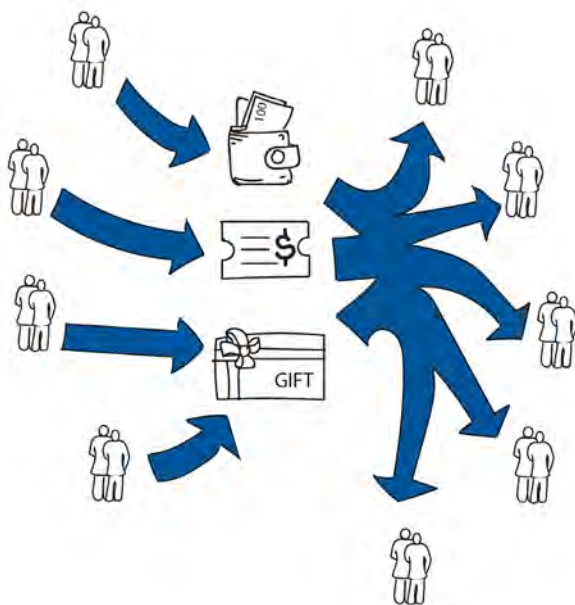


A CAMP MANAGER'S GUIDE TO CASH BASED INTERVENTIONS (CBI)

What should Camp Managers
know about CBI?



FIELD TESTING EDITION

DON'T PANIC!

Cash-Based Interventions programming is a way of **achieving the same objectives as other forms of programming!**

You already know many of the steps for good programming – and good Cash-Based Interventions!

-- And if not, there is lots of help available!!

ACKNOWLEDGEMENTS

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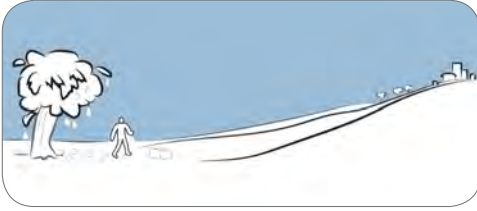
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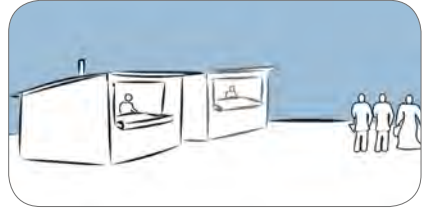
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A. INTRODUCTION

Crises and disasters CAN...



...affect local markets and supply chains,



...reduce commodity and service availability,



...increase (or destabilize) prices,



...create inflation.

They can also...



...overwhelm public services and government infrastructures,



...impact host communities,



...impact livelihoods and purchasing power, and, ...displace people.



Objective of this Guide

The Camp Managers' Guide to Cash Based Interventions (CBI) is an introductory and practical tool for IOM camp managers and CCCM field practitioners, on the use of CBI. It covers what CBI is, how service providers consider and program CBI, ways to enable, support, advocate, encourage and monitor this form of assistance provided by other service providers, and guidance on how CBI can be integrated into regular CM responses. The focus of this guide is on camp-based responses, but can also be relevant for out of camps settings. **More importantly, this guide hopes to foster and encourage further dialogue among CCCM actors (both within and without IOM) as well as between cash actors and CCCM colleagues.**

This guide aligns and integrates existing global CBI technical guidance with CCCM guidelines using best practices and lessons learned from different operational contexts. Overall it outlines: (a) What CBI is (and what it is not), (b) How, When and Where it can be successfully used, (c) What Role Camp Managers and/or Agencies can have with respect to CBI implementation, and (d) How CBI can be used to enhance participation in camp management operations.

This guide can:

- a. Equip camp managers with the essential technical knowledge and understanding of CBI,
- b. Propose to camp managers ways in which to: consider, enable, support, coordinate, facilitate implementation, encourage, promote, harmonize and monitor the use and impact of CBI, while ensuring accountability to affected populations (AAP) mechanisms are established and protection, GBV or other related risks are minimized, and
- c. Recommend ways that CBI can be used in order to maximize CCCM objectives, standards and outcomes.

NOTE: For the sake of concise explanations, this guidance uses the words 'camp' and 'site' (unless otherwise specifically indicated) as an inter-changeable term, to refer generally to the range of spatially complex multi-household displacement locations, including planned and unplanned camps, spontaneous settlements, collective centres, resettlement sites, reception or transit locations and some forms of urban out-of-camp locations.

NOTE: This guide does not provide explanation on how to do Camp Management – for more information in this technical area of operations, please consult the Camp Management Toolkit.

Why A Camp Managers' Guide to Cash Based Interventions (CBI)?

Several CBI guidelines exist for other sectors and service providers, but there is a gap in CCCM actors' ability to consistently and systematically consider, integrate, harmonize or use CBI in camp management and coordination activities.

Cash Based Interventions (CBI) is a modality for the delivery of assistance increasingly used in humanitarian responses around the world, including responses in camps and sites. CBI can ensure affected population have greater choice, freedom, empowerment and dignity to meet needs as they see most fit when assisted by the humanitarian community. It can also bridge sectorial gaps in a more dignified, empowered and accountable manner, while potentially stimulating the local economy, positively impacting host communities and has the potential to link displaced populations to and complement local safety nets for displaced people.

Camp Management Agency (CMA) is responsible for the overall management of the camp to ensure equitable access to assistance, protection and services at camp level, and entails building effective partnerships with a diversity of stakeholders.² Specifically, CMAs work to ensure that:

1. Site governance / committees are representative of and accountable to the affected population.
2. Services provision meet the needs of the displaced and host populations.
3. Site environment is safe and physically, socially and culturally appropriate for inhabitants.
4. Site-level plan for exit, prioritizes the safety and dignity of the displaced population.
5. Camp Management personnel are capacitated and able to fulfil their roles.

These roles and responsibilities do not change based on modality of delivery for camp management - whether through CBI or in-kind. CBI **can** be leveraged to address camp management gaps, such as to increase community empowerment and participation or to enable and improve camp settings, environments and standards. CBI is often utilized to support CCCM goals and objectives directly by camp managers, but may not always be labelled or reported as CBI.

¹ *The term Cash-Based Interventions (CBI) is equivalent to terms used by other organizations, such as Cash and Voucher Assistance, Cash-based Assistance (CBA) and Cash Transfer Programming (CTP).*


² *For more on roles and responsibilities of camp management agencies, please see*

[!\[\]\(80e2cf815349ac5586702775416baccb_img.jpg\) Camp Management Toolkit 2015](#)

A. Introduction


But, CCCM staff and program managers can have many questions when it comes to CBI:

Technical capacity?




How can we make sure that CBI is used to build safe shelters in the camp?

Guidance?




I heard that camps in other countries have done this – how can we get their information translated into our own language?

Common standards?




Can we tell everyone yet who we will be targeting, and why?

Common approaches?




Where can we have a workshop for partners in different sites, to agree on how to do next week's distribution?

Monitoring of protection and GBV risks?



Our partners want to distribute cash to women in the main square – do we know what the risks are?

Enabling and coordinating?




What are the best ways to coordinate the implementation of other service providers' use of CBI?

* * *

This guide is valuable, critical, and timely, to allow camp managers to continue to successfully ‘put people at the center of the response’ and ‘ensure equitable access to assistance, protection and services for internally displaced people (IDPs) living in displacement sites, to improve their quality of life and dignity during displacement while seeking and advocating for durable solutions’.³

* * *

Remember that CBI is neither a magic solution to all programming challenges. It does not come free of risks, pre-conditions or adequate considerations. Avoid doing cash ‘just for the sake of doing it’. Where market-based interventions are not appropriate, they can do more harm than good.

For more reference and information on IOM’s CBI strategy, SOPs and programing guidelines, please see:  [IOM Emergency Manual](#)

³  [Camp Management Toolkit 2015](#)

B. ABOUT CASH BASED INTERVENTIONS (CBI)

It is important to ‘demystify’ basic and commonly used terminologies and acronyms related to CBI.

IOM considers CBI to be a *modality* of humanitarian assistance which provides beneficiaries with *cash or vouchers* to purchase or access goods and services. Providing Cash-based assistance *is not a goal in itself* but rather a mean to an end. CBI is cross-sectoral and should thereof *complement, and be complemented by, other modalities* where possible to achieve better results.

CBI is one of four identified modalities, or ways, to provide assistance and services to displaced communities. CBI can be provided alone as well as in combination with other modalities, such as in-kind assistance, technical expertise and capacity building.





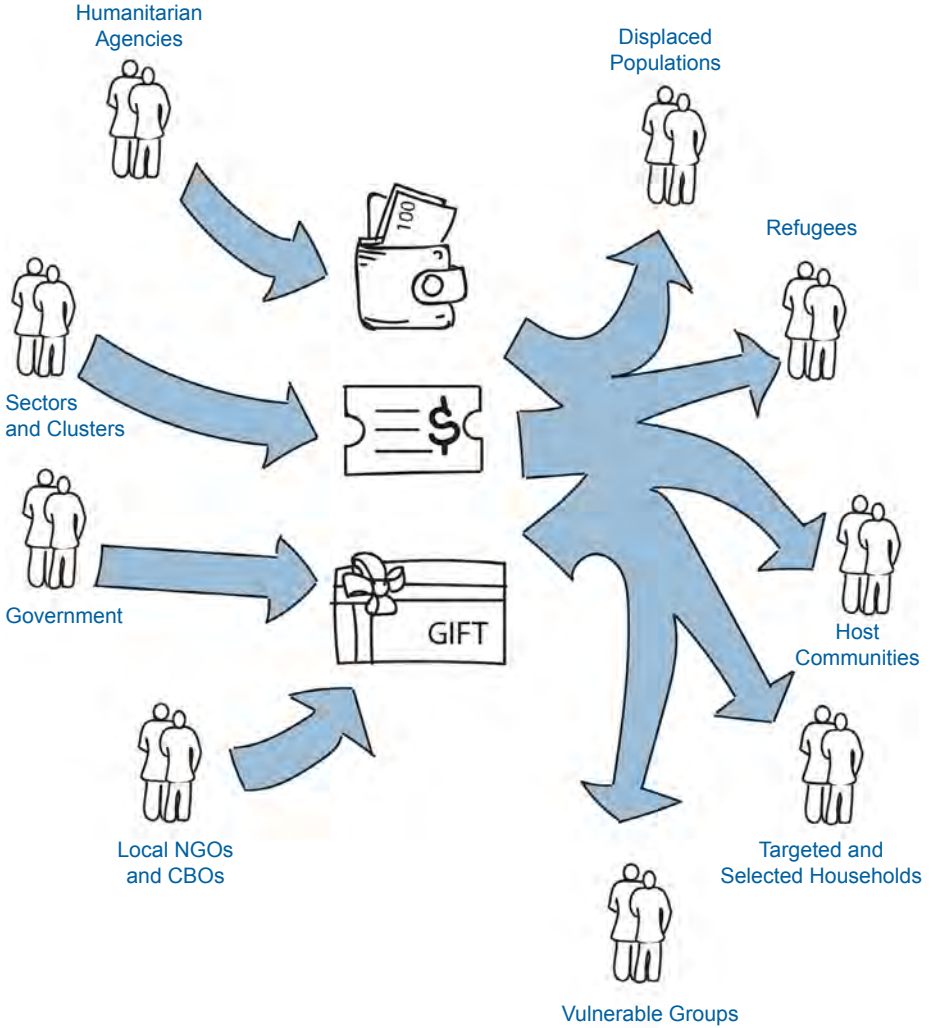
Type of Transfer Modalities	Description
 In-Kind	Commodities and/ or services paid/ bought/ purchased/ procured by agencies and provided in-kind to pre-identified and pre-selected/ determined/ assessed/ identified beneficiaries.
 Cash-Based Interventions	Assistance is delivered by conditional or unconditional; restricted or unrestricted cash transfers and/or vouchers , providing beneficiaries (individual, household, community-level) the ability to directly purchase and/or access goods and services.
 Capacity Building	Training and support to transfer knowledge and build capacity of identified or interested beneficiaries provided to meet needs (e.g. skills, livelihoods, integration, language trainings or other).
 Technical Expertise	Complementing any form of assistance (in-kind or cash-based interventions, goods or services) with technical (either sectorial or multi-sectorial) expertise (e.g. engineering) and support (e.g. building shelters).

