Cash Transfer Programming (CTP)

HASC - Proyecto Kalú
Humanitarian Aid Studies Center - Centro de Estudios en Ayuda Humanitaria

Beginning | Modalities | Why & When | Actors | End

Introduction to CTP

Easy,
Cash transfer is...

"*Giving money or vouchers to beneficiaries***"**

Or, in the words of CaLP...

Beginning | Modalities | Why & When | Actors | End

Introduction to CTP

"*Cash transfer programming (CTP) or cash-based interventions (CBI) refers to all programs where cash or vouchers for goods or services is directly provided to beneficiaries.*
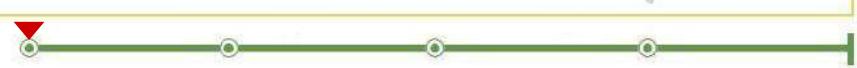
In the context of humanitarian assistance the term is used to refer to the provision of cash or vouchers given to individuals, household or community recipients; not to governments or other state actors.

CTP also excludes remittances and microfinance in humanitarian interventions (although microfinance and money transfer institutions may be used for the actual delivery of cash)".

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Introduction to CTP

It is a longer definition but,
a more comprehensive one!

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Introduction to CTP

The terms Cash Transfer Programming (CTP), Cash Based Intervention (CBI) and Cash & Vouchers can be used interchangeably:

✓ *CaLP and the Red Cross/Red Crescent Movement use CTP*

✓ *Others like UNHCR, UN agencies and ACF use CBI*

✓ *WFP and ECHO use Cash and Vouchers*

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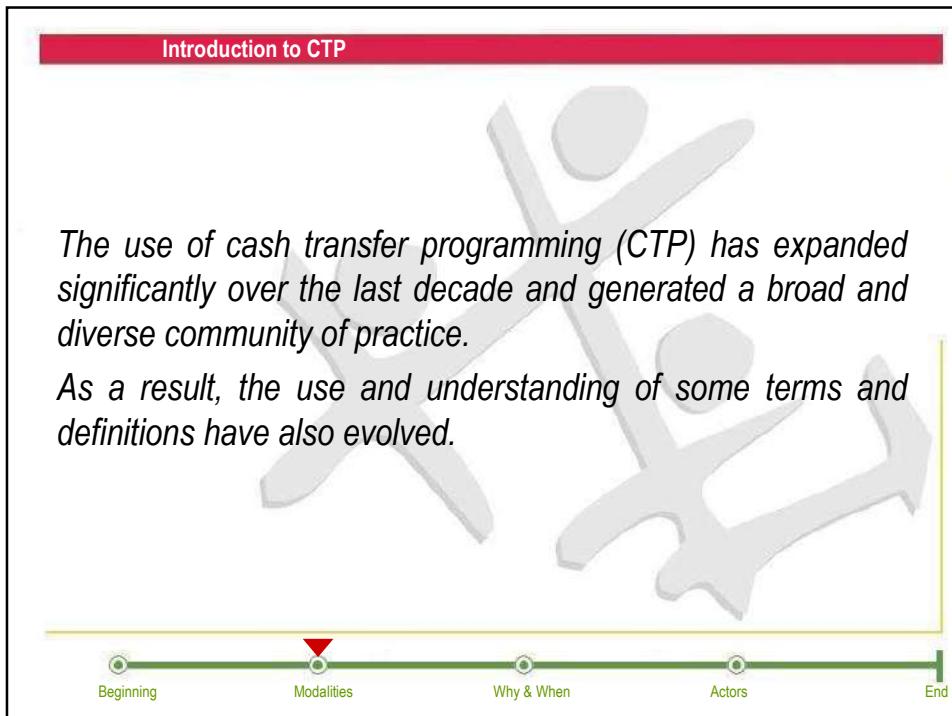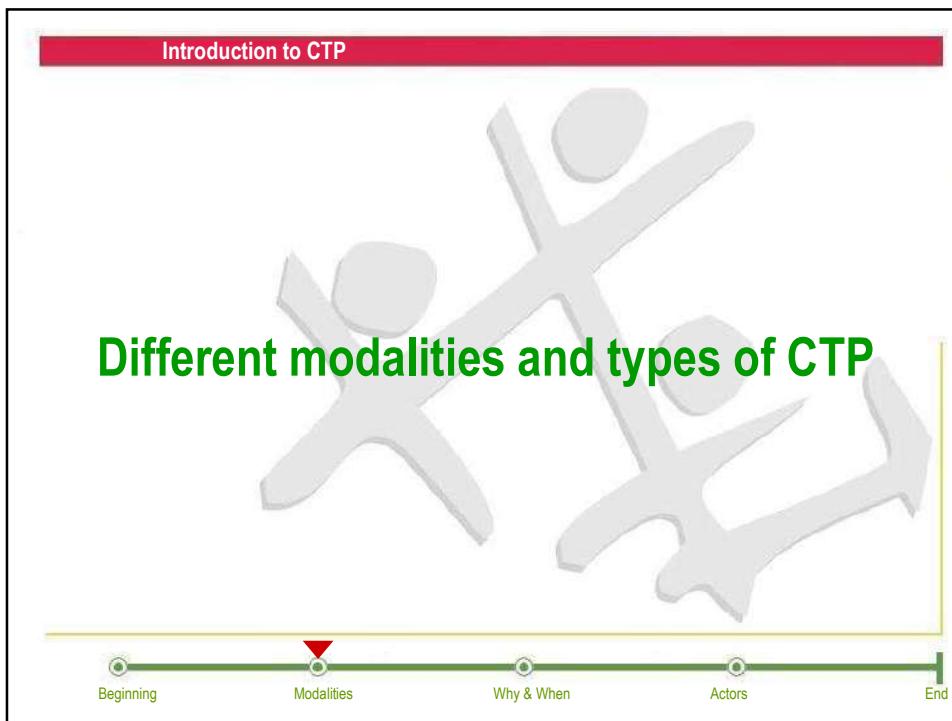
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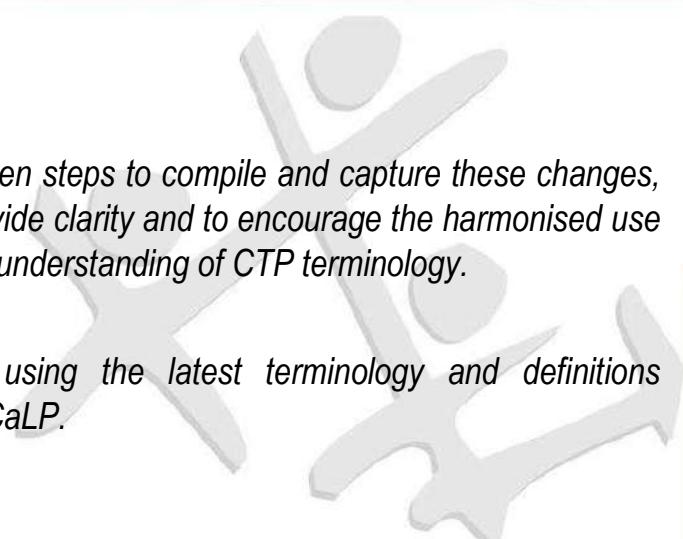
✓ Different modalities and types of CTP

✓ Why and when to use CTP

✓ Actors and CTP

Beginning — Modalities — Why & When — Actors — End

Introduction to CTP

Different modalities and types of CTP

| Beginning | Modalities | Why & When | Actors | End |

Introduction to CTP

The use of cash transfer programming (CTP) has expanded significantly over the last decade and generated a broad and diverse community of practice.

