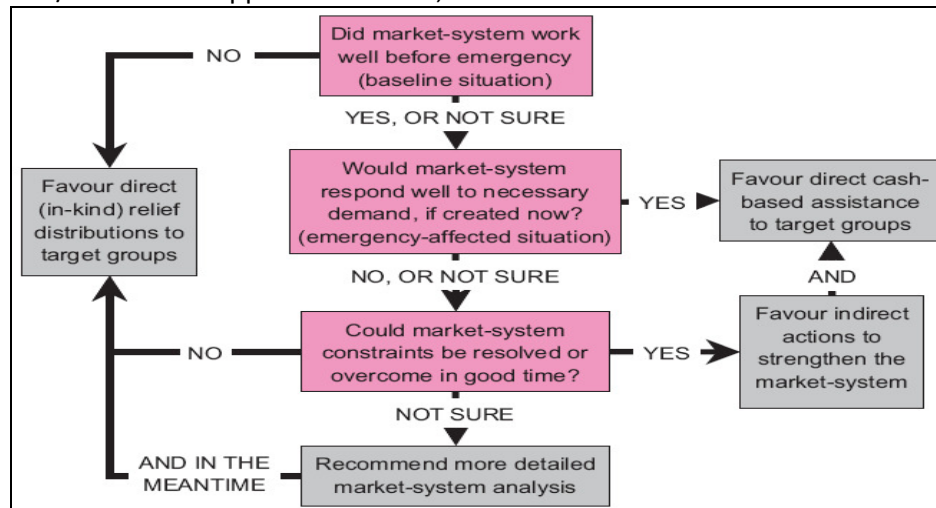
- once absolute priority needs (survival) are already being addressed
- once displaced people have settled, at least temporarily
- once market actors (e.g. producers, retailers, traders) have had a chance to assess their own situation and begin devising coping strategies

EMMA may continue to be useful for many weeks (or even months) into a crisis, if humanitarian agencies' understanding of key market-systems that relate to emergency needs remains sketchy, or to monitor changing market conditions. It may be valuable for early-recovery programming if no other more rigorous market analysis is feasible.

Further information about EMMA can be found at <http://practicalaction.org/icts/print/emma-toolkit>

## PLANNING AND DECISION MAKING

Whether planning a humanitarian response, early recovery or a response during stable times, the process of planning a cash intervention is the same. That is, once the needs of the population have been identified and a market assessment has been done, it is important to decide on the most appropriate and feasible way to provide the items to the beneficiaries. The figure below should help decide if it is better to provide in-kind assistance or if cash interventions might be appropriate – either as direct support to beneficiaries and/or indirect support to markets, or both.



Source: BRCS HES (2010)

### What type of cash intervention is most appropriate?

Once it has been decided that cash interventions are an appropriate response, decisions still have to be made about **which type** of cash intervention will be most appropriate for the situation. There are many types of cash interventions as described in the overview of cash interventions. Each one has advantages and disadvantages and these should be considered when deciding which type of cash intervention to use.

To decide on the type of response it is important to consider the following:

- The type of needs identified and the results of the market assessment
- The urgency of the identified needs
- The season and the timing of existing livelihood activities. If the response is based on an understanding of how people's livelihoods function, it is more likely to provide assistance that is appropriate and that does not undermine people's efforts to help themselves
- The livelihood group/s in need
- The labour capacity of the vulnerable groups
- How long people will need assistance in order to recover
- Gender issues
- The availability of micro-projects (for CFW)
- The security context
- Staff capacity

### Consider the urgency of needs

Some types of cash interventions are easier and quicker to design and implement than others. If beneficiaries have urgent unmet needs it is **not appropriate** to take time to organise the more complicated interventions like vouchers or cash for work.

- When needs are urgent → provide unconditional cash transfers. Unconditional cash transfers can be implemented relatively quickly after targeting, especially in the Somali context, where money transfer companies (hawala) are often easily accessible to the population.
- Unlike unconditional cash transfers, cash for work and voucher programs take time to plan and organise properly. Provide unconditional cash transfers for a period (suggest one month) so that the beneficiaries can meet their needs while the project team organises CFW, vouchers or other cash interventions with the community.

### Consider the timing of intervention

Another important consideration for planning cash interventions in Somalia is timing. Timing refers to seasonality, ongoing livelihood activities, and upcoming events (such as the harvest, livestock migration, religious festivals, elections etc). **Project design must consider the Somali seasonal calendar to better understand the likely impact of a cash injection.**

Timing issues must also be considered to ensure appropriate choice of intervention and to prevent the disruption of the local labour markets. It is important to remember that timing issues often vary by livelihood group. The table below outlines some examples of timing considerations in the Somali context.

**Examples of appropriate cash interventions by livelihood group and season**

Livelihood Group	Jan – March	April – June	July – Sept	Oct-Dec
	JILAAL	GU	XAGAA	DEYR
Pastoralists	<p>This is the main time for livestock migration in search of water and pasture.</p> <ul style="list-style-type: none"> <li>• Consider providing unconditional cash transfers to household members before livestock migration</li> <li>• Consider CFW activities for family members left in the villages (including rehabilitation canals, culverts, slaughter slabs.</li> <li>• Vouchers for animal water</li> </ul>		<ul style="list-style-type: none"> <li>• Providing unconditional cash transfers may prevent sale of livestock at a time of low livestock price.</li> </ul>	

	<ul style="list-style-type: none"> <li>Vouchers for animal health (throughout the year)</li> </ul>			
<b>Agriculturalists</b>	<ul style="list-style-type: none"> <li>Cash transfer during this time may help prevent consumption of a green (early) harvest.</li> </ul>	<p>At the end of the Gu season is the time of the main harvest.</p> <ul style="list-style-type: none"> <li>Post-harvest cash transfers are more likely to allow agricultural households to invest in productive assets (Mattinen &amp; Ogden, 2006)</li> </ul>		<p>This is the main time for land preparation and planting.</p> <ul style="list-style-type: none"> <li>Cash transfers that coincide with the planting season give recipients an opportunity to purchase seeds and agricultural services.</li> <li>Consider providing unconditional cash grants to allow people to continue with their existing livelihood activities</li> <li>Any CFW activities at this time should support agricultural activities AND not pay more than the going labour rate.</li> </ul>
<b>Fisher folk</b>			<p>Xagaa is the off-season for fishing communities' therefore poor households may need support at this time.</p>	
<b>General</b>	<ul style="list-style-type: none"> <li>If households are struggling to meet their basic needs, it is <b>not appropriate</b> to provide cash for livelihood recovery unless the value includes a component to meet basic needs.</li> <li>Unconditional cash transfers are an appropriate response for vulnerable groups at any time of the year.</li> <li>In some communities, it may not be appropriate to spend long hours on labour activities (CFW) during Ramadan when participating households are not eating during the day.</li> <li>Labour opportunities in Somalia are often seasonal. When these opportunities are not available, the needs of the population may be greater as they are unable to earn additional income.</li> <li>The timing of existing seasonal opportunities should be taken into consideration when starting cash-for-work opportunities so as not to disrupt the existing labour market.</li> </ul>			
<b>Urban/ IDPs</b>	<ul style="list-style-type: none"> <li>Interventions for urban and IDP populations may not be affected by seasonality. However, if IDPs are staying with host families, then you must consider the livelihood of the host family. Cash payments can be provided at any time of the year but should take seasonal price fluctuations of goods into account.</li> </ul>			

### **Consideration of gender and vulnerability**

Throughout the project cycle, issues of gender, cultural acceptability and vulnerability should be considered.

Gender roles, women's existing workload and time constraints should be understood and factored into decision making about the types of cash interventions that might be most appropriate. In some parts of Somalia it may not be appropriate for women to undertake public works, or it might be more appropriate for women to work at different hours to the men. Decisions need to be made on a project-by-project basis about how best to include both men and women into the cash intervention.

Some examples of ways to include women or labour-poor households into cash interventions include:

- Provide unconditional cash transfer.
- Allow labour-poor households to nominate someone else (usually a family member) to work on their behalf.
- Provide light duties for some workers (e.g. disabled)
- Allow time-poor households to work less hours for the same pay
- Allow women to work at different times of the day than men

In turn, other vulnerable or marginalised groups in the local community should be also considered. This may include minority clans or sub-clans as well as those traditionally thought of as vulnerable e.g. disabled, elderly, child-headed households.

Vulnerability impacts on peoples' ability to interact with the community, have access to social support, participate in work opportunities and may also impact peoples' ability to access market players (including credit). In the event of a crisis such as drought, flood or displacement, vulnerable groups are often the first to use damaging coping mechanisms as they lack the social support and access to assets of richer groups.

These groups are therefore most at risk and must be considered throughout the planning process.

Some specific considerations about gender and vulnerability include:

- Marginalisation of some groups will impact their ability to participate in decisions about the project.
- Labour capacity of households affect their ability to participate in CFW activities
- Time constraints and the existing workload of women affects their ability to participate in CFW activities
- Vulnerable households often lack the social network and access to credit that other groups in the same community have
- Long term or repeated stresses on the community weakens traditional social safety nets and puts vulnerable households at more risk

### **Consideration of power relations and conflict sensitivity**

As with gender and vulnerability, an issue that should always be considered when planning interventions, particularly in the context of Somalia, is power relations and conflict sensitivity.

Power structures within families and societies create various opportunities and restrictions on an individual's access and opportunities within the household, the community as a whole and within the market. Projects must take power relations into play and actively put in place measures to mitigate conflict.

Some examples of when power dynamics come into play include: between members of the same household, between members of different clans, between voucher beneficiaries and traders/service providers, between beneficiaries and non-beneficiaries as well as between leaders of the community and other members.

Suggestions on ways to reduce conflict in programming can be found in the section on risk analysis.

### **Combining interventions**

It is possible to use both cash and in-kind interventions, and different types of cash interventions within the same project to meet different needs.

- If some items are available and other are not, then consider providing cash for the items in the local market, and ask local traders if they can bring in the remaining items. If local traders cannot provide the required needs, then arrange for them to be brought in as in-kind assistance.
- Even when items are not immediately available in the market, it may be faster for local traders (either with or without cash support) to bring in the items, than to go through agency procurement processes!
- Within a cash-for-work program, some households who are unable to work can be provided with unconditional cash transfers.
- Some groups with existing skills may receive cash grants for livelihood recovery while other people receive cash for participating in a training program
- Cash can be used to complement food aid to provide micro-nutrients (through fruit and vegetables) and help households increase dietary diversity.
- Cash can be provided for some items, while in-kind assistance can be provided for the items that are needed but are not available in the local market.
- Cash can be given to traders (through grants) to bring certain items to market, and cash transfers to beneficiaries to purchase them.

