Implementation of Cash for Work Program for Post Disaster Emergency Recovery Process Based on Experience in Post War Resettlement Process through Emergency Northern Recovery Project of Sri Lankan

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Abstract

Immediately after the resettlement process of post war resettlement in Sri Lanka, Livelihoods of the IDPs were critically poor and Cash for Work (CfW) is the element facilitates the community for their short term employment; it also creates a community ownership through the direct participation of community in the reconstruction of their own village. This facilitated the community strengthening with livelihood development. This study area confines in Northern Provence of Sri Lanka. Continuous review was carried out since the begging of the CfW programme up to the final stage of CfW programme. Focus Group Discussion (FGD) and Impact assessment survey was carried out to find out the strength, weakness of implementation and visualize the livelihood development. Monitoring and Evaluation process facilitated to modification of the programme. Finally, Generalized Model for Implementation of CfW for post emergency situation was developed. The common recommendation for CfW were; carrying out baseline data collection, developing overall objective, setting target for CfW program, determine the wage rate for CfW program, recruitment and motivation of staffs, decide whether to collaborate with local NGOs, select community based existing committee or new CfW committee, strengthening the community groups, baseline profile of beneficiaries, selection of subproject, design & implement the selected project, chose a reliable method for payment, set up monitoring & evaluation system and develop a phasing out strategy to meet the sustainability of the CfW programme. By implementing the proposed structure of CfW program will help to uplift the community’s socio economic status with sustainable manner in the future CfW programme.

Key Words: Cash for Work, Community Resource Person and ENReP

Introduction

CfW is a short-term intervention used in the Emergency Situation by Governments and International organizations to provide immediate assistance through creating temporary employment in community based projects such as repairing roads, clearing shrubs in the public properties such as school, temples, hospitals, etc, clearing debris, clearing canals to uplift the livelihood of the vulnerable segments of the community. The methodology is relatively new, but its use has become increasingly common in food insecure, disaster-affected or post-conflict environments. This findings, examines the process of CfW implementation and provides a general methodology that can be adapted to the many different countries and contexts in which CfW to be implemented. Based on ENReP experience, the rationale of CfW and describes when the use of the methodology is most appropriate. The Guide provides simple, useful tools for determining the appropriateness of CfW, a general framework for implementation, and the forms and documents necessary for implementing CfW programs. This is meant to act only as a general guideline. Each program will vary in context, and the CfW process should be adjusted accordingly.
Objective

To recommend a generalize model for implementation of CFW program during post emergency context based on the experience gained from the implementation of cash for work of Emergency Northern Recovery Project (ENReP).

Methodology

The study area confines in to Vavuniya, Mannar, Mullaithivu, Kilinochchi and Jaffna district in the Northern Province. Continuous review was carried out since the begging of the CfW programme in December 2009 up to the ending of CfW programme in March 2012. Forcus Group Discussion (FGD) was carried out among CfW beneficiaries, Community Resource Persons (CRP), Village heads and Institutional Higher-ups such as Gramaniladari, Divisional Secretariats etc to find out the strength and weakness of implementation of CfW programme and recommendation for improvements. Impact assessment survey was carried out to find out the livelihood development of CfW beneficiaries during and after the CfW programme. Modification of Implementation of CfW programme was undertaken throughout regular Monitoring and Evaluation process. Finally, Generalized Model for Implementation of Cash for Work Program for post emergency situation in Sri Lanka was developed.

Emergency Northern Recovery Project Experience with Cash for Work Programme

ENReP Cash-for-Work programming includes Northern Province of Sri Lanka which is adversely affected by the conflict. Over the past two years, ENReP CfW programming has provided direct assistance to more than 49068 families consisting of around 171738 members living in post-conflict environments, while indirectly benefiting countless more through the outputs of CfW activities in the form of revitalised markets and improved community assets. The projects implemented using CFW programming vary significantly in response to local needs, based on the community decision making.

