

A woman in a colorful headscarf and shawl is looking down at a table in a crowded room. The room has a dark wall and other people in the background. The woman is wearing a yellow and purple shawl and a red and white headscarf. She is looking down at a table in the foreground. The table is made of wood and has a calculator and some papers on it. The background is a dark wall with other people in the room.

IOM STRATEGY FOR HUMANITARIAN
CASH-BASED INTERVENTIONS

**GLOBAL REPORT
ON ACHIEVEMENTS
2019–2021**

The opinions expressed in the report are those of the authors and do not necessarily reflect the views of the International Organization for Migration (IOM). The designations employed and the presentation of material throughout the report do not imply expression of any opinion whatsoever on the part of IOM concerning legal status of any country, territory, city or area, or of its authorities, or concerning its frontiers or boundaries.

IOM is committed to the principle that humane and orderly migration benefits migrants and society. As an intergovernmental organization, IOM acts with its partners in the international community to: assist in the meeting of operational challenges of migration; advance understanding of migration issues; encourage social and economic development through migration; and uphold the human dignity and well-being of migrants.

Publisher: International Organization for Migration
17 route des Morillons
P.O. Box 17
1211 Geneva 19
Switzerland
Tel.: +41 22 717 9111
Fax: +41 22 798 6150
Email: hq@iom.int
Website: www.iom.int

This publication was issued without formal editing by IOM.

Maps are for illustration purposes only. The boundaries and names shown and the designations used on the maps do not imply official endorsement or acceptance by IOM.

Cover photo: Regina received an unconditional cash grant in Burundi. © IOM 2019/Triffin NTORE

Required citation: International Organization for Migration (IOM), 2022. *IOM Strategy for Humanitarian Cash-based Interventions - Global Report on Achievements 2019–2021*. IOM, Geneva.

ISBN 978-92-9268-279-8 (PDF)

© IOM 2022



Some rights reserved. This work is made available under the [Creative Commons Attribution-NonCommercial-NoDerivs 3.0 IGO License](https://creativecommons.org/licenses/by-nc-nd/3.0/igo/legalcode) (CC BY-NC-ND 3.0 IGO).*

For further specifications please see the [Copyright and Terms of Use](#).

This publication should not be used, published or redistributed for purposes primarily intended for or directed towards commercial advantage or monetary compensation, with the exception of educational purposes, e.g. to be included in textbooks.

Permissions: Requests for commercial use or further rights and licensing should be submitted to publications@iom.int.

*<https://creativecommons.org/licenses/by-nc-nd/3.0/igo/legalcode>

IOM STRATEGY FOR
HUMANITARIAN CASH-BASED
INTERVENTIONS

**GLOBAL REPORT ON
ACHIEVEMENTS 2019–2021**



FOREWORD

In response to the demand for innovative delivery models on cash-based programming which can empower affected population and strengthen local market as outlined in the Grand Bargain commitment, IOM developed the Strategy for Humanitarian Cash-Based Interventions 2019–2021. The Strategy outlined the overall goals and strategic objectives for systematizing, expanding and integrating cash-based interventions (CBI) across humanitarian programmes. Since its inception, CBI in IOM has continued to expand with a significant increase of 526 per cent for country offices implementing CBI since 2018. Interventions are also not limited to emergency response activities and are embedded into a long-term approach with regards to support to national safety net programmes.

Significant inroads have been made over the last three years. Cash is central in addressing people's needs and it helps deliver greater choice, empower and strengthen resilience of affected people. From 2019 to 2021, an estimated 4.5 million people benefited from IOM cash and voucher assistance in 122 countries.

Through this global report highlighting key achievements from 2019 to 2021, we have also collected numerous case studies and personal stories from aid recipients from IOM missions across the world, highlighting the growing importance and impact of CBI. From Colombia, Nigeria, the Central African Republic, Yemen to Bangladesh, there are countless stories of women like Aisha in Nigeria or Taibah in Yemen where CBI proved to have triple effects not only on their own livelihood condition but the family and the community allowing children to go to school. In the Central African Republic, CBI programming was also instrumental in preventing youth from joining armed groups and reducing violence in communities.

CBI is a smart investment and is a catalyst for transformational changes for millions of migrants around the world to drive their own future for a better life from displacement, trafficking or return and reintegration. This success is impossible without our donors' support. We need to continue to build on this positive change and raise the bar so that IOM can immediately provide CBI at the outset of a crisis to all affected populations but also support long-term social protection policy and programming on CBI to strengthen resilience of communities and nations in all contexts.



Ugochi Daniels

Deputy Director General – Operations

ACKNOWLEDGEMENTS

This document was developed by the CBI Unit at the International Organization for Migration: Fouad Diab, Jessica Mamo, Francisco Astudillo Poggi, Juliette Grandmont, Renee Alissa Mustre del Rio and Julie Gjerlufsen.

The CBI Unit would like to acknowledge the valuable inputs of the following individuals who have provided time, feedback, documents and resources for the development of case studies within this report:

IOM Argentina: Elisa Roth, Germán Ezequiel Ricci; IOM Bangladesh: Frank Santana, Rigan Khan; IOM Brazil: Guilherme Otero; IOM Colombia: Glenda Lozano, Johanna Alvarado Hernández; IOM Curaçao: Joeri Arion; IOM Democratic Republic of the Congo: Daniel Hilaire, Michel Jaquet, Rakesh Luchmun; IOM Ethiopia: Afsar Khan, Ahmed Adel Tawil, Maqsood Akram, Mohammed Bedru; IOM Guatemala: Claudio Damian Rodriguez Santorum; IOM Headquarters: Maryline Py; IOM Lebanon: Racha Challita; IOM Mexico: Giselle Olvera; IOM South Sudan: Naveed Anjum; IOM Spain: María Encarnación Cruz, Rocco D'Incognito; and IOM Yemen: Mustafa Hadeed.

Please note that some links are only accessible to IOM staff.

TABLE OF CONTENTS

FOREWORD	iii
ACKNOWLEDGEMENTS	iv
LIST OF ACRONYMS	vi
TERMINOLOGY	vii
INTRODUCTION	1
PURPOSE	
INSTITUTIONAL INVESTMENTS	
IOM'S COMMITMENTS TO CBI	
SUMMARY OF GOALS AND OBJECTIVES	
FACTS AND FIGURES 2019–2021	
PLACES WHERE IOM IMPLEMENTED CBI 2019–2021	
HUMANITARIAN RESPONSE AND BEYOND	
● STRATEGIC OBJECTIVE 1: CAPACITY, PREPAREDNESS AND OPERATIONS	8
ACHIEVEMENTS BY ACTIONS	
KEY ACHIEVEMENTS	
CBI Manual	
Guidance to Country Missions	
CBI Focal Points Network	
Capacity-Building	
Global Agreements	
● STRATEGIC OBJECTIVE 2: PARTNERSHIP AND COORDINATION	14
ACHIEVEMENTS BY ACTIONS	
KEY ACHIEVEMENTS	
Global Coordination	
Procurement and the Private Sector	
Country Coordination	
● STRATEGIC OBJECTIVE 3: EVIDENCE AND LEARNING	18
ACHIEVEMENTS BY ACTIONS	
KEY ACHIEVEMENTS	
Internal Financial System	
Tools and Guidance	
Lessons Learned and Good Practices	
Literature Reviews	
Protection and Gender Mainstreaming	
Inclusion of Persons with Disabilities	
CONCLUSION	24
LOOKING FORWARD	25

LIST OF ACRONYMS

CBI	Cash-Based Interventions
CCCM	Camp Coordination and Camp Management
CCY	Cash Consortium of Yemen
CWG	Cash Working Group
DOE	Department of Operations and Emergencies
DTM	Displacement Tracking Matrix
GBV	Gender-based violence
HDPN	Humanitarian-Development-Peace Nexus
MEB	Minimum Expenditure Basket
PDM	Post-distribution monitoring
PRIMA	Project Information and Management Application
PRISM	Processes and Resources Integrated Systems Management
SOP	Standard Operating Procedures
UNCSS	United Nations Common Cash Statement

TERMINOLOGY

Cash-Based Interventions	Modalities of assistance where cash and/or vouchers (in one form or another) is provided to aid recipients (individuals, households or communities) to directly purchase and access goods or services.
Modality	Modality refers to the form of assistance, meaning cash transfer, vouchers, in-kind assistance, service delivery or a combination.
In-kind assistance	Assistance provided in the form of physical goods or commodities. In-kind assistance is restricted by default as recipients are not able to choose what they are given.
Delivery mechanism	The means of delivering cash or voucher assistance, such as smart card, mobile money transfer, cash in hand, cheque, bank transfer, e-voucher, prepaid debit cards or Hawala.
Cash transfer	The provision of assistance in the form of money, either physical currency or e-cash, to recipients.
Voucher	A paper, token or e-voucher that can be exchanged for a set quantity or value of goods or services. Vouchers are restricted by default, although the degree of restriction will vary based on the programme design and type of voucher.
Conditionality	Conditionality refers to prerequisite activities or obligations that a recipient must fulfil in order to receive assistance.
Restriction	Restriction refers to limits on the use of assistance by aid recipients. Restrictions apply to the range of goods and services that the voucher can be used to purchase, and the places where it can be used.
Multipurpose cash transfers	Cash transfers (either periodic or one-off) corresponding to the amount of money required to cover, fully or partially, a household's basic and/or recovery needs for a set period.
Minimum expenditure basket	A minimum expenditure basket (MEB) requires the identification and quantification of basic needs items and services that can be monetized and are accessible in adequate quality through local markets and services. An MEB is inherently multisectoral and based on the average cost of the items composing the basket.