Table 1: Toolbox of Humanitarian Assistance Inputs and Transfer Modalities

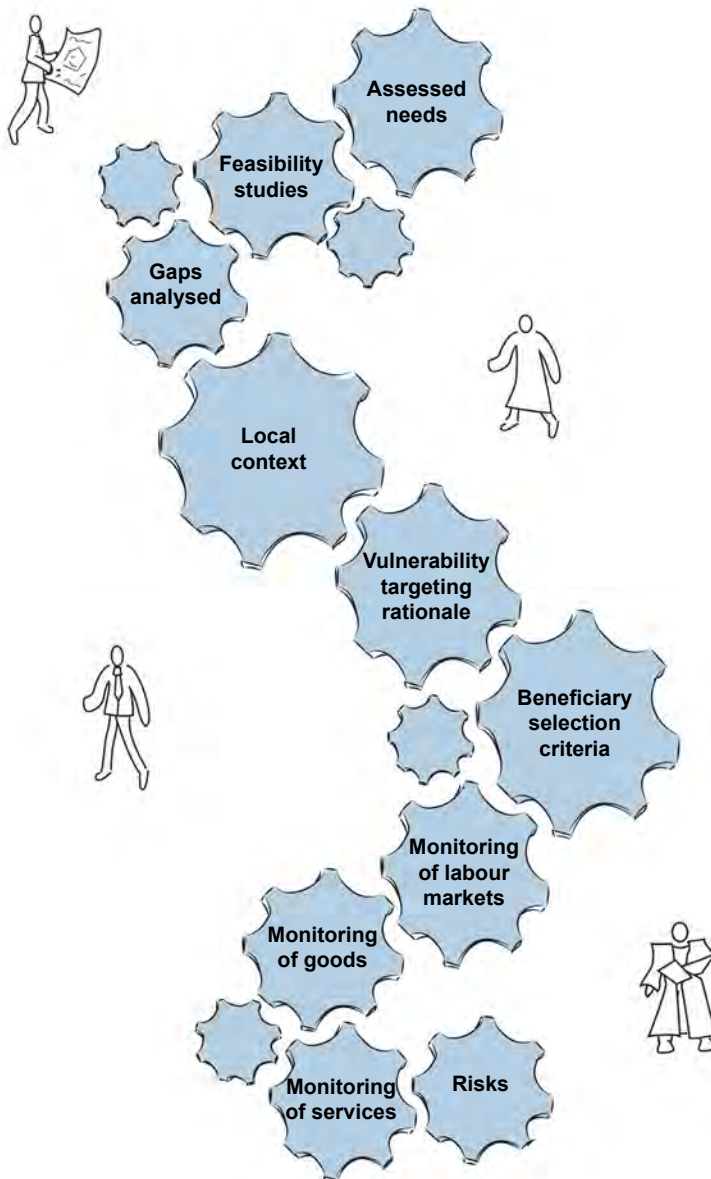
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B. About Cash Based Interventions (CBI)


Selection of modalities of assistance must be based on assessed needs, beneficiary preferences, feasibility studies, gaps analysed, local context, and risks.



B.1 PRELIMINARY CONSIDERATIONS AND PRECONDITIONS TO USE CBI

What do we need to think about when selecting transfer modalities?

All of the issues below are best examined between CMA and CBI experts. Sections C, D and E of this booklet give guidance on how to confidently frame those discussions.

- **Functioning Markets:** Can the market provide the right products or services that meet the need of the displaced population? The right quality and quantity? Can it meet an increase in demand? Can the market help implement relevant and timely programs? Are the prices of the relevant items stable?
- **Community Preferences:** Does the affected population prefer Cash or vouchers over in-kind (why)? Are communities used to handling cash and how may personal safety or household dynamics be affected by cash?
- **Protection:** What are the context-specific and gender- and age-related protection risks? Will this contribute towards community cohesion and, potentially, durable solutions?
- **Access:** Can all targeted beneficiaries, including groups with specific needs and vulnerabilities, safely access the relevant marketplace?
- **Security:** Does the selection of the methods and locations for the CBI programming take into full account crime in the site, prevention arrangements, linkage to exploitation and abuse, and staff safety?
- **Financial Infrastructure:** What methods and actors are available for transfer of cash to beneficiaries? Which delivery mechanisms are safe to access, most inclusive, user-friendly (preferred by beneficiaries) and best able to support local economies?
- **Financial Literacy:** Does the targeted community and vendors know how to use the available mechanisms? Are they accustomed to using cash for basic services? Consider training on the use of potential delivery mechanisms and related financial topics.
- **Government Position:** Are the authorities fine with the distribution of cash to the targeted populations? Do they have any reservations? In general, more advocacy from our side is needed.
- **Operational Capacity:** Is your office prepared to undertake CBI, in terms of staffing capacities and numbers, organizational structure, and in terms of office equipment and tools? Are experienced implementing partners available in the area able to fully or partially cover activities of the programme? For further guidance on building the necessary operational capacity, see these  [CaLP resources](#).



Remember, CBI is a tool and a means to an end – not an end, nor a goal or an objective in it of itself.

Cash assistance can, by itself, be part of the support to get people ‘back on their feet’. Specific objectives can be:

Return and reintegration financial support to IDPs, refugees, former fighters, etc. to allow them to either start businesses, practice a profession or cope with the expenses in the area of return.



Construction and Rehabilitation of shelters through conditional household cash grants, complemented by technical support.



Rehabilitation of communal facilities through Cash for Work (roads, water points, water canals, rehabilitating and building markets, etc.).



Cash Grants to SMEs or individuals to start-up or enhance their businesses.



Improving the livelihood of individuals and families through Financial support following vocational trainings.

Multi-purpose cash grants to IDPs, returnees and other affected populations.

E-vouchers or paper vouchers to allow beneficiaries to access commodities or services.



Camp Managers will never be the solution to every challenge, either with CBI or any other form of programming. There are limits to the role of the Camp Manager. An important part of ‘**Doing No Harm**’ is knowing those limits, and making sure that the Camp Management team doesn’t overreach its own capacities or roles.

Section C in this booklet explains the different ways in which Camp Management Agencies (CMA) can engage with CBI - both in their role as camp manager and as integral part of camp management operations. Section C.1 and C.2 discusses the ways in which service providers may use CBI in camps and camp-like settings, and the related roles and responsibilities of camp managers to coordinate, monitor and support these efforts.

Implementing CBI – How exactly are cash and vouchers transferred?

Cash assistance can be transferred either directly through financial service providers (FSPs) such as:

banks,



money transfer/ remittance agents,



mobile telecoms,



local implementing partners (IPs),



post offices,



financial platforms and other technologies, or by providing cash-in-hand and to beneficiaries.



- **Cash Transfer:** Provision of money directly, such as in an envelope (cash-in-hand), or through a financial service provider (e.g. bank, mobile service provider / operator, a money transfer agent etc).
- **Voucher:** A paper or electronic coupon that can be exchanged for goods and/or services. Vouchers are denominated as a cash value (e.g. USD 50) or as a of pre-determined commodities or services (e.g. 1 kilo of rice, or electrician services for 1 hour). Vouchers are only redeemable with pre-selected vendors. Vouchers can be distributed directly or through IPs:
 1. Paper vouchers
 2. Distribute prepaid cards (directly or by IPs) with e-wallets to be topped up with the assistance of a service provider.
 3. Transfer e-vouchers through electronic platforms facilitated by service providers.

In summary, distribution of paper vouchers is to beneficiaries; and transfer of e-vouchers is done with the assistance of service providers.

- **Delivery Mechanism:** The means of delivering a cash transfer and/or voucher (e.g. smart card, mobile money transfer, cash in hand, cheque, ATM card, etc.).CBI can be transferred in ways which are:
 1. Restricted
 2. Unrestricted
 3. Conditional
 4. Unconditional

Restriction refers to limits on the use of assistance by recipients. Restrictions apply to the range of goods and services that the assistance can be used to purchase, and the places where it can be used. The degree of restriction may vary – from the requirement to buy specific items, to buying from a general category of goods or services. Vouchers are restricted by default since they are inherently limited in where and how they can be used. In-kind assistance is also restricted. Cash transfers are unrestricted in terms of use by recipients.

Unrestricted transfers can be used as the recipient chooses i.e. no effective limitations are imposed by the implementing agency on how the transfer is spent. Cash transfers are bydefinition unrestricted in terms of use.

Conditionality refers to prerequisite activities or obligations that a recipient must fulfil in order to receive assistance. Conditions can in principle be used with any kind of transfer (cash, vouchers, in-kind, service delivery) depending on the intervention design and objectives. Some interventions might require recipients to achieve agreed outputs as a condition of receiving subsequent tranches. Note that conditionality is distinct from restriction (how assistance is used) and targeting (criteria for selecting recipients). Examples of conditions include attending school, building a shelter, attending nutrition screenings, undertaking work, training, etc. Cash for work/assets/training are all forms of conditional transfer.

Unconditional transfers are provided without the recipient having to do anything in order to receive the assistance, other than meet the intervention’s targeting criteria (targeting being separate from conditionality). For further guidance, see the [CaLP Network Glossary](#).