As a result, the use and understanding of some terms and definitions have also evolved.

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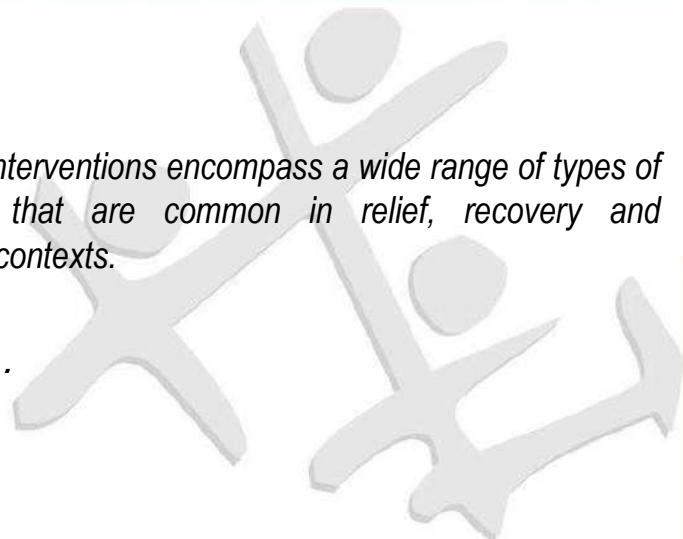
CaLP has taken steps to compile and capture these changes, aiming to provide clarity and to encourage the harmonised use and common understanding of CTP terminology.

We will be using the latest terminology and definitions compiled by CaLP.

Beginning — Modalities — Why & When — Actors — End

Introduction to CTP

Cash based interventions encompass a wide range of types of interventions that are common in relief, recovery and development contexts.

For example…

Beginning — Modalities — Why & When — Actors — End

Examples of Cash based interventions:

✓ *Provision of cash transfers to support disaster affected households and cover their basic needs during the emergency.*

✓ *Post-disaster cash transfers to enhance livelihood recovery or housing reconstruction.*

✓ *Cash transfers to support IDPs' or refugees' return and reintegration.*

| Beginning | Modalities | Why & When | Actors | End |

Introduction to CTP

Examples of Cash based interventions:

✓ *Cash for work schemes to inject money into communities and to rehabilitate damaged community infrastructures*

✓ *Vouchers exchangeable for food or livelihood inputs*

✓ *Long term welfare payments as a part of social protection programs*

✓ *Etc...*

| Beginning | Modalities | Why & When | Actors | End |

Introduction to CTP

The following diagram, created by CaLP, illustrates some of the key terminology used in cash transfer programming and provides a visual structure to help us to understand how this all fits together.

Beginning   Modalities   Why & When   Actors   End

CASH-BASED INTERVENTION / CASH TRANSFER PROGRAMME

DIRECT CASH — CASH TRANSFER — VOUCHER — COMMUNITY VOUCHER — PAPER VOUCHER

E-CASH — VALUE VOUCHER — E-VOUCHER

CASH FOR WORK/ TRAINING/ ASSETS

UNCONDITIONAL
CONDITIONAL
} PRE-REQUISITE/ QUALIFYING

UNRESTRICTED
RESTRICTED
} UTILIZATION

OBJECTIVES(S) & PROCESS

MULTIPURPOSE — MINIMUM EXPENDITURE BASKET (MEB)
MULTISECTOR
SECTOR SPECIFIC

CASH-BASED INTERVENTION / CASH TRANSFER PROGRAMME

Cash transfers are assistance to beneficiaries in the form of direct cash payments (physical cash is delivered directly to recipients by implementing agencies, or via a third-party e.g. remittance agent, or bank transfers) or E-Cash (any electronic substitute for cash that provides full flexibility for purchases (for instance mobile phone or prepaid ATM/debit card).

CASH-BASED INTERVENTION / CASH TRANSFER PROGRAMME

A voucher is a paper, a token or an e-voucher that can be exchanged for a set quantity or value of goods denominated either as a cash value (e.g. $15) or predetermined commodities or services (e.g. 5 kg maize; milling of 5kg of maize) or a combination of value and commodities. They are redeemable with preselected vendors or in 'fairs' created by the agency.
The terms stamps or coupons also refer to the same modality.

CASH-BASED INTERVENTION / CASH TRANSFER PROGRAMME

Transfers can be **restricted or unrestricted**. **Restricted** cash transfers require the beneficiary to use the assistance provided to access specific, pre-determined goods or services.

Unconditional Cash Transfers (UTC)

Introduction to CTP

Unconditional cash transfers are often delivered at the early stages of an emergency as part of the relief and recovery efforts.

It assumes that beneficiaries will use the cash to obtain food and/or non-food items to cover their basic needs and possibly to recover their livelihoods.

Unconditional cash transfers are unrestricted by definition.

Beginning   Modalities   Why & When   Actors   End

Introduction to CTP

Unconditional Cash Transfers (UTC)

In recent years, many donors, UN agencies and organizations have introduced the term Multipurpose Cash Grant (MPG) as a transfer (either regular or one-off) corresponding to the amount of money a household needs to cover, fully or partially, a set of basic and/or recovery needs.

Beginning   Modalities   Why & When   Actors   End

Introduction to CTP

Unconditional Cash Transfers (UTC)

In most cases, the term Unconditional Cash Transfer and Multipurpose (or Multi-sectorial cash grant) will be appropriate for the same type of project although one refers to the conditionality of the grant and the other to the project objectives.

Beginning   Modalities   Why & When   Actors   End

Unconditional Cash Transfers (UTC)

In long-term programming, Unconditional Cash Transfers can be provided as a part of social protection schemes in the form of repeated, unconditional, predictable transfers of cash, goods or services. These are provided on a long term basis to vulnerable/destitute households or specific individuals (e.g. the elderly, pregnant women). Their aim is to allow them to meet their basic needs or build assets to protect themselves and increase their resilience against shocks and vulnerable periods of the life cycle.

Beginning   Modalities   Why & When   Actors   End

Conditional Cash Transfers (CTC)

A very common example of Conditional cash transfers is CASH FOR WORK *(CfW).*

✓*In CfW, cash payments are provided on the condition of completing assigned work/task. This is generally paid according to time worked (e.g. number of days, daily rate), but may also be quantified in terms of outputs (e.g. number of items produced, cubic meters dug).*

Beginning   Modalities   Why & When   Actors   End

Conditional Cash Transfers (CTC)

A very common example of Conditional cash transfers is CASH FOR WORK (CfW).

✓ *CFW interventions are usually in public or community work programmes but can also include other forms of work, such as home-based work.*

Beginning   Modalities   Why & When   Actors   End

Conditional Cash Transfers (CTC)

In long-term programming, conditional cash transfers can also be provided as part of social protection schemes.

In that case, unlike with unconditional cash transfers, the households receiving the grant will need to undertake one (or several) specific activity, like ensuring that their children attend school.

Beginning   Modalities   Why & When   Actors   End

Restricted Cash Transfers (UTC)

Cash transfers are restricted when the agency places limitations on the expenditure of the transfer by defining on what the money can be spent.

Usually restricted cash transfer are related to sector-specific programs where needs related to a particular sector have been identified (such as shelter, livelihoods, water and sanitation, etc..) and are considered as the priority for the intervention.