INTRODUCTION

PURPOSE

With the increasing use of cash-based interventions (CBI) as modalities to deliver humanitarian programming, the [IOM Strategy for Humanitarian Cash-Based Interventions 2019–2021](#) outlined the overall goals and strategic objectives for systematizing, expanding and integrating CBI across humanitarian programmes overseen by the Organization's Department of Operations and Emergencies (DOE). The Strategy was developed in close coordination with colleagues from policy, programme and resource management units to build a common understanding of what CBI means, and where, why and when to use CBI modalities, to ensure a higher level of efficiency and effectiveness within the Organization.

The Strategy provided an overview of how CBI was utilized in IOM as part of its humanitarian programming, as well as in support of outcomes that went beyond humanitarian priorities towards longer-term development objectives. It set a forward-looking plan with concrete actions required to enable effective use of cash and voucher modalities within IOM programming.

This report outlines the key achievements of IOM to institutionalize and systematize CBI within the Organization during the period of the IOM Strategy for Humanitarian CBI from 2019 to 2021.

INSTITUTIONAL INVESTMENTS

As part of its efforts to institutionalize the Grand Bargain commitments, the Department of Operations and Emergencies established a team in 2019 dedicated to institutionalizing CBI, including building capacity across the Organization. The CBI team acted as the institutional focal point for CBI and the interlocutor for the achievements of inter-agency commitments and the implementation of the IOM Strategy for Humanitarian Cash-Based Interventions 2019–2021.

IOM'S COMMITMENT TO CBI

IOM is committed to using the best modalities and mechanisms available to ensure effective and dignified assistance to people in need. As a signatory to the Grand Bargain commitments and recognizing the flexibility, efficiency and effectiveness of using cash-based interventions, IOM reaffirms our continued commitment to increase the use and coordination of cash-based programming as well as the institutionalization and expansion of CBI as modalities of assistance across its portfolio.

Cash-based assistance is not a goal in itself, but rather a means to an end and it is by nature cross-sectoral and should therefore complement, and be complemented by, other modalities where possible to achieve the best results. Notwithstanding the commitment to increase the use of CBI as modalities of assistance, IOM does not foresee an end to in-kind assistance.



Village development committee in Wau, South Sudan, discuss the most urgent needs of their community.

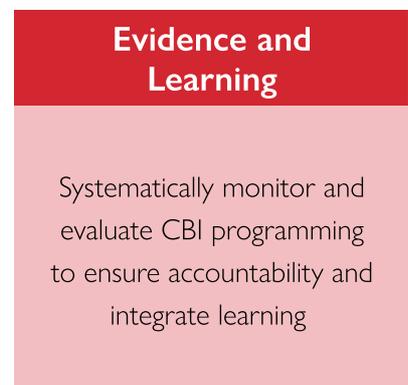
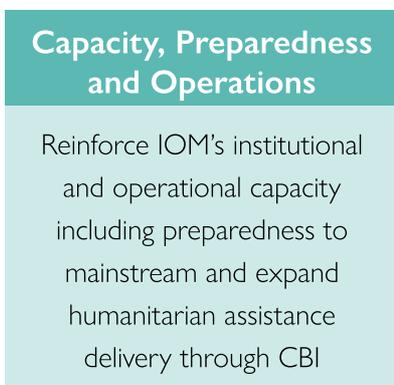
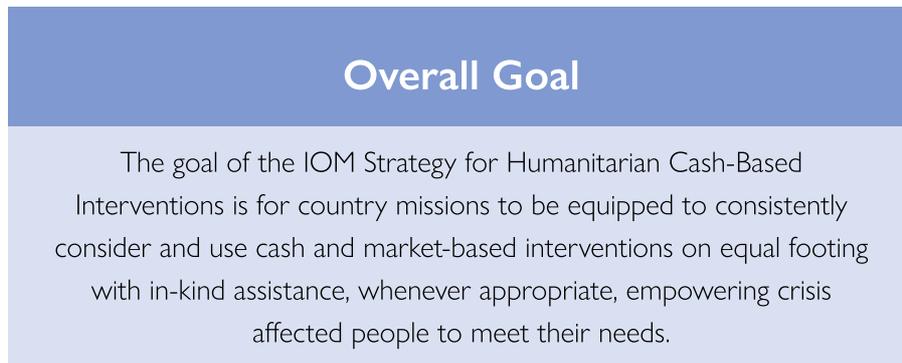
© IOM 2020/Peter CANON

The institutional investment contributed to an increase of 526 per cent in the number of IOM country offices implementing CBI and an increase of 162 per cent in the number of aid recipients since 2018, reaching more than 1.9 million people in 2021. Efficiency, effectiveness and responsiveness of operations were enhanced, and the institutional investments led to a systematization of CBI in IOM across financial, operational and programmatic aspects. Global achievements and capacity-building initiatives contributed to increased knowledge and capacity to implement CBI, and allowed for sharing of experiences and best practices and encouraged the use of CBI across the Organization.

SUMMARY OF GOALS AND OBJECTIVES

To reach the overall goal of the IOM Strategy for Humanitarian Cash-Based Interventions, IOM worked on (a) Reinforcing country-level preparedness and institutional capacity, with increased guidance and trainings, as needed, (b) Strengthening partnerships and coordination with humanitarian partners, development actors, relevant government entities and the private sector and (c) Building an evidence base on programme impact and effectiveness.

The following three Strategic Objectives contributed to achieving the overall goal set by the strategy.



FACTS AND FIGURES 2019–2021



IOM country offices implementing CBI



increase in CBI aid recipients from 2018 to 2021



IOM Humanitarian CBI Strategy prepared and implemented globally



global tools and thematic guidance prepared to improve the design, management and monitoring of CBI



key CBI tools and guidance documents were translated into Spanish and French



staff members from 123 country and regional offices reached via capacity-building initiatives



workshops, trainings and webinars at the global, regional and country level



calls with 44 country offices and 12 deployments to assist with designing and implementing CBI



staff members receive regular updates and resources on CBI through the Cash Reference Group



project proposals, concept notes and other documents revised



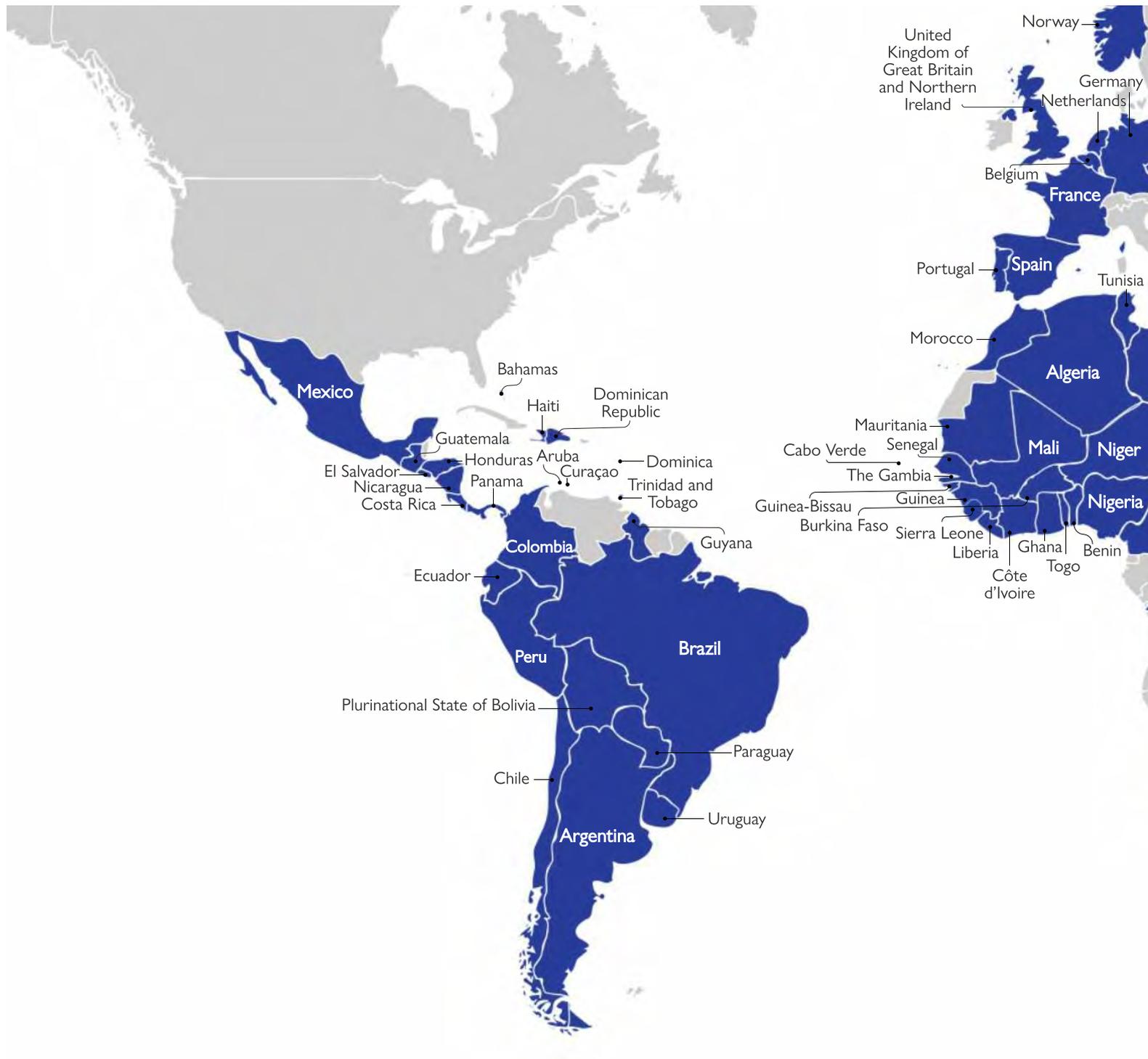
country and regional focal points in the CBI Focal Point Network

