



STANDARD OPERATING PROCEDURES CASH FOR WORK - Iraq

June 2021



**Emergency
Livelihoods
Cluster - Iraq**

ACKNOWLEDGMENT

The Cash for Work Standard Operating Procedures (SOPs) is a product of Iraq's Emergency Livelihoods Cluster. Discussion among livelihood actors raised the necessity of producing a set of SOPs, and led to agreements of key procedures including determining wages and workload, beneficiary selection criteria and processes, and project design and implementation. A taskforce comprising partners for drafting the SOP; i.e.; include the Danish Refugee Council, Oxfam, Relief International and the United Nations Development Programme's Iraq Crisis Response and Resilience Programme (ICRRP).

The Emergency Livelihoods Cluster in Iraq is chaired by the United Nations Development Programme.

SCOPE

The standard operating procedure is a set of step-by-step instructions compiled to present the ELC agreements related to the CASH FOR WORK sector objectives within the Iraqi context.

The SOP aim is to support the coordination of quality output and uniformity of Emergency Livelihoods Cash for work activities while addressing the current Iraqi context

The recent discussions for the updates included requests to make consistent layout and structure as proposed below. In addition to adding updates from the context in relation to covid-19, transition phase, cross sectors and some trends.

DEFINITIONS

Standard operating procedure (SOP) is a set of step-by-step instructions compiled by an organization to help workers carry out routine operations.

SOPs aim to achieve efficiency, quality output and uniformity of performance, while reducing miscommunication and failure to comply with industry regulations.

Regulation is the management of systems according to a set of rules and trends

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- Context info and challenges
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SOPs in unified structure

Standard Operational Procedures

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- Steps and packages
- Cross sector links & Standards

SECTION THREE

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Annex

- Best practices
- Other inputs from members
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Introductory Notes

- Acknowledgment
- Forward
- Introduction and CFW objectives

Standard Operating Procedures (SOPs)

- **Planning**
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 - Community Engagement
 - Eligibility (Criteria & Targeting)
 - Eligibility (Threshold)
 - Market and Labor Needs Analysis (Emergency Context)
 - Market and Labor Needs Analysis (Non-Emergency Context)
 - Determining the Wage Amount and Workload
 - Determining Employment Opportunities (Gender Considerations)
 - Modality & Delivery Mechanism
 - Contracting
 - Reaching an Agreement with Government Offices
 - Payment Modality & Documentation - Time and Location
 - Safety and Payment Security

Implementation

- Management & staffing
- Transportation
- Tools and Materials
- Health and Security

Monitoring and Accountability

- Monitoring and Feedback (Documentation)
- Post-Distribution Monitoring (PDM) and Impact Assessments

Annexes

- Annex 1: Sample MoU
- Annex 2: Eligibility Criteria Scoring

SOP (activity title)

Determining the Wage Amount and Workload

Workers are supported and are treated fairly and equitably

Relevant regulations, external factors and context specific trends, challenges, etc.

External working environment

Last update date

The Iraqi Labour Code states that "The parties [Employer and Employee] are free to negotiate a fair wage for the work, and the method of payment, on condition that the wages should be paid at least once per month, and should, in no case, be less than the minimum wage for unskilled labour, as established by the Minister of Labour and Social Affairs." To provide a "fair wage for the work," as stipulated by the Iraqi Labour Code, a rapid assessment of the minimum prevailing wage in the area must be conducted. Other relevant sources such as the World Food Programme or REACH can be consulted.

Key ELC agreements and steps

A step by step processes and agreements on different packages

Key ELC agreements and steps

Currently, the average recommended "fair wage for the work" in Iraq is estimated at 29182 IQD (20 USD) per day or 583640 IQD (400 USD) per month for twenty days of work. This rate is revised on a quarterly basis and published by the Emergency Livelihoods Cluster based on data provided by partners.

20 USD

If organizations decide to provide a CFW rate that differs from the national average, the CFW remuneration rate should be set below the minimum prevailing wage of the target region to prevent competition with local employers, and to not attract meaningfully employed workers into the CFW programmes.

10 %

A range of about 10% below the minimum prevailing wage in the area is acceptable.

Relevant cross sector and accountability

According to the Ministry of Labour and Social Affairs (MoLSA), the National Minimum Wage is Minimum IQD250,000 to IQD350,000. Depending on the context and area of implementation, the partners should consider the minimum wage set by MoLSA. This rate was being in effect from January 2018 and valid till date. source - <https://wageindicator.org/salary/minimum-wage/iraq>

Relevant Cross sector and accountability notes



Link to annex:

- Operational templates
- Highlights and major updates from members sources and references
- Notes to other departments

References and sources

* sources and references

Cash for Work Standard Operating Procedures

The big picture

Last update date

SOP scope within the environment

Important infographics

For use as a checklist

Link with tiersNew part linked with member inputs, and other departments

Eligibility (Criteria & Targeting)

Targeting with inclusive and accountable mechanisms

Relevant regulations, external factors and context specific trends, challenges, etc.
External working environment

Last update date

Household Eligibility Criteria are meant to minimize beneficiary exclusion and inclusion errors and should be used to prioritize households with members willing to participate in the CfW program. The same criteria and thresholds will be used to verify the accuracy and transparency of the beneficiary selection and increase accountability during the Verification Process. The Eligibility Criteria in Table 1 can also be used to provide guidance for disputes and respond to complaints that arise from the selection process.