### **Determining the duration of intervention**

There is no set basis for determining the duration of cash-based interventions. However, ideally, relief interventions should continue until the recovery process is underway. In Somalia, recovery is often dictated by seasonal factors, such as the time of the next harvest, the time until the next Gu rains or the how long it will take for livestock body condition to improve.

More often than not, however, the implementation period will be limited by availability of funds for the project. Regardless, the following should be taken into consideration when estimating the duration period of cash-based interventions:

- How long will people need assistance?
- What is the likely outcome for households when the project stops?
- Do households have access to additional assistance other than what this project will provide?
- When do you expect a recovery of the social coping mechanisms? e.g. credit revitalisation, social sharing

Even if it is not possible to implement a cash intervention for the length of time that it is needed, it is important to **make relief gaps known**. Coordination meetings and discussion with other agencies provide forums for discussing gaps and increasing the chance of other agencies taking on additional activities or making donors aware of the situation and requesting further funding.

### **Calculating the value of the cash transfer**

The value of the cash transfer to be provided to beneficiaries depends on the objective of the project. However, it should be noted that the rate of recovery of the population is directly related to the value and the regularity of payment.

To calculate the value of the cash transfer you must consider the following:

- What do you want the money to cover?
- What is the price of these items in the local market?
- Is the price of the items likely to increase during the length of the program? If so, it might be appropriate to factor this into the value of the transfer
- Are the same beneficiaries receiving assistance from any other program? If so, the value of the items received through other programs should be considered.
- Discuss the calculated amount with community representatives to ensure that it is fair and that it takes into account seasonal and the specific local context.
- Specific considerations for cash for work interventions and calculating payment rates can be found in the section below.

Remember, if household basic needs are not met it is not appropriate to provide cash interventions to meet other needs. The value of cash interventions to meet household basic needs **should be at least the amount required to purchase the minimum expenditure basket (food and non-food items)** – found in Annex 3.

It is important for agencies to find out the village level prices of food basket items in their project area as that is the most accurate indicator of costs. Although FSNAU provides information of the cost of the minimum expenditure basket (food and non-food items) for different areas of the country, the markets selected for monitoring will not necessarily be representative of the local village market.

The items in the basket that is monitored by FSNAU can be found in the annexes. The items and quantities represent the minimum needs per household (6-7 members) per month.

**Summary: Key questions for determining the most appropriate type of cash transfer project**

- How has the population been affected? Which groups are most affected and how are they coping?
- Do households still have some form of income remaining?  
If yes, consider if they can meet their needs themselves
- Do household have **urgent unmet immediate** needs?

If yes, provide unconditional cash transfers as this is often the quickest way to provide assistance.

- What other responses are going on (or planned)? Will all households' immediate needs be met by other responses?

→ Remember that households have a number of immediate needs outside of food

- Are there community or household assets that need rehabilitation or reconstruction?

If yes, considering implementing a cash-for-work component but remember that there will likely be some vulnerable households who will not be able to provide labour but will still need assistance

→ Unconditional cash transfers will probably be the best option for that group.

- How long will it take for poor household to get back to their pre-disaster income levels?  
Do households have other income options during this period?

If not, households will likely need support until they are able to return to their livelihood activities or they will need additional livelihood support once their basic needs are met.

→ Consider cash grants for livelihood recovery or providing livelihood assets if they are not available in the market.

Source: Adapted from Dunn, S (2007/8)

## SPECIFIC CONSIDERATIONS FOR DIFFERENT TYPES OF CASH INTERVENTIONS

### Unconditional Cash Transfers

Unconditional cash transfers are often the most appropriate intervention to address basic needs as it allows households to prioritise their spending.

Unconditional cash transfers are also appropriate for households with limited labour or time capacity who would otherwise be unable to participate in cash-for-work activities – e.g. women headed households who have many home duties to take care of or elderly headed households without the labour capacity to participate in work programs.

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>• When market is functioning, this is often the quickest way to provide resources to the beneficiaries</li> <li>• Beneficiaries have full control over the way they use the money</li> <li>• Lower administrative cost (than conditional cash interventions, CFW or vouchers) to implementing agency</li> <li>• Minimal involvement required from implementing agency at point of trade</li> <li>• Monitoring of spending is often more accurate because beneficiaries do not feel pressured to give a pre-determined answer as for conditional cash transfers.</li> </ul>	<ul style="list-style-type: none"> <li>• Some donors have limits on the amount of funds that can be spent on unconditional transfers</li> </ul>

### Cash for Work (CFW)

There are a number of names given to work projects (including cash for work, labour intensive works, public works, employment generation works). It is therefore **important to make the distinction between Cash for Work projects and casual labour.**

Cash for work is a name for labour projects, specifically intended **to assist vulnerable households to receive a cash income.** The major differences between casual labour and cash for work are noted in the table below and should be considered when designing cash for work projects.

### What is the difference between casual labour and CFW?

CASH FOR WORK PRINCIPLES	CASUAL LABOUR
Primary objective is to provide cash income to poor households	Primary objective is to complete a specific work project
The most food insecure and/or poorest households are targeted	Anyone interested can participate
The work project will benefit a large proportion of the community	The work element does not necessarily assist the community as a whole
A gender balance should be ensured where possible	Payment is made at market rate or higher depending on the urgency of completing the work
Continues until households are able to earn at least the cost of the minimum food (and non-food items) basket	Continues only until the work is complete (may only be a few days)
There is some consideration for physically vulnerable people who may not be able to complete the required amount of work	Only those who can work get paid

Source: Dunn, S (2007) (adapted from Creti & Jaspars, 2006)

#### Some key points about cash for work projects

- If household's basic needs are not being met, consider providing unconditional cash transfers while planning and organising cash for work activities.
- Decide on the micro-projects (work project) to be implemented together with the community. Cash for work projects should ideally rehabilitate, construct or maintain community assets
- Micro-projects should be **long enough to allow households to earn sufficient income to meet their basic needs**. It may be necessary to have multiple projects within the same area in order for participating households to work for sufficient duration.
- Households should be given the opportunity to earn **at least** an amount to meet the minimum expenditure basket (food and non-food items). Be aware that self-targeting approaches by setting the wage rate at a low level (so that only the poorest households will want to participate) can prevent households from earning sufficient income to meet their needs.

#### Examples of possible CFW micro-projects in Somalia

- Water source construction or rehabilitation
- Canal clearing/ de-silting
- Road rehabilitation (particularly those used for transport routes)
- Reforestation activities
- Rehabilitation of schools, health centres or market places
- Construction of community latrines

- Consider the vulnerability of participating households when deciding how often to make payment. If the project is going on for more than a couple of weeks **it is not appropriate to wait** and make payment only on completion of work.
- Coordinate with other agencies doing similar projects in the same area to ensure that there is no duplication of efforts and that payment rates are harmonised.
- Consider seasonal and timing issues with the community to determine if CFW is the most appropriate cash intervention. Remember that there is a timing opportunity to prevent debts and increase productivity of next season
- Ensure you have the technical capacity available to ensure good quality work on the micro-project. Otherwise consider a different type of cash intervention. Some local authorities in Somalia can provide technical guidance on such activities as road reconstruction and berkad rehabilitation however it is preferential to have technical support within the implementing agency.
- A minimum age of participation should be set and children should not be allowed to participate.
- Provide the necessary tools and safety equipment for the workers. Water and transportation for workers may also be needed.
- All cash for work project **must** consider how to include labour-poor and time-poor households who meet the vulnerability criteria. Some examples of ways to include these groups include:
  - - Provide unconditional cash transfer
    - Allow labour poor households to nominate someone else (usually a family member) to work on their behalf
    - Provide light duties
    - Allow time-poor households to work less hours for the same pay
    - Allow women to work at different times of the day than men.

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>• Enables construction or rehabilitation of community assets that will contribute to the recovery of the community as a whole.</li> <li>• Provide a sense of community ownership of project when people work together to achieve a common goal</li> <li>• Payment lower than local labour market makes targeting easy</li> </ul>	<ul style="list-style-type: none"> <li>• Labour-poor, time-poor groups cannot participate unless provided with lighter duties, shorter working hours, or unconditional cash transfers</li> <li>• In some areas women are not allowed to participate in public works.</li> <li>• Many community projects require technical advice that may not be available locally or within the organisation</li> <li>• Can disrupt the local labour market if not planned carefully</li> <li>• Can interfere with local livelihood activities if implemented at the wrong time</li> </ul>

***How to work out CFW payment rates***

<ul style="list-style-type: none"> <li>• Work out fair amount of work per person per day (e.g. 1m of road work, 5m<sup>2</sup> of bush clearing....)</li> <li>• Skilled labour rates should be paid to supervisors. Supervisors need to ensure that participating households do the set amount of work, keep a register of participating households each day to enable correct payment.</li> <li>• Cash for work projects can then be paid according to the number of days worked per household or payment on completion of an amount of work per day.</li> <li>• Decide how to include women in the project (e.g. allow them to work shorter daily hours for the same rate of pay, allow them to do lighter duties – 0.5m of road work, 2m<sup>2</sup> of bush clearing....)</li> <li>• Decide how to include other vulnerable groups (e.g. some people are in urgent need of cash income but <u>unable</u> to do manual work) – consider paying unconditional cash transfers at the same payment rate, or allowing very light duties such as making tea, minding the children, etc</li> <li>• Labourers should earn at least enough money to meet their basic needs or basic daily living expenses. Ideally, project beneficiaries should be able to make enough money also to protect or recover their livelihoods.</li> </ul>
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Please note that the following is an example only and is designed to show the process that agencies might go through when determining CFW payment rates.