During the post conflict recovery of Sri Lanka, 392324 members of 120874 families of Internally Displaced Peoples were resettled in the Northern Province which includes Kilinochchi, Mullithivu, Vavuniya, Mannar and Jaffna. They resettled in their one village two years after displacement. Hence, Priorities were given to clear away the debris and shrubs surrounding their own house. Thereafter road clearing, clearing of School, Hospitals and Temples, well clearing paddy land clearing and other community based clearing. Primary targets of CfW programming were Internally Displaced People (IDPs) who were resettling immediately after the resettlement process was started and returnee families. Cash-for-Work activities were therefore designed to provide these individuals with a source of income and enable them to re-build basic infrastructure to facilitate safe returns.

Payments of the Cash for Work were direct deposit to beneficiary’s bank account. It assured the reliability of payment. But the shortcomings have been observed that the delay in payments. It can be overcome by creating a Mobile Bank during the payment dates. CfW activities provided cash for debt repayment, served as a temporary source of income for immediate needs, and funded the rehabilitation of community economic assets.

Continuous livelihood monitoring was not planed in the initial designing stage of the CfW. Hence, the sustainability after the CfW program was criticized in few forums. But in the initial design of the project formulation was to facilitate immediate livelihood assistance to the IDPs. It was successfully achieved by the project. After the CfW program employment was created automatically in fairly rapid manner due to the blooming development activities in the northern Sri Lanka.

All the sub activities carried out by the community were completed with the Environment and social screening as per in the operational guidelines of the cash for work programme prepared in the beginning of the project.
Table 1– Villages selected under Cash for Work programme

<table>
<thead>
<tr>
<th>District</th>
<th>Target No. of GN Division</th>
<th>Benefited families</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vavuniya</td>
<td>56</td>
<td>6,862</td>
</tr>
<tr>
<td>Mannar</td>
<td>72</td>
<td>8,823</td>
</tr>
<tr>
<td>Jaffna</td>
<td>72</td>
<td>3,412</td>
</tr>
<tr>
<td>Kilinochchi</td>
<td>56</td>
<td>19,919</td>
</tr>
<tr>
<td>Mullaitivu</td>
<td>85</td>
<td>11,788</td>
</tr>
<tr>
<td>Anuradhapura</td>
<td>13</td>
<td>1,519</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>349</strong></td>
<td><strong>52,323</strong></td>
</tr>
</tbody>
</table>

Before commencing the CfW A quick in-house baseline survey was done to compare project evaluation in the latter stage. The cash for work programme was started with appointment of Community Resource Person in each village with the assistance of one technical and financial staff of ENReP project office. The cash for work payment was done for 50 days earlier and later it was increased to 90 days. Under this project nutrition food and tools were also provided for the resettlers. The payment of stage 1 is 20,000/- for each IDP families for cleaning the house land and maximum of Rs. 25,000/- paid for the man days of work in common areas.

28,652 Nos. of families benefitted by the Cash for Work programme and 1,635,033.50 Nos of man days worked for the above programme and totally Rs. 817,516,750.00 paid for the beneficiaries and Rs.30, 474,851.37 were spent for food, tools and administration expenditures. All the CfW activities were audited by social audit committee formed within the village itself in addition to normal audit process of the project. The procurement of all the tools and food items were procured by the community procurement committee formed by the community itself.