Beginning   Modalities   Why & When   Actors   End

Introduction to CTP

Vouchers

Vouchers:

✓ Commodity vouchers are exchanged for a fixed quantity and quality of specified goods or services at participating vendors. Commodity vouchers share some similarities with in-kind aid in that they restrict and define the assistance received, but it is accessed at local markets through traders.

Beginning   Modalities   Why & When   Actors   End

Vouchers

Vouchers:

✓ Value vouchers have a denominated cash value and can be exchanged with participating vendors for goods or services of an equivalent monetary value. Value vouchers tend to provide greater flexibility and choice compared to commodity vouchers, but are still restricted as they can only be exchanged with designated vendors.

Beginning — Modalities — Why & When — Actors — End

Introduction to CTP

Why and when to use CTP?

Beginning — Modalities — Why & When — Actors — End

Introduction to CTP

We will implement CTP for humanitarian and pragmatic reasons:

Beginning   Modalities   Why & When   Actors   End

Introduction to CTP

Why use CTP?

- ✓ Dignity and empowerment.
- ✓ Flexibility, choice and adaptability.
- ✓ Links relief with recovery.
- ✓ Cost-efficient for agencies.
- ✓ Fewer costs for beneficiaries.
- ✓ Economic recovery.
- ✓ Financial inclusion.

Beginning   Modalities   Why & When   Actors   End

Introduction to CTP

Why use CTP?

✓ **Dignity and empowerment.**

✓ Flexibili

✓ Links

✓ Cost-e

✓ Fewer

✓ Econor

✓ Financia

Enhances the dignity and empowerment of the recipients by power transfer from the agencies to the beneficiaries who are the ones making the decisions on the use of aid (cash) according to their needs and priorities.

| Beginning | Modalities | Why & When | Actors | End |

Introduction to CTP

Why use CTP?

✓ Dignity and empowerment.

✓ **Flexibility, choice and adaptability.**

✓ Link

✓ Cost-

✓ Fewer

✓ Econo

✓ Financ

Increases flexibility, choice and adaptability to changing context and needs as "one size does not fit all" and the needs are often diverse. The beneficiaries can decide what and when to spend the money on the items or services that are more relevant and appropriate for them.

| Beginning | Modalities | Why & When | Actors | End |

Introduction to CTP

Why use CTP?

- ✓ Dignity and empowerment.
- ✓ Flexibility, choice and adaptability.
- ✓ Links relief with recovery.
- ✓ Cost-effici
- ✓ Fewer cos
- ✓ Economic reco
- ✓ **Financial inclusion.**

It can lead to financial inclusion.

| Beginning | Modalities | Why & When | Actors | End |

Introduction to CTP

But it is not always possible to do a CTP.

Now we will study the pre-conditions for a CTP and in what contexts the Red Cross and the Red Crescent considers CTP can be used.

| Beginning | Modalities | Why & When | Actors | End |

Introduction to CTP

Pre-conditions

✓ Working markets.
✓ Safe and effective ways to provide the cash.
✓ Favourable environment for cash.

✓ **Implementing organisations are skilled.**

The implementing organisations and key stakeholders have the skills and systems to implement cash transfers effectively and/or to build their administrative and human resource capacity where it is required.

| Beginning | Modalities | Why & When | Actors | End |

Introduction to CTP

Pre-conditions

Or, in other words:

✓ Goods and services are available at a reasonable price.

✓ People can receive and spend the money in a safe and timely manner.

| Beginning | Modalities | Why & When | Actors | End |

Introduction to CTP

CTP in different contexts

- ✓ Pre-disaster.
- ✓ Initial stages of a disaster.
- ✓ Recovery or transition period.
- ✓ In permanent/chronic crisis.
- ✓ During conflict.