Or CBI can be a combination of restrictions and conditionalities. See the following table here, for some common examples:

	UNCONDITIONAL	CONDITIONAL
RESTRICTED	<p>THESE ARE VOUCHERS Medium degree of rigidity Utilization in implementers’ hands Better control on desired outcomes For specific sector</p> <p><u>Example:</u></p> <ul style="list-style-type: none"> Commodity or value voucher (paper or electronic) received without having to meet conditions, e.g. food voucher, voucher for school supplies. 	<p>THESE ARE VOUCHERS Maximum degree of rigidity → complex MEAL Utilization in implementers’ hands Maximum control on desired outcomes For specific sector Suitable for high, one-off transfers (rare)</p> <p><u>Examples:</u></p> <ul style="list-style-type: none"> Business start-up/recovery voucher with restricted use, in multiple tranches. Shelter repair voucher given in multiple tranches.
UNRESTRICTED	<p>Maximum degree of flexibility Utilization out of implementers’ hands Contribute to several outcomes Not for specific sector Suitable for recurrent, small transfers</p> <p><u>Example:</u></p> <ul style="list-style-type: none"> Multipurpose cash grants, if meant to meet multiple needs and based on non-sector specific cost of living. 	<p>Medium degree of rigidity Utilization out of implementers’ hands Conditions checked prior to transfer Better control on desired outcomes Can be linked to specific sector</p> <p><u>Examples:</u></p> <ul style="list-style-type: none"> Cash against school attendance. Cash for Work. Cash against vocational training attendance. Business start-up/recovery grant with restricted use, in multiple tranches. Shelter repair grant given in multiple tranches.

Table 2: CVA modalities, Francesca Battistin, 2018

B.2 WHAT IS, AND WHAT IS NOT CBI?

CBI is a needs-based, and direct provision, of cash and/or vouchers to facilitate access of beneficiaries to items and services.

CBI is when assistance is delivered by conditional or unconditional; restricted or unrestricted cash transfers and/or vouchers. This provides beneficiaries (individual, household, community-level) – but not service providers – the ability to directly purchase and/or access goods and services.

But not all types of payment for programming in camps are considered CBI programming.

CBI is defined by IOM as “a modality of assistance where cash and/or vouchers (in one form or another) is provided to beneficiaries (individuals, households or communities) to directly purchase and access goods or services”. In general, activities qualify as a CBI if cash and/or voucher assistance are provided directly to the beneficiary to access commodities and services. **Activities qualify as CBI if the assistance is provided directly to the beneficiary to access commodities and services.**

For example, if camp committee team members or camp community groups are receiving cash as incentive to fulfil camp management core roles, activities and functions, then:

- If this is a regular and therefore a ‘remuneration’, then it will **NOT** be considered a CBI.
- If it is a one-off to stimulate or support engagement or based on needs then it **MAY** be CBI.
- Activities where IOM and other agencies arrange and/or pay for services of distributing items to displaced communities are **NOT** considered CBI.

Here are some examples of the different activities which are considered CBIs.

RELEVANT TO ALL SECTORS

Multi-Purpose Cash Grant (MPG) -- A subsistence grant to help people meet their basic needs.

Cash-for-Work -- People receive a cash transfer after doing temporary, usually unskilled work for community or camp care and maintenance. According to CALP: “Cash-for-Work (CFW) refers to payments provided to beneficiaries on the condition of undertaking designated work. It involves conditional payments to beneficiaries participating in public or community low skilled work but can also include home-based and other forms of activities depending on the circumstances.” In some cases, vouchers are also used within Cash-for-Work, however when reporting the assistance to donors we need to ensure to report it as voucher because donors may want to know the amount of the assistance given in cash and vouchers, separately. Therefore, it may be necessary in some circumstances to separate cash from vouchers and talk about Cash for Work and Vouchers for Work.

The payments are commonly made according to time worked (e.g. number of days, daily rate), but may also be quantified in terms of outputs (e.g. number of items produced, cubic meters dug)” –

CFW is different from hiring casual workers/labourers for operational support. Individuals participating in CFW activities are usually from the same community that is benefiting from the works being done by the project and are considered beneficiaries of this project. Thereby they are selected on that basis, taking in consideration their needs and/or vulnerability (according to the project beneficiary selection criteria) and they are expected to perform low skilled tasks, for instance, those routine or manual activities that do not require a special degree of education or training. In contrast, casual workers/labourers are hired by project staff based on their ability to perform some temporary activities requiring different skill levels and their engagement should be done in accordance with HR rules and processes that govern this type of contractual agreements.

Cash-for-Training -- People receive a cash transfer or vouchers after attending a training or workshop that contributes to achieving camp related activities or capacity building skills e.g. camp governance.

Cash in support of training -- People may receive a cash transfer to attend a training or workshop that contributes to achieving camp related activities or capacity building skills e.g. camp governance, when the activities are being held off-site, in a location some distance from the camp.

SINGLE-SECTOR



Shelter – Cash or vouchers to help people build or renovate a shelter, to pay for their rent or as other support to move out of camps due to closure; Cash or vouchers to purchase fuel, lighting, electricity, or heating



Food Security – Cash or vouchers to support people specifically to buy food, or meet nutrition needs



Livelihoods -- Business start-up cash grants or vouchers, cash to pay for work permits, or staggered cash payments as per agreed business plan and budget



Health – Cash or vouchers to enable people to pay for medical services



Education – Cash or vouchers to pay school fees, school supplies or housing at university



WASH – Cash or vouchers to buy hygiene items, or meet water needs



Protection – Cash or vouchers to reduce risks of negative coping mechanisms and enhance protective capacities



Legal Assistance -- People receive cash or vouchers to pay for legal services themselves.

Here are some examples of different activities which are NOT considered as CBI (but which are often mistaken for one):


- **Procurement of Services** -- Hiring people for services such as teaching, driving, interpretation or translation, guarding an area and community outreach is not a CBI; these are considered contractual skilled work and should not be confused with 'cash-for-work'. Here recruitment of camp committees would not be considered a CBI if there is a contract, screening against a TOR or job advertisement.
- **Procurement of Services** -- Agencies pay directly service providers for services provided to displaced people, such as medical centres, the ministry of education for school fees, water, plumbing, engineering, electricity etc.

- **Shelter** -- Agencies pay rental fees of displaced people directly to the landlords. (Note: If the transfer is made to the beneficiary households, who can then in turn use all or part of the fund to pay rental to the landlord, then is it considered as CBI, as the transfer is then made to displaced households themselves. In the case of payments directly to landlords, it more often seen as a payment to a service provider, and therefore not within the definitions of CBI, except in certain circumstances where the landlords are also part of the affected community (in this case, the landlords will be the primary beneficiaries of the CBI while the displaced family sheltered in the rented unit will be benefiting from the shelter assistance since they are receiving the service and not the cash)).
- **Livelihoods** -- People receive start up kits in-kind, or trainings through technical expertise and capacity building.
- **Health** -- Agencies pay a designated hospital or medical centre to cover medical expenses for people.
- **Travel Costs** -- Agencies arrange and pay for transportation for voluntary repatriation directly to the service provider; agencies pay for transportation for staff or volunteers to do monitoring.
- **Training** -- Agencies pay for venue, catering and transportation related to workshops or other training events.
- **Legal Assistance** -- Agencies provide legal services or pay for the service on the behalf of beneficiaries.
- **Loans** -- People apply for and receive a loan through e.g. a microfinance institution or a revolving fund, which then needs to be repaid by the same people.

***DO** – Consult with all experienced actors, to ensure that sufficient resources and expertise will be allocated to all aspects of CBI programmes.*

The Cash Learning Partnership (CaLP) has many resources on-line, to explain fully all of the steps in a standard CBI programme cycle. Use these resources when considering all the options and topics contained in the rest of this booklet!

 [CaLP Level 2 Training - Module 1 - An Introduction to CTP](#)

 [Cash Workbook: A practical user's guide for the preparation and implementation of Cash Projects](#)

C. USE OF CBI IN CAMPS

There are many factors which will determine **if** and **when** it is appropriate to use CBI in a camp, as well as the **timing, methodology**, and the **extent** and **targeting** of any such program. The camp manager's role in making such decisions are two-fold:

First, the camp manager may need to coordinate and monitor CBI programs of service providers in the camp. **COMMON QUESTIONS REGARDING THIS, ARE ADDRESSED IN SECTION C.1, BELOW.**

Second, the camp manager may decide to use CBI directly to achieve objectives specific to camp-management operations. **COMMON QUESTIONS REGARDING THIS, ARE ADDRESSED IN SECTION C.2, BELOW.**

Use the questions and guidance here, in consultation with colleagues and relevant other actors, to determine whether in **general**, CBI is feasible in the camp, for camp management, or any relevant sector, keeping in mind first, the following fundamental questions:

Can the market provide the necessary commodities required to meet identified needs of the target population and in respect to the scale of these needs?

Can people safely access markets?

Can relevant commodities be obtained at a reasonable price (at the right quality)?

**Can the market effectively respond to an increase in households' purchasing power (including considerations of price hikes and inflation)?
What will be the effect on the relationship with the host community?**


***DO** – Seek out existing market assessments. If there are none, assess the markets (supply and prices) prior to any CBI (and ideally in-kind assistance as well). Understand the context, needs and incentive structures. Reviewing markets can start with looking at 3 main things: 1. Supply (quantity and quality) of items/ services, 2. Prices and 3. Distance and access to beneficiaries. See the [📖 CaLP resources on market assessment guidance](#) for further information.*

OTHER CONSIDERATIONS,

Is the camp (or out of camp) population registered?

CBI programming requires some form of legal identification to be linked to each individual recipient of a cash grant. Many displaced people do not have (or have lost their IDs). Using an alternative to an official identification document, such as a registration card, that could be accepted by authorities, should be agreed at the start of a CBI program. This should go along with establishing data sharing agreements with agencies that either register or provide services and assistance in parallel. In some settings beneficiaries have not wanted to register for CBI assistance, due to fear of being traced. Ensure that the registration database for CBI assistance is fully explained, as well as transparency and disclosure with regards to which agencies this data is/ might be shared with (e.g. inclusive or exclusive of the government) and gain consent prior to collecting bio or other household or individual specific data. Liaise with Protection colleagues about the specific considerations that the population may need to consider.

Principle 5 from the IOM Data Protection Manual (p. 51): Personal data should only be transferred to third parties with the explicit consent of the data subject, for a specified purpose, and under the guarantee of adequate safeguards to protect the confidentiality of personal data and to ensure that the rights and interests of the data subject are respected. These three conditions of transfer should be guaranteed in writing.

For more guidance on data protection, and IOM's data protection policies, see the  [IOM Data Protection Manual](#). Be aware that local laws on data protection vary widely from country to country, and that as well as being generally compliant with IOM's own best practice on data protection, each project will need to demonstrate how it is in full compliance with local laws, as well.

Have camp population figures updated?