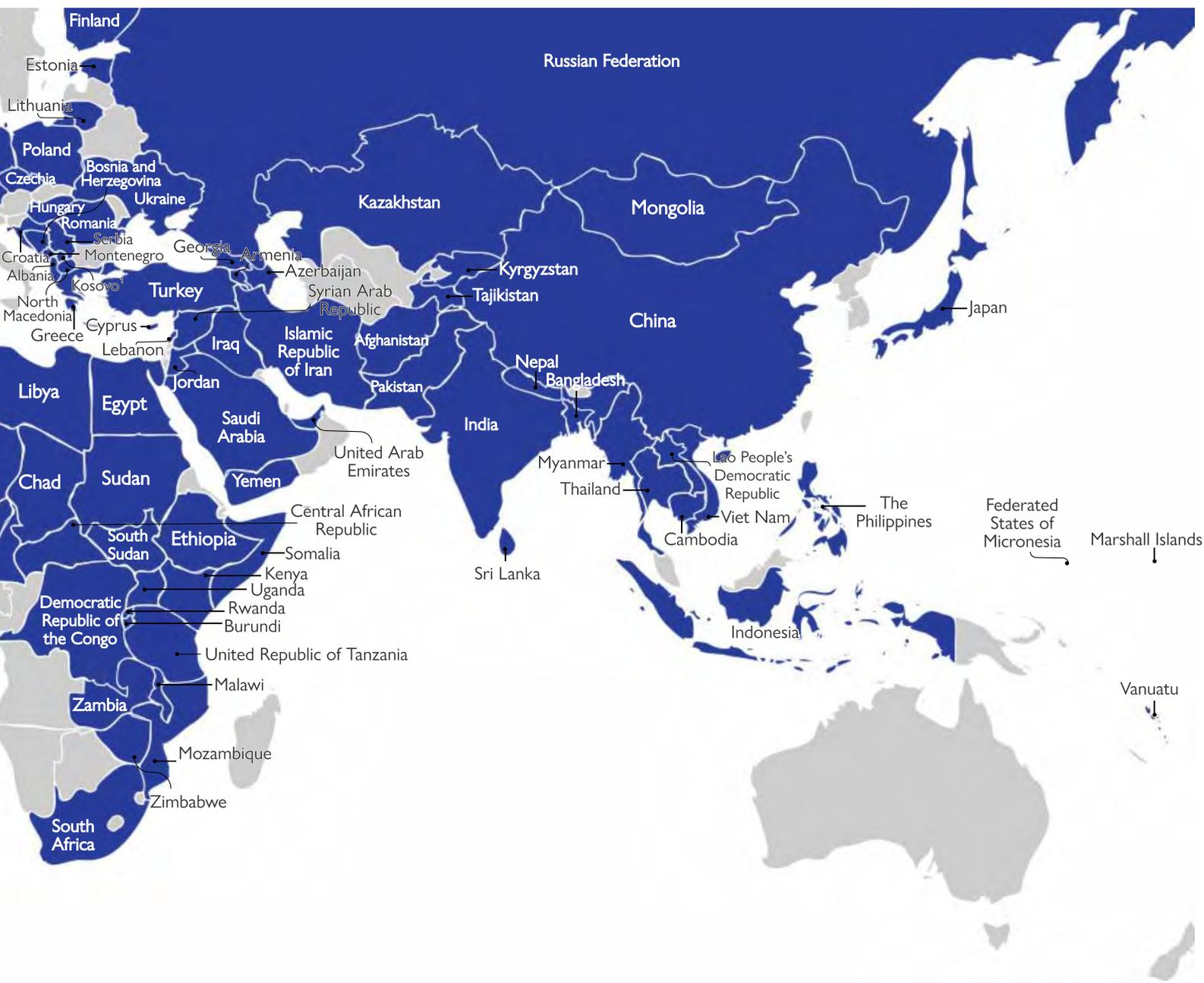


literature reviews produced on CBI and cross-cutting issues

4,500,000 *estimated number of aid recipients reached through CBI in 2019 to 2021*

PLACES WHERE IOM IMPLEMENTED CBI 2019–2021





Maps are for illustration purposes only. The boundaries and names shown and the designations used on the maps do not imply official endorsement or acceptance by IOM.

.....
¹ References to Kosovo shall be understood to be in the context of United Nations Security Council resolution 1244 (1999).

HUMANITARIAN RESPONSE AND BEYOND

Needs are fluid and the affected population, often using local markets, usually act as first responders prior to the arrival of international assistance. CBI, when feasible and appropriate, can be used to empower the affected population, restore market activities and decrease dependence on external assistance. CBI can give aid recipients freedom and dignity to choose commodities and services based on their needs and it is seen as more dignified and accountable to the unique needs of aid recipients. The ability to adhere to the unique needs of aid recipients ensures a more comprehensive attention to the essential needs of individuals and households, and thereby mitigates the risk of aid recipients resorting to negative coping mechanisms.

This is not only true in humanitarian contexts but also in recovery and development contexts where CBI can be used to support vulnerable populations to reduce inequalities, increase socioeconomic integration of

migrants and enhance community resilience to natural disasters and peacebuilding following crises or foster livelihoods recovery. The increase in country offices using CBI modalities speaks to the increasing usefulness of cash and voucher assistance in responses that go beyond humanitarian needs. In IOM, CBI modalities take varied forms and are adapted throughout the crisis cycle and to the needs and capacities on the ground.

Notwithstanding the focus on humanitarian response in the CBI Strategy 2019–2021, CBI in IOM extended beyond multipurpose cash for emergency response. IOM delivered assistance in different areas of work through cash and voucher modalities, including emergency preparedness and response, disaster risk reduction, early recovery, development, peace and migration management. IOM achieved outcomes and objectives across the spectrum with CBI modalities, as the following examples from 2019 to 2021 will show.²

MARKET OPPORTUNITIES IN MYANMAR

IOM Myanmar implemented a cash-for-work project focused on construction of a retaining wall, stairways and pathways to improve access to the local market and increase interaction and trade among neighbouring villages while creating short-term livelihood opportunities. Improved accessibility to the market brought development to the village, and accessibility and increased trade flow had positive impacts on the livelihood development of the communities as they could now easily transport goods to the market. The activity not only provided livelihood opportunities for the community, but it also improved social cohesion and participation as well as a sense of ownership among community members and a better understanding of the construction process.

REINTEGRATION IN THE SUDAN

IOM Sudan provided reintegration cash assistance to aid recipients. It was evident that the cash grant enhanced the returnees' agency, and it was also faster, safer, more flexible and less costly than other response options, such as in-kind assistance. In addition to the cash assistance, IOM Sudan provided business training to equip the aid recipients with the skills to establish and manage their own business as they restart their lives. Recipients mainly used the cash assistance to purchase business assets, food and clothing as well as to pay for rent, repay debt and for savings. Ahmed used the assistance to start farming in his hometown with his family while Fatima started a utensils trading business. Fatima's business meant that she could provide for her daughters.

² More information can be found in yearly reports and case studies (2019 (only internal access) | 2020 | 2021).

BUSINESS DEVELOPMENT IN NIGERIA

IOM Nigeria distributed conditional cash grants upon completion of vocational skills training for aid recipients to start a small business. Aisha participated in the vocational skills training and received a cash grant. With the assistance, she acquired a sewing machine and set up a tailoring shop in her village. The assistance allowed her to rent an apartment, eat three meals a day and enroll her children in school.