Steps	Example
<ol style="list-style-type: none"> <li>1. Find out the local skilled and unskilled labour rate for the local area (from local authorities, and from the community)</li> <li>2. Find out what other agencies working in the same area are paying for CFW projects</li> <li>3. Find out if there are existing livelihood activities that must be undertaken at the time that you are planning CFW</li> <li>4. Set CFW payment rate just under or equal to unskilled labour rate (especially when other local labour activities are needed) as per discussion with household</li> <li>5. Minimum rate of payment should enable households to earn an amount to cover the cost of the minimum food and non-food basket each month (Annex 3).</li> </ol>	<p>e.g. Skilled labour rate = US\$4 per day  e.g. Unskilled labour rate = US \$3 per day  Another agency, Agency X is implementing CFW in the same project area and paying \$2.75 per day for unskilled labour and \$3.50 for supervisors.</p> <p>No other casual labour opportunities are available in the area at this time.</p> <p>After discussion with Agency X and the community it is decided that all CFW projects should pay the same rate, just below the local labour rate. i.e. \$2.75 per day for unskilled labour and \$3.50 for supervisors.</p> <p>However, in the project area, the cost of the minimum food and non-food basket is US\$80 per month.</p> <p>This means that unskilled labourers need to work 31 days per month (not possible!) to meet even their most basic needs.</p> <p>After further discussion with Agency X it is decided that both agencies will increase the payment rate to the local labour rate. i.e. \$3 per day for unskilled labour and \$4 for supervisors.</p> <p>This means that by working 26 days per month (more realistic!), households will meet their needs.</p>

NB. The minimum amount paid per day for CFW projects should enable households to cover the cost of the basic food and non-food basket each month.

The maximum amount paid per day for CFW project should be the local labour rate so as not to distort the local labour market.

### Conditional Cash Transfers

When deciding to implement conditional cash transfers be aware that if basic needs are not met, households are likely to spend at least a portion of the grant to meet basic needs. Either factor this into the value of the cash transfer, or consider providing unconditional cash transfers to meet basic needs before providing conditional transfers.

Conditional cash transfers (with the exception of cash for work) are usually provided as an early recovery response once basic needs are met, or as a development response to encourage use of basic services. Providing conditional cash transfers to ensure access to basic services should only be done if the services are available in the local area and are of sufficient quality.

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>• Can help to directly ensure that objective of the organisation is met</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring of beneficiary spending may not be accurate</li> <li>• Must ensure that the services are available to the target population and are of appropriate quality.</li> </ul>

## Vouchers

Vouchers can be used as a humanitarian response, for early recovery, rehabilitation or to address longer term issues depending on the objective of the project.

Vouchers are designed to be exchanged to purchase commodities from certified traders, either during fairs, at specific distribution outlets, in markets, or in special relief shops. The traders then reclaim the vouchers for cash at a bank, a money transfer service or directly from the implementing agency.

Voucher programmes can be used to encourage traders to enter the affected area, by providing them with a guaranteed market. They can also be given to ensure access to essential services including health services, education or milling/grinding of food aid, or access to productive assets such as animal health care or seeds. When using a voucher approach, consider using as many traders or service providers as possible. This will allow beneficiaries to retain some choice in the exchange of their voucher. This will also help prevent monopolies and help minimise market distortion.

Vouchers can have a cash value or stipulate specific commodities or services to be purchased. It is also possible to combine cash and commodities onto the same voucher.

### Vouchers and fairs

Fairs are usually organised when people are not easily able to obtain a specific commodity (seed, livestock, fishing tools, etc.), which is nevertheless available in sufficient quantities and quality within a reasonable distance of the affected area (Oxfam, 2006). Local traders are asked to bring their goods to a specific place at a designated time and beneficiaries attend and purchase the goods using the vouchers.

Fairs have many advantages, including:

- The recipients can select from the commodities on display, and choose what best suits their needs.
- The system ensures a wide range of commodities available for 'sale' by local traders/service providers, allowing choice to the beneficiaries.
- The project is usually not responsible for managing the transport of the commodities (although in some cases, if travel costs are high, it may be necessary to subsidise the expenses of vulnerable households and producers).
- They provide opportunities to exchange knowledge among buyers, producers, and traders.

- They mirror the 'normal' market trading system, ensuring a degree of dignity for beneficiaries while strengthening trading opportunities and links.
- Traders and local producers have access to cash (after exchange of the voucher with organising agency), which boosts their businesses and their household economy.

It should be noted however, that despite the above advantages, voucher fairs take considering time, human resources and administrative work that cash grants (ACF, 2007) and they restrict the choice of beneficiaries. This should be considered before deciding to implement a voucher approach.

The value of the vouchers depends on the objectives of the project, as well as the amounts and unit prices of the commodities that will be exchanged. Voucher-fair interventions usually aim to restore production and trade, or to re-establish productive assets. The value of the voucher often depends on the level of production and assets that prevailed before the disaster, and the extent to which productive assets have been affected or lost (Oxfam, 2006). Fairs are commonly used when beneficiaries have prioritized similar livelihood needs such as seeds, agricultural inputs, and veterinary drugs/equipment.

#### **Vouchers and shops or services.**

A voucher intervention can be implemented through local shops or with local service providers. The shop/service provider system may utilize either cash vouchers or commodities vouchers. The beneficiaries come to the shop or service provider and collect goods upon presentation of their vouchers. The vouchers can allow beneficiaries to decide what to buy from a range of specific goods, or any goods up to a certain value, or they may be tied to specific commodities.

The main reasons for adopting a vouchers and shop/service provider system are:

- To enable local shops/service providers to be involved in the recovery of the community.
- To provide a cash boost to small shops and local service providers rather than going through a bank.
- To minimize the necessary logistical support or providing the required goods in-kind

How to calculate the value of a voucher

Voucher value = price of the commodity unit x amount of commodity needed

E.g. 1 Price of maize seed = \$20/kilo  
Average HH needs 5 kg of seed → Value of seed voucher = \$20 x 5kg = \$100

E.g.2 Price of livestock vaccination = \$1/animal  
Pastoralists have an average of 30 animals → Value of voucher = \$1 x 30 animals = \$30

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>• Commodity vouchers ensure beneficiaries spend on specific items</li> <li>• Involves local market players such as traders and helps the wider community recover as well as providing beneficiaries with needed items.</li> <li>• Voucher exchange is easy to monitor</li> <li>• Commodity vouchers are less vulnerable to inflation (or deflation) in market prices</li> </ul>	<ul style="list-style-type: none"> <li>• Removes some level of control from beneficiaries (either the commodities they can buy or the traders or services they can access)</li> <li>• Higher administrative requirements than unconditional cash transfers.</li> <li>• Relatively long organisation time compared to other cash interventions.</li> <li>• Requires relationships with traders/service providers to be established</li> <li>• Risks of forgery (non-beneficiaries copying vouchers to access the services or goods)</li> <li>• The agency must obtain the technical knowledge to ensure quality of the products received by beneficiaries (i.e. vouchers for seeds, restocking, animal drugs, etc.)</li> </ul>

### Social Protection

Social protection is a long term intervention used during recovery and development in stable contexts. Social protection programs can include a number of components, including social insurance and social assistance. Social assistance can involve providing regular unconditional transfers to the most vulnerable groups in the community gives time for traditional social transfer systems to rebuild.

Cash based safety nets are present in many developed countries today, providing support to vulnerable groups. Cash based safety nets are currently being implemented in other countries in the region including Kenya, Ethiopia and Zambia.

Advantages	Disadvantages
<ul style="list-style-type: none"> <li>• Provides longer term assistance to most vulnerable households in the community</li> <li>• Allows traditional support systems to recover from repeated crises</li> <li>• Predictable payment allows households to plan and spend appropriately</li> </ul>	<ul style="list-style-type: none"> <li>• Requires long term commitment from political groups and donors and an appropriate implementation capacity (skills and infrastructures)</li> </ul>

#### **Minimum standards for planning cash interventions**

- Ensure that you have considered how urgent the beneficiary needs are – if needs are very urgent, it is not appropriate to implement a complicated intervention that needs time to design.
- Ensure that you have considered seasonal issues and the appropriateness of the timing of the intervention.
- Ensure that you have considered how to include the most vulnerable groups in the project.
- Ensure that you have made adequate provision for the inclusion of women into the project.
- Ensure that the value of the transfer is appropriate, based on the identified needs of the beneficiaries and the prices of items in the local market (or the local labour rate for a CFW project). **If you are targeting basic needs make sure you consider the cost of the minimum basket.**
- Ensure that you have appropriate project duration and have decided on the frequency of payment in consultation with the beneficiaries.
- Ensure that technical capacity is provided if doing cash for work to guarantee the quality of micro-projects.

**Further reading**

Guidelines on cash interventions by the following agencies provide more guidance on planning and decision making for appropriate interventions.

- ACF (2007) Implementing cash-based interventions: A guide for aid workers. ACF – International Network, New York.
- Creti, P & Jaspars, S (Eds) (2006) Cash-transfer programming in emergencies. Oxfam GB. Oxfam Publishing. Oxford
- Gentilini, U. (2007). Cash and food transfers: a primer. Social Protection and Livelihoods Service, World Food Programme, Rome.
- Horn Relief (2010) A practical guide for cash-based responses in emergencies. Horn Relief, Nairobi.
- ICRC/ IFRC (2007) Guidelines for cash transfer programming. International Committee of the Red Cross (ICRC) and the International Federation of the Red Cross and Red Crescent Societies (IFRC), Geneva.
- Swiss Agency for Development and Cooperation (2007) Cash Workbook: A practice user's guide for the preparation and implementation of cash projects. SDC, Geneva

## IMPLEMENTATION

The breadth and variation of cash interventions currently being implemented in Somalia make the writing of minimum guidelines of implementation difficult. Many agencies have their own guidelines and operating procedures that influence their method of work. However, there are some key aspects of project implementation in Somalia that are common to all types of cash interventions and these are highlighted in the following section. These include risk analysis, targeting, registration, selection of the cash distribution mechanism, recruiting and training staff, coordination and accountability.

### Risk Analysis

An integral part of project design, especially in the complex environment of Somalia, is risk analysis. Good programming, particularly in South/Central is about reducing risks to both beneficiaries and staff. As a result, risk analysis and mitigation should be considered throughout the project cycle.

Appropriate planning and decision making should consider the risks associated with each decision and plans should be put in place either to mitigate or avoid each identified risk.

The table below provides a general overview of how transparencies, planning, clear targeting, ongoing participation of the community and appropriate decision making can reduce risks to programming.