For CBIs, a verification is required for monitoring, to avoid duplications and overlaps and prevent corruption. People may be in and out the camps due to livelihood activities, as well as for education, training or other events. Set up a method to track duplications, as in most circumstances, populations are mobile and move in between camps. If the CMA is planning a headcount or new registration arrival exercise, ensure appropriate communication of such an activity (taking into account situations where communications for such activities may need to be only within limited channels) and allow adequate

timing. In out-of-camps situations, the complaint follow-up may be more useful to organize at a community centre or location where people know where to come to and be 'counted', included and registered for support services and assistance. Communication messages are critical so that follow up to new registration is not disruptive to CBI programming but supportive/ enabling of IDP's rights.


In Greece, population movements between accommodation sites were frequent and regular. Ensuring either sole MPG service provider is in all camps or data sharing between site managers and cash actors was critical to avoid duplications.

What markets (commodities, services, labour) are functioning (or have any been disrupted by the conflict/ displacement/ natural disaster)?

Market disruptions are usual following natural disasters and conflicts. Look for partners to assess what are the issues contributing to market disruptions. Cash actors, Cash Working Groups/ Basic Needs or Assistance Working Groups and other sector service providers might be able to elaborate other aspects of market assessments to share their findings and participate in the analysis. A disrupted market can be a key reason for deciding not to implement CBI, but to give support through other modalities, instead.

Are prices and/ or wages (for key commodities, basic services and common labour activities) stable?

Wage rates are critical to determine cash values / amounts of certain types of CBI such as CFW and CFT and other non-CBI activities such as casual labor wages and CCCM activities. This is not only important across agencies and service providers but also with local authorities and with regards to local markets. Without a knowledge of prevailing wage rates, and any recent significant changes in those rates, it is impossible to know whether the values or amounts of the CBI will continue to be sufficient for purposes for the entire duration of the program, and also impossible to know whether mis-judged rates might disrupt markets, or create any social tensions. Liaise with Inter-agency Cash Working Groups and individual actors implementing CBIs and ensure harmonized and coordinated approaches.

DO – coordinate to harmonize cash-for-work amounts (labour wage rates) and other cash rates (e.g. MPGs) among multiple actors. See Page 55 of the  [Camp Management Toolkit for further guidance.](#)

Is the camp physically near existing markets?

If space is available, it might be advantageous to liaise with market traders (or service providers who liaise with market traders) and consider establishing a market inside the camp, bringing traders inside, supporting displaced people to become traders or conduct/ facilitate trader fairs etc.

If there is no way to bring the market to the camp, then ensure that access (including private or public transport) from the camp to the market is safe for all groups (including female-headed household, unaccompanied child or a person with disability), both within the form of transport itself, and along the route (including any potential road checkpoints or barriers). In some cases, the provision of safe transport may need to be considered.

***DO** – Undertake the necessary outreach and assessment to find out whether traders are keen to come inside the camp to do trader fairs and/ or be part of cash or voucher schemes, if the camp is a long distance from any commercial centres, or if population is not allowed out of camps. If some or all of the traders need to travel significant distances to come to the camp, work with both the traders **and the local host community**, to ensure that there will be no friction between the host community and traders arriving from further afield, and that the host community accepts the traders, and also feels meaningfully involved in the process.*

To what degree are displaced people financially literate? Is this the same among all segments of the population?

Aim to discover what means the displaced persons have in accessing cash (e.g. distance to ATM machines, cash delivery agents, network problems). Existing Cash Working Groups/ Basic Needs or Assistance Working Groups and other clusters, as well as individual cash actors, may have more information on this and be able to share.

Are displaced people financially literate?

If not, identify trends and look for service providers that can support with trainings and information sessions.

***DO** – Encourage financial literacy trainings to be provided where possible (on how to use delivery mechanism for cash but also saving/ managing money etc).*

Do national and local authorities endorse the provision of assistance by cash and/or voucher?

Be sure to consult with the relevant authorities, prior to any decision-making. Engage with the concerns expressed by the relevant authorities, and explore other channels for programming where necessary.

Does the assessment include seasonal (summer/ winter) or other additional shocks (additional displacement/ natural disaster/ conflict)?

Coordinate the timing and targeting of Multi-Purpose Cash (MPC) transfers and other activities to lessen the impact of seasonal or other shocks. This may include one-off transfers to coincide with the start of colder weather, or rapid-transfer vouchers for items specific to needs created by flooding or high winds. Develop SOPs for ad-hoc influxes, new arrivals, seasonal responses and unaccompanied minors or others living in the camp not eligible for cash assistance. This should be part of all general contingency planning for camp management and across all sectors in the camp. For CBI:

- develop specific SOPs, including risk-assessments, for emergency or rapid-transfer actions
- identify resources for potential extra rapid-deployment funding for CBI, either through revolving funds, re-assignment of funds from other programming, or other
- come to an agreement with all actors, about the balance and priorities between multi-sectoral/unrestricted and single-sector/restricted transfer methodologies for contingencies
- engage with the communities to identify any challenges or potential risks for simplified and expedited programming procedures, during times of ad-hoc influxes, or other contingencies.

Which segments of the population have access to livelihoods?

Livelihood opportunities or income generating activities may not be needed, or may be less needed for all segments of the population. Alternately, there may also be groups that do not have access, due to social and gender norms preventing them from engaging in such activities. Providing beneficiaries with opportunities for certain types of CBI such as CFW and CFT and other non-CBI activities such as casual labor wages and CCCM activities will aid individuals in utilize their existing – or learn new – skills for self-reliance.

Will cash assistance be provided to host populations as well (by either humanitarian cash actors or governments)?

Engage cash actors as well as where relevant government actors to scope the possibilities for cash to host populations, where this is needed and assessed

as a gap. If required and if context allows, engage host population in any CCCM remunerated activities that would benefit themselves individually as well as the camp/ displaced population and create/ harness social cohesion between the groups.

Is there an existing Government-based safety net or social protection to either host population and/ or camp communities (in the forms of either cash, vouchers or subsidised commodities/ services or livelihood opportunities)?

If yes, ensure cash actors are aware. Where MPCs are being provided to camp populations, this is a parallel social protection/ safety net and should be integrated where possible to existing ones. This integration should ensure firstly that there are no replications or overlaps, or mis-targeting of humanitarian CBI resources, and importantly, should also ensure alignment with value and quality of services, for all CBI programming. If there is no such governmental safety net in place, discuss with local authorities as well as CCCM Cluster and Cash Working Group actors about the possibility to advocate for such a support system (to be provided both to host communities and include displaced populations from natural disaster/ conflict/ seasonal shocks).

What is the camp community dynamics, in terms of nationality, or ethnicity: are there any signals of ethnic tension?

If yes, ensure they are linked to CCCM Clusters and to other sectors. Also, where needed and possible, raise local camp issues/ concerns/ risks/ programme adjustments through those fora. Ensure that cash actors (whether through CWGs, Cash Consortia, Cash Alliances or individually) can attend as required camp coordination meetings.

What is the host population dynamics, in terms of nationality, ethnicity: are there any signals of ethnic tension, either between the host and camp communities, or within the host community itself?

Where funding or objectives cannot support host populations, liaise with local and government authorities for social protection and safety nets provision to host community. *For a further discussion of specific risks in the implementation of CBI in camps, see Section D, further on in this booklet.*

Do potential beneficiaries prefer the provision of assistance by cash and/ or voucher?

Be sure to consult with potential beneficiaries, prior to any decision-making, ensuring that the consultations are done with a wide group of people, including those with vulnerabilities which might affect their preferences or ability to access CBI. Engage with any concerns expressed, and explore other channels for programming where necessary.

C.1 CBI IN CAMP MANAGEMENT OPERATIONS

The use of CBI can also enhance the objectives of camp management operations, in order to further engage and empower the displaced population in the decision-making process within the camps. Other than the use of cash-for-work, only a few examples exist for the use of CBI in Camp Management operations – particularly those that involve collective community level involvements.

This section will explore and propose areas where CBI could provide more **opportunities for deepening community participation and empowerment** of the population within camp management operations. This section is aligned with the Camp Management Standards, See the Camp Management Standards for further information.



C.1.1
Capacities



C.1.2
**Representation and
accountability**



C.1.3
Meeting needs



C.1.4
Site environment



C.1.5
Exit planning

In Greece, cash actors took between 15 to 30 days to enroll and deliver CBI to new arrivals. while food provision was originally covered by another service provider (CASH grant) it took a while for the assistance to become established and also there were segments of the population which were not included that the CMA had to cover for and assist because the cash program was slow taking off. CCCM actors had to step in and provide food and other basic needs to new arrivals, instead of the cash assistance which was originally planned. In addition, as food assistance had to be replaced by cash and no CBI was allowed to be provided to unaccompanied children by the government, CCCM providers also had to provide a combination of vouchers and in-kind assistance to unaccompanied children, as well.

C.1.1 Capacities

Relevant CM Standard: CM Standard 1 “Site Management Policies and Capacities”

See also section C.2.3

Capacity Development

- Financial literacy
- Conduct induction to the program and the basic of CBIs
- PSEA, AAP and Child Safeguarding

Site Environment

- Cash-for-training for site planning and other related expertise skills and capacity building.
- Cash-for-work as required and liaise with actors to ensure harmonization and coherence.
- Community grants so that community groups can manage and implement.

Strategic Planning and Exit Planning

- Consider cash-for-rent for camp closure or other integration cash programming options.
- Assess the existence of government safety nets and the ability for them to include displaced populations and an amount for shelter and residence.
- Discuss exit strategy and/ or handover plans from cash actors to government bodies.
- Liaise with donors and local governments, the possibility of camp committee members being recruited full-time by local authorities to ensure continuity and commitment.

Site Management Agencies and Personnel

- Cash-for-training for capacity building on technical expertise related to CCCM operations.
- Remunerating camp committee members, where applicable.

In Myanmar, when provided with the choice, camp residents identified energy and fuel as their priority gap. The committee agreed to save up site upgrading fund to procure solar panels, with set prioritization criteria for the order in which households will receive their solar panels. This was carried out until all the shelters in the camps are equipped with solar panels which were used for both lighting and battery charging.

C.1.2 Representation and accountability

Relevant CM Standard: CM Standard 2 “Community Participation and Representation”

A CMA works with committees to ensure that site representatives and governance structures in place fulfil the needs of the population. To do this the capacity and resources that are available for the members must be inclusive and have a strong capacity. In working to ensure that site committees are effective, representative and accountable to the people they represent, it is equally vital that they are able to meaningfully contribute to the discussion and decision on use of CBIs in the camp.

Build Awareness on CBI just like other topics:

- Consider information sessions that will ensure site committee members are aware of on-going CBI programs, and able to provide informed advice and share information to IDPs in the camp
- Ensure that committee members are consulted and able to provide an informed opinion on services provided through CBIs

Encourage Financial Literacy Training in addition to other capacity building training:

- The core objective of a financial literacy trainings is to equip trainees with the financial capability to make sound financial decisions as well as effectively interact with financial service providers and their respective delivery mechanisms in order to achieve their financial goals. Financial capability may entail knowledge (literacy) attitudes, skills and behavior of households/individuals with respect to understanding what financial services fit their unique needs, how to budget, invest and save in accordance to opportunities and limitations. Consider who within the household can and will participate in trainings and that it is also offered to the wider group of the community, bearing in mind and addressing any risk and barriers related to the participation of different groups. Consider and address any potential related protection risks regarding the participation of any specific household and/or community members.
- Include Community-level interventions sessions for both the host and others not included in the CBI programming to ensure transparency as to the use of the resources and community monitoring.