MULTIPURPOSE CASH IN JORDAN

IOM Jordan distributed multipurpose cash and winterization assistance to refugees. Ebtisam, Abdelwahab and Khalid received cash assistance which improved the living conditions for their families and allowed them to meet their basic needs. Ebtisam was able to pay for food, rent, utilities and other costs. Khalid felt relieved and safe knowing that he would consistently receive assistance for eight months.

EMERGENCY RESPONSE IN ETHIOPIA

IOM Ethiopia implemented cash assistance across sectoral emergency responses and multipurpose cash assistance targeting vulnerable displaced populations and vulnerable returnees. Cash for shelter results showed that the assistance improved feelings of safety and privacy while results on multipurpose cash assistance showed that it positively impacted the lives and livelihoods of aid recipients. Sentayehu received cash for non-food items and she was thankful for the assistance as it allowed her to fulfill her needs for bedding, cooking and washing materials.

LIVELIHOOD INTEGRATION IN PANAMA

IOM Panama distributed cash for recipients to acquire the necessary goods to develop businesses with the aim of economic integration in an entrepreneurship programme. Maria was one of the recipients and she reported that the project impacted her life positively. The project was her family's only economic support during the pandemic. She received training on how to manage a business as well as training on personal finances and legal requirements to register a business. Following the programme, she was in the process of expanding her business.

PEACE IN CENTRAL AFRICAN REPUBLIC

IOM Central African Republic implemented cash-for-work activities aimed at preventing youth from joining armed groups, reducing violence in communities and strengthening social cohesion, peaceful coexistence and dialogue. As a result, violence decreased, local markets were revitalized and living conditions were improved. One of the participants received training and cash assistance which allowed him to start a business, support his family and turn away from violence.

SOCIAL COHESION IN CHAD

IOM Chad implemented cash-for-work and targeted communities that hosted refugees and returnees who fled violence. IOM selected a mixed group of beneficiaries consisting of refugees, returnees and vulnerable community members in order to ensure the development of dialogue through joint work. During focus group discussions, the participants confirmed the positive effect of working together in mixed teams on social cohesion and their ability to form new relationships.

STRATEGIC OBJECTIVE 1: CAPACITY, PREPAREDNESS AND OPERATIONS

To institutionalize CBI and improve the Organization's capacity to implement CBI activities, IOM aimed to ensure that country missions, regional offices and relevant divisions within Headquarters and at Administrative Centres were well informed and equipped to routinely consider CBI as a modality of assistance.



Completed



Continuous



Unfeasible

ACHIEVEMENTS BY ACTIONS

ACTION 1.1 Revise the IOM humanitarian CBI Standard Operating Procedures template to include detailed guidance on administrative processes and the respective roles and responsibilities of support units and programme staff during each phase of implementation for different modalities of CBI.



ACTION 1.2 Ensure adherence to the Internal Governance Framework through the development of required controls and tools.



ACTION 1.3 Map out service providers available for CBI at global, regional and country level.



ACTION 1.4 Review the feasibility of long-term agreements with financial service providers to facilitate rapid country-level response, and establish agreements where relevant. Where global agreements are not relevant identify priority countries and develop agreements as a preparedness measure.



ACTION 1.5 Develop guidance on assessment and selection of financial service providers.



ACTION 1.6 Map out CBI capacity within IOM field missions and establish a CBI pool of experts as surge capacity.



ACTION 1.7 Build internal networks on CBI, including the Cash Reference Group.



ACTION 1.8 Follow-up with Regional Thematic Specialists and project managers to ensure they receive proper training on CBI.



ACTION 1.9 Include CBI as an essential module of the Emergency Response Induction Training and ensure proper delivery of this module.



ACTION 1.10 Include a session on CBI in Chief of Missions and Department of Resource Management workshops and ensure CBI is mainstreamed in the Senior Leadership and Coordination training.



ACTION 1.11 Encourage field staff to attend CBI trainings both internal and external ones (including online trainings and webinars).



ACTION 1.12 Prepare regional workshops to enhance the implementation of the CBI strategy.



ACTION 1.13 Ensure proposal development and review processes systematically encourages consideration of using CBI as a modality.



ACTION 1.14 Develop proposal review checklist.



ACTION 1.15 Deploy CBI expertise in country missions to assess the feasibility and roll out CBI.



ACTION 1.16 Collect and store relevant CBI tools including market assessment and post-distribution monitoring (PDM) forms, sample beneficiary engagement letters, distribution sheet templates and other tools to be available for the use of field-mission staff looking to implement CBI.



ACTION 1.17 Create templates of all relevant CBI tools to be used by missions implementing CBI.



March
2022

ACTION 1.18 Ensure CBI is featured (and encouraged) in the Emergency Manual and Project Handbook.



ACTION 1.19 Develop standard Terms of References for CBI officers.



ACTION 1.20 CBI staff to encourage the management at mission level to increase the use of CBI as a modality of interventions and explain the added value that it brings.



ACTION 1.21 Review and improve IOM's systems and tools to better measure, monitor and track CBI.



ACTION 1.22 Work closely with Information and Communications Technologies and relevant DOE staff to develop a Distribution and Beneficiary Management system that will be used globally and extends to all modalities of assistance (not only CBI).



ACTION 1.23 Explore the option to reach a global agreement with an insurance company for beneficiaries of cash-for-work.



Beneficiary verification during cash-based intervention in Wau, South Sudan. © IOM 2019/Nabie LOYCE

KEY ACHIEVEMENTS

- Cash-Based Interventions Manual was developed with the aim to support IOM programme teams interested in using CBI to design their interventions according to best practices and following IOM internal procedures.
- Direct technical advice and operational assistance was provided to country and regional offices, including revision of project proposals, concept notes and other documents and remote and in-country support.
- More than 60 workshops, trainings and webinars as well as in-person trainings at country, regional and global level were organized to increase the capacity of IOM staff members, reaching more than 1,200 staff members.
- A Regional- and Country-Level CBI Focal Points Network was established with 145 country and regional focal points to increase CBI knowledge in missions, explore possibilities to use cash and voucher modalities to implement projects and facilitate the exchange of information between missions implementing CBI.

CBI Manual

The **CBI Manual** (only internal access) was drafted by two IOM consultants under the supervision of the CBI team and in close collaboration with IOM staff in Headquarters, regional and country offices. The CBI Manual aims to support IOM programme teams interested in using CBI to design their interventions according to best practices and following IOM internal procedures. The manual defines processes, procedures and standards to guide the use of cash and vouchers within IOM. The manual is in line with IOM's strategy of increasing the use of CBI across the Organization, whereby CBI modalities are considered on equal footing with in-kind interventions.

The manual seeks to balance IOM's project-based nature and need for flexibility to operate in a variety of contexts with IOM and donor obligations. While the manual follows industry-standard guidelines for CBI on best practices for creating, implementing and monitoring CBI programmes, it harmonizes these with IOM policies and procedures to ensure staff following the manual are meeting IOM's minimum standards. Needs will differ between one context to another, and the aim of this manual is to provide a comprehensive overview of CBI, with the understanding that staff may use only certain sections. The manual outlines all the required steps for CBI while also acknowledging that no two CBI projects are identical, and staff will adapt their course of action to the context in which they are working. The aim is to field test the CBI Manual during the first six months of 2022.

Guidance to Country Missions

The CBI team provided direct technical advice and operational assistance to country offices and assisted missions with revision of project proposals, concept notes and other relevant documents. The CBI team reviewed more than 220 documents in total from 2019 to 2021. The team also provided remote and in-country support to country and regional offices to assist with designing and implementing CBI, including on COVID-19 and other challenges, herein, 88 calls with 44 country offices and 12 deployments.

VOUCHER ASSISTANCE IN CURAÇAO

In June 2021, the CBI team provided direct support on the development and delivery of emergency CBI related to the project "Addressing the socioeconomic impacts of the COVID-19 pandemic through the provision of cash-based interventions to migrant population in Curaçao". It included the draft of Standard Operating Procedures (SOP) and risk mitigation tool for the CBI project as well as assistance in procurement processes for the financial service provider and in the selection of implementing partners. Through the project, IOM assisted more than 4,600 vulnerable migrants in Curaçao from July to October 2021 with voucher assistance.

FEASIBILITY ASSESSMENT IN GUATEMALA

In November 2021, the CBI team supported IOM Guatemala with a preliminary feasibility assessment to identify opportunities of including CBI in the programme “Addressing the Root Causes of Irregular Migration in Guatemala”. During the assessment, IOM engaged with stakeholders, mapped financial service providers and conducted field visits to identify areas where CBI could contribute to improving Guatemalans’ quality of life.

CASH TO MIGRANTS IN TENERIFE

In February 2021, the CBI team provided support in Tenerife, Spain, to develop internal processes to distribute cash to migrants in camps within the project “Supporting the Spanish authorities in managing an Emergency Reception Facility at the Canary Islands”. It included the draft of SOP, risk mitigation tool, PDM forms and training local staff. The cash assistance allowed migrants to access essential goods and services while remaining in the camp.