PROBLEM	SUGGESTIONS
<p><b>How to reduce the security risk to staff</b></p>	<ul style="list-style-type: none"> <li>• Choose an appropriate cash transfer mechanism (eg. using <i>hawala</i> instead of direct distribution by project staff).</li> <li>• Ensure that targeting is done in a transparent and participatory way.</li> <li>• Recruit skilled staff and/or provide training to staff about project implementation.</li> <li>• Have a written agreement with money transfer companies specifying the responsibilities of both the organization and the transfer company. Money transfer companies usually assume full liability for loss or stolen monies and take responsibility for the transport of the cash to the beneficiaries.</li> <li>• Cooperate with local authorities and keep them informed of project activities</li> <li>• Develop a good working relationship with other agencies working in the same area.</li> <li>• All agencies should develop and strictly follow a set of security guidelines for working in the field.</li> <li>• A clearly explained method of complaint should be in place to allow complaint without violence and protect staff.</li> </ul>
<p><b>How to reduce the security risk to beneficiaries</b></p>	<ul style="list-style-type: none"> <li>• Select an appropriate type of cash intervention for the security of the area. Do not put beneficiaries in more danger than the existing context. Talk with the community when deciding on the type of intervention.</li> </ul>

	<ul style="list-style-type: none"> <li>• A transparency and clear targeting method will reduce the risks to beneficiaries as the community will be clear about why specific groups are being targeting while others are not.</li> <li>• Where possible, give beneficiaries some flexibility of when to collect their cash (not everyone collecting money at a specific time or day).</li> <li>• Consider specific security risks to women and seek community opinion on how best to mitigate or avoid the risks.</li> <li>• Seek appropriate technical advice for the construction and rehabilitation of community assets to avoid injury during CFW activities.</li> </ul>
<b>Ways to reduce corruption</b>	<ul style="list-style-type: none"> <li>• Be open with the community about the project.</li> <li>• Work together with community leaders.</li> <li>• Use clearly verifiable targeting criteria and verify beneficiary lists.</li> <li>• Ensure that the beneficiaries are clear about their entitlements.</li> <li>• Conduct post-distribution monitoring and ask beneficiaries if they received the correct amount of money.</li> <li>• Ensure that beneficiaries are correctly identified during the payment process.</li> <li>• Ensure that there is a clear mechanism for community feedback. This will help the project team identify problems during the project.</li> <li>• Clear financial procedures and documentation ensuring that money can be traced throughout the project</li> </ul>
<b>How to reduce risk of conflict</b>	<ul style="list-style-type: none"> <li>• Community mobilisation and awareness raising on the purpose of the project and groups to be targeted. Participation of the community and community leaders throughout the project cycle.</li> <li>• Community based targeting – involvement of the community using a transparent process will help reduce tensions between beneficiaries and non-beneficiaries.</li> <li>• Ensure that payments are made on time. Delays in payment can increase vulnerability of targeted households and cause tension within the community. Payment schedules must be shared with both the community and with the money transfer companies.</li> <li>• Clear withdrawal or transition strategy will inform the community about the project and help limit expectations.</li> </ul>
<b>How to monitor for signs of inflation and reduce the risk of inflation</b>	<ul style="list-style-type: none"> <li>• If using a voucher approach, ensure that as many traders as possible are participating. This helps ensure a competitive market.</li> <li>• Monitor prices of food and non-food items in neighbouring markets to check that your project area is not unfairly increasing prices.</li> <li>• Check exchange rates on a regular basis to ensure that cash retains its value.</li> </ul>

## Targeting and Beneficiary Selection

The purpose of targeting is to ensure that programs benefit the intended population or groups within the population.

Targeting design is concerned with who is to be reached and why. Targeting for cash interventions, like in-kind and other interventions is often a difficult and time consuming process that must be undertaken with transparency and participation from communities. Cash interventions are often seen as more difficult to target because “everyone wants cash”. However, evidence shows that possibly because of the fear among agencies related to cash, in general, cash programs have been well targeted and carefully considered, and targeting has been no more difficult than for in-kind assistance.

Remember that like other types of assistance there are some instances where a whole community, or whole population group are in need of assistance. This may include sudden onset emergencies where all households in a given community have suffered similar losses. Universal (blanket) provision of cash grants may well be an appropriate response. A universal cash grant is as valid as a general food distribution to populations who cannot meet their needs (ACF, 2009).

The Horn Relief Guide outlines in detail their method of targeting – Inclusive Community Based Targeting (ICBT). It explains how to ensure community representation, working with village relief committees and determining selection criteria.

It is recommended that agencies new to working in Somalia read these guidelines and provide training to all project staff on cash interventions before starting implementation of programs.

It is possible to request Horn Relief to conduct the training (contact details in Bibliography and Further Reading).

When resources are limited or when only certain groups within the population need assistance, community based targeting is seen by many agencies as the most appropriate way to identify beneficiaries in Somalia. There are many documents written on the methodology of community based targeting so this process is not outlined here. However, the minimum acceptable standard for targeting processes is outlined below.

**At a minimum**, targeting procedures should include the following:

- The community should be aware of the project objectives
- The targeting approach should be clear to community and to agency staff
- Community participation: including open public meetings, meetings with trusted community members, as well as community leaders
- Participation from local authorities/elders must be actively sought
- Agencies should actively seek participation from minority and vulnerable groups
- Agencies should work together with a representative community committee or group of trusted individuals for beneficiary targeting, information sharing, feedback and complaints
- The role of the agency, community and beneficiary representative committees should be clearly defined and clarified
- Meetings and information sharing should be transparent and open
- Public meetings should be held with whole community to explain the project

- Selection criteria for targeting should be developed with the community
- Community representatives should prepare beneficiary lists based on selection criteria.
- Verification of beneficiary lists should be done by project staff – including checking of inclusion of vulnerable groups and ensuring beneficiaries meet selection criteria
- Accountability mechanisms should be in place to collect feedback information from the community (described ahead)

Source: Compiled from Horn Relief & ICRC/IFRC Guidelines

### ***Developing Selection Criteria***

Targeting criteria (selection criteria) should be developed together with the beneficiary community and will vary depending on the local context and the objective of the project.

Selection criteria are usually based on indicators of economic, social, political, physiological and physical vulnerability or on a combination of these vulnerabilities. Both exclusion and inclusion criteria can be used e.g. **excluding** households who own more than a certain number of goats or water tanks or **including** households who earn less than a certain amount per month.

Some examples of selection criteria are listed below.

- **Context-specific criteria**
  - Households that have lost more than 50% of their crop or livestock
  - Households who have lost their home
  - Households with debts of more than a defined amount (or as a proportion of their household income)
  - Households with no family support/ access to remittances
  - Households with no access to credit
- **Social welfare criteria**
  - Households with members who are chronically ill
  - Households with disabled members
  - Elderly-headed households
  - Child-headed households
  - Female-headed households
  - Households with more than 8 members and only one member with income capacity
  - Households with a monthly income of less than a defined amount
- **Specific vulnerable groups**
  - IDPs
  - Refugees
  - Host families
  - Pastoralist communities

- **Specific examples of selection criteria by livelihood group**

Pastoralists	Agriculturalists	Urban
<ul style="list-style-type: none"> <li>• Households with no livestock</li> <li>• Households with no camels and no cattle and/or small number of shoats</li> </ul>	<ul style="list-style-type: none"> <li>• Households with no land</li> <li>• Land size</li> <li>• Access to irrigation</li> </ul>	<ul style="list-style-type: none"> <li>• Households with no permanent home</li> <li>• Households hosting IDPs</li> <li>• Households that are displaced</li> </ul>

**At a minimum,** agencies should consider the following when developing selection criteria:

- Selection criteria should be developed together with the community
- Clear criteria that can be easily verified. They must be easily understood, measureable and easily verified (e.g. widowhood, number of children, number of livestock)

### **Community Representation**

Community participation and mobilisation during the course of project implementation is a key aspect to ensuring success.

The community as a whole should be informed about the objective of the project and the processes that will be followed. In addition, there are certain aspects of programming, including targeting, registration and feedback procedures where the community plays a key role. As a result, it is critical to ensure that the community members, whose opinions are sought at any stage, are representative of the community.

Agencies often have their own procedures in place about working with communities, including setting up committees specifically for the project, working with existing committees or having discussions with community leaders.

Regardless of the methods used agencies should consider the following:

- Be aware of the possible biases of informants
- Triangulate information received from community members
- Actively seek the opinions of both men and women
- Actively seek the opinions of minority groups (e.g. minority clans, IDPs)
- Actively seek the opinions of vulnerable groups (e.g. widows, disabled, elderly)

### **Beneficiary Registration**

Registration is a key element of any distribution. A well carried out registration determines a trouble free and smooth distribution. Registration is a systematic method of collecting and recording information about people. It helps you understand the way a community is organised and in distribution, it is used to identify those people who are eligible to be included as recipient beneficiaries in a project as per agreed selection criteria.

The beneficiaries of a distribution must understand why the registration is necessary. If they do, then they will feel more committed to its success and will be able to play an active role in making that happen.

Accurate registration information is important because it can be used to:

- Make detailed plans for the distribution
- Identify those people who are particularly vulnerable
- As a basis for resolving problems and claims during distribution
- Proof of record for recipients of relief

The registration system must be able to give you all the information to plan and carry out an accurate, smooth and trouble free distribution. For example, you may want to know the total population, the total numbers of households, the numbers of boys and girls under five years of age, the number of people with disability, the number of female headed households and so on. A simple counter book, with columns ruled in it, is sufficient to record the details of each household. An example of a registration format can be found in the annexes.

When choosing a money transfer company you should consider:

- Network coverage
- Professionalism
- Community opinion/trust
- Administrative capacity
- Financial capacity
- Management capacity

Source: Horn Relief, Implementation Manual (2010)

When registration is completed, there is still need to verify those on the list to confirm compliance with agreed selection criteria. Ideally, this should be done in public meetings where names on the register are called out and confirmed in public by the community. In this meeting, complaints can also be voiced and addressed. After the meeting/s registration lists should be updated and validated as final list of eligible recipients. Recipients can then sign or leave their thumb print on the registration lists as proof of receipt of the cash payments.

Two examples of beneficiary registration forms used by agencies in Somalia can be found in the annexes.

### **Selecting a Cash Distribution Mechanism**

Globally, agencies implementing cash programming have a number of cash distribution mechanisms open to them including direct distribution (hand-to-hand distribution), bank accounts, smart cards, post office transfers and even payment through the mobile phone network. In most parts of Somalia however, these mechanisms are unavailable. The main distribution methods used by agencies in Somalia are direct distribution and using money transfer companies (*hawala*).