Table 2 –Summary of Cash for work activities

<table>
<thead>
<tr>
<th>District</th>
<th>Stage 1 (Home Clearing)</th>
<th>Stage 2 (Common Work)</th>
<th>Total Amount Paid</th>
<th>CFW Food, Tools and Administration Cost</th>
<th>Total Amount Paid for CFW</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jaf</td>
<td>2,251</td>
<td>42,095,000.00</td>
<td>25,020.50</td>
<td>54,605,250.00</td>
<td>2,051,950.41</td>
</tr>
<tr>
<td>Kili</td>
<td>8,438</td>
<td>164,865,000.00</td>
<td>117,304.00</td>
<td>223,517,000.00</td>
<td>8,091,288.38</td>
</tr>
<tr>
<td>Man</td>
<td>4,545</td>
<td>87,762,500.00</td>
<td>71,312.50</td>
<td>123,418,750.00</td>
<td>4,817,176.97</td>
</tr>
<tr>
<td>Mul</td>
<td>9,147</td>
<td>180,510,000.00</td>
<td>188,079.50</td>
<td>274,549,750.00</td>
<td>10,026,374.57</td>
</tr>
<tr>
<td>Vav</td>
<td>3,493</td>
<td>69,515,000.00</td>
<td>111,405.00</td>
<td>250,435.00</td>
<td>4,817,176.97</td>
</tr>
<tr>
<td>Anu</td>
<td>778</td>
<td>12,040,000.00</td>
<td>8,337.00</td>
<td>16,208,500.00</td>
<td>4,817,176.97</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>28,652</strong></td>
<td><strong>556,787,500.00</strong></td>
<td><strong>521,458.5</strong></td>
<td><strong>817,516,750.00</strong></td>
<td><strong>847,991,601.37</strong></td>
</tr>
</tbody>
</table>

Figure 1 - Beneficiaries Participated in Stage 1 & Stage 2
The following pictures show that IDPs are participating on cash for work programme and the highlight of this pictures show that female participation is high than male participation.

The following pictures show the activity of providing nutrition food for the cash for work programme and elders involved in the childcare works.

**The Rationale for CFW Implementation**

While the financial resources provided by CFW programming are short-term in nature, the positive results were optioned by the CFW program. Employment opportunities generated by CFW programming enable many individuals who would otherwise be reluctant to resettle after the post conflict situation which will create a abundance their homes and preserve their communities, families and neighborhoods. Cash for Work provides assistance not only in the form of the restoration of livelihoods through economic stimulation and opportunity, but is an impetus for affected individuals to reinvest back into the community. Cash for Work can be a powerful instrument for positive change but it is not appropriate in all cases. Reunion of communities and mental relaxation was also achieved through the CFW program. It is also facilitated to strengthen their communities. Following advantages and disadvantages of CFW for the beneficiaries, the implementing team, and the local population can be expected.

**Advantages of CFW Program**

- Direct cash transfers to the bank account provide a reliable and flexible resource to affected households and empower individuals to spend money according to their needs and priorities. This created the reliability and empowered the individual to decide on their own.
- CFW stimulates recovery of the local economy by renovation of common properties, reintroducing short term income flow, supporting local businesses through the increasing the purchasing power the households and facilitate them purchase food and non-food items locally according to their need.
- Community selected sub project undertaken through CFW programs helped the rehabilitation of damaged community assets while maintaining the dignity of the affected population through meaningful community engagement in the selection and implementation of projects.
CFW empower the household to decide on his own purchase and also it is cheaper than distributions of food or non-food items.

Cash earned through CFW activities can help break debt cycles, which may be exacerbated by the need for immediate cash in a post-conflict environment.

CFW program will help to uplift the social unity and will create an ownership among the comities.

Community decision making will empower the community to decide on the community needs.

CFW activities can involve large numbers of the population, be designed to encourage the integration and participation of women and other marginalized groups in the area, and benefits the community, not only the individual.

Disadvantages of CFW Program

- CFW can only be implemented in cash economies and can lead to inflation and price distortion in local markets if not monitored appropriately.
- Low wage rate will cause inequalities among the community but the higher wage rate than the market wage rate will destroy local labour market supply.
- There is potential for exploitation and diversion of CFW assistance. Cash can be diverted to illegal or unwanted activities such as drugs and alcohols. It can be managed through direct deposit to the Bank account and it will reduce the freely availability of the cash in hand which will reduce the unwanted activities.
- CFW can influence local cultural norms by changing traditional responses to community needs or volunteerism. Also it was observed that the women participation was more than 80%, which can interpreted in the positive was as women empowerment and also can negatively interpreted as the household duties of women’s are neglected.
- Activities may divert people from their traditional livelihoods or other productive activities if wages are poorly calculated. Participants may come to view CFW as a source of long-term employment and rely on CFW positions as a primary source of income.