CASH FEASIBILITY IN THE DEMOCRATIC REPUBLIC OF THE CONGO

In May 2021, the CBI team supported the mission with a feasibility assessment to assess the possibility to distribute cash assistance to displaced populations to enable the recipients to purchase shelter materials. The assessment included a market assessment and a risk analysis in order to determine whether cash was feasible in the operations. Aid recipients used the shelter materials to build transitional shelters in places of return or relocation in the territory of Kalemie, Province of Tanganyika.

CBI Focal Point Network

In 2019, IOM established a network of Regional- and Country-Level CBI Focal Points. The network was later expanded and extends across all administrative regions of the Organization. As a collective, this forum acts as a peer-to-peer learning network benefiting country offices in their unique capacity to implement CBI. The aim of the network is also to increase CBI knowledge in missions, explore possibilities to use cash and voucher modalities to implement projects and facilitate the exchange of information between missions implementing CBI. A CBI pool of experts for surge support was also established. Additionally, more than 500 staff members receive regular updates and resources on CBI through the Cash Reference Group.

SETTING UP CBI PROCESSES IN MEXICO

In January 2020, the CBI team provided technical support to IOM Mexico on the CBI component of the “Transitional Support Program”. This support included the draft of CBI Standard Operating Procedures to ensure accountability and segregation of duties, support on the design and implementation phases of the CBI programme and assistance in the procurement process with service providers and other relevant financial aspects. Through the project, IOM assisted more than 9,500 people at the northern border of Mexico, enabling the recipients to satisfy their needs for food, clothing, medicines and hygiene products.



E-wallet recipient in Mexico. © IOM 2020/Flor RODRIGUEZ

Maluk, South Sudan: “[IOM] registered my name and consulted us if we prefer cash or in-kind. Cash was my obvious choice. I need money to travel and to contribute to my family expenses. I was happy at that time. My priority was to arrange a means of transport to travel to the NGO office and get my crutches. And then, with the saved amount, I bought food for my family. After so many years, my family had food of our choice with sufficient quantity.”

Male, Central African Republic: “I am very lucky to attend the programme developed by IOM, I had no training, and I was jobless and did not have any hope. Today I was trained, and I have the capacity to manage a business. I have received a generative income package to develop my activity in my community.”

Capacity-building

An important component of the CBI Strategy for 2019–2021 was to reinforce IOM's institutional and operational capacity and preparedness to mainstream and expand assistance delivery through CBI with increased guidance and training. The CBI team organized a large number of webinars and in-person trainings at the country, regional and global level to increase the capacity of IOM staff members and equip country missions to consistently consider and use cash- and market-based interventions on equal footing with in-kind assistance. The sessions focused on different aspects, but generally, the sessions included an introduction to CBI. Specific sessions were organized on the revised budgeting and accounting structures for CBI, COVID-19 and disability inclusion. Most of the sessions included presentations from the field to showcase practical examples of CBI.

As an example, the CBI team organized webinars in English and Spanish on CBI and COVID-19 in April 2020. IOM staff co-leading Cash Working Groups and Cash Consortia in Ethiopia, Yemen, Turkey and South Sudan

presented case studies and risk mitigation measures in relation to the pandemic. More than 200 staff members participated across the webinars from 50 country offices. In the evaluation survey the respondents rated the webinars as very good, and they found the information presented very useful. The participants described the CBI and COVID-19 webinars as informative, clear and relevant and they liked that there was also field perspectives and experiences included.

Apart from enhancing the administrative and operational capacity of IOM staff members, the sessions also enhanced the ability of IOM to contribute to inter-agency strategic initiatives. Overall, more than 60 workshops, trainings and webinars were organized at the global, regional and country level, reaching more than 1,200 IOM staff members from 114 country offices and all regional offices.

In coordination with the Regional CBI Focal Points, the team also organized Regional CBI Workshops aimed at creating a space where missions could exchange ideas, best practices and lessons learned, and engage in interactive discussions on key topics of relevance to the specific region in relation to CBI. During each workshop, two to three missions presented their CBI projects, key challenges and lessons learned, and the participants engaged in lively discussions. The first series of Regional CBI Workshops were attended by more than 300 IOM staff members from 76 country offices.



IOM provides Venezuelans with assistance on their journeys throughout the region. © IOM 2019/Muse MOHAMMED



Regional CBI Workshop in the United Republic of Tanzania.
© IOM 2021

REGIONAL WORKSHOP IN EAST AFRICA

The CBI team, in coordination with the Regional Office, organized a Regional CBI Workshop for East Africa and the Horn of Africa in October 2021 in the United Republic of Tanzania. The aim of the workshop was to provide a platform for staff to enhance their understanding of IOM CBI tools, and support the sharing of best practices, lessons learned and innovations in IOM CBI programming in the region and globally. It further aimed at developing, strengthening and reinforcing CBI programming in the region and to promote consistency, innovation and an expanded community of best practice for CBI programming. Participants included 20 staff members from eight country offices and the Regional Office in Nairobi. The objectives for the workshop were achieved, including the sharing of knowledge, field perspectives, best practices, challenges and the way forward through drafting country-level action plans.

CBI TRAINING IN BOGOTÁ, COLOMBIA

The CBI team organized a three-day Regional CBI Workshop in February 2020 in Colombia in coordination with colleagues in the region. The aim of the workshop was to improve awareness and readiness to implement CBI and to provide country offices in Latin America and the Caribbean with an administrative and operational introduction to CBI. The workshop was held against the backdrop of institutional strategic commitments as well as increased attention from regional partners and donors concerning the delivery of assistance and services by CBI modalities. Participants included 22 staff members with administrative and operational responsibilities across five offices.

Global Agreements

The CBI team reviewed the feasibility of long-term agreements with financial service providers at the global level to facilitate rapid country-level response. In humanitarian response contexts, there was a lack of interest for global agreements as there was a preference for local and contextual solutions. Instead, country and regional offices were encouraged to identify and map financial service providers at the country and regional level. At the same time, the CBI team also explored options to reach a global agreement with an insurance company for beneficiaries of cash-for-work. However, this task was impacted by the COVID-19 pandemic and it was not feasible to reach a global agreement.

STRATEGIC OBJECTIVE 2: PARTNERSHIP AND COORDINATION

CBI modalities require IOM and partner aid agencies to properly coordinate their interventions to ensure a fair and equitable assistance to affected populations, while at the same time avoiding duplication, maximizing coverage and reducing indirect support costs. As such, IOM aimed to enhance partnerships with governments, donors, non-governmental organizations, United Nations agencies and the private sector at the country, regional and global level to improve programme quality, timeliness and scale, and contribute to inter-agency coordination mechanisms.

-  Completed
-  Continuous
-  Unfeasible

ACHIEVEMENTS BY ACTIONS

ACTION 2.1 Continue to actively participate in the Geneva-based Cash Working Group, targeted Grand Bargain workstreams, Shelter Cluster Cash Working Group and other global meetings, workshops and trainings. 

ACTION 2.2 Engage with the four UN Agencies that have issued the Common Cash Statement to ensure inclusion of IOM and discuss interoperability of systems. 

ACTION 2.3 IOM Missions to work with national authorities to build CBI capacity to support national social safety nets and link CBI with transition strategies whenever appropriate, including as part of recovery, stabilization and reparations initiatives. 

ACTION 2.4 Actively engage in country-level interagency Cash Working Groups (CWG). 

ACTION 2.5 Work closely with partners to harmonize transfer arrangements and consider joint negotiations for unified ways of transferring cash where possible. 

ACTION 2.6 Work with the Displacement Tracking Matrix (DTM) team to incorporate market assessment questions. 

ACTION 2.7 Work closely with partners to ensure CBI implemented at the country level contribute to strengthening the Humanitarian–Development Nexus. 

ACTION 2.8 Support missions with medium to large CBI programmes to establish inter-agency Cash Working Groups or to co-lead existing forums when/where required. 

ACTION 2.9 Identify and engage with relevant private sector actors offering operational and innovative solutions. 

ACTION 2.10 Fundraise for the increase of cash and voucher-based programming and mainstreaming of CBI. 

KEY ACHIEVEMENTS

- At the global level, IOM collaborated, monitored and engaged in inter-agency cash discussions, including participation in meetings in the Global Cash Working Group and the Grand Bargain Cash Workstream, including sub-groups on Linking Humanitarian Cash and Social Protection, and Localization.
- IOM worked with partners in the UN Common Cash Statement and the Collaborative Procurement Initiative to share information on financial service providers and enable common procurement.
- IOM contributed to the CBI Effectiveness and Efficiency Exercise together with partners in Afghanistan and the Democratic Republic of the Congo.
- At the country level, IOM participated and contributed to operational Cash Working Groups and worked with partners to ensure coordination on programming areas such as registration, market monitoring and joint transfer mechanisms.