Each context will differ, but CCCM actors are encouraged to actively discuss, review, decide, agree and document whether creating a sustainable camp governance structure requires cash incentives or should be voluntary.

Steps for CBI support to camp committee activities:

- Assess feasibility, risks, pros and cons of remunerating camp committee members for specific tasks. Remuneration will be most successful if it is based on specific outcomes/deliverables. Having representatives completing a specific task – planning an event for example.
- Where possible, consider grants to cover camp committee expenses, activities and materials needed (instead of remunerating the members directly).
- Consider grants as being a ‘budget’ for the committee to manage for dealing with day-to-day running of the camp, or for income-generating activities with livelihoods actors.
- Develop remuneration methods which are fair to all the committee members regardless of differing tasks. There may need to be discussions, to ensure that all are in agreement that the selected remuneration method(s) and that it is seen as fair to all, even if the tasks for individual members are quite different, for instance requiring more local transport travel. Use public consultations to make the community aware of the rates, and the methods of remuneration, in order to ensure transparency, and encourage accountability.
- Reduce extortion and avoid taxation of camp population already vulnerable for ‘voluntary’ work expected to be delivered by camp committees and/ or community groups. Other actors working in the same camp/area of operation should be consulted prior to taking any decisions regarding the remuneration of committees, to ensure that the amounts are aligned to avoid tensions within the community if some groups are paid more than others.

Cash in support of training:

- If the training activities are undertaken outside of the camp, consider providing cash for transport.

C.1.3 Meeting needs

Relevant CM Standard: CM Standard 4 “Site Service Coordination and Monitoring”

Please Note: much of the discussion in this section is complementary to, and is further detailed by, the discussions in Section C.2, below.

A CMAs role in coordinating and monitoring services of the network of agencies providing assistance to meet the needs of the displaced and host population will involve various stakeholders regularly meeting at site level.

Planning meetings:

- Ensure engagement of community and community governance structures in the assessment and planning stage.
- Assess what protection concerns the communities may have, and any potential barriers for particular groups in accessing CBI. (Refer to Pages 26-27 in Chapter 1 of the the Camp Management Toolkit for guidance on common methods for consulting the population, e.g. FGDs, key informant interviews, etc).

Awareness and information campaign:

- As with other services and assistance being provided in the camp, ensure clear messaging around CBI planned for or are being implemented – through multiple communication channels.

Implementation:

- Coordination and harmonization of cash amounts, targeting, frequency, timeliness of CBI distributions at the camp level among service providers as required.
- Provide CBI as a provider of last resort for either sectoral gaps or basic needs, as necessary, and within the range of available resources.

Service monitoring:

- Monitor and report when CBI is not provided in the right amounts, or to the targeted people. See Section E below for more guidance.
- Monitor the monetary value transferred and monitor if it allows beneficiary to access and/or purchase the intended services and items. This will ensure corrective measure can be implemented if needed and an effective provision of assistance.
- Consider casual labour for enumerators to conduct assessments on how the service provisions are responding to the need of displaced population – But be aware that although this maybe an appropriate implementation methodology in many cases, this type of intervention is considered as a form of casual labour, not CBI. Remember that Cash for work shall target individuals based on needs rather than technical capacity.

C.1.4 Site environment

Relevant CM Standard: CM Standard 3 “Site Environment”

Instead of CMA designing site improvement project and then engaging IDPs on implementation through cash-for-work, consider engagement from the stage of assessment and planning. This is particularly effective and feasible in the context of protracted displacement, where population movements are low and relatively stable.

Site Improvement (including land preparation and/or small-scale construction and upgrades):

- Consider forming committee specific to site improvement and upgrades – or where scale and scope are small, add the responsibilities to the site committee. Consider having host communities and camp administrator as member of the committee. Establish TOR for the committee and ensure information is shared widely on the responsibilities and members of the committees.
- Conduct trainings with the committees to develop integrated and ongoing cycles of site assessment (and/or safety audit), collective evaluations of the findings and prioritization exercises, publicizing the outcome in the camp, and/or for the committee to conduct focus group discussions based on the proposed actions, as well as collectively evaluate findings, and conduct prioritization exercise, as well as explore possible solutions to address the concerns based on available budget available from CMA.
- With the committee, set out work plan for site improvement, draw up Bill of Quantities (BoQs) and costing, including consideration for contribution from the communities, material, cash-for-work, etc.
- Set framework for monitoring of the implementation.
- Evaluate the work done through survey and feedback.

In Nepal after the earthquake, an NGO carried out series of trainings with the women’s committee around protection risks as well as safety and security in the site. At the end of the trainings, the committee was provided with a small cash grant to carry out a site improvement that aimed to increase safety and security for women living in the site.

C.1.5 Exit planning

Relevant CM Standard: CM Standard 5 “Exit and Transition”

Planning for Site Closure and Exit:

- Planning for exit should be as inclusive and representative as possible from the start, and include IDPs, service provider, local and national authorities, as well as host communities.
- Discuss with service providers as well as local and national authorities on how the phase out and exit strategy of CBI activities that are unrestricted and multi-purpose. Some of the questions may include:
 - Are government safety net programs in place and able to absorb the need of remaining displaced population?
 - Are there on-going livelihood programs that will replace reliance on cash assistance?
- Are there possibilities of employment for IDPs with experience in working with CMAs as well as other service providers?

Camp Consolidation and Camp Closure

- Consider cash-for-rent for camp closure or other integration cash programming options.
- For camp consolidation and closure plan, consider using participatory community cash grants (or budgeting) as in C.2.3 Site Improvement.

In Haiti, cash-for-rent interventions were put in place by CCCM and Shelter actors in order to close camps and to provide access to durable solutions to IDPs from the 2010 earthquake. The rental support cash grant (RSCG) program was designed to cover one-year rental subsidy in the house of choice of IDPs and allowed beneficiaries to obtain and maintain safe and secure rental accommodation both during and beyond the grant period. The grant amount was determined following the Government’s guidance (500 USD) and known by the beneficiary IDP household, who led in selecting the house and negotiating the price directly with the landlord. If the agreed rental price was under this amount, the difference would be for the IDP household. Once the organization providing the cash-for-rent had checked the house met the minimum standards, the contract was signed between the two parts and the organization would make the transfer to landlord and IDP household. Though RSCG interventions, over 330,000 IDPs were relocated, which allowed the closure of 551 IDP camps (source: Haiti DTM round 32, April 2018).

C.2 CAMP MANAGER'S ROLE IN CBI IMPLEMENTATION BY SERVICE PROVIDERS

In many cases, the majority of CBIs in a camp will be undertaken by actors working in other humanitarian sectors, with program objectives specific to that sector, or a combination of related sectors. However, remember that the CMA is responsible for work to ensure that services provision meet the needs of the displaced and host populations (Refer back to Section A for a summary of standards relevant to this). In some cases, agencies working in the camp may have decided to implement CBI projects which are multi-sectoral, and unrestricted. *Section B.2*, above, gives some common examples of how CBI are used by different sectors implementing in and outside of camps.

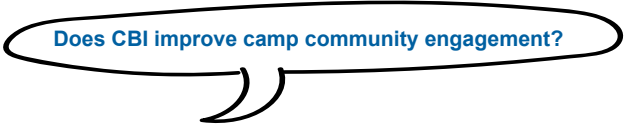
Of course, all programming should refer to general preconditions for CBI for all actors (see the list of guidance questions to assess CBI feasibility, in Section C, above). If there is any question about potential risks of CBI in the specific situation, refer to Section D below, as Do-no-harm considerations need to be an integral part of all programming.

Some important questions CMAs need to be asking when service providers are considering CBIs include:

1. Are the different CBIs consistent with a rights-based approach, for those in the camp, their host communities, and all other relevant stakeholders?
2. To what degree are the CBIs integrated into country humanitarian response plans, sectoral or cluster strategies, and the strategies of local and national authorities? Who is reporting on it and are all actors in agreement with this?
3. Are all the CBIs by different actors consistent, complementary to each other, and working towards a whole, or are they in conflict, or leaving gaps or overlaps of assistance?
4. To what extent do these CBIs align with the resilience mechanisms of the beneficiary households and communities, the sustainability of outcomes, and the identified range of durable solutions for those in the camp and in the surrounding host community?


While the roles and responsibilities of Camp Management Agencies do not change based on the means of assistance, some CBI-specific issues and concerns may arise that fall strongly in 3 of the core responsibilities of CMAs mentioned in the Introduction of this guide. This section will explore in particular these areas:

C.2.1 Site governance and committees are representative and accountable to the affected population



Community Participation and Engagement

- Assess whether people require incentives to participate.
- Investigate whether community grants empower and raise motivation.
- Work for capacity building to ensure access and impact of interventions.

See also the  [Camp Management Toolkit, Chapter 3](#), for more guidance on what is the CMA role in this regard, and what is only monitoring.

DON'T – *rely only on the cash actors to make sure the camp population got the key messages around cash across. Liaise with cash actors on what is needed if that is not being provided adequately. Collaborate, propose, and discuss ideas that work in the camp. Post information on sign boards, discuss further when issues arise.*

Accountability to Affected Populations (AAP)

DO –

- *Ensure that feedback mechanisms for the camp include CBI complaints. Provide training to everyone answering complaints as well as information on how and to who to channel any follow-up questions.*
- *Sensitize the population about the process, who to call if there is a problem and how to use vouchers and/or cash transfers to deliver assistance in the camp.*
- *Ensure information and communication messages are disseminated correctly and clearly. In some settings, it may be required to support these messages with information campaigns e.g. working hours of helpdesks/ hotlines/ call centers*
- *Ensure consent is collected by individuals prior to being registered/enrolled in cash assistance, individuals understand risks and benefits related to CBI, and that data protection procedures are adhered to by all agencies, including CMA staff.*

DO –

- *Require the Cash agency to provide training and coaching, and further clarifications. If you notice that certain segments of the population are not utilizing assistance follow up and ensure that service providers have adequate AAP systems such as communication messages, feedback mechanisms (in the form of hotlines/ helpdesks) and referral pathways to Protection and GBV actors.*
- *Assign office space within the camp for CBI service providers, as required for their activities.*

C.2.2 Services provision meet the needs of the displaced and host populations

Does CBI meet the gaps in the services in your camp?