Experience has found that the money transfer companies are a secure and reliable way to deliver money to the field. This is especially important for agencies working in Somalia through remote implementation. By working with a money transfer company, the risks of carrying cash into the field is passed to the money handlers as they are used to working in the Somalia context. Hawala companies can be found throughout South/Central Somalia as well as in the northern areas of Puntland and Somaliland.

The money handlers will need to be paid a commission for their work. However in many cases the commission enables companies to travel directly to the target villages and camps to reduce the travel times for the beneficiaries. An example of a Memorandum of Understanding between an agency and a money transfer company can be found in the annexes.

**At a minimum,** agencies should:

- Assess the possibility of working with a local *hawala* company (or using another third party such as a local trader or local businessman with financial capacity) rather than making direct payments.
- Have a written agreement or Memorandum of Understanding with the money transfer company that specifies the responsibilities of both the agency and the money transfer company for the implementation of the project.

### **Recruitment and Training of Staff**

Cash programming is a skill and like other sectors, it is important that staff either has experience, or receive comprehensive training on cash interventions.

Each agency has their own guidelines on human resources. However, a number of key staff are needed in cash interventions and these positions should be considered.

- At least one team member with cash intervention experience is an advantage
- When implementing CFW projects, ensure there is expertise in place to ensure that the rehabilitation or construction work is technically sound and adequately implemented.
- Staff should receive training on cash interventions, the project itself and the methods for implementation
- Field staff should have community mobilisation skills as it is important that there is good participation from the community, good targeting and accountability to beneficiaries at all stages of the project.
- A number of field monitors will be needed to ensure that post-distribution monitoring is carried out.
- Cash interventions have a high administrative burden, so adequate support staff should be in place.

## **Coordination**

As with other types of intervention it is important to coordinate activities both at the field level and at regional levels to avoid duplication and increase the impact for the beneficiaries.

In Nairobi, a number of coordination bodies exist including:

- Cash Working Group of the Food Security and Economic Development Sectoral Committee (chaired by Horn Relief and for which in the sectoral committee there are a number of other working groups: food aid, livestock & agriculture)
- IASC Clusters (including Agriculture and Livelihoods Cluster (chaired by UNFAO))

Any agency working in Somalia is welcome to attend these meetings.

- At regional and district levels within Somalia it is recommended that agencies organise or attend coordination meetings for agencies and local authorities.

Coordination meetings provide a forum for sharing of information such as assessments, methodologies or evaluation reports and for making relief and recovery gaps known. This allows for a greater voice to the donor community.

## **Accountability**

Accountability is the means by which power is used responsibly. Humanitarian accountability involves taking account of, and accounting to, disaster survivors (HAP-I, 2007).

Aid agencies exercise significant power in humanitarian crisis through their control over essential goods and services, such as food, medical aid and shelter. However, until recently, the "helping power" of emergency relief agencies has been fairly unregulated as few organizations formalized procedures to allow disaster survivors to participate in decisions about services or complain about poor practices (HAP-I, 2007).

To address the issue of the lack of accountability in aid, a consortium of UN and NGO agencies formed the Humanitarian Accountability Partnership – International (HAP-I) in 2003. The Principles of Accountability developed by HAP-I are the core elements of good practice in accountability in humanitarian situations. Further, HAP-I produced a set of benchmarks and indicators for accountability and quality management in humanitarian work (The HAP Standard 2007) and these should be considered by all agencies working in humanitarian responses.

At the heart of the accountability standards are the Principles of Humanitarian Action and the premise that beneficiary communities should be included throughout the project cycle – in decision making, discussions, feedback processes and information sharing. **This is expected even in an emergency context.**

## Principles for Humanitarian Action

### Primary principles

- **Humanity:** upholding the right of all persons to receive and give assistance.
- **Impartiality:** providing humanitarian assistance in proportion to need and with respect to urgency, without discrimination based upon gender, age, race, impairment, ethnicity and nationality or by political, religious, cultural or organisational affiliation.

### Secondary principles

- **Informed Consent:** ensuring that the intended beneficiaries, or their representatives, understand and agree with the proposed humanitarian action and its implications.
- **Duty of care:** ensuring that humanitarian assistance meets or exceeds recognised minimum standards pertaining to the wellbeing of the intended beneficiaries.
- **Witness:** reporting on policies or practices that affect the wellbeing of disaster survivors.

### Tertiary principles

- **Transparency:** ensuring that all relevant information is communicated to intended beneficiaries or their representatives, and other specified parties.
- **Independence:** acting under the authority of the governing body of the agency and in pursuit of the agency's mandate.
- **Neutrality:** refraining from giving material or political support to parties to an armed conflict.
- **Complementarity:** operating as a responsible member of the humanitarian assistance community.

The standards then go on to provide agencies with performance benchmarks, indicators and means of verification on the areas listed below. Some of the benchmarks highlight areas already mentioned in these guidelines. Examples of benchmarks are highlighted below but it is recommended that agencies read the full list of benchmarks to ensure quality programming.

	<b>The HAP Standard 2007 Benchmarks</b>
<b>Transparency</b>	The agency shall make the following information publicly available to intended beneficiaries, disaster-affected communities, agency staff and other specified stakeholders: (a) organisational background; (b) humanitarian accountability framework; (c) humanitarian plan; (d) progress reports; and (e) complaints handling procedures
<b>Beneficiary participation</b>	The agency shall enable beneficiaries and their representatives to participate in programme decisions and seek their informed consent
<b>Staff competencies</b>	The agency shall determine the competencies, attitudes and development needs of staff required to implement its humanitarian quality management system

<b>Complaints handling</b>	The agency shall establish and implement complaints-handling procedures that are effective, accessible and safe for intended beneficiaries, disaster-affected communities, agency staff, humanitarian partners and other specified bodies
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An example of a form for complaints handling can be found in the annexes.

Financial accountability is another key aspect that should be considered in all interventions. Financial accountability means that you can account for how the money for the program has been spent. For all interventions (cash or otherwise) it is important to keep sufficient documentation to enable a clear understanding of how monies have been spent (e.g. how much went directly to beneficiaries). This provides valuable information to the agency about cost-effectiveness and efficiency.

<p><b><u>At a minimum</u></b>, agencies are expected to include the following accountability procedures:</p> <ul style="list-style-type: none"> <li>• Participation of beneficiary communities throughout project cycle</li> <li>• Provide clear information to communities about their entitlements and the duration of intervention</li> <li>• A procedure must be in place for discussion with the community if implementation problems arise</li> <li>• A clear feedback mechanism must be in place to receive complaints and suggestions from the community (beneficiaries, non-beneficiaries or other interested parties)</li> <li>• Clear record keeping of the finances for the project</li> </ul>
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<p><b>Minimum standards for implementing cash interventions</b></p> <ul style="list-style-type: none"> <li>• Ensure that you have designed the program fully considering risk analysis. Good programming can assist with mitigating and avoiding risks to both beneficiaries and staff.</li> <li>• Ensure that the project community is involved in all stages of the project cycle.</li> <li>• Provide training to staff on cash programming and specific project implementation processes.</li> <li>• Hold a public meeting to discuss the objectives of the project, beneficiary selection criteria, entitlements and any other aspect of the project.</li> <li>• Use clear, easily verifiable selection criteria.</li> <li>• Work through a community structure (such as a committee or existing structure) to produce a beneficiary list.</li> <li>• Agency staff or local partners should verify a random selection of the beneficiary list to ensure good targeting.</li> </ul>
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- Consider using a local money transfer company rather than directly distributing cash.
- Accountability mechanisms – feedback mechanisms and other aspects of accountability should be considered throughout project cycle.
- Put measures in place for financial accountability.
- Coordinate activities with other agencies working in the same location.

#### **Further Reading**

- Slater, R & Farrington, J (2009) Cash transfers: targeting. Project Briefing No. 27, November 2009. Overseas Development Institute
- Horn Relief (2010) A Practical Guide for Implementing Cash Based Responses. Horn Relief, Nairobi

Horn Relief is an NGO that has been working in Somalia since 1991. They have recently updated a previously published manual - a Practical Guide to Cash-Based Responses in Emergencies. The Horn Relief guide outlines in detail Somalia specific implementation guidelines including some that are referenced here. It is recommended that agencies working on cash programs in Somalia read the Horn Relief Guide in order to better understand the specific working environment and how to implement an appropriate cash program in Somalia. Their manual also contains detailed information on their method of targeting (Inclusive Community Based Targeting) that might be useful to other agencies. Further, Horn Relief manual is supplemented by a short training course based on the implementation manual and a training guide that the organization has used for its own staff and other international and local NGOs. The training course is suited for Project Managers and field staff of a cash program and agencies can request the training by contacting Horn Relief directly at [hrnairobi@hornrelief.org](mailto:hrnairobi@hornrelief.org)

- HAP-I (2007) HAP 2007 Standard in humanitarian accountability and quality management. Humanitarian Accountability Partnership –International. <http://www.hapinternational.org>

## MONITORING AND EVALUATION

### *Monitoring*

The purpose of monitoring is to check the process of implementation (including the resource inputs and activities being implemented) and the resulting products, and determine whether any changes are needed to the project design.

Monitoring is a continuous process and should be done throughout project implementation.

To know if the project has met the objective, ideally all projects should aim to include:

- A baseline survey to understand the situation before implementation of the project
- Regular monitoring of the context so that changes to the project can be made if necessary
- Regular post-distribution monitoring to ensure that beneficiaries received the correct amount of money and how the beneficiaries utilized the cash
- Regular, documented market price monitoring to check that prices have not increased
- Evidence provided in a final report of the impact of the project (measured as a change from the baseline)
- A final evaluation (either internal or external)

In practice however, especially in an emergency context, very few baseline studies are carried out. Recovery and development programs that tend to be implemented for a longer period should aim to include each of the above.

**Ongoing monitoring** of the context is important so adjustments can be made to the project as necessary. Regularly talking to traders about the availability of goods, monitoring the price of key goods in the local markets and monitoring exchange rates in the project area will give you a good idea about whether the cash being provided is retaining its intended value. Mechanisms for feedback from the community might also provide useful monitoring information such as the success (or not) of targeting, issues with the money transfer company, security issues or the appropriateness of the specific cash intervention.