Global Coordination

At the global level, IOM pro-actively collaborated, monitored and engaged in inter-agency cash discussions. IOM leveraged its sector expertise in the areas of Camp Coordination and Camp Management (CCCM), Shelter, Water, Sanitation and Hygiene, Protection as well as its tools such as the Displacement Tracking Matrix (DTM) to support, build capacity of cash actors and ensure the coordination and outcomes for sector-based cash or multipurpose cash grants are conducted, met and measured, to the extent possible.

The CBI team participated in the Global Cash Working Group meetings as well as the meetings in the Grand Bargain Cash Workstream, particularly in the subgroup on Linking Humanitarian Cash with Social Protection and Localization. IOM liaised with counterparts within the UN agencies launching the UN Common Cash Statement (UNCCS), including on interoperability of systems and programmatic discussions. IOM followed up with the UNCCS agencies to ensure inclusion in initiatives and alignment with processes and standards.

IOM contributed to the CBI Effectiveness and Efficiency Exercise together with partners in Afghanistan and the Democratic Republic of the Congo. The main focus of this exercise is to find ways to collectively measure and increase the efficiency and effectiveness of cash assistance.

Procurement and the Private Sector

The private sector has always been involved in humanitarian response, including through provision of commodities, facilities, services, logistic support and facilitation of payments. For CBI, the private sector plays an important role in transferring cash to the recipients, providing goods and services to be purchased or redeemed by aid recipients and other support functions such as call centres, printing shops, transportation, communication and other services.

IOM leveraged its cooperation with the private sector as these partnerships can lead to improving the quality and reducing the cost of services provided through CBI. To do so, IOM regularly assessed the availability and mapped out potential private sector partners and related services at global, regional and local level and engaged in discussions and negotiations with relevant service providers. As part of this, IOM worked with partners in the UNCCS and the Collaborative Procurement Initiative and shared information on financial service providers and agreements from IOM country offices. Work was also done to ensure clauses on common procurement (“piggybacking clauses”) in IOM contract templates in order to work closer with partners on harmonizing transfer arrangements and joint negotiations for unified ways of transferring cash and voucher assistance where possible. This work will enable country offices to “piggyback” on the contracts of other UN agencies, and thereby, shorten the procurement process.

Country Coordination

IOM participated and contributed to operational Cash Working Groups at country and local levels as well as inter-agency discussions on response analysis, review and priority setting through inter-cluster and sector working groups, Humanitarian Country Teams and other fora. IOM actively participated in fora where joint technical issues, assessment, feasibility, evaluation and impact studies and guidance development were made. Key assessments and data analysis tools such as DTM and IOM sector assessments fed into inter-agency cash coordination where required. In terms of operational partnerships, IOM worked with local and international actors to implement programmes that use CBI and to ensure coordination with other agencies on programming areas such as registration, market monitoring, assistance packages, usage of similar or joint transfer mechanisms, collaborative procurement and needs analysis as well as post-distribution monitoring and impact studies.

IOM led or co-lead Cash Working Groups (CWG) and Cash Consortiums in Ethiopia, Yemen and South Sudan. Other IOM missions also actively engaged in country-level inter-agency coordination mechanisms as well as common inter-agency transfer mechanisms and minimum expenditure baskets (MEB).

Dugo, Ethiopia: *“Different kinds of support have been provided to us since the time of displacement, but more than anything, we are happy for the immediate emergency shelter and NFI support. With the cash support we were able to buy the most important NFI items. Now we have houses to stay in. Our children are safe. The cash support was unique, it helped us to recover from the property damage and has contributed a lot in improving the living condition of families supported.”*

CO-LEADING CWG IN ETHIOPIA

From January 2019 to January 2022, IOM was co-leading the National CWG along with Save the Children and OCHA as secretariat. IOM hosted a technical advisor from CashCap to the CWG who supported the development of tools, guidelines and other technical tasks based on the needs of the group. The CWG has positively impacted the response, herein joint market monitoring, MEB for all regions, mapping of financial service providers and capacity development of partners.

BRAZIL CBI WORKING GROUP

Since 2020, IOM Brazil has been the co-coordinator of the Brazil CBI Working Group for the Response for Venezuelans (R4V). The members of the working group regularly map the main stakeholders and programmes in the humanitarian response and jointly plan CBI activities annually. The CBI Working Group also held information sessions on the definition of MEB, gender and CBI and protection and CBI. The engagement increased coordination between stakeholders, for example to avoid duplications of aid recipients in CBI programmes.



Distribution of e-vouchers in Brazil. © IOM 2020/Diogo FELIX

CASH COORDINATION IN YEMEN

IOM Yemen co-leads the Rapid Response Mechanism cluster, a nationwide response to displacement, and leads the multipurpose cash assistance component within the cluster as well as the Cash Consortium of Yemen (CCY), a multi-agency cash transfer consortium that provides unconditional and unrestricted cash assistance to vulnerable, conflict-affected households in Yemen. As co-lead, IOM has a seat in the Consortium's Steering Committee and its Technical Working Group. IOM Yemen is also an active, contributing member in the national Cash and Markets Working Group. In its capacity as technical lead in the Rapid Response Mechanism and the CCY, IOM supports with the development of programming tools, such as vulnerability models and assessments, as well as through drafting technical policy and guidance documents. IOM also supports the Cash and Markets Working Group with the joint market monitoring initiative,

a regular price data collection exercise that informs the national survival minimum expenditure basket. IOM has had a notable impact on the cash landscape in Yemen, from managing the integration of CCY cash programming with the Rapid Response Mechanism to designing the CCY programming, including the scope and duration of cash assistance, and designing programmatic tools.

A lesson learned for IOM Yemen was to take initiative. They learned that national coordination mechanisms not always had the needed focus or personnel to deliver tools and guidance needed for a large-scale cash response in a timely manner. In these situations, and when working with smaller, focused coordination bodies, such as consortia, it is faster to move with the development of tools and policies and offer them as public products to other actors.



Aid recipient received cash assistance in Yemen. © IOM 2021

STRATEGIC OBJECTIVE 3: EVIDENCE AND LEARNING

Similar to in-kind assistance, CBI modalities require a high level of monitoring. To mitigate the risks and to improve CBI delivery and satisfaction among aid recipients in future interventions, IOM aimed to systematically monitor and evaluate outcomes to gather lessons learned and promote advancements in CBI efficiency.

 Completed

 Continuous

 Unfeasible

ACHIEVEMENTS BY ACTIONS

ACTION 3.1 Establish a digital SharePoint where case studies, lessons learned, and other CBI documentation can be shared by missions. 

ACTION 3.2 Collect, compile and verify information on existing CBI within IOM through the institutional Questionnaire. 

ACTION 3.3 Consolidate lessons learned and good practices from different missions where CBI was implemented and evaluated, and agree on actions to be taken to operationalize monitoring, evaluation, accountability and learning. 

ACTION 3.4 Collect and review innovative forms of CBI programming across IOM and evaluate whether these can be scaled up or piloted in other contexts. 

ACTION 3.5 Collect different CBI tools, templates and indicators used by missions and work on harmonizing them when possible, taking into consideration the different contexts and requirements. 

ACTION 3.6 Create CBI-specific indicator service codes to capture CBI achievements across different reporting areas and departments. 

ACTION 3.7 Continuous coordination with the Department of Resource Management, the Department of Migration Management, and others to agree on better coordination, including using same activity codes and indicator service codes in the Project Information and Management Application (PRIMA) and the Processes and Resources Integrated Systems Management (PRISM). 

ACTION 3.8 Develop operational guidance for different CBI types, modalities, transfer mechanisms and contexts, based on good practices and lessons learned. 

ACTION 3.9 Organize regular IOM CBI workshops to allow missions to exchange ideas, lessons learned and experience, in addition to reviewing tools and discussing how to continuously improve the way we implement CBI. 

KEY ACHIEVEMENTS

- IOM's budgeting and accounting structure was revised to enable adequate recording, monitoring and reporting on CBI-related financial data. ACO Alert #18 serves as guidance for IOM staff members on how to prepare budgets containing CBI in PRIMA and how to record related expenses in PRISM.
- CBI tools and guidance documents were developed to support missions and increase know-how in the area of CBI, including on standard operating procedures, cash-for-work, COVID-19, risk mitigation and post-distribution monitoring.
- Key CBI tools and guidance were translated to Spanish and French.
- Case studies, lessons learned and good practices were collected from missions implementing CBI in 2019 to 2021, and annual reports were published with case studies from missions implementing CBI in 2019, 2020 and 2021.
- 14 literature reviews were produced on CBI and cross-cutting issues, including cost-effectiveness and -efficiency, accountability to affected populations, disability Inclusion, gender and gender-based violence (GBV).

Internal Financial System

Internal financial processes were aligned to IOM's inter-agency commitments under the framework of the Grand Bargain and internal financial systems were adapted for CBI requirements. IOM revised its budgeting and accounting structure to enable adequate recording, monitoring and reporting on CBI-related financial data to partners and donors and, thereby, allowing for more transparency and accountability. This improved IOM's ability to monitor and report on global financial resources dedicated to restricted and unrestricted modalities of CBI as well as the value of resources transferred to aid recipients.