Information Management and Data Sharing

- Support data sharing agreements where possible between service providers in the camp to avoid duplication of work and ensure single master list of camp residents, as well as CBI beneficiaries (especially in the case of multi-purpose unrestricted grants).
- Facilitate consolidation and sharing of assessments findings and outcomes related to commodities and labour markets.
- Ensure consent is taken and understood by camp residents prior to enrolment.
- If biometrics and other systems are used ensure beneficiaries understand what their biometric information will be used for and who the data is shared with.

DO – *Support cash actors in communicating their registration, targeting criteria, transfer value amounts, frequency of transfer and delivery mechanism to beneficiaries and other service providers working in the setting.*



Are service providers using CBIs that differ from other service providers?

Coordination

- Ensure that the use of CBI in camps is in line with CCCM strategies and national strategies and standards, through engagement with national-level CCCM sector, and Cash WG at the relevant level (if present), and inter-cluster/agency fora to raise or share challenges and opportunities.
- Facilitate camp-level coordination meetings among partners and include cash actors as service providers, dedicate time to highlighting gaps and remaining need as well as complaint and feedback collected. Consider:
 - Are there any gaps?
 - Are there any overlaps between different partners or different sectors?
 - Are there any conflicts between either the methodologies or the amounts transferred, in different sectors or different programs?
- Harmonize cash amounts (e.g. CFW), approaches, including the possible delivery mechanisms, restrictions, conditions, targeting, and communication among partners working at camp level (if this is not done nationally alongside CCCM cluster and CWGs exist in country/regionally).
- Harmonize the targeting criteria and beneficiary selection lists among different sectors, in order to avoid situations whereby different actors from different sectors end up targeting the same ‘most vulnerable’ households for double or multiple assistance, and both claiming the assistance for one single sector’s programming.
- When a service provider is considering the use of CBI in the camp, ensure they have access to assessments and feasibility studies as well as information around protection risks and concerns related to the use of CBI. Support or participate in the assessments and analysis being conducted by service providers

Does CBI enable or improve standards in your camp?

Monitoring Service Provision

- Engage with different camp communities to identify challenges or potential risks as the result of using CBI in the camp.
- Liaise with CCCM cluster focal points at national or regional level to share any concerns, and to inform the national CCCM Cluster strategy and guidance through the sharing of experience from specific field locations.
- Provide support in assessing and monitoring sector-based impacts of CBIs delivered in camps.

C.2.3 Camp Management personnel are capacitated and able to fulfil their roles

As more service providers consider CBI as a modality in providing their assistance and services, it is vital for CMAs to ensure that their staff on the ground are familiar with, understand the methodology and modalities being applied, as well as how to engage with cash actors right from the initial process. CMA's should provide to their staff:

Capacity Development

- General Concepts of CBI
- Financial literacy
- PSEA, AAP and Safeguarding

While linking direct CMA services to:

Complaint-Feedback and Referral Mechanisms

- CM staff, in particular those that answer complaints and disseminate information are aware of relevant referral channels related to CBI programming in the camps, and have been trained in protection issues related to cash assistance

What can you do, if a partner in camp is insisting upon implementing a CBI program, where your own assessment indicates that such programming is not appropriate, or risks doing harm?

There have been cases in the field, where partners working in other sectors have insisted upon initiating CBI, even when the camp manager's own assessments have highlighted risks or inappropriateness, for the program objectives, the proposed methodologies, or other aspects. In these cases, the camp manager can take a number of possible steps:

- Meet with the partner, and present your own assessment findings. Be transparent about the findings, the assumptions which it is based upon, and any limitations of the assessment, as well
- If similar steps have not yet been taken, use local or national coordination forums to discuss the pros and cons of the range of different CBI implementation methodologies available, as a way of providing a neutral and comparative forum for all partners.

***DO** – engage with cash actors who may have a national level program. Your inputs will be critical, in the implementation of CBIs taking into account protection, gender, vulnerabilities, demographics and nationalities in the camp.*

- Work with the CWG, or other focal points, to explore providing support to the partner in question, participation in small group discussion with the partner and with the camp managers, or trainings or workshops to increase the awareness and capacities of all partners in the camp.
- Liaise with CCCM cluster focal points at national or regional level to share any concerns, and to inform the national CCCM Cluster strategy and guidance through the sharing of experience from specific field locations.
- Where the above CCCM Clusters do not exist, liaise directly with respective Cash Working Groups, Basic Needs or Assistance Working Groups and Inter-Sector/ Agency Working Group if situation is critical.

C.3 HOW TO IMPLEMENT CBI IN DIFFERENT TYPES OF SITES

Below is a list of issues for Camp Managers to keep in mind when CBI is being considered or implemented in different types of sites.

In camps, consider whether people are able to move or if there are restrictions of movements. Consider their access to markets and services outside of the camp. If people are unable to go out of camp, assess whether traders are able to come into the location. Review whether there is any government, donor or humanitarian policy against doing cash in camps. Assess if cash would be a pull-factor or exacerbate or reduce conflict in camps. Remember to consider the camp in its full context, and to work with the host community to also take into account any impact upon the host community, and the local environment.

Out of camps, there is a need to ensure that all steps of CBI programming, from enrolment, registration verification, and certification, to distribution, delivery and transfer, occur in a safe space (e.g. as part of the CCCM out of camp centers) and ideally in the same place as where out of camp programming is provided.

Planned Camps



- Use the Shelter Block-Section-Phase structure of the camp, to also structure the timeline of phased cash transfers, if the camp is too large to manage transfers at the same time for everyone targeted in the camp.
- Facilitate discussions between members of Site Planning Committee (site planners, WASH engineers, camp residents, etc) to agree upon which location and infrastructure activities can and should be done using CBI, and which needs to be done using contactors and mechanization.
- Just because a camp has a planned layout, and the blocks are of uniform size, doesn't mean that potential security and access issues are the same across the entire camp: do risk-mapping focusing specifically on proposed routes and locations within the camp, for avoidance of any of the likely problems during a delivery mechanism.

Self-settled camps



- If there are self-settled camps which are densely populated and without clear evacuation routes, explore alternative security arrangements and consider using community buildings outside the camp as a safe distribution point, rather than a location within the site. Alternatively, explore non-physical methods of transfer, using mobile phones (if accessible to all the target population) or cards.
- Be aware that communities within the camp are unlikely to be of a uniform number of people, and so doing transfers at the level of whole communities rather than individual households may risk unequal distribution, and also risk missing out marginalized or extremely vulnerable households, or in other circumstances may risk the opposite – overlap and duplication.

Collective centres



- In most situations, site shelter upgrades with permanent materials are not permitted in collective centre buildings. CMAs need to monitor CBI programming so that the programming demonstrates respect for these limitations, by for instance using restricted modalities (e.g. vouchers) for the purchase of NFI items, and the exclusion of construction materials or tools.
- Security may become an issue, with potential for threats of violence between individuals or households, particularly if they stay closer and will become aware of the assistance of the others. Additional measures may be necessary to ensure confidentiality of targeting and transfer, as well as a review of general Protection measures in the centre.

Reception centres, Evacuation centres, Transit camps



- As these are intended as short-term sites, or sites with rapidly transiting populations, CBIs for reception centers should be ones which can be implemented rapidly, with the minimum delay time. As CMA, if you are monitoring more than one transit site, be aware that some sites may be located near the centre for example, ATMs which may not be present at all points of the further journeys for the population. Therefore, teams will need to be more aware of security and protection risks, both along the various stages of the journey, and in the immediate surroundings of transfer locations.
- Establish a means of post-transfer monitoring mechanisms to assess impact of the cash assistance along the travel routes of the population, and not just within the location of the centre to advocate for upgrades or changes in the CBI programming.
- In emergency evacuation centres, the CMA should monitor whether the target households do have any private and secure location to store cash or any other distributed items. If not, consider establishing safe places for households to store their belongings, adding security to the time of distributions, or recommending a delay of cash transfer until final departure from the centre.

DO – *If the timeframe to respond, register and provide cash assistance to new arrivals normally extends beyond 5 days, then work with multi-purpose cash actors to adapt the SOPs for more rapid provision of assistance to new arrivals, so that no household has to delay either planned onwards journeys or establishment in the camp, whilst waiting for otherwise longer processes.*

D. WHAT ARE THE RISKS OF IMPLEMENTING CBI IN CAMPS?

CBI may have many benefits, such as reduced tensions in the camps, or empowerment for women who may have never had access to decision making regarding humanitarian assistance. Overall potential benefits from CBI also include flexible and dignified components of assistance, as well as speed, an economic recovery multiplier effect, and that it can protect assets or reduce debt. But, there are also risks and potential negative impacts of cash programming, such as conflicts within the camp community, with host communities or within/ between households – if it is not selected adequately and if contexts, incentives, markets and needs are not carefully assessed. No modality of assistance is risk-free!

Risks can either be a reason for choosing not to implement cash assistance or they can help identify and inform risk mitigation strategies and adequate program design from the beginning.

The overall potential risks and disadvantages from CBI are market economy concerns, financial mismanagement and corruption, negative influence on the local culture, security risks and exploitation (of either staff distributing assistance or those receiving it for an activity in the camp).

Field experience shows that in some situations, it is possible to come to an agreement amongst all actors, about which risks are higher, or should have more priority or focus, than others. This can then support the allocation of the correct amount of attention and resources. However, there is no global list which will always place certain risks above others – all depends upon the local context. Consult with the community and partners to see how to explore such discussions for each location.

D.1 THE TYPES OF RISKS, AND POSSIBLE MITIGATION MEASURES

The general risks associated with CBI in camps are as follows, listed together with some common mitigation measures. Some of these risks are more concrete, whilst others may refer to perceptions amongst different actors (which nevertheless can still have significant and negative effects upon both the management of camps, and upon the implementation of CBI inside camps).

RISK: A perceived risk in camps, is that providing CBI can create a 'pull-factor' and possibly extend the duration of a camp's existence or over-populate the camp beyond its capacity.



Mitigation Measure: Extend CBI programming to displaced populations living outside of the camps, and also to vulnerable members of the host community. Explore ways for a greater proportion of the available CBI to be transferred to community projects or community grants, rather than to individual households. Ensure that each CBI program has clear and time-defined objectives, and that those projects will be finalised within the time-limit, and will not be open-ended in nature. An added benefit of this for camp-based programming is that it also benefits the host community and should encourage social cohesion.

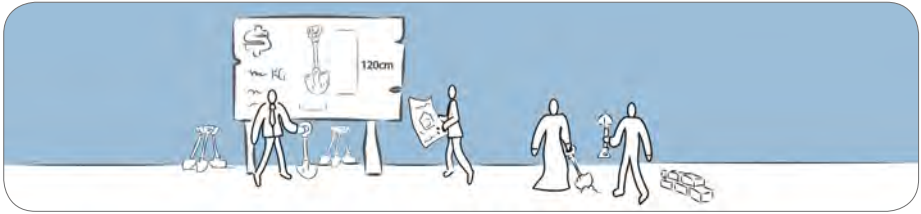


RISK: Items procured by camp residents through cash may not be up to CCCM or other sector's quality standards.