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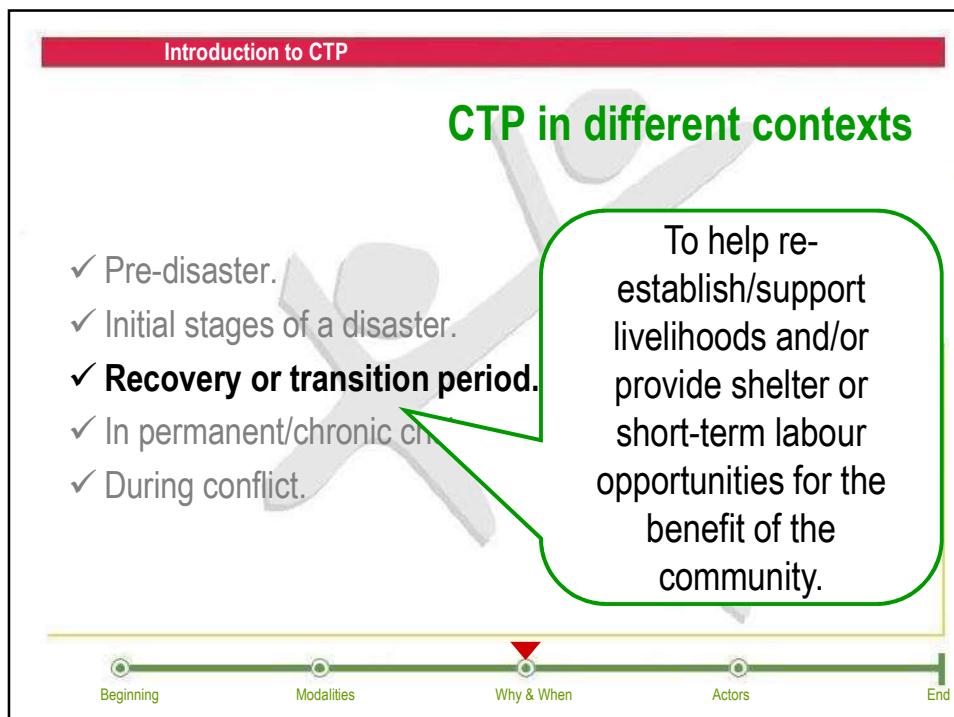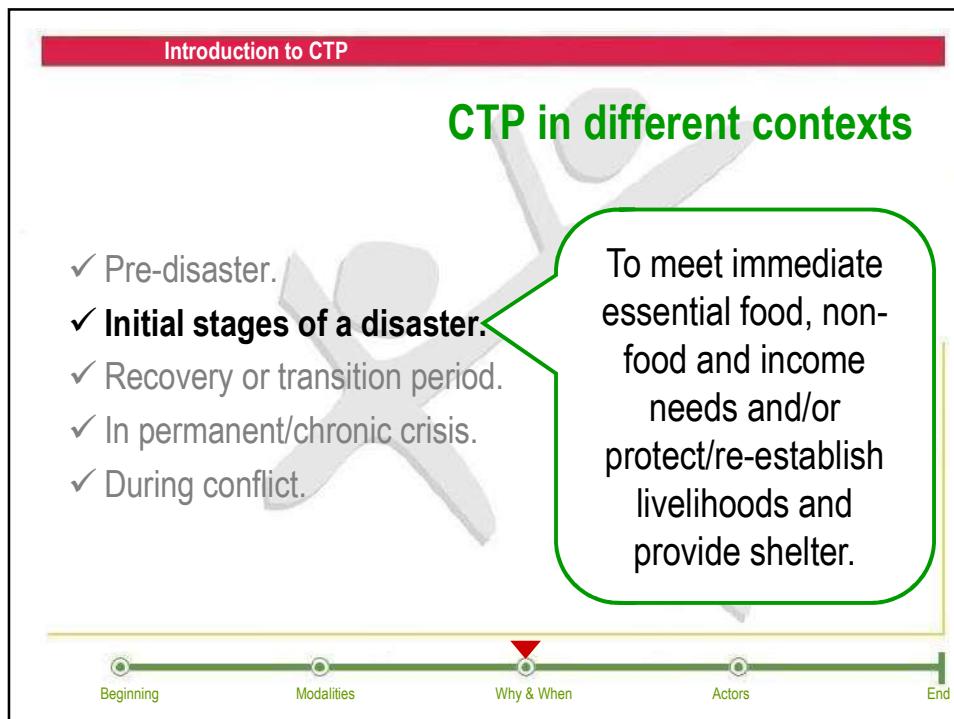
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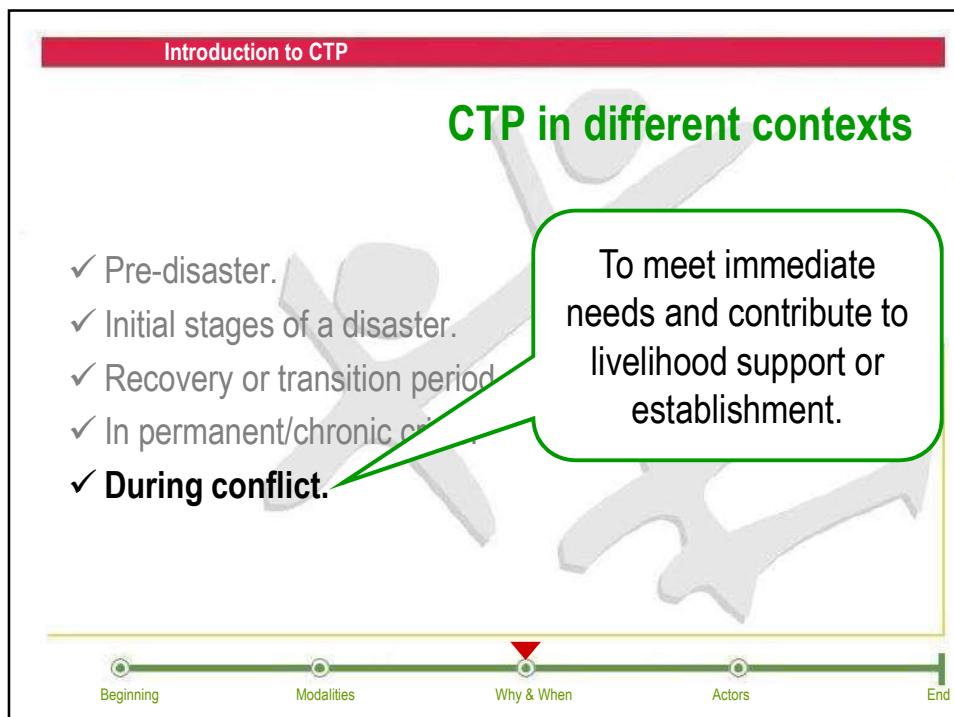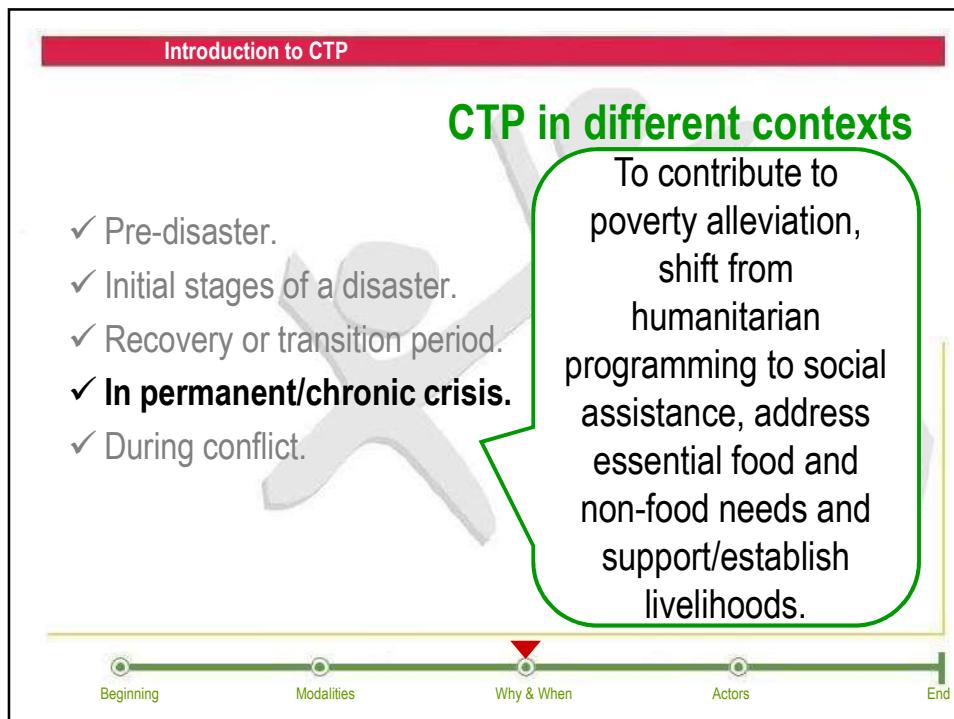
CTP in different contexts
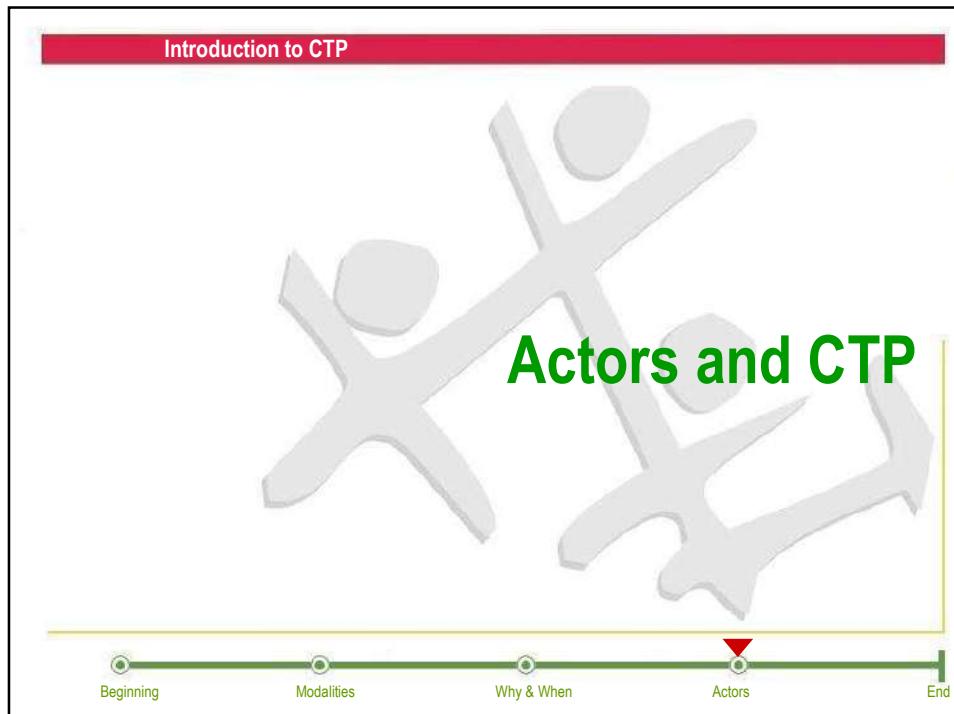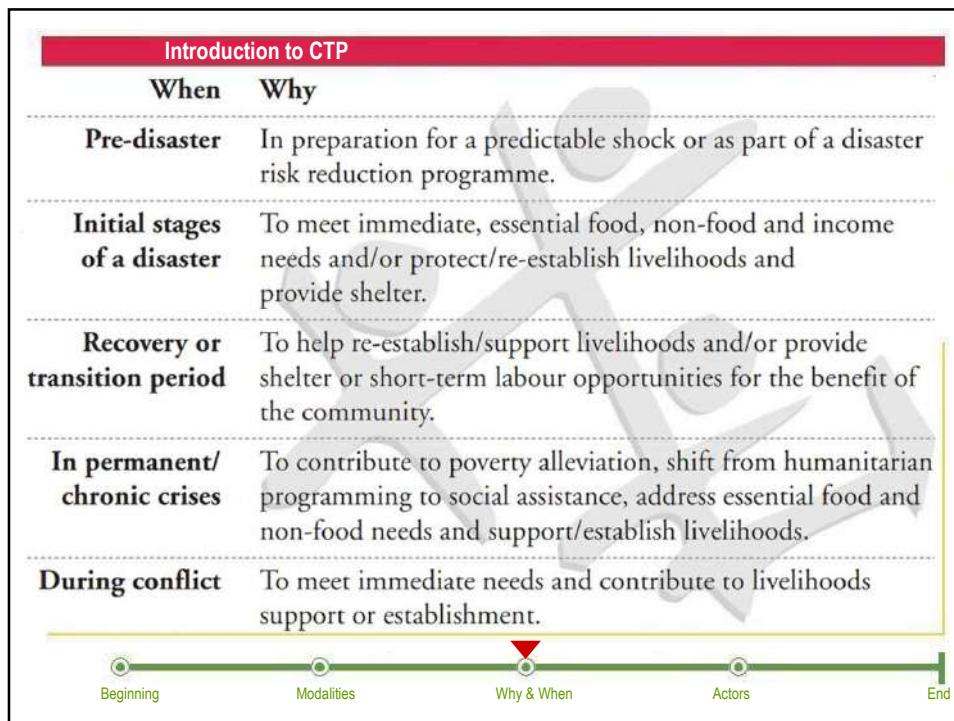
- ✓ **Pre-disaster.**
- ✓ Initial stages of a disaster.
- ✓ Recovery or transition period.
- ✓ In permanent/chronic crisis.
- ✓ During conflict.