The new budgeting and accounting structure was published in [ACO Alert #18](#) (only internal access) to serve as guidance for IOM staff members on how to prepare budgets containing CBI in PRIMA and how to record related expenses in PRISM. The revision was done in order to respond to new reporting requirements set by donors and IOM management. Three new material codes in PRISM dedicated to CBI were also created as well as a review and alignment of output and outcome-level indicators for CBI. This enabled IOM to validate the contribution of CBI in respect to its operational effectiveness. This was a continuation of the joint effort to strengthen and complete the new CBI budget and accounting structure.

Tools and guidance

During the last three years, the CBI team developed several tools and guidance documents to support missions and increase knowledge and know-how in the area of CBI. This work was done in coordination with relevant colleagues across the Organization.

The [Standard Operating Procedures Country-Level Template](#) (only internal access) was developed and includes detailed guidance on administrative processes and the respective roles and responsibilities of support units and programme staff during each phase of implementation. It is prepopulated with the agreed minimum standards for operating procedures and financial and administrative processes. The template is adaptable, and country offices are expected to ensure that the procedures reflect their unique operational context while ensuring that agreed minimum standards and best practices are upheld and responsive to contextual limitations and opportunities.

The [Thematic Guidance for CBI staff on Children as Direct Beneficiaries of CBI](#) (only internal access) is meant as a support tool for IOM staff in cases where children, intentionally or not, are considered or become direct recipients of CBI. It includes key terminology, risk mitigation measures, child protection and safeguarding in CBI and specific considerations for cash-for-work.

The [Short Internal Guidance Note on Cash-for-Work](#) (only internal access) defines the activity, and formulates a discussion on appropriateness, selection of participants and targeting as well as transfer frequency, timing and value together with challenges and opportunities.

The aim of the [Guidance Note on CBI and COVID-19](#) (only internal access) is to support IOM missions in understanding, thinking through and preparing for the implications of COVID-19 on CBI operations, how best to adapt CBI programmes and the potential need to either shift to or from CBI modalities depending on contextual changes to markets, access and distributions.

The [CBI Risk Mitigation Tool](#) (only internal access) was developed to heighten the visibility and treatment of risk and to ensure that IOM has the ability to categorize the likelihood against the impact of a risk.

The [Post-Distribution Monitoring Bank of Questions](#) (only internal access) is meant to aid country offices in the design of PDM and learning exercises.

The [CBI Proposal Checklist](#) (only internal access) was developed to support country offices in developing proposals, and it includes considerations for assessments, targeting and beneficiary selection, conditionality, restriction, nature of transfer and frequency, transfer mechanism, complaint and feedback mechanism, monitoring and indicators, coordination and compliance, access, terminology and sensitization.

The [Camp Managers' Guide to CBI](#) is an introductory and practical tool for Camp Coordination and Camp Management (CCCM) field practitioners, on the use of CBI. It covers what CBI is, how service providers consider and programme 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 camp management responses. The focus of this guide is on camp-based responses but can also be relevant for out of camps settings. The guide was prepared by the CCCM team in coordination with the CBI team.

Key CBI tools and guidance were translated to Spanish and French in order to increase the capacity, preparedness and operations in Spanish and French speaking countries.

Lessons Learned and Good Practices

Leveraging its CBI network, IOM established an institutional repository of validated tools and standards, lessons learned and case studies on CBI. The repository has been made available online to country offices looking for advice and guidance on past and current CBI across the Organization's portfolio. This includes CBI tools and templates prepared by IOM missions as well as literature reviews and lessons learned documents.

Case studies, lessons learned and good practices were collected from missions implementing CBI. This led to the [IOM CBI Case Studies 2019](#) (only internal access) report, which contains 12 case studies from six IOM regions, the [IOM CBI Annual Report and Case Studies 2020](#) and likewise the [IOM CBI Annual Report and Case Studies 2021](#), both with case studies from more than 30 IOM missions. The reports showcase the different ways and different contexts in which CBI can be used and aim to exchange experiences between missions.

General findings from post-distribution monitoring of CBI across IOM missions show that a high number of aid recipients expressed their preferences for assistance in cash, as it helps them to cover their needs, and that they were satisfied with the amount received and the payment process. IOM assistance was found to have positive impacts on family relationships and general well-being of aid recipients.



Voucher distribution in Tunisia. © IOM 2020

POST-DISTRIBUTION MONITORING IN ARGENTINA

As a lesson learned, IOM Argentina highlighted the importance of conducting post-distribution monitoring (PDM) as its findings allowed them to better understand whether the established processes and mechanisms were appropriate. It allowed the mission to determine opportunities of improvement on which they were able to act for future responses. The information also allowed the mission to review feedback on IOM's service providers and staff as well as the experiences of the aid recipients.

RISK OF FRAUD IN COLOMBIA

IOM Colombia determined that the possibility of fraud was a high risk for all cash transfer programmes. Therefore, the national CWG published an anti-fraud campaign to raise awareness among communities of migrants that humanitarian aid programmes are free and do not require any payment. The campaign was mobilized through social media. The complaint and feedback mechanism was also highlighted as important to ensure that the population can report this type of situation.

MITIGATING RISKS IN LEBANON

IOM Lebanon found that there were increased vulnerability and protection risks for aid recipients accessing ATMs to withdraw cash assistance due to increased tensions with the host community. A good practice adopted by IOM was staggering the transfer of cash to limit the number of beneficiaries withdrawing cash on the same day. This decreased crowds at ATMs and contributed to enhanced safety and security for the aid recipients.

In coordination with the IOM Advisor on the Humanitarian-Development-Peace Nexus (HDPN), an [info sheet on the HDPN and CBI](#) (only internal access) was developed and a panel discussion on the topic was organized in 2020. During the panel discussion, colleagues from Peru and Turkey presented their experiences and an IOM consultant presented research from the Middle East and Northern Africa region on how CBI can lead to more sustainable outcomes and provide exit strategies for humanitarian actors, including early recovery and livelihoods interventions and linkages to national social safety net systems.

The CBI team also organized a panel discussion on risk and risk mitigation in 2020 with presentations from the Chief Risk Officer and colleagues working in South Sudan and on the cross-border Syria response as well as sessions on data protection and confidentiality and risk management during the 2019 Global CBI Workshop.

Literature Reviews

The CBI team produced literature reviews focused on a variety of cross-cutting themes, including gender, GBV, disability inclusion, COVID-19, cost-efficiency and cost-effectiveness, the environment and climate change, financial inclusion and child protection. This was in line with the commitment to expand knowledge on the multifaceted nature of CBI across its operational portfolio.

The CBI team conducted a [literature review on cost-effectiveness and cost-efficiency in CBI](#) (only internal access). The literature review found that cash transfers are generally more efficient than vouchers and in-kind assistance, however, the efficiency of an intervention depends on scale, crisis context, procurement practices and any hidden costs. Cash transfers are also more cost-effective than vouchers, which in turn are more cost-effective than in-kind assistance. Efficiency from the perspective of aid recipients is dependent on waiting time, forgone income and transportation costs. There may be a trade-off between efficiency for the implementing agency and for the aid recipients.

Another literature review focused on [accountability to affected populations in CBI](#) (only internal access). It found a general preference for cash by aid recipients as they reported an enhanced sense of dignity, normality, independence, choice and ownership of decisions. Aid recipients also reported other positive impacts, including flexibility, ability to identify own priorities, reinforcing resilience, addressing a wide range of needs, reducing negative coping strategies and the potential to invest in income-generating activities and repaying debt as well as improved social cohesion and relations with host communities and within households. In the literature, several activities are suggested to improve accountability to affected populations in CBI, including positive engagement with community leaders, continued dialogue and bringing aid recipients into decision-making processes as well as information and accountability to aid recipients throughout the project cycle.

Protection and Gender Mainstreaming

The IOM Strategy for Humanitarian CBI integrates gender, protection and GBV considerations as cross-cutting issues. In line with this, several tools were developed integrating GBV measures, including the Standard Operating Procedures Country-Level Template, the CBI Risk Mitigation Tool and the PDM Question Bank. The CBI team organized a panel discussion on GBV which focused on GBV considerations for CBI and GBV risk mitigation. The session contributed to develop the capacities of staff members on GBV risk mitigation in the context of CBI. To enable greater understanding of the impact and relationship between CBI, gender and GBV, in-depth literature reviews were carried out to support interventions and programming going forward.

The [literature review on gender](#) (only internal access) found that if well designed and delivered, CBI modalities have proven to be a good tool to empowering women and girls to participate in household decision-making, and in some cases reduce domestic violence. CBI can have positive impacts on the well-being and opportunities of women and girls, particularly in relation to employment and education. However, it should be noted that cash assistance is not always sufficient to empower female

recipients. In some cases, it might also have some adverse effects, necessitating a full analysis prior to implementation in addition to active monitoring throughout the programme. Programme design and implementation can strongly influence gender protection and empowerment outcomes; therefore, it is necessary to understand the implications gender norms can have on programming.