**At a minimum**, all agencies should be able to provide information to other agencies on the following:

- Number of people receiving cash
- How much money (or vouchers) is being distributed to each household
- What is the situation in the local area and why is cash being provided

**Post-distribution monitoring** (PDM) should be done after each distribution of cash to beneficiaries. The purpose of PDM is real-time evaluation and guidance for the project. PDM data should be comparable from month to month so that changes in the project can easily be found. The PDM data can also be used to understand when beneficiaries are ready to change to recovery interventions or development interventions depending on how they are spending the money.

- E.g. if beneficiaries are regularly spending a large portion of the cash transfer on food and very little on livelihood activities, they are still struggling to meet basic needs. This

can tell you that you need to increase the value of the cash transfer or continue for a longer period.

**Market price monitoring:** It is often difficult to predict what will happen to market prices, particularly after a major disaster where large-scale recovery is unpredictable and complex. This means that prices need to be continually monitored even if the risks of price changes (particularly price increases) are initially thought to be small. Somalia is dependent on imported items and the country is therefore subject to price changes depending on the world market. Market price changes affect the ability of the beneficiaries to purchase the desired goods therefore **regular market price monitoring is a minimum requirement for cash interventions**. An example of a market monitoring form can be found in Annex 8.

If prices in the local market are changing considerably, try and find out why. The Food Security and Nutrition Analysis Unit (FSNAU) regularly monitor a number of markets throughout Somalia and their staff will be able to help you better understand the market situation. Monitoring indicators depend on the project objective however there are a number of areas that all cash intervention should be monitoring.

**At a minimum**, all cash interventions should monitor the following:

- What are people spending the cash/voucher on?
- How accessible are the markets?
- Where are people buying key goods?
- What is happening to prices?
- Did people receive the right amount of cash?
- Were beneficiaries able to spend the money/voucher safely?

Source: Adams & Harvey (2006) Issue Paper 6

If implementing CFW activities, monitoring should also include the quality of the micro-project.

When measuring the impact of the cash intervention it is important to consider that cash interventions often have a number of unintended impacts. Talk to traders, beneficiaries, non-beneficiaries and any other key stakeholders to get an idea of what the unintended impacts might be. Ensure informants are asked to express both positive and negative impacts.

Some examples of impacts of receiving cash are noted in the table below. Agencies should consider whether any of the following are appropriate, or whether other unintended impacts (both positive and negative) could have arisen as a consequence of their intervention.

**Examples of impacts from cash interventions**

<b>Beneficiary spending</b>	Households are able to regularly meet their basic needs.
	Households are able to purchase the items set by a conditional transfer.
	If households did not buy the intended items, find out why. Perhaps the value of the transfer was too low, or basic needs were not met or the

	priorities of the beneficiaries were not correctly identified.....
<b>CFW projects</b>	Impact of the micro-project on the community e.g. better access to water throughout the year, reduced time to reach market  Clean up activities may have health impacts  The local employment opportunity may have reduced the need for migration of household members
<b>Social and psychological benefits</b>	Empowerment of women and men – creating a sense of dignity.  Reduced tension in the household between men and women.  Inclusion into community activities for minority and vulnerable groups who would otherwise often be excluded
<b>Household economy</b>	Debt repayment.  Improved access to credit,  Retention of productive assets at a time when they might have had to be sold
<b>Market</b>	Stimulation of petty trading within the project area → reduced dependency on other types of aid,  Revival of the credit system  Local traders may have increased their volume of sales
<b>Nutrition</b>	Households retain usual number of meals each day when they might have had to reduce the number or size of meals. Meals contain a wider diversity of ingredients → better intake of micronutrients
<b>Negative impacts</b>	Has the project finished too quickly? → How will beneficiaries cope when it is finished?  Has the project gone on too long? → Are participants receiving cash payments when there are local labour opportunities available?  Has the right cash intervention been chosen? → Would a different intervention produce the same impact?  Has the project created security risks to beneficiaries or had negative impact on women and other vulnerable groups?

### **Evaluation**

The purpose of evaluation is to learn and reflect on what went well and what could have been improved. An evaluation will determine if the project has met the intended objective/s in the most appropriate way. Evaluation usually occurs at the end of the project.

Evaluation of a project can be done either internally (by project staff) or externally (by an outside party, usually a consultant).

Different donors have different criteria about minimum evaluation requirements. These may be determined by specific knowledge gaps or research interests of each donor but often the Organisation for Economic Cooperation and Development (OECD) – Development Cooperative Directorate (DCD-DAC) Evaluation Criteria are used as a basis for evaluations of development programs. The OECD-DAC criteria (below) are the key aspects of programs and should be considered when designing the project as well as during evaluation!

**The seven OECD-DAC criteria for evaluations**

<b>Relevance/ Appropriateness</b>	Is the project in line with local needs and priorities (as well as donor policy)? Appropriateness is the tailoring of humanitarian activities to local needs, increasing ownership, accountability and cost-effectiveness accordingly.
<b>Connectedness</b>	The need to ensure that activities of a short-term emergency nature are carried out in a context that takes longer term and interconnected problems into account.
<b>Coherence</b>	The need to assess security, developmental, trade and military policies as well as humanitarian policies, to ensure that there is consistency and, in particular, that all policies take into account humanitarian and human-rights considerations.
<b>Coverage</b>	The need to reach major population groups facing life-threatening suffering wherever they are.
<b>Efficiency</b>	Efficiency measures the outputs (qualitative and quantitative) achieved as a result of inputs. This generally requires comparing alternative approaches to achieving an output to see whether the most efficient approach has been used.
<b>Effectiveness</b>	Effectiveness measures the extent to which an activity achieves its purpose, or whether this can be expected to happen on the basis of the outputs. Implicit within the criterion of effectiveness is <i>timeliness</i> .
<b>Impact</b>	Impact looks at the wider effects of the project – social, economic, technical, and environmental – on individuals, gender and age-groups, communities and institutions. Impacts can be intended and unintended, positive and negative, macro (sector) and micro (household).

**Minimum standards for monitoring and evaluation of cash interventions**

At a minimum, all agencies implementing cash interventions should monitor the following:

- Number of people receiving cash
- How much money is being distributed to each household
- What are people spending the cash on?
- How accessible are the markets?
- Where are people buying key goods?
- What is happening to prices to the local market?
- Did people receive the right amount of cash?
- Were beneficiaries able to spend the money safely?

**Further reading**

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  - Issue Paper 3 – Setting the value
  - Issue Paper 4 – Cash and shelter
  - Issue Paper 5 – Livelihoods recovery
  - Issue Paper 6 – Monitoring and evaluation
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**Useful websites**

1. Famine Early Warning Systems Network (FEWSNET) website – <http://www.fews.net>
2. Food Security and Nutrition Analysis Unit - Somalia (FSNAU) website – <http://www.fsausomali.org>
3. Integrated Food Security Phase Classification (IPC) website – <http://www.ipcinfo.org>
4. Overseas Development Institute (ODI) website – <http://www.odi.org.uk>

## ANNEXES

### Annex 1 Compilation of minimum standards for cash interventions

Project cycle	Minimum standards
<b>Assessment</b>	<ul style="list-style-type: none"> <li>• Conduct and document a needs assessment.</li> <li>• Conduct and document at least a rapid market assessment or ensure that you have adequate information from secondary sources to justify the appropriateness (or not) of cash interventions.</li> <li>• Assessments should be shared with other agencies</li> </ul> <p><b><u>Needs assessments should include:</u></b></p> <ul style="list-style-type: none"> <li>• What is the situation?</li> <li>• What is the impact of the shock on people’s livelihoods and their ability to access sufficient food and income?</li> <li>• How are people coping with the situation?</li> <li>• Who is most affected? How many people need assistance?</li> <li>• What assistance do they need? (remember that different population groups and different livelihood groups may need different assistance)</li> <li>• How long will they need this assistance?</li> <li>• What are other agencies doing?</li> </ul> <p><b><u>Rapid market assessments should include:</u></b></p> <ul style="list-style-type: none"> <li>• Is there is a market close to the beneficiaries? Or will there be any major costs to the beneficiaries for transporting goods back from the market?</li> <li>• Are the needed items available in markets close by or can local traders bring them in?</li> <li>• Are there seasonal issues with the supply of the required items?</li> <li>• Are the needed items available in sufficient quantity to meet the demand?</li> <li>• Can items be purchased by beneficiaries at a reasonable price?</li> <li>• Do beneficiaries have access to credit, in particular pastoralists and agricultural communities?</li> <li>• If you are planning on doing cash for work you also need to assess the local labour market - what the local skilled and unskilled labour rates are and what times of year is labour most in demand (and for what activities)</li> </ul>
<b>Planning and decision making</b>	<ul style="list-style-type: none"> <li>• Ensure that you have considered how urgent the beneficiary needs are – if needs are very urgent, it is not appropriate to implement a complicated intervention that needs time to design.</li> <li>• Ensure that you have considered seasonal issues and the appropriateness of the timing of the intervention.</li> <li>• Ensure that you have considered how to include the most vulnerable groups in the project.</li> <li>• Ensure that you have made adequate provision for the inclusion of women into the project.</li> <li>• Ensure that the value of the transfer is appropriate, based on the identified needs of the beneficiaries and the prices of items in the local market (or the local labour</li> </ul>