> In preparation for a predictable shock.

Beginning · Modalities · Why & When · Actors · End

Introduction to CTP

CTP in different contexts

To contribute to poverty alleviation, shift from humanitarian programming to social assistance, address essential food and non-food needs and support/establish livelihoods.

- ✓ Pre-disaster.
- ✓ Initial stages of a disaster.
- ✓ Recovery or transition period.
- ✓ **In permanent/chronic crisis.**
- ✓ During conflict.

| Beginning | Modalities | Why & When | Actors | End |

Introduction to CTP

CTP in different contexts

To meet immediate needs and contribute to livelihood support or establishment.

- ✓ Pre-disaster.
- ✓ Initial stages of a disaster.
- ✓ Recovery or transition period
- ✓ In permanent/chronic cr.
- ✓ **During conflict.**

| Beginning | Modalities | Why & When | Actors | End |

Introduction to CTP

When	Why
Pre-disaster	In preparation for a predictable shock or as part of a disaster risk reduction programme.
Initial stages of a disaster	To meet immediate, essential food, non-food and income needs and/or protect/re-establish livelihoods and provide shelter.
Recovery or transition period	To help re-establish/support livelihoods and/or provide shelter or short-term labour opportunities for the benefit of the community.
In permanent/ chronic crises	To contribute to poverty alleviation, shift from humanitarian programming to social assistance, address essential food and non-food needs and support/establish livelihoods.
During conflict	To meet immediate needs and contribute to livelihoods support or establishment.

Beginning   Modalities   Why & When   Actors   End

Introduction to CTP

Actors and CTP

Beginning   Modalities   Why & When   Actors   End

Introduction to CTP

NGOs

✓ **National and International NGOs** have increased substantially the use of CTP in their operations to the point that CTP has been used widely in the latest large scale emergencies such as Nepal EQ, Syrian refugees crisis, Philippines typhoon, Pakistan floods, etc.. as well as in medium and small scale disasters all over the world.

✓ Many agencies have developed guidance, guidelines and Standard Operational Procedures related to CTP.

| Beginning | Modalities | Why & When | Actors | End |

Introduction to CTP

United Nations

UN agencies are expanding their use of CTPs:

✓ Since World Food Programme first embraced cash and vouchers as appropriate tools to address hunger, cash and voucher programming by UN agencies has grown exponentially. This trend of growth has continued and is expected to keep increasing in the coming years.

| Beginning | Modalities | Why & When | Actors | End |

United Nations

UN agencies are expanding their use of CTPs:

✓ UNHCR has implemented an extensive program providing cash to refugees in the Syrian crisis regional operation in the Middle East, as well as support to returning or repatriated refugees using cash and vouchers in Afghanistan, Burundi and Myanmar, to mention a few.

Beginning	Modalities	Why & When	Actors	End

Introduction to CTP

National Governments

National Governments have implemented cash projects as a response to disasters as well as a tool to reduce poverty:

✓ The Government of Brazil implemented a social protection program - the " Bolsa Familia" - that reached 11.1 million families (over 46 million people).

Beginning	Modalities	Why & When	Actors	End

Introduction to CTP

National Governments

National Governments have implemented cash projects as a response to disasters as well as a tool to reduce poverty:

✓ The Pakistan Government transferred cash to 1.3 million households in response to the 2010 floods and to 270,000 households following the 2005 earthquake.

Beginning — Modalities — Why & When — Actors — End

Introduction to CTP

Donors

Donors are also more interested in supporting and funding CTP:

✓ ECHO (DG for European Civil Protection and Humanitarian Aid Operations) has developed guidance and sectorial policies for CTP and supports capacity building to implement CTP in relief and recovery operations.

Beginning — Modalities — Why & When — Actors — End

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Humanitarian Protection

Beginning | Definition | Threats | Analysis | Strategies | Keys | End

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Humanitarian Protection

"In the Tachiopanni camps wells have been sunk and buckets with lids have been distributed for families to carry water in,

but the road is long and lonely and is not lit at night,

so the young women are afraid to fetch water"

Beginning | Definition | Threats | Analysis | Strategies | Keys | End

Humanitarian Protection

"We have returned to Puebla Nueva because where we were displaced to, we couldn't make a living.

Some organizations have helped us with tools and seeds, although we can't reach our most fertile lands

because the armed groups are using them as training camps."

Beginning · Definition · Threats · Analysis · Strategies · Keys · End

Humanitarian Protection

"The younger people are leaving with the armed groups.