A step by step processes and agreements on different packages

Key ELC agreements and steps

For District and Community Intervention Sites The eligibility criteria should assure selecting beneficiaries from the location of the CfW activities, the same community or district, to reduce mobility challenges and transportation costs so that the beneficiaries can benefit from the available cash to cover their basic needs

Unskilled vs. Skilled Labour: While CfW aims to provide instant, temporary jobs for unskilled labour while rehabilitating community facilities and basic community services, skilled labour is also needed to lead, technically supervise, and ensure the quality of work being done. This means that skilled labour should not receive the minimum wage that the unskilled CfW beneficiaries receive but rather a fair rate for their daily work. There is an added benefit when unskilled labourers gain vocational skills by apprenticeship when teamed up with skilled labourers.

Eligibility (Threshold)

Delivering effective response

Relevant regulations, external factors and context specific trends, challenges, etc.

Last update date

External working environment

A minimum eligibility score should be set to determine the selection of beneficiaries. Eligibility does not ensure one's selection if the number of eligible households exceeds the planned number of beneficiaries and budget. The criteria and household eligibility score should help in prioritizing the neediest and most vulnerable in this case.

A step by step processes and agreements on different packages

Key ELC agreements and steps

Social vulnerability should be considered and that includes the following criteria: "large family" (6 members or more); "elderly people among the household members" (age 60+); "single parent" (with children under 18); "female head of household" including households with men who are physically capable (18-59); or "female head of household" with no men that are physically capable (18-59); "pregnant or lactating family members"; and "children under 5."

Health vulnerability should be considered and that includes: "clear status that medical treatment is required", "disability", or "chronic disease" that hinders ability or mobility.

Shelter vulnerability should be considered and that includes: "type of shelter", "status of shelter", and "standard of living".

Income Vulnerability should be considered and that includes: "Low income", i.e. Family income less than 450,000 IQD; "Unstable income" (daily workers), or "No income".

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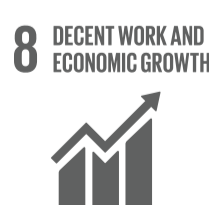
source - <https://wageindicator.org/salary/minimum-wage/iraq>



Relevant Cross sector and accountability notes



1.b
1.4
5.1



1.4
8.3
8.10



4.7
16.6
16.7



Link to annex

- Operational templates
- Highlights and major updates from members sources and references
- Notes to other departments

Monitoring and Feedback (Documentation)

Communities and people affected by crisis receive coordinated, complementary assistance.

Relevant regulations, external factors and context specific trends, challenges, etc.

Last update date

External working environment

A plan should be prepared and approved, before commencing work, indicating the work that needs to be done per location, number of needed labor days, translated to the number of needed labourers divided by gender, and the quantity of tools and materials needed.

A timesheet should be maintained by the group supervisor indicating the start and end time to be signed by each participant and approved by the supervisor. This will be used to calculate payments.

Documentation of work should include a pre-assessment per location, a report on tasks completed

Per location, all necessary permits, and communications related to government facilitation/ coordination.

Photo documentation before, during, and after the implementation is essential.

Using dated photos is required to show the progress and difference made; videography is also encouraged.

A step by step processes and agreements on different packages

Key ELC agreements and steps

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Procurement processes for the tools and materials should take place with appropriate measures to ensure competitive bidding according to the implementing NGO's by-laws or the donor contract, whichever is more narrow.



Labour wages should be paid on receipts or distribution lists that should be prepared based on the actual and approved timesheets signed by the workers during the implementation.



Relevant Cross sector and accountability notes

Core Humanitarian STANDARD



[Link to annex](#)



Third party monitoring is used in many cases among which

- corruption risks are high
- access is limited
- requested by donors

Third Party Monitoring

Third Party Monitoring

Humanitarian actors continuously learn and improve

Relevant regulations, external factors and context specific trends, challenges, etc.

Last update date

External working environment

Third Party Monitoring/ Scope

Third-party monitoring (TPM) services as part of the assurances activities which will assist the livelihood actors/partners in accurately capturing, verifying, cataloguing data on the implemented activities under the livelihoods projects.

The TPM service will be an essential assurance activity to; i) strengthen project management and reporting on the activities implemented in the field, ii) verify that partner's supported activities are being implemented as planned and meeting the standard quality, iii) measure achievement of outputs and indicators defined in the project document, iv) verify that partners have sufficient mechanisms in place to ensure transparency and fairness when implementing activities, especially in beneficiary selection, payments to beneficiaries, asset/toolkit handover, and supervision of works and beneficiaries, and v) identify the issues, risks, and challenges faced during implementation that need to be accounted for to achieve intended results.

The monitoring reports and findings will:

guide partners organizational learning at the programmatic level, Allow for necessary adjustments in strategy, and inform key partners of the direct and indirect impact of stabilization activities

Information from the TPMA will enable partners to demonstrate value for money and accountability to utilization of programme resources, while extending opportunities for further partnership development and resource mobilization.