	<p>rate for a CFW project). If you are targeting basic needs make sure you consider the cost of the minimum basket.</p> <ul style="list-style-type: none"> <li>• Ensure that you have appropriate project duration and have decided on the frequency of payment in consultation with the beneficiaries.</li> <li>• Ensure that technical capacity is provided if doing cash for work to guarantee the quality of micro-projects</li> </ul>
<p><b>Implementation</b></p>	<ul style="list-style-type: none"> <li>• Ensure that you have designed the program with risk analysis in mind. Good programming can assist with mitigating and avoiding risks to both beneficiaries and staff.</li> <li>• Ensure that the community is involved in all stages of the project cycle.</li> <li>• Provide training to staff on cash programming and specific project implementation processes.</li> <li>• Hold a public meeting to discuss the objectives of the project, beneficiary selection criteria, entitlements and any other aspect of the project.</li> <li>• Use clear, easily verifiable selection criteria.</li> <li>• Work through a community structure (such as a committee or existing structure) to produce a beneficiary list.</li> <li>• Agency staff or local partners should verify a random selection of the beneficiary list to ensure good targeting.</li> <li>• Strongly consider using a local money transfer company rather than directly distributing cash.</li> <li>• Accountability mechanisms – feedback mechanisms and other aspects of accountability should be considered throughout project cycle.</li> <li>• Put measures in place for financial accountability.</li> <li>• Coordinate activities with other agencies working in the same location.</li> </ul> <p><b><u>Targeting procedures should include:</u></b></p> <ul style="list-style-type: none"> <li>• Targeting approach should be clear to community and to agency staff</li> <li>• Community participation → including open public meetings, meetings with trusted community members, as well as community leaders</li> <li>• Participation from local authorities/elders must be actively sought</li> <li>• Agencies should work together with a representative community committee or group of trusted individuals for beneficiary targeting, information sharing, feedback and complaints</li> <li>• Agencies should actively include minority and vulnerable groups</li> <li>• Meetings and information sharing should be transparent and open</li> <li>• Public meetings should be held with whole community to explain the project</li> <li>• Selection criteria for targeting should be developed with the community</li> <li>• Community representatives should prepare beneficiary lists based on selection criteria.</li> <li>• Verification of beneficiary lists should be done by project staff – including checking of inclusion of vulnerable groups and ensuring beneficiaries meet selection criteria</li> <li>• Accountability mechanisms should be in place to collect feedback information from the community (described ahead)</li> </ul> <p><b><u>Developing selection criteria:</u></b></p> <ul style="list-style-type: none"> <li>• Selection criteria should be developed together with the community</li> <li>• Clear criteria that can be easily verified. They must be easily understood,</li> </ul>

	<p>measurable and easily verified (e.g. widowhood, number of children, number of livestock)</p> <p><b><u>The cash distribution method:</u></b></p> <ul style="list-style-type: none"> <li>• Assess the possibility of working with a local hawala company (or using another third party such as a local trader or local businessman with financial capacity) rather than making direct payments.</li> <li>• Have a written agreement or Memorandum of Understanding with the money transfer company that specifies the responsibilities of both the agency and the money transfer company for the implementation of the project.</li> </ul> <p><b><u>Accountability:</u></b></p> <ul style="list-style-type: none"> <li>• Participation of beneficiary communities throughout project cycle</li> <li>• Provide clear information to communities about their entitlements and the duration of intervention</li> <li>• A procedure must be in place for discussion with the community if implementation problems arise</li> <li>• A clear feedback mechanism must be in place to receive complaints and suggestions from the community (beneficiaries, non-beneficiaries or other interested parties)</li> <li>• Clear record keeping of the finances for the project</li> </ul>
<p><b>Monitoring and evaluation</b></p>	<p>At a minimum, all agencies implementing cash interventions should monitor the following:</p> <ul style="list-style-type: none"> <li>• Number of people receiving cash</li> <li>• How much money is being distributed to each household</li> <li>• What are people spending the cash on?</li> <li>• How accessible are the markets?</li> <li>• Where are people buying key goods?</li> <li>• What is happening to prices to the local market?</li> <li>• Did people receive the right amount of cash?</li> <li>• Were beneficiaries able to spend the money safely?</li> <li>• CFW projects should monitor the quality of the micro-project/s</li> </ul>
	<p><b><u>Information sharing with other agencies:</u></b></p> <ul style="list-style-type: none"> <li>• Number of people receiving cash</li> <li>• How much money is being distributed to each household?</li> <li>• What is the situation in the local area and why is cash being provided?</li> </ul>

## Annex 2 Relevant SPHERE and SEEP Standards

### **SPHERE Minimum Standards for Disaster Response**

Source: SPHERE Standards, Revised draft (2010)

#### **Food assistance Standard 2: Cash and voucher transfers**

Where appropriate, cash and vouchers are considered a response to address basic needs, and to protect and re-establish livelihoods, where goods and services are available in the local area but lack of income limits people's access to them.

#### **Food security & livelihoods standard 1: Programming food security and livelihoods**

People have access to adequate and appropriate responses in a manner that ensures their survival, prevents erosion of assets, builds resilience and upholds their dignity.

### **SEEP Minimum Standards for Economic Recovery**

Source: SEEP (2009) Minimum Standards for Economic Recovery. SEEP Network

**Common Standard 3:** Support long term recovery - Immediate post-crisis programming can, and should, facilitate longer term recovery of markets and institutions

**Common Standard 4:** Inclusive and transparent program design and implementation

**Common Standard 5:** Use both direct and indirect mechanism to achieve impact on target populations

**Common Standard 6:** Coordinate efforts for greater impact

**Common Standard 7:** Build technically competent teams

**Common Standard 8:** Collect and apply learning

**Assessment and Analysis Standard 1: Food security and livelihoods:** Where people are at risk of food insecurity, programme decisions are based on a demonstrated understanding of how they normally access the food, how the markets are functioning, the impact of the disaster on current and future food security, and hence the most appropriate response.

**Assessments and Analysis Standard 2:** Assessments synthesize relevant information about affected house-holds' livelihoods, market systems, and socio-political factors.

**Assessments and Analysis Standard 4:** Analysis of assessment data is timely, transparent, and relevant to monitoring and program decision needs.

**Assessments and Analysis Standard 5:** Results are disseminated to provide comprehensible guidance to appropriate decision makers.

**Access to Assets Standard 1:** Asset programming is conducted in a manner that facilitates long-term economic recovery, while taking into account issues of targeting, equity, transparency, and security.

- **Key Indicator:** Activities that provide assets assess the viability of the recipients' previous economic activity, the recipients' skills, technical capacity and priorities and the potential profitability of the economic activity to be supported as well as its environmental impact.
- **Key Indicator:** Programs assess potential risks to the physical security of beneficiaries, their assets, and resulting income, and take steps to address these risks before transferring assets.
- **Guidance Note:** Programs assess the potential impact on local markets when procuring and distributing assets

### Annex 3 Minimum expenditure basket (food and non-food items)

Source: Food Security and Nutrition Analysis Unit for Somalia

\*\* Please note that the basket is subject to revision as FSNAU conduct additional baseline surveys.

MINIMUM BASKET	SOUTH		CENTRAL/NORTH	
	Minimum Food (per household per month)			
	Urban Town	Rural Town	Urban Town	Rural Town
SORGHUM	95kg	95kg	95kg	95kg
W. FLOUR	3.75kg	3.75kg	3.75kg	3.75kg
SUGAR	5kg	5kg	5kg	5kg
V. OIL	4Lt	3Lt	4Lt	3Lt
MILK	15Lt	x	20Lt	x
MEAT	4kg	2kg	10kg	5kg
TEA LEAVES	0.5kg	0.5kg	0.5kg	0.5kg
SALT	1.5kg	1.5kg	1.5kg	1.5kg
COWPEAS	6kg	x	4.0kg	x
	Minimum Non-Food			
Kerosene	1.5Lt	1.5Lt	1.5Lt	1.5Lt
Soap (Laundry Bar)	4pcs	4pcs	4pcs	4pcs
Firewood (bundle)	30	x	10	x
Water (Jerican 20Lt)	5	5	5	5
Human Drugs (SoSh)	20,000	10,000	20,000	10,000
Grinding Cost	30kg	30kg	9kg	13kg
Clothes (SoSh)	30,000	30,000	30,000	30,000
School Fees (SoSh)	90,000	52,000	90,000	52,000
Social Tax (SoSh)	12,500	12,500	12,500	12,500
Other (SoSh)	30,000	30,000	30,000	30,000

#### Annex 4 The Principles of Humanitarian Accountability

<b>The Principles of Humanitarian Accountability</b>	
Source: HAP-I (2007) Humanitarian Accountability Standard	
<b>Commitment to humanitarian standards and rights</b>	Members state their commitment to respect and foster humanitarian standards and the rights of beneficiaries
<b>Setting standards and building capacity</b>	Members set a framework of accountability to their stakeholders. <sup>1</sup>  Members set and periodically review their standards and performance indicators, and revise them if necessary.  Members provide appropriate training in the use and implementation of standards
<b>Communication</b>	Members inform, and consult with, stakeholders, particularly beneficiaries and staff, about the standards adopted, programmes to be undertaken and mechanisms available for addressing concerns.
<b>Participation in program</b>	Members involve beneficiaries in the planning, implementation, monitoring and evaluation of programmes and report to them on progress, subject only to serious operational constraints.
<b>Monitoring and reporting on compliance</b>	Members involve beneficiaries and staff when they monitor and revise standards.  Members regularly monitor and evaluate compliance with standards, using robust processes.  Members report at least annually to stakeholders, including beneficiaries, on compliance with standards. Reporting may take a variety of forms.
<b>Addressing complaints</b>	Members enable beneficiaries and staff to report complaints and seek redress safely.
<b>Implementing partners</b>	Members are committed to the implementation of these principles if and when working through implementation partners.

## Annex 5 Example beneficiary registration form - 1

Source: Oxfam GB

Column Number

(1).	(2).	(3).	(4).	(5).	(6).	(7).	(8)
<b>H/h no.</b>	<b>Name of man/ husband</b>	<b>Name of woman/ wife</b>	<b>Names of dependents</b>	<b>Ages (M)</b>	<b>Ages (F)</b>	<b>Total in h/hold</b>	<b>Comments</b>
	Hamisi Juma	Asia Meza	Asha Iddi		12	5	
			Ahmad Juma	8			
			Mwanaidi Juma		5		
2	Edward Mangi	Stela Sheba	Ana Mangi	-	3	3	
3		Mary Katesi	Evaule Mangi	9		3	
			Rephael Mangi	4			
4	Widow	Sarah Kapipi	Teresa Vita		18	4	
			Samson Vita	10			
			Patty Vita	4			
5	Daniel Kalabo		Peter Kalabo	12		3	
			Festo Kalabo	8			
<b>H/h No.</b>	<b>Name of wife/ woman</b>	<b>Name of husband/ man</b>	<b>Children and dependents</b>	<b>Ages (M)</b>	<b>Ages (F)</b>	<b>Total in H/hold</b>	<b>Comments</b>
	Ebei	Longole	Apuu Longole	6		4	
			Akai Longole	3			
2	Amuron	Kidewa	Ajikon Kidewa		10		
			Atir Kidewa		7		
			Napei Kidewa		3		
3	Midong	Kidewa	Mukoo Kidewa	5		2	
4	Lochom	Ekata	Losike Ekata	5		3	
5	Adirkingol		Asekon Nate		7	2	

The beneficiary registration form can provide different pieces of information such as:

- The total registered population by adding column (7)
- The total number of households by counting downwards the final serial number in column (1)
- Children under five years of age can be found by selecting from columns (5) and (6)
- Those eligible for NFI distribution that targets people above the age of 15 year by adding column (2 & 3) and selecting from columns (5) and (6)
- The final column (8) gives space for recording any additional information such as people with special needs, people with disability, the elderly, orphans, people with chronic illness or simply indicating the nature of vulnerabilities as per the agreed targeting criteria.