Some are forced,
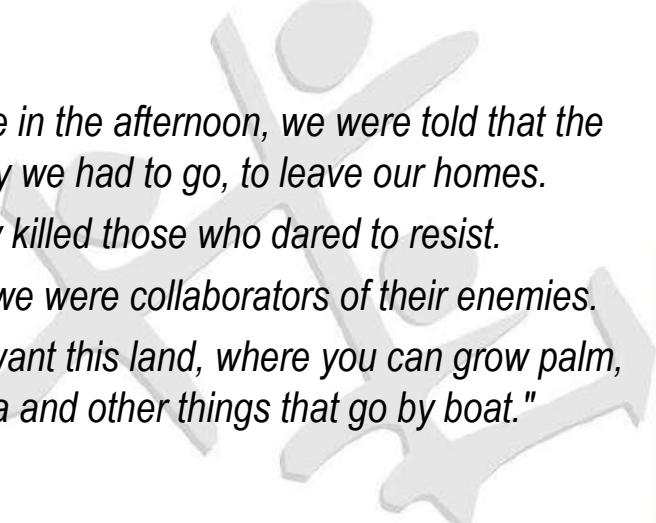
some are deceived,

and others leave
because they don't want to go hungry and they want to follow their friends"

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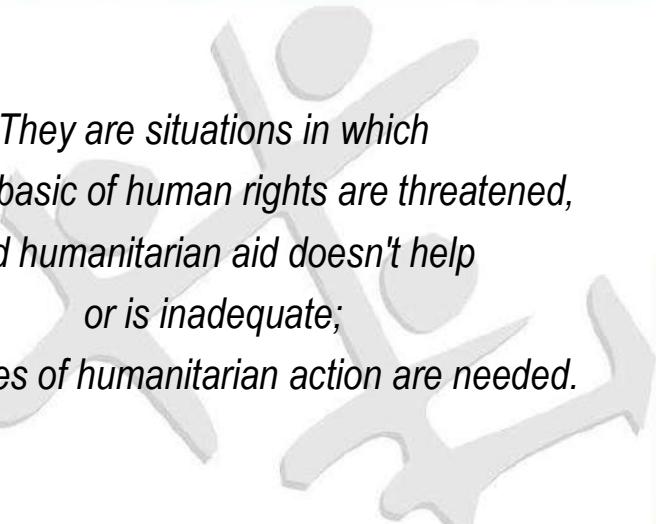
Humanitarian Protection

"They came in the afternoon, we were told that the next day we had to go, to leave our homes.

They killed those who dared to resist.

They said we were collaborators of their enemies.

I think they want this land, where you can grow palm, banana and other things that go by boat."
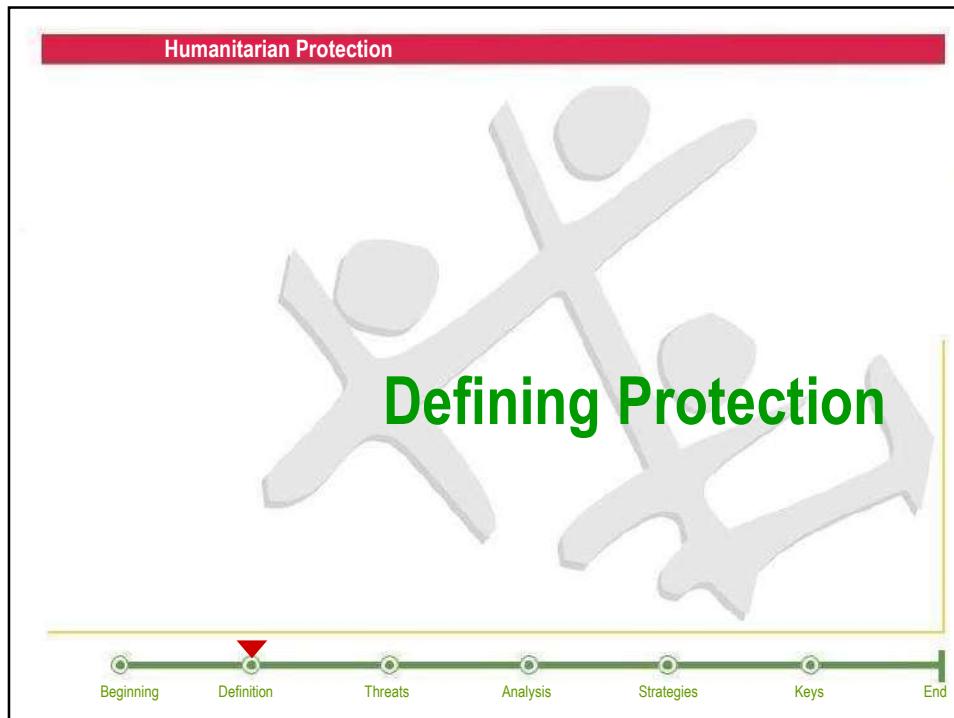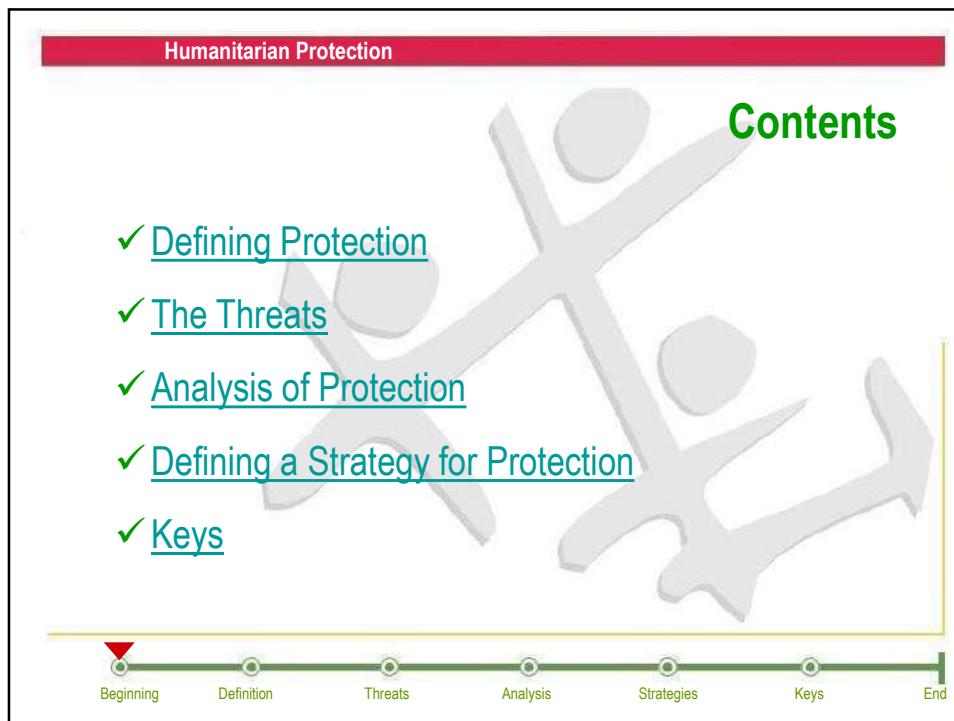
Beginning | Definition | Threats | Analysis | Strategies | Keys | End

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Humanitarian Protection

*They are situations in which
the most basic of human rights are threatened,
and humanitarian aid doesn't help
or is inadequate;
Other types of humanitarian action are needed.*

Beginning | Definition | Threats | Analysis | Strategies | Keys | End

Humanitarian Protection

Contents

- ✓ Defining Protection
- ✓ The Threats
- ✓ Analysis of Protection
- ✓ Defining a Strategy for Protection
- ✓ Keys

Beginning · Definition · Threats · Analysis · Strategies · Keys · End

Humanitarian Protection

Defining Protection

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Humanitarian Protection

Protection is:

"Everything aimed at ensuring full respect for the rights of people according to the letter and spirit of the statutory bodies such as those embodied in Human Rights, International Humanitarian Law and the Status of Refugees."