Women’s Role in CFW

The capability of CFW programs to empower women is highly contextual. On one hand, the ability to earn income can increase the status of women both within their household and the community, and can provide greater decision-making authority over household spending decisions. On the other hand, in societies where gender roles are strictly defined and enforced, women may not retain control over their incomes so that providing cash directly to women may lead to disputes or even violence. Therefore, while encouraging female participation in CFW programs should be a priority, it is essential to understand the relevant cultural context. Women are usually participants in the local market economy and can readily participate in CFW in ways that are consistent with cultural tradition. For example, women may work little lighter and socially acceptable task such as roads clearing, cutting shrubs, cleaning school, temples etc.

Determining the Appropriateness of Cash for Work

In an emergency situation rapid assessment is critical for determining the appropriateness of CFW. To find out the appropriateness small scale investigation should be undertaken.

Find the Needs of the Community

Target group discussion with a wide range of stakeholders such as government, private, NGO, etc and surveys of existing literature from government agencies and other organizations operating in the field will be useful to fabricate the system for need assessment.
<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>If yes degree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Are there any negative impact on food</td>
<td>1  2  3  4  5</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Are there any negative impact on income</td>
<td>1  2  3  4  5</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Are there any negative impact on assets essential for the livelihood</td>
<td>1  2  3  4  5</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Are people able to meet their basic needs with the food and income available after the emergency situation?</td>
<td>1  2  3  4  5</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Are people able to recover their livelihoods with the assets and income available after the emergency situation?</td>
<td>1  2  3  4  5</td>
<td></td>
</tr>
</tbody>
</table>

- What strategies are people using to cope with food insecurity or income insecurity?
- What are people likely to spend cash on?
- Do emergency-affected populations have a preference for cash or in-kind approaches?

### Social relations and power within the household and community

Separate interviews with men and women to cover the gender aspect and ensure the different social, ethnic, political, and socio-economic groups participation to avoid the conflicting interest.

1. Do men and women have different priorities?
2. How is control over resources managed within households?
3. What are the differences within the community in terms of control over resources?
4. What impact will cash distributions have on existing social and political divisions?

### Food availability in the community

To get an idea about the food availability focus-group discussions with producers are very much appreciated. National and local statistics, Agricultural calendars, Government subsidies and policies can be use as secondary data.

1. Is food available nationally and locally in sufficient quantity and quality?
2. Will normal seasonal fluctuations and harvest cycles impact food availability?
3. Do government policies or other factors affect food availability?

### Status of Markets in the community

Interviews and focus-group discussions with traders to do price monitoring in key markets, interviews with moneylenders, debtors and creditors, Assess the volume of cash being provided by the project, compared with other inflows such as remittances, Ensure that remote areas are covered when analyzing how markets work.

1. Are markets in the affected area operating and accessible?
2. Are essential basic items available in sufficient quantities and at reasonable prices?
3. Is the market competitive?
4. Is the number of suppliers large enough in relation to the number of buyers to keep prices balanced?
5. Is the market integrated? (i.e. are market services functioning and enabling goods to move from areas of surplus to areas of deficit?)
6. Are traders able and willing to respond to an increase in demand?
7. What are the risks that an injection of cash flow into the economy will cause inflation in prices of key products?

### Security and delivery mechanisms

Interviews with potential beneficiaries and Banks about local perceptions on security and ways of money handling and money safely are necessary. Analysis of the risks of moving or distributing cash, Analysis of the political/economic context.
1. What are the options for distributing cash?
2. Are banking systems or informal financial transfer mechanisms functioning?
3. What are the risks of cash benefits being taxed or seized by elites or warring parties?
4. How do these risks compare with the risks posed by in kind alternatives to cash?