The second of the two examples in this format reverses the column for men and women, so that the woman is seen more easily as a household head. Since items are normally distributed to women, and it is their names, which are called out at the distribution, it makes sense for the woman's name to be listed first.

In this example, the women in households 2 and 3 are co-wives with their husband listed in both households, but counted only in the first household.

Annex 6 Example beneficiary registration form - 2



**BENEFICIARY REGISTRATION FORM**

Date/Tariikh: .....

Region/Gobolka: .....

Village/Taalo: .....

#	Name/	Female	Male	Age	Name of household head	Family size/	Land holding in Hectares			Residence/	Signature/ saxiix	
							Lahaanshaha Dhuuka - Hectares					
							Owned (in ha)	Rented (in ha)	Temporary use in (ha)	Total Wadac		
							Leh	Ijaar/Kir	Isticmaal			
1	Magaca	Dhadig	Leh	Da'ada	Magaca madara qoyaka	Tirada qoyaka					Deganaan	
2												
3												
4												
5												
6												
7												
8												
9												
10												
11												
12												
13												
14												
15												
16												
17												
18												
19												
20												

Annex 7 Example complaints handling form

Source: Save the Children



Date/Time	Person calling	Contact No.	Location	Complaint	Receiver of complaint	Action required	Date completed

Annex 8 Example market monitoring form



**SOCIAL SAFETY NET PROJECT**  
**Sanaag & Karkaar Regions, Somalia**

Date	
Name of data collector	
Region	
District	
Name of market	

Item	Quantity	Currently available in the market? (tick if available)	Price (SoSh)
Maize	50kg		
	1kg		
Rice	50kg		
	1kg		
Sorghum	50kg		
	1kg		
Wheat flour	50kg		
	1kg		
Sugar	50kg		
	1kg		
Vegetable oil	1 Litre		
Milk	1 Litre		
Meat (goat)	1 kg		
Milk powder	1 kg		
Cowpeas	1 kg		
Tea leaves	1 kg		
Salt	1 kg		

Item	Quantity	Currently available in the market? (tick if available)	Price (SoSh)
Kerosene	1 Litre		
Soap (Laundry Bar)	1 piece		
Firewood	1 bundle		
Charcoal	1 sack (50kg)		
Water	Jerri-can 20Lt		
Grinding Cost (of cereals)	Per kg		

#### Livestock prices

		Currently available in the market? (tick if available)	Price (SoSh)
Camel	Local		
	Export quality		
Cattle	Local		
	Export quality		
Goat	Local		
	Export quality		
Sheep	Local		
	Export quality		
Dry fish	1 kg		
Fresh fish	1 kg		

Daily labour rate (unskilled labour)	
Exchange rate USD/ SoSh	

## Annex 9 Example Memorandum of Understanding (MoU) with Money Transfer Company

Source: Horn Relief

### MEMORANDUM OF UNDERSTANDING

Between

HORN RELIEF AND ..... (Name of Money Transfer Company)

For

..... (Name of Project)

#### PREAMBLE

This Memorandum of Understanding (MoU) is entered into between .....(name of money transfer company) represented by ..... (name), situated at..... (address) hereinafter referred to as **The Implementing Partner**; and

Horn Relief represented by the Finance Manager, situated at P.O. Box 70331, Nairobi, Kenya hereinafter referred to as **Horn Relief**.

WHEREAS, the Implementing Partner and Horn Relief stand for and actively uphold the Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief;

WHEREAS, the Implementing Partner and Horn Relief have realized that the above-mentioned values can be effectively upheld throughout the project entitled ..... (name of project) hereinafter referred to as the Project;

WHEREAS, each party has agreed to collaborate for the realization of the Project; and

Therefore, this MoU is entered into on the terms and conditions stated hereunder.

#### 1. OBJECTIVE OF MoU

1.1 The Implementing Partner and Horn Relief to endorse the MoU as the instrument which will establish and clarify the partnership of the two parties to achieve the goal and objectives of the project.

1.2 To ensure the full coordination of a humanitarian response in the form of cash relief and cash-for-work to ..... (state goal and location of the project), the Implementing Partner has agreed to undertake specific activities for the implementation of the project.

#### 2. RIGHTS AND OBLIGATIONS OF THE IMPLEMENTING PARTNER

The Implementing Partner agrees to execute the project under the following Terms and Conditions.

2.1 Make all payments to intended recipients as, when and where required in the agreed currency and notes.

2.2 To serve the most destitute and vulnerable people as determined by Horn Relief and the Local Authorities, despite clan affiliation.

2.3 Provide a full account of payments made at the end of each month; with the necessary supporting documents (income statement and signed payment receipts).

2.4 Provide the required personnel and ensure that the necessary security, logistics (vehicle, driver and fuel) and communication (tThuraya or mobile) arrangements are taken care to ensure that the beneficiaries are paid on time and in a secure environment.

2.5 To print receipt books for the field (3 copies of each receipts) with logos as specified by Horn Relief.

2.6 To indemnify Horn Relief against any cash loss that may arise during the transfer, transport and/or distribution of the cash, and to make good on any such losses.

2.7 To carry out the project cash distributions with due diligence and efficiency.

2.8 To be responsible for the security of the funds and provide security during all payment periods on site of payment and provide for reasonable security in the movement of all funds between locations.

2.9 Not to engage in payment of any beneficiaries without the presence of the designated Horn Relief staff

person on location, or without the permission of a Horn Relief staff person. "or" seems to negate the principle

2.10 To ensure payment lists of beneficiaries and payment instructions from Horn Relief are diligently adhered to.

2.11 If the Implementing Partner, for any reason or due to any act of God, is compelled to discontinue the activities covered under this agreement, the Implementing Partner shall return any unspent amount from the Project to Horn Relief along with a full financial report of all funds spent.

2.12 The Implementing Partner shall dedicate a suitable number of employees to the management of the Project. Employees engaged by the Implementing Partner for the implementation of the Project will be under the sole employment of the Implementing Partner without any legal relationship whatsoever with Horn Relief. Horn Relief will be exempt of any claims, damages, expenses or costs incurred by the Implementing Partner employees.

2.13 Horn Relief will be exempt of any claims, damages, expenses or costs incurred by third parties or subcontractors used by the Implementing Partner during the implementation of the Project.

2.14 Where any billboards are constructed or signs erected or displayed, the Implementing Partner shall give due credit to Horn Relief and donors.

2.15 To comply fully with the terms and conditions of the contract.

2.16 The Implementing Partner is fully responsible for the use of funds once funds are received from Horn Relief.

### **3. RIGHTS AND OBLIGATIONS OF HORN RELIEF**

3.1 Horn Relief through authorized representatives has the right to visit the project area in order to hold discussions with the Implementing Partner on project related concerns. Horn Relief will stay fully informed on the progress of the Project.

3.2 Horn Relief shall cooperate with the Implementing Partner according to the signed MoU.

3.3 Horn Relief shall transfer periodic installments in full to the bank account of the implementing partner in advance of agreed upon distribution dates.

3.4 Horn Relief shall provide to the Implementing Partner a list of the recipients including details pertaining to their identity, location and amounts payable.

3.5 Horn Relief shall pay a commission of \_\_\_% on all transfers for the services provided by the Implementing Partner in regards to the distribution of cash to the beneficiaries of the Project. In addition, the Implementing Partner has agreed to avail cash transfer services at the rate of \_\_\_% for every transaction during the duration of the Project.

3.6 The Implementing Partner will be paid in ..... (currency) from Horn Relief Nairobi. Funds will be transferred to the Implementing Partner's account. The Implementing Partner will acknowledge the receipt of payment by issuing an official receipt to that effect as required by Horn Relief.

3.7 The Implementing Partner shall use funds according to the budget and in accordance with the terms and conditions of the MoU.

3.8 Horn Relief will not reimburse project expenses in excess of approved amounts released to the Implementing Partner.

3.9 The project duration will be of..... (months/year) beginning on ...../...../..... and ending on ...../...../.....

### **4.0. TERMINATION**

4.1 This Agreement will automatically terminate with immediate effect on the Termination Date.

4.2 Notwithstanding clause 4.1 above, this Agreement may be terminated by Horn Relief or by the Implementing Partner giving to the other not less than 14 days notice in writing.

4.3 Horn Relief shall also be entitled to terminate this Agreement at any time if it reasonably believes that there has been a fundamental or serious breach of this Agreement by the Implementing Partner.

4.4 Horn Relief shall also be able to terminate this Agreement at any time if in its reasonable opinion any activity by the Implementing Partner is likely to bring Horn Relief into disrepute.

4.5 Horn Relief shall also be able to terminate this Agreement at any time up to the Termination date if an event occurs which makes the start or continuation of the Services impossible. This may include (but is not limited to) conflict, floods, hurricanes, any action of man or an act of God (a "termination event"). Such a termination event will be determined at the absolute discretion of the Commissioning Managers.

4.6 The Implementing Partner will not at any time after the Termination Date represent her or himself as being in any way still connected with Horn Relief.

**5.0 GOVERNMENT LAW AND LANGUAGE**

5.1 This Agreement shall be governed by and in accordance with the laws of Kenya, and shall be subject to the non-exclusive jurisdiction of the Kenyan courts.

5.2 For the purpose of this Contract, English shall be considered the applicable language.

**6.0 VARIATIONS**

6.1 No variations to this Agreement shall be valid unless in writing and signed by or on behalf of both parties.

**7.0 NOTICE**

7.1 All notices under this MoU will be given in writing and will be deemed to have been properly submitted when delivered by one of the following means: personal delivery to the designated representative; by e-mail with notification of receipt; and by registered mail at the specific designation of the parties as set forth below:

**8.0 SIGNATURE**

8.1 The following signatures are a representation of all parties' understanding and commitment to the aforementioned roles and responsibilities. This MoU comes into effect upon signature by all parties below.

Representative from Horn Relief:

Representative from the Money Transfer Company:

Signature: .....

Signature: .....

Name: .....

Name:.....

Date:.....

Date:.....