"Humanitarian and Human Rights Organizations must conduct these activities in an impartial manner."
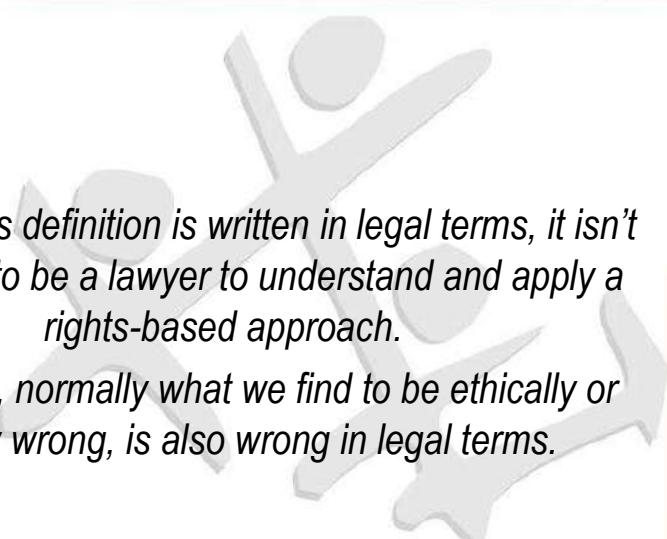
| Beginning | Definition | Threats | Analysis | Strategies | Keys | End |

Humanitarian Protection

This is the most widely accepted definition resulting from a consultation carried out by the International Committee of the Red Cross for the rest of the International Red Cross Movement, United Nations Organizations and Humanitarian and Human Rights Organizations.

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Humanitarian Protection
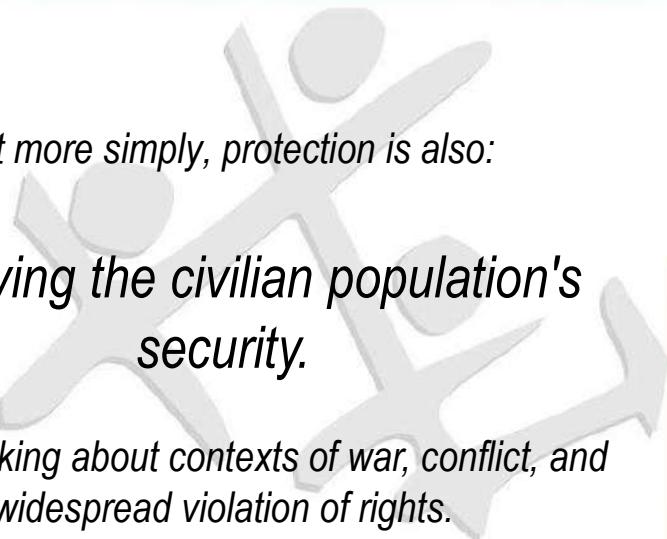
Although this definition is written in legal terms, it isn't necessary to be a lawyer to understand and apply a rights-based approach.

In this field, normally what we find to be ethically or morally wrong, is also wrong in legal terms.

Beginning Definition Threats Analysis Strategies Keys End

Humanitarian Protection

Put more simply, protection is also:

Improving the civilian population's security.

We are talking about contexts of war, conflict, and widespread violation of rights.

Beginning Definition Threats Analysis Strategies Keys End

Humanitarian Protection

For the UN High Commissioner for Refugees, protection is a legal issue; it refers to laws and legal mechanisms by which refugees, displaced persons, and others affected by conflict and wars, can enforce their rights.

Beginning   Definition   Threats   Analysis   Strategies   Keys   End

Humanitarian Protection

According to The International Committee of the Red Cross, protection means all activities aimed at preserving life and human dignity, and humanitarian assistance is considered as a protection activity.

Beginning   Definition   Threats   Analysis   Strategies   Keys   End

Humanitarian Protection

For other NGOs humanitarian protection should be distinct from humanitarian assistance and mean specific and practical activities, not just legal ones, undertaken to improve the security conditions of the population directly affected by conflict.
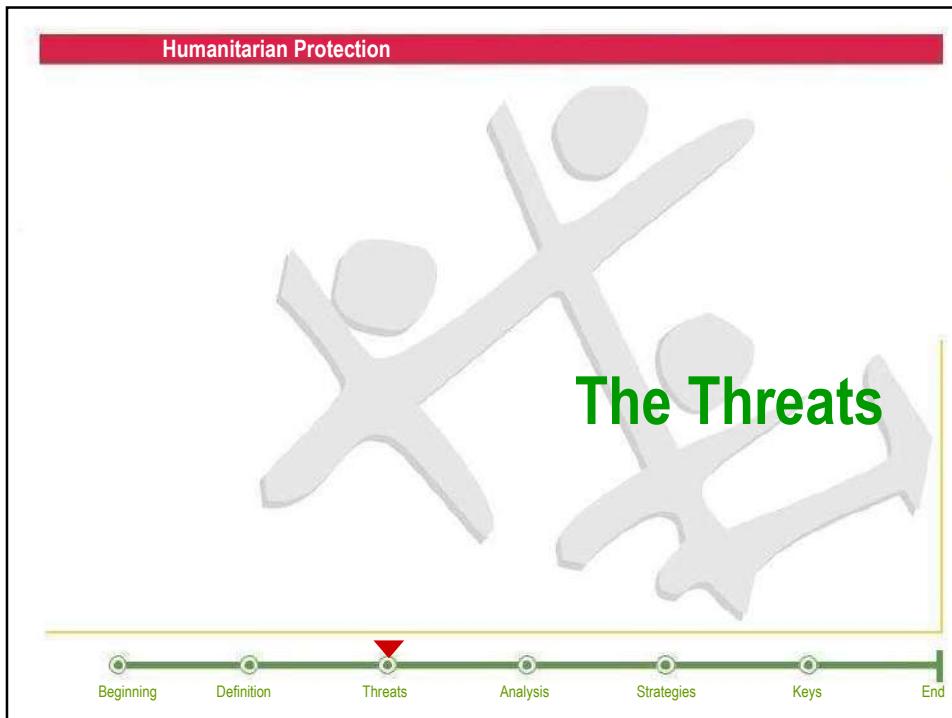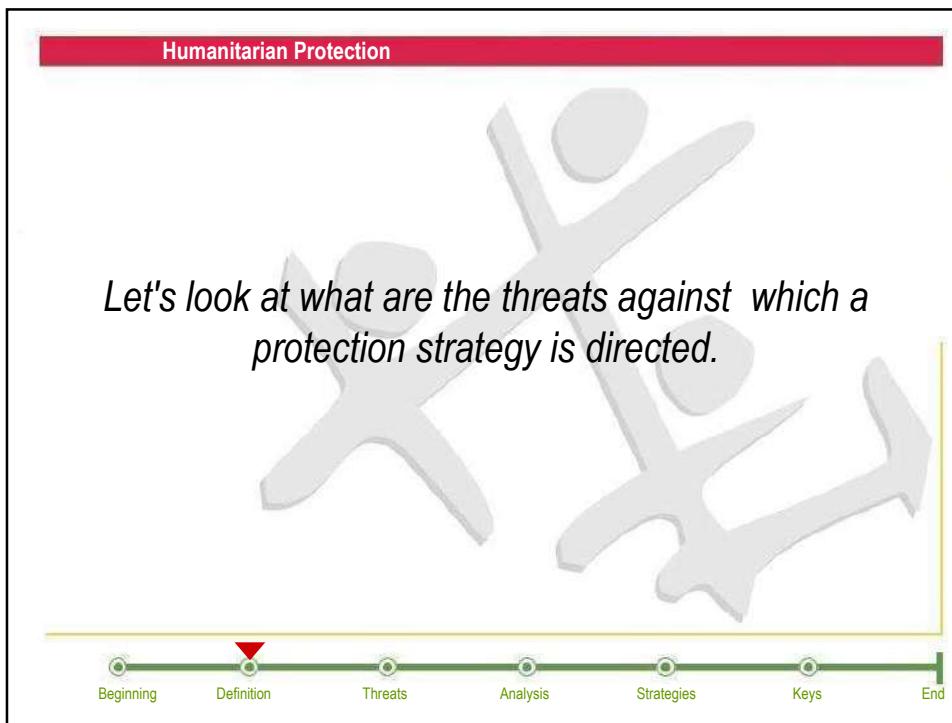
Beginning   Definition   Threats   Analysis   Strategies   Keys   End