4.1.1. 6.6 When to implement CFW

1. Proposed structure for CFW program
The proposed structure gives an outlines the necessary steps for implementing CFW programming. The steps are arranged based on the experience gained from ENReP. Modification can be according to the individual context, the general process of CFW implementation follows the pattern outlined below.
Baseline data collection
It is collection of data, through household interviews and target group discussions to find out the appropriateness of the CfW program in the emergency situation. Income factors, market availabilities, needs of the communities and the damaged resource.

Develop an Overall Objective
Once an assessment has ascertained that CfW is an appropriate intervention, the first step is to develop an overall programmatic objective. This will define and prioritize the purpose of CfW, while facilitating monitoring, clarifying results and developing effect and impact indicators. There are four general objectives of CfW program.

Set target for CfW program
The target is to supply people with cash when the community does not have assets to purchase food and necessary item when they are available in the market.

Determine Wage rate for the CfW program
The eventual success or failure of a CfW program is often a function of the care taken in setting the wage rate. It must be sufficient to inject needed cash flow into the local economy without causing unwanted economic ramifications such as price fluctuation, dependency, or competition with local producers. In order to minimize market distortion, the agency needs to ascertain wage rates for skilled
and unskilled labor before and after the disaster through cooperation with government, local leaders, and/or local business people. The wage should usually be fixed at an amount lower than the market rate to ensure that CfW projects attract the most economically disadvantaged individuals. A general target is 10%-20% lower than the regular market rate. If wages are too high, CfW projects may entice people away from their regular livelihood activities. However, in the immediate aftermath of a large-scale disaster, the majority of employment activities may be interrupted. In this case, it may be appropriate to adopt wage rates comparable or even superior to those previously in existence to rapidly reintroduce economic activity.

Surveys of the local economy, including an overview of market prices and the availability of employment, should be performed on a regular basis throughout the project to ensure that CfW wages stay at the appropriate level. In instances where local businesses continue to have difficulties hiring sufficient laborers because of competition with CfW programs, then it reflect that the labour market have been activated. In that point the CfW is recommended to close because it will ensure the livelihood of the individuals. If the CfW is not close even after local labour market is activated, then it will lead to dependences in the community. An inquiry into the condition of the local market and wage rate appropriateness should include the following steps:

**Establish market prices for basic commodities**

Determining the prices for basic commodities helps ensure that the wages set by the CfW program are not too low to meet the basic needs of participating households. It is acceptable that in disasters and emergencies, the cost of living often rises.

**Compare the wages other agencies are providing for similar projects and ensure coordination**

It is important to consult other agencies implementing CfW in the same areas about their CfW wage structure. Differences in wage levels may create disputes between communities. It will also create an inequality among the community and the implementation of the program will be difficult in such case.

**Determine how the pay rates will be measured**

There are many options for determining how payment is made. “Daily wage rate for the labour” is recommended by ENReP for CfW payments. This rate allows for flexibility and is often utilized with projects of undefined duration. Because it is not output-oriented or tied to deadlines, this form of payment can stretch out for a considerable amount of time and does not necessarily achieve the aim.

To avoid this person day per unit (e.g. person day for number of acres cleared, person day for kilometers of road or canal cleaned) establishes a clear person day unit. It requires a technical method to determine the man days for the particular task.

**Recruit and Orient Project Staffs**

In case of emergency scenario, when CfW program follow an initial distribution of emergency materials then the rapid recruitment of CfW staff is essential. In acute emergencies, when CfW programs follow an initial distribution of emergency material, CfW project staff members are often the same employees involved in the first emergency response. Ideally, the project manager who is an expatriate or national has had previous CW experience to expedite program startup. Whatever the final structure, the initial team should include individuals familiar with the agency, its operational procedures, and agency values. The exact number and structure of staff will vary depending on context and size of the operation. It is important to provide a general agency orientation and specific CfW program orientation to all new employees, including reviewing the relevant job description. Particularly important is to provide on-the-job mentoring by experienced CfW staff to new team members.

**a) Project Director**

Has overall supervisory and oversight responsibilities of the program in the Province.

**b) Deputy Project Director**

Has overall supervisory and oversight responsibilities of the District.

**c) CFW program coordinator**

CfW project administration, including paperwork management and coordination with program support personnel logistics and human resources.
d) **Technical officer**  
Provide technical advice for the rate of sub project as needed

e) **Monitoring and evaluation officer**  
Develops and maintains the monitoring/evaluation system, oversees baseline assessments, and spearheads program documentation and the identification of best practices/lessons learned.

f) **Social officer**  
Facilitate in the social participation and the design the CFW program without any social issues. Facilitate the mobilization of the community for the events. Provide training facilities for the CRPs and Group leaders if necessary.

g) **Community Resource Person**  
Conducts day-to-day project supervision, leads the team in setting project priorities and planning, maintenance of attendance records.

h) **CFW Committee**  
This is formed by grouping prominent individuals in the villages who will be Priorities the work to be undertaken in the in the field.

i) **Group Leader (community member)**  
Field level leader who is responsible for the small group management and give instruction to their work group on day basis.

j) **Financial assistant**  
Financial Assistant is the person facilitating timely and adequate purchasing of tools, equipment, transportation and asset tracking. Also supervises financial functions of the program including reporting. They may have paymasters who report to them and who administer the distribution of salaries to CRPs.

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**Decide Whether Partnership with Local NGOs is Needed**

CFW program can be collaborated with other local entities, NGOs and INGOs. Decision should be made in the initial stage of the program to ensure the responsibilities of partner organization. It is essential to classify the forks according to their experience and get the optimum output from each
organization. Clear agreement should be essential among the partner organization to avoid conflicting interest among the organization.

**Select Community based existing comities or new CfW comities for CfW Program**
Community participation is essential in the CfW program to empower the community. To ensure this, existing community based organization such as RDS, WRDS, FO, etc can be involved in the decision making of the CfW program. If those comities are not functioning or non active, then the decision can be made by the newly formed CfW comity. CW comity will be the representative of the village.

**Strength Community Based Groups or Established New CfW Committee**
Proper training should be given rapidly to the CfW comity to made decision, prioritize the village needs and the community needs. Facilitate the comity with an office space, instruments and stationeries for their day to day activities.

**Collect Baseline Profile of Beneficiaries**
With the involvement of the CfW committee, GS and DS select the beneficiaries for the CfW program. The income level and the livelihood standard should be considered during the selection.

**Selection of Sub Projects**
The process of choosing communities for CfW activities relies largely on the initial assessment, the agency’s target area and existing activities in the region. The initial appraisal may involve discussions with existing local government and community structures, religious or tribal leaders and elders.

- **Interest and receptivity:** The community must be supportive of the program activities.
- **Level of infrastructure damage:** This level must be within the agency’s capacity to address.
- **Commitment of local government officials:** The support of local leadership is crucial to the success of the program.
- **Labor availability:** There should enough laborers.
- **Commitment:** Local community structures should pledge to be inclusive and allow for input and decision making by women, men and marginalized groups in the community.
- **Accessibility:** The site must be accessible to permit start-up and continued monitoring.
- **Other actors:** Avoid working in areas where other NGOs are running similar or contradictory programs.
- **Potential for longer term engagement:** Determine if the program fits with other areas of operation and if there is potential for long-term recovery and development activities.
- **Community Responsibilities:** The responsibilities of community representatives can include:
  - Defining selection criteria for beneficiaries.
  - Disseminating information on objectives and the size of cash payments.
  - Selecting beneficiaries.
  - Selecting appropriate Cash-for-Work activities.
  - Maintaining order on payment days.
  - Providing feedback on activities.
  - Liaison for the provision of government permissions if needed (i.e. licenses).

**Design and Implement Community Selected Projects**
Through the CfW comity select the sub projects to be undertaken by the CfW program and prioritize them according to the village need and implement them. The goal is to improve basic assets or to accomplish a community-defined project. Unlike the activities that may be implemented under the previous objective, projects in this category are chosen according to their usefulness and sustainability. Possible projects include clearing irrigation canals, repairing schools, fixing water and sanitation systems, planting greenbelts, or repairing roads.

It is essential to inform officials and community members from the outset of the purpose of CfW programming and its general methodology. In many areas, CfW is a relatively new form of programming, and a lack of knowledge about the principles of the program can create suspicion on the part of some community or government stakeholders. The following issues should be considered:

- The community should be made fully aware that CfW is being provided during a limited timeframe for a specific and limited purpose. There should be no expectations from the
community members that the program will run indefinitely, nor should CfW be regarded as a long-term source of employment.

- Aid agencies should underscore the importance of broad community participation (not only community leaders and government officials) in the processes of selecting development projects and programmatic activities.
- Agencies should establish with relevant government officials, prior to the onset of programmatic activities, that CfW is a temporary form of disaster relief and is not meant to serve as “employment” in the traditional sense. Apart from the obvious utility of maintaining clear lines of communication with the host government, it is important to note that an accidental classification as an “employer” can have significant legal and tax ramifications.
- It is important to educate beneficiaries regarding the more common forms of fraud (i.e. bribes, dishonest traders). In order to avoid unjust extortion of money in form of “taxes” and “fee services,” try to ensure that the community members know about existing taxes by inviting local authorities/leaders to discuss this issue within the community.

**Chose a Reliable Method of Payment**
Direct payment to the beneficiaries is a rapid method for the CfW payments. But, there is a possibility for the corruption. ENReP recommends direct deposit in the beneficiary’s bank account weekly. If there is an accessibility issue, then mobile banking should be arranged during the week of payments. An agreement should be made with the bank in the initial stage to avoid the delay in payments.

**Set up Monitoring and Evaluation System**
Works and the targets and the beneficiary’s achievement should be closely monitored to achieve the purpose of the CfW program. To avoid corruption monitoring and evaluation should be in the higher level.

**Develop a Phasing out Strategy**
Implementation of any livelihood program should be sustainable. To ensure the sustainability continuous livelihood facilitation is essential. Providing employments, micro financing for small industries and facilitating community contracting can be practices as phasing out strategies.

After a large-scale emergency, CfW programming may be desired by host governments as a way of producing employment and keeping an impacted population from migrating or abandoning their communities in search of new livelihoods. This purpose should be attaining in the end of the program. CfW programme was contributed drastically to uplift the livelihood of the people soon after the emergency situation like post war in Sri Lanka. Implementation method adapted by Emergency Northern Recovery Project was highly addressed the need of IDPs soon after their resettlement. Twenty eight percentage of the individual participated in the FGDs suggested needs of improvement in the CfW implementation by ENReP. Regular monitoring and evaluation identified some improvement to be made to carry out the future CfW more effective than the current.

Phasing out strategy after the CfW programme was highly suggested during the review and the concept of collaborating with other local and international NGOs will avoid duplication in the programme and will help to increase the coverage of the programme was also recommended during the FGD. Finally the frame work was fabricated for Generalized Model to Implement the Cash For Work Program.

- Baseline Data Collection
- Develop on Overall Objective
- Set Targets for CfW programs
- Determine on wage rate for CfW program
- Recruit and Orient Project Staffs
- Decide Whether Partnership with Local NGOs is needed
- Select Community based existing comities or new CfW comities for CfW Program
- Strength Community Based Groups or Established New CfW Comities
- Baseline Profile of Beneficiaries
- Selection of Sub Projects
• Design and Implement Community Selected Projects
• Choose a Reliable Method of Payment
• Set up Monitoring and Evaluation System
• Develop a Phasing out Strategy

Conclusion
Generalized Model for Implementation of Cash For Work Program for post emergency situation in Sri Lanka will provide and basic implementation framework for future implementation of CFW programme. It will facilitate to uplift the socio economic standard of the affected community with Sustainable manner.

Acknowledgement
Authors acknowledge Ministry of Economic Development for facilitating the CFW programme in Northern Sri Lanka. Authors like to extend my sincere thanks to World Bank, who have given loan to Government of Sri Lanka for the recovery of Northern Sri Lanka.

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