D. What are the Risks of Implementing CBI in Camps?

Mitigation Measure: For items where the outcome is entirely dependent upon the quality and/or exact dimensions of the items (e.g. safety for shelter or WASH items) establish an inter-sector baseline as to quality and specifications of items that selected vendors shall provide to beneficiaries.



RISK: Cash can create negative incentives against community cohesion and voluntary activities.



Mitigation Measure: Design CBI programs to include a significant element of community grants, and integrate trainings for all members of the community, in the management and monitoring of grants. Identify the activities that require technical skills and those who do not. For community activities that do not require skilled labour and in order to reduce the risk of undermining the 'voluntary' nature of certain community activities, consider community grants to support the purchase of materials needed for those activities, instead of remunerating the work/activity itself.



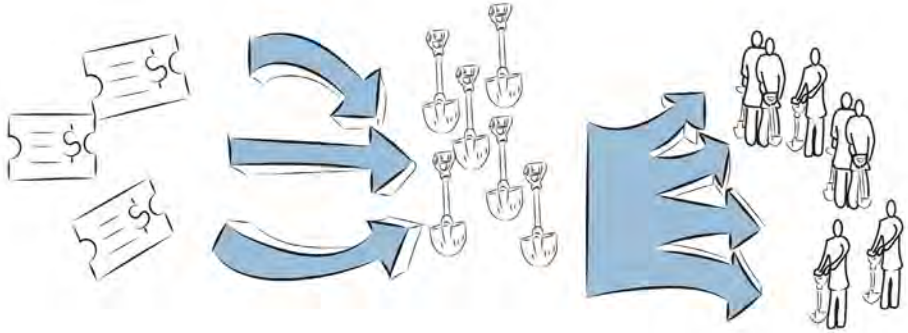
In South Sudan, it was observed that people will no longer do CCCM activities unless they are paid. A careful analysis is required to understand whether the issue is with cash assistance itself or with other context issues (such as unemployment, loss of sustainable livelihoods, long presence of humanitarian agencies/ assistance and general length of protracted displacement) is relevant.

DO -- Consider whether services and in-kind items identified and prioritised by the camp population can be provided as a community managed grant.

D. What are the Risks of Implementing CBI in Camps?

RISK: Cash can negate voluntary activities, or can create a dependency and reliance without sustainability.

Mitigation Measure: If communities are known to undertake community 'solidarity' shared work projects together, then consider vouchers for the community to purchase work tools together, rather than cash distributed to each individual.



Mitigation Measure: Consider the different likely effects upon the risks, between payment of incentives towards undertaking the action and payment upon delivery.

RISK: high local currency fluctuation – this might impact the purpose of the cash grant.



Mitigation Measure: when operating in a context with unstable local currency, budget accordingly to allow enough flexibility to adapt to currency fluctuations.

RISK: Perceived discrimination among the camp population due to failure to communicate distinct differences of parallel activities or targeting criteria. (As an example: one Shelter and one Food initiative are active in parallel to one another. The food beneficiaries only see shelter beneficiaries receive a higher transfer value. The higher transfer value is warranted due to the cost of shelter material. This is not apparent if objectives are not understood or communicated.)

Mitigation Measure: always come to an agreement with all actors, about both the objectives and the methods of any initiative, before implementation. Support IPs to consider unrestricted and unconditional transfers where appropriate, so that beneficiaries can balance their own preferences. Decisions on the modality need to be informed by feasibility and risk assessments.

As well as the risks listed here above, there is a longer list of considerations specific to GBV risk and protection, discussed here, below.

What should Camp Managers know about CBI?

D.2 WHAT ARE THE GBV CONSIDERATIONS FOR IMPLEMENTING CBI IN CAMPS?

What is Gender-Based Violence?

Gender-based violence (GBV) is an umbrella term for any harmful act that is perpetrated against a person's will, and that is based on socially ascribed (gender) differences between males and females. It includes acts that inflict physical, sexual or mental harm or suffering, threats of such acts, coercion and other deprivations of liberty.

(IASC, GBV Guidelines for Integrating GBV Interventions in Humanitarian Action (2015), p.5)

Humanitarian crises tend to exacerbate exposure to different forms of GBV due to, for instance, displacement, family separation, disruption of community services or protection systems, weakened infrastructure and changes in social norms. Specifically, in camp settings, scarcity of resources to care for most basic needs and site infrastructure are factors that can contribute to make people more susceptible to experiencing GBV. Broadly speaking, women and children are often targeted and more vulnerable to various forms of exploitation, violence, and abuse simply because of their gender, age, and status in society.

While the term “gender-based violence” is often used interchangeably with “violence against women,” it is important to note that GBV can also be perpetrated against men and boys and other categories of individuals due to their sexual orientation, gender identity, gender expression or sex characteristics. Having a clear understanding of the gender roles and dynamics where you are working is essential for identifying who is most at risk, and what risk mitigation and response measures could and should be put in place.

All CBI programs need to consider how gender affects the ability of beneficiaries to influence decision-making around cash assistance, as well as to safely access and control cash assistance, including the items or services which they may then purchase using the cash assistance provided.

Before initiating any program, understanding who is affected by the crisis, how they are affected (compare situation before and during displacement), whether they have access to and control over resources and what their needs and risks are, is key. This information can be collected through conducting a gender analysis as part of the cash assistance feasibility and needs assessment.

A gender analysis includes developing an understanding of cultural dimensions, socioeconomic conditions, legal frameworks, service accessibility (legal rights, education, livelihoods, health, ownership and control of assets), community structures, protection risks and coping strategies as they apply to women, men, girls and boys from diverse backgrounds. A gender analysis gives us evidence and information on who is affected by a crisis and how, who is most at risk, what their needs are, what resources they need to recover and how we can provide services that they will be able to safely access and use. Simply put, it is about good programming, as it ensures that our program design and targeting is effective and appropriate in a given context.

There is a need to establish mechanisms to ensure that the objectives of cash-based transfers are met, while mitigating any protection risks, including GBV, that may occur in relation to CBIs. Here are some ways in which CBI can contribute to enhancing protection and gender equality outcomes:

- Promoting gender equality by providing an opportunity to adapt the frequency, amounts, mechanisms and means of registration for cash transfers to diverse and specific needs of women, men, boys and girls.
- Promoting self-reliance by assisting entrepreneurs, including those facing multiple forms of discrimination (such as on the basis of sex, disability, sexual orientation or gender identity), to begin, rebuild or expand livelihoods capacity, improving chances of recovery, independence and resilience.
- Promoting gender equality, roles and attitudes by making women the primary beneficiaries of cash assistance where possible, and generally raise the possibility to empower individuals disenfranchised and/or discriminated on the basis of their gender.

In Niger:⁴ findings suggested that cash assistance could potentially increase the risk of domestic violence related to household decision-making and expenditures in addition to increase the divorce rate, which could leave a woman destitute. Examples of risk mitigation strategies put forth included: community advocacy to denounce GBV and sensitization around GBV, consulting women on family dynamics to identify the preferred recipient of cash assistance (husband or wife), monitoring women's and girls' safety throughout the project and providing a strong and safe referral mechanism to access GBV prevention and response services.

⁴  UNHCR, (2018) [Cash Assistance and Gender – Key Considerations and Learning](#)

D. What are the Risks of Implementing CBI in Camps?

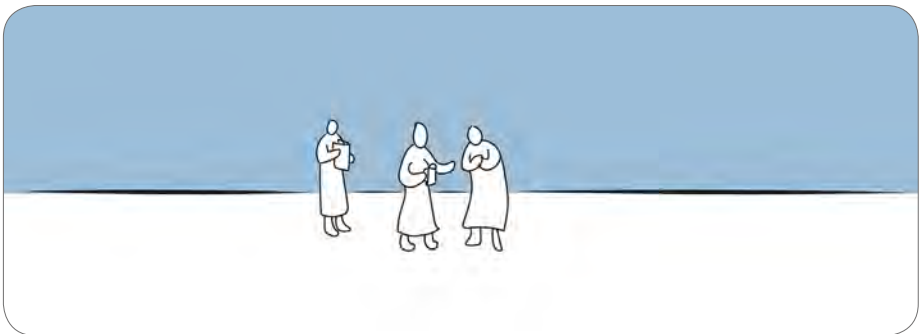
It is essential to take measures to ensure that women and girls, as well as, other vulnerable groups' voices are heard to have interventions that address gender- and age-differential needs and risks, and identify vulnerable groups to be supported with cash assistance. The affected population are the best informants of their own situation, needs, risks and concerns.

Undertaking various participatory assessments and data collection with women, men, girls and boys to identify context-specific risks of different groups related to access to and safety around service provision is therefore important. During the assessment, equal representation of women and girls should be maintained, and the methodologies used should allow them to participate in a meaningful manner, such as through separate focus group discussions led by a facilitator of the same sex, or through home visits and individual interviews. The results of the participatory assessment with women, men, girls and boys must be analysed to better ensure that cash assistance responds to identified needs, supports capacities and priorities, and effectively mitigates any safety risks.

Provide cash community grants to women in community groups (e.g. amounts and number of women as well as impact monitored).

Integrate GBV indicators to the monitoring of CBIs.

It is critical to ensure CBI actors and CCCM staff implementing CBI know the GBV referrals procedures established in camp, and more generally incorporate safe feedback mechanisms into cash assistance. Ensure staff are trained to safely and ethically respond in case of disclosure of a GBV incident and refer the survivor (with consent).



D.3 ANY OTHER PROTECTION ISSUES?

Consider whether CBI will create or exacerbate protection risks and benefits for individuals, households and communities and to what extent risks could be mitigated by affected communities, humanitarian agencies and duty bearers. Look within and beyond the household unit: disaggregate information or include samples of individuals using an age, gender, ability and diversity lens.

Establish an accountability framework for multi-channel feedback throughout the stages/ steps.

Consider personal data protection and the risks of sharing beneficiary data with government, the private sector and other actors and incorporate data principles in the program.

Do not provide assistance in ways that might encourage separation of families to receive more CBI. Particular care must be taken for instance, in the identification, engagement, and registration of women-headed household beneficiaries. Always consult with Protection and Child-protection colleagues before considering initiating any CBI program which targets unaccompanied or separated children and child-headed households.



E. MONITORING

As a general rule, all monitoring in camp situations, is done by CMAs. The discussion in this section highlights the key differences when this is done for CBI. A CMA should already have established ways of monitoring services, including integrated work with protection teams. Always use existing tools where you can – but consider any other additions necessary for CBI.

Monitoring both the CBI activities themselves and their outputs, will be simplest when it is the camp manager directly implementing the CBI. When CBI is being implemented in a camp by another organisation, for either multi-purpose or single-sector objectives, camp managers may need to support the monitoring activities also undertaken by that partner, and to coordinate with other sectors to ensure that both the implementation of activities are complimentary as well as the monitoring activities and framework for reporting or sharing information from the monitoring, are consistent with those used by other sectors and other partners, while feeding into decision-making for programming of sectors in a timely manner.