Humanitarian Protection

This last definition seems to be a more comprehensive one but without doubt the others also cover this.

In any case it needs to be clarified.

Beginning   Definition   Threats   Analysis   Strategies   Keys   End

Humanitarian Protection

From the disaster prevention world, let's start from the risk equation

Risk = f (vulnerability; threat)

Beginning   Definition   Threats   Analysis   Strategies   Keys   End

Humanitarian Protection

Since it isn't the topic of this presentation we won't go into detail, but just mention that this function tells us that risk is dependent on both the threat, which is an external factor, and vulnerability, which is an internal one.

Beginning   Definition   Threats   Analysis   Strategies   Keys   End

Humanitarian Protection

So that if the threat and/or the vulnerability is minimized, the overall risk is reduced.

This equation is valid both for the risk from natural disasters and for man-made situations such as conflicts and wars.

Beginning   Definition   Threats   Analysis   Strategies   Keys   End

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Humanitarian Protection

There is just one difference:

Natural disasters do not intend to cause damage.

But wars do.

Beginning   Definition   Threats   Analysis   Strategies   Keys   End

Humanitarian Protection

For example:

If as a risk mitigation measure against seasonal flooding of a river we build a dam, water will not consciously change its behaviour to continue flooding the crops and houses by taking a different route.

Beginning   Definition   Threats   Analysis   Strategies   Keys   End

Humanitarian Protection

The fighters or aggressors adapt to protective measures if they can, and make them ineffective.

Although it's not always the case, as there will be unintended situations, such as the euphemistically named "side-effects" . They may not be intentional, but produce the same damage, and there is the same need for protection.

Beginning   Definition   Threats   Analysis   Strategies   Keys   End

Humanitarian Protection

That said, we see that the types of threats that people may feel are:

Violence	⇒	Direct aggression
Coercion	⇒	Submission to the will of others
Deprivation	⇒	Destruction of, or loss of access to, assets

Beginning   Definition   Threats   Analysis   Strategies   Keys   End

Humanitarian Protection

Different Forms of Violence

In general, any situation that you normally associate with violence

- ✓ Assassinations
- ✓ Massacres
- ✓ Social Cleansing
- ✓ Rape
- ✓ Punishments
- ✓ Torture
- ✓ ...
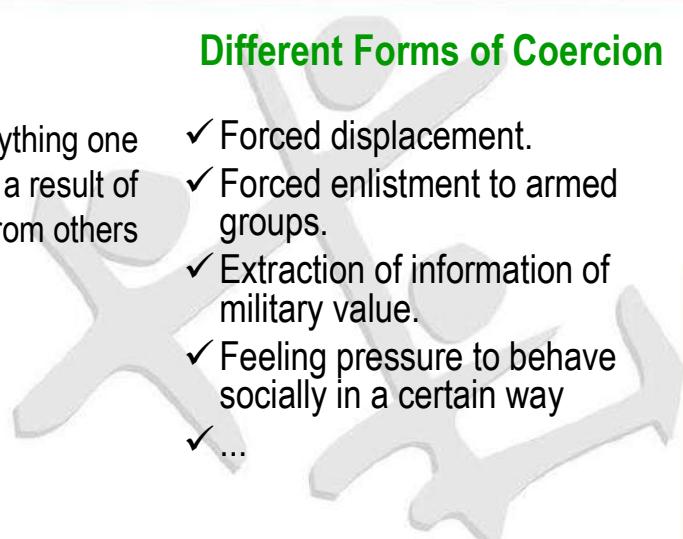
Beginning   Definition   Threats   Analysis   Strategies   Keys   End

Humanitarian Protection

Different Forms of Coercion

In general, anything one has to do as a result of pressure from others

✓ Forced displacement.
✓ Forced enlistment to armed groups.
✓ Extraction of information of military value.
✓ Feeling pressure to behave socially in a certain way
✓ ...

Beginning   Definition   Threats   Analysis   Strategies   Keys   End

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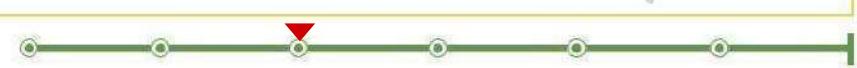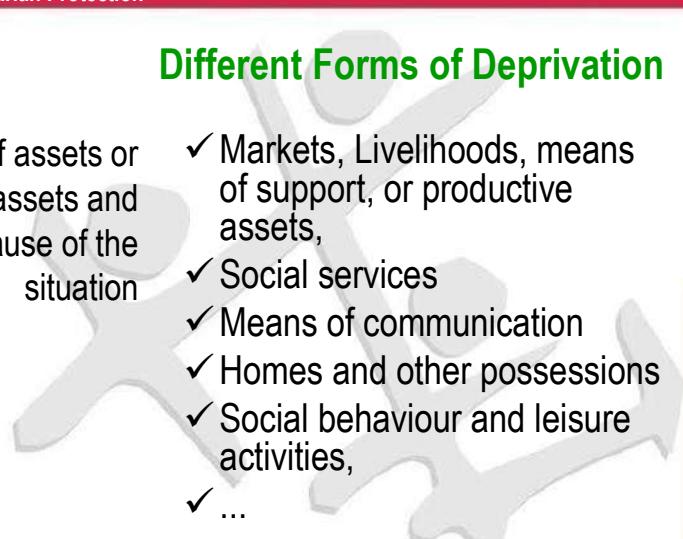
Humanitarian Protection

Different Forms of Deprivation

Means loss of assets or access to assets and services because of the situation

✓ Markets, Livelihoods, means of support, or productive assets,
✓ Social services
✓ Means of communication
✓ Homes and other possessions
✓ Social behaviour and leisure activities,
✓ ...

Beginning   Definition   Threats   Analysis   Strategies   Keys   End

Humanitarian Protection

Later we'll look at a way to define an intervention strategy for protection, but first we'll look at some ideas for an analysis of humanitarian protection.

Beginning — Definition — Threats — Analysis — Strategies — Keys — End

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