The [literature review on GBV](#) (only internal access) found that while the effects of CBI on GBV are hard to measure, studies have shown that CBI can put aid recipients at risk of harassment and exploitation at distribution points and increased risk of GBV as CBI can disrupt the gender balance. However, studies have also shown that cash transfers, when combined with behaviour-change communication, can significantly reduce physical intimate partner violence.

Gabrielle, Curaçao: "I moved just to get a better life and stability for my daughter. The voucher was very good because I could afford to buy things that I have to eat and I could afford to buy food for my daughter to take to school and all the things that we need so it was very helpful".



Cash for shelter response in Oromia Region, Ethiopia. © IOM 2019/Gerard REILLY

Inclusion of Persons with Disabilities

Since 2018, the CBI team has paid specific attention to mainstream disability inclusion in operational tools and guidance for staff members, among other things, to strengthen the consideration of persons with disabilities when writing proposals, conducting post-distribution monitoring and planning cash-for-work interventions. In 2021, IOM increased the commitment to disability inclusion further with the Memorandum of Understanding with CBM Global. Through the collaboration on disability inclusive cash assistance the aim is to generate evidence and promote innovative practices. In the coming years, the aim is to strengthen the inclusion of persons with disabilities within CBI even further by addressing the existing evidence gaps by gathering evidence on persons with disabilities and learnings on disability inclusive cash assistance while also strengthening organizational capacity within IOM.

Significant steps were taken to build capacity of IOM staff members on disability inclusive CBI, including an online training series on CBI and disability inclusion. The training series aimed to equip staff members with the ability to apply the learnings on disability inclusion within future CBI and to recognize the importance of ensuring inclusion of persons with disabilities within cash and voucher programmes. During the introductory sessions, staff were provided with guidance on how to implement disability inclusive cash-based interventions with presentations on disability inclusion, inclusive project cycle management and identifying and addressing barriers to access and use cash. The first thematic session focused on inclusive assessments for CBI with presentations on disability inclusive data collection, inclusive assessments for CBI and a pilot project in IOM South Sudan. The second session focused on inclusive cash-for-work and included a case study from IOM Bangladesh.

A [literature review on disability inclusion](#) (only internal access) showed that persons with disabilities can experience barriers in accessing humanitarian assistance. To address these barriers, it is important to consider the accessibility of the delivery mechanism, feedback and complaints mechanisms and information on programmes

and include accessibility to markets and vendors in market assessments. To do this, it is also vital to gather evidence on persons with disabilities and their situation, needs, barriers, risks, capacities and preference, and consult with organizations of persons with disabilities and persons with disabilities themselves.

PILOTING TOOLS IN SOUTH SUDAN

IOM has piloted CBM Global's inclusive humanitarian cash transfer tools in South Sudan to better understand the situation of persons with disabilities as recipients of cash transfers and how disability inclusion can be mainstreamed in cash programming; with the aim to contribute towards joint learning in the area of disability inclusive cash assistance. IOM South Sudan found that more than 80 per cent of the aid recipients preferred cash over in-kind assistance and that cash assistance could play an essential role in improving resilience.

INCLUSIVE CASH IN BANGLADESH

Persons with disabilities have been included in cash-for-work interventions which have resulted in key benefits, including a positive change among local community members in their perception of persons with disabilities while persons with disabilities have been able to earn an income and felt welcome and included.



Cash-for-work activity in Cox's Bazar, Bangladesh, where the participants make baskets. © IOM 2021

CONCLUSION

IOM completed the overall goals and strategic objectives of the Strategy for Humanitarian CBI 2019–2021. IOM expanded CBI and integrated CBI modalities across humanitarian programmes, systematizing the use of CBI modalities and aligning with international commitments. This allowed the Organization to build a common understanding of what CBI means and where, why and when to use CBI modalities. This will ensure a higher level of efficiency and effectiveness when implementing CBI going forward. Over the three years, IOM reached 4.5 million beneficiaries in 122 countries.

CAPACITY, PREPAREDNESS AND OPERATIONS

With the objective to reinforce IOM's institutional and operational capacity and preparedness to mainstream and expand humanitarian assistance delivery through CBI, the CBI team built the capacity of IOM staff members through the development of the CBI Manual, direct technical advice and operational assistance, country and regional CBI focal points and more than 60 workshops, trainings and webinars. This ensured that country missions, regional offices and relevant divisions within Headquarters and Administrative Centres were well informed and equipped to routinely consider cash and voucher assistance CBI as modalities of assistance.

PARTNERSHIP AND COORDINATION

To strengthen partnerships and coordination of CBI delivery with humanitarian partners, the private sector and other actors, the CBI team participated in the Global Cash Working Group, Grand Bargain workstreams and other global meetings on CBI and engaged with the Common Cash Statement agencies and the Collaborative Procurement Initiative as well as the private sector. Country offices actively engaged in CWGs and worked with partners to ensure coordination on registration, market monitoring and joint transfer mechanisms. Enhanced partnerships contributed to improve programme quality, timeliness and scale.

EVIDENCE AND LEARNING

To increase knowledge, evidence and learning on CBI in IOM, the CBI team built an evidence base on CBI programmes, including case studies and literature reviews. This allowed missions to share their experiences and best practices. In coordination with relevant stakeholders, the CBI team revised IOM's budgeting and accounting structure to enable adequate recording, monitoring and reporting on CBI-related financial data and developed tools and guidance documents to support missions and increase know-how in the area of CBI.



Regina from Rutana province in Burundi, received an unconditional cash grant which she hoped to spend on renting land to cultivate for her family. © IOM 2019/Triffin NTORE

LOOKING FORWARD

CBI has been used for many years across IOM's programme portfolio, mainly in humanitarian and emergency response settings. Following the Grand Bargain, the international community, including IOM, has committed to increase the use of cash-based assistance. This led to an increase of IOM CBI programming in recent years, reaching close to 1.9 million individuals in 2021. As CBI has expanded and become increasingly relevant beyond humanitarian response, the Organization established the CBI Unit in January 2022, which reports directly to the Deputy Director General for Operations. With this change, IOM plans for a comprehensive approach to CBI across all IOM departments, allowing for the adequate use of cash and voucher modalities to efficiently and effectively implement both humanitarian and development programmes. CBI will also be embedded in broader protection and solutions strategies and, particularly, be designed and implemented with a rights-based approach.

Moving forward, IOM remains committed to using the best modalities and mechanisms available to ensure effective and dignified assistance to people in need. IOM sees both cash and voucher assistance as modalities to achieve programme objectives in a more dignified and empowered manner. The CBI Unit will continue to enhance IOM's effort to coordinate, standardize and increase the use of cash and voucher assistance across the Organization. This includes setting and implementing strategic CBI priorities, designing relevant tools and reviewing internal processes in coordination with relevant stakeholders, while also providing technical and capacity-building support to IOM field offices.

To ensure a more comprehensive approach to CBI across the Organization, IOM established an inter-departmental CBI Steering Committee in March 2022 to discuss and agree on common strategic objectives. Following, the CBI Unit will develop a multi-year, comprehensive strategy to contribute to increasing the use of CBI as a transparent, coherent and accountable modality across IOM; not only expanding the reach of

IOM assistance but also improving the impact of IOM projects and linking humanitarian cash to social protection. The CBI strategy will include humanitarian, development and peace operations, taking into considerations the specificities related to migrants and internally displaced persons. IOM's focus on social protection will be enhanced, including by building capacity on supporting national social safety nets and linking CBI with transition strategies whenever appropriate. IOM will work closely with partners to ensure CBI contributes to strengthening the HDPN.

IOM will continue to develop staff members' CBI capacity across the Organization through trainings, workshops and webinars as well as development and revision of internal guidance and processes. In continuation of the progress made between 2019 to 2021, the CBI Unit shared guidance on rental assistance, procurement processes for CBI transfer mechanisms and beneficiary assistance and consent forms in early 2022. The CBI Unit started developing and piloting CBI training materials and plans on organizing CBI trainings in several regions in 2022. In addition, the team will explore more deeply the feasibility of long-term agreements with financial service providers at the global and regional level, as will engagement with private sector actors.

During the COVID-19 pandemic, CBI has been a solution to support migrants, returnees and internally displaced persons wherever they are by increasing the portability of assistance. CBI has proven resilient to movement restriction regulations and adaptable to the future challenges of mobility post-COVID. IOM will work on identifying ways to increase the portability and flexibility of assistance delivered by IOM to migrants and other people on the move. CBI can also contribute to protection outcomes, as it can be an enabler to ensure freedom of choice, participation, and inclusion of the most vulnerable groups. In coordination with relevant stakeholders, the CBI Unit will continue to build capacity and develop guidance on the use of CBI to achieve protection outcomes in IOM programmes.



International Organization for Migration (IOM)
17 route des Morillons, P.O. Box 17, 1211 Geneva 19, Switzerland
Tel.: +41 22 717 9111 • Fax: +41 22 798 6150
Email: hq@iom.int • Website: www.iom.int