Although using restricted CBI (such as vouchers for a specific set of items) by nature limits the flexibility of use, it does make monitoring easier, both in terms of the usage of the vouchers, and in terms of how the items purchased with the vouchers were used.. For MPGs or other unrestricted and/or unconditional types of transfer, a more complex set of monitoring activities and data sets need to be used.

Monitoring CBI is not only concerned with how the beneficiaries used the cash or vouchers, but also about whether they were able to access the cash or vouchers in a way which was timely to their needs, whether they were able to access the cash or vouchers in a safe and dignified manner, and whether the beneficiaries were exposed to any other risks later, as a result of receiving the CBI.

There are many resources in CaLP regarding the objectives, design, and structure of monitoring CBI.

Some of the monitoring activities which may need to be coordinated or undertaken directly, can include (but not be limited to):

- Gender-separated FGDs – to monitor protection risks including of GBV during and after transfers, and also to monitor household decision-making for purchasing and item selection as well as actual access to and control over cash assistance or the items purchased
- FGDs with specific age groups
- Interviews with key informants – to monitor general beneficiary satisfaction, as well as to get snapshot information on the actual usage of any cash or vouchers
- Triangulation with Protection sector sit-reps – to analyse whether any connections can be made between CBIs and rises or falls in reported incidents of GBV or other violence, or in reported negative coping mechanisms amongst the target population
- Surveys or interviews with local service providers – to monitor for continuity of the supply chain for popular purchase items, to monitor for the ease and efficiency of the actual purchase or transaction process, and to gain understanding of the spread and popularity of different items
- Progress reports of organisations using CBI as incentives for their programming activities – to monitor the impact of the CBI upon project completion speed, and quality of participation among the target population
- Other monitoring of local service providers, through spot-check visits, including under-cover “secret shopper” variants.

Linked to the activities listed here and in more detail in the CaLP resources, are a number of standard activities, objectives and indicators, relevant to CBI in camps:

DO – *Use process indicator to ensure monitoring of processes (such as targeting, delivery, communication messages, timing etc) and impact indicators to monitor use of CBI (for intended/ assumed outcome), whether the assistance does no harm, the impact on households, markets, and host populations’ situations.*

CHECKLIST: Examples of CBI-related Activities and Indicators⁵

Process and output Monitoring

- Ensure CBI processes and activities are safe, efficient and meet their intended purpose, by monitoring the registration and verification process, as well as the distribution of cash and/or vouchers to beneficiaries via the delivery mechanism.
- Ensure output/post distribution monitoring captures whether the cash/vouchers were received by the right person, safely, on time, in the correct amount.

Impact/ Outcome Monitoring

- Ensure beneficiary households can spend/redeem the cash/vouchers (i.e. that they are able to access the market, complete the transaction and receives the commodities/services intended).
- Ensure that targeted households are able to meet basic needs/sector specific outcomes and reduce use of negative coping strategies
- Ensure monitoring data flows to the appropriate sector-specific working group/cluster so CBI can be incorporated into overall needs/gaps analysis.
- If CBI is not meeting the needs as identified, re-visit the needs assessment and response analysis stage to determine what supplies, training or services are needed in addition to (or instead of) cash transfers.

Market Monitoring

- Monitor market-related indicators that, at minimum, capture the price, volume of transactions, the ability of the beneficiary household to access the market, the availability of identified services and commodities.
- Determine the frequency with which monitoring should occur by considering the initial market assessment, changes of the market and the relative scale of the cash program compared to local markets.

⁵  [CaLP, *The Programme Quality Toolbox 2018*](#)

Relevant CCCM Objectives and Indicators

- Registration of the population is properly updated in order for all who may benefit from CBI programming to be enrolled.
- Regular monitoring of CBI partners includes cross referring of services provided to assess how site level agencies meet the needs of the displaced and host populations, including through CBI programming or a combination.
- Information Management and service mapping take place at the site to identify needs and address gaps in services.
- All members of the displaced community and other stakeholders have the opportunity to submit feedback and complaints and to have those views and needs addressed.
- Gender assessments are conducted to understand impact of CBIs in the camp
- Safety and risk assessments are conducted to understand impact of CBIs in the camp
- Feedback and complaints are tracked and addressed.
- Number (or amount of USD or activity achieved through) of community grants provided and successfully managed by camp committees and/ or community groups.
- Number of camp residents included into existing social safety nets/ social protection schemes provided by the government.

Relevant Basic Needs Objectives and Indicators

- Displaced men/women instead of 'people can meet basic needs.
- Number displaced men/women negative strategies reduced.
- Displaced men/women instead of 'people can access markets.
- Number of displaced men/women instead of 'people that meet all their basic needs through markets.
- Displaced men/women instead of 'people can access employment.
- Number of displaced men/women instead of 'people with jobs since displacement.


- Displaced men/women instead of 'people can be linked to social protection, safety nets.
- Displaced men/women can rent own apartment or house/ improve living conditions.

Relevant Sector based Needs Objectives and Indicators as possible results from a CBI

- Displaced men/women can access clean water.
- Displaced men/women can access health-care.
- Number of displaced men/women reporting being able to safely access health-care
- Displaced girls/boys can access education.
- Number of girls/ boys enrolled in school since displacement.
- Number of households participating in financial literacy trainings.
- Displaced men/women can access adequate housing facilities
- Percentage of households occupying shelter options which meet agreed standards of safety and dignity (including protection from forced eviction)
- Displaced men/women can access food and nutrition.
- Percentage of men/women treated for malnutrition in health clinics
- Number of cases of malnutrition reported by health outreach programs
- Displaced men/women can access employment and livelihood or skills training opportunities.
- Number of displaced men/women with jobs since displacement
- Number of displaced men/women completing livelihood or skills training opportunities
- Displaced women and girls can access hygiene items.
- Percentage of women and girls reporting having access to culturally appropriate hygiene items.

F. EXIT AND HANDOVER

CBI may be an appropriate activity to include during the process of camp closure, site consolidation or in transit sites related to onward movement of population. Moreover, combining environmental and livelihoods recovery programs for the host community would be excellent for CBI.

Please refer to the  [CCCM Cluster Camp Closure Guidelines](#) for more general guidance on all aspects of camp closure.


Much of the handover process, will depend upon whom the handover is being given to, on a case by case basis. Often, it is the case that camp managers hand over some or all of their responsibilities to local government offices or other actors, whilst a camp is still in existence. If camp management has been coordinating or directly implementing CBI in the site, then the following general steps will need to be taken, in order to responsibly hand-over:


1. Work with all relevant actors in the camp, to assess which CBI activities have already been completed and have achieved their objectives, where there are still needs or gaps, and which CBI activities require repetition or continuation beyond the planned handover.
2. Where populations are leaving camps, undertake both a needs assessments and intention surveys in order to better understand opportunities for using CBI to support those populations once they have left the camp, and share this information with any partners who will be initiating programming during and after the process of onwards movement out of the camp.
3. Identify partner who will take on the responsibility for the coordination or implementation of the necessary CBI programming, after the handover, and work with those partners to develop and enact a training program on the CBI programming, in a timely manner.
4. Identify, and facilitate the negotiation of contracts for any current staff who will be transferred or otherwise joining the teams of the new CBI actors, after the handover.
5. Design and undertake a program of introductions and workshops between the new CBI actors, the camp population, and all other relevant stakeholders, including the host community.
6. Design in cooperation with the new CBI actors, a communications program which will cover all phases before, during and after the handover, with clear channels to reach all members of the camp and host population, and with clear feedback mechanisms integrated.


7. Ensure that any data transfer relevant to the continuance of the programming is done in ways which respects data privacy laws, and the rights of all the individuals involved. Consult with experts if necessary to ensure that any data (physical or digital) which is not being handed over in a confidential and protected manner, will be safely destroyed. Ensure that any data which needs to be backed up to organizational archives is done in a timely and protected manner as well.
8. Negotiate the relevant MoUs for the handover of any physical assets from the program, including tools or equipment specific for the storage or transfer of the cash or vouchers, including any digital delivery mechanisms.
9. Close any relevant bank accounts or other accounts with FSPs, conclude any contracts with service providers, and clearly communicate the process for any dispute-resolution mechanism, for the post-handover period.


CASE STUDY: *South Sudan, Conditional Cash grant to cover transport expense from displacement site to return area. IOM, the CCCM Cluster, and humanitarian partners convened a Solutions Working Group (SWG) to support spontaneous returnees. As a “seasonal support” program, WFP was providing a 6-month food support to cover the gap between planting season and harvest season while FAO had a package of seeds and tools available to all returnees. People were willing to go, and were able to rejoin their home village, but they did not have the cash required to secure transport. Humanitarians were unable to transport people directly or commission buses due to possibility of setting a precedent on return support, insurance and liability issues, the lack of formal transport routes to these areas, and people needing to go to different locations. The CCCM Cluster settled on the provision of a cash grant to cover transport. The condition for taking the grant was that IDPs agreed to de-register themselves from the site, commit to not separating their family in the move), giving up their monthly food assistance and access to services inside the site. 72 households agreed to the conditions and received the grant. During sensitization on these conditions, around 20 households opted to remain in the site and not accept the grant, preferring to remain. The beneficiaries were identified by community leaders before any discussion of program was carried out. This made it possible to identify “true” IDPs wishing to return and mitigated the problem of having long lines of people asking for cash grants. Months later, another group of IDP residents approached the camp managers to receive the same transport grant to return to their areas. As this was following the planting season and after the seasonal support program and complementary services ended from other humanitarian partners, ultimately, the camp manager and the Solutions Working Group partners decided not to intervene, considering that the risk of the returnees being stranded without any livelihood support was too great.*


G. REFERENCES


-  **Camp Management Toolkit:**
<https://ccmcluster.org/resources/camp-management-toolkit>


-  **The Cash Learning Partnership (CaLP):**
<http://www.cashlearning.org/>


-  **CCCM Cluster Camp Closure Guidelines:**
<https://ccmcluster.org/resources/camp-closure-guidelines>


-  **IOM Emergency Manual:**
<https://emergencymanual.iom.int/>

-  **CM Standards:**
<https://ccmcluster.org/global/Camp-Management-Standards-Working-Group>

-  **IOM GBViC Framework:**
<https://emergencymanual.iom.int/entry/90449/genderbased-violence-in-crises>

-  **IOM Protection Mainstreaming Guidance:**
<https://emergencymanual.iom.int/entry/21485/protection-mainstreaming>

-  **IOM Institutional Framework for Addressing GBV in Crises:**
https://publications.iom.int/system/files/pdf/iom_gbvic_framework.pdf

-  **IOM Short Internal Guidance: Cash-for-Work**



International Organization for Migration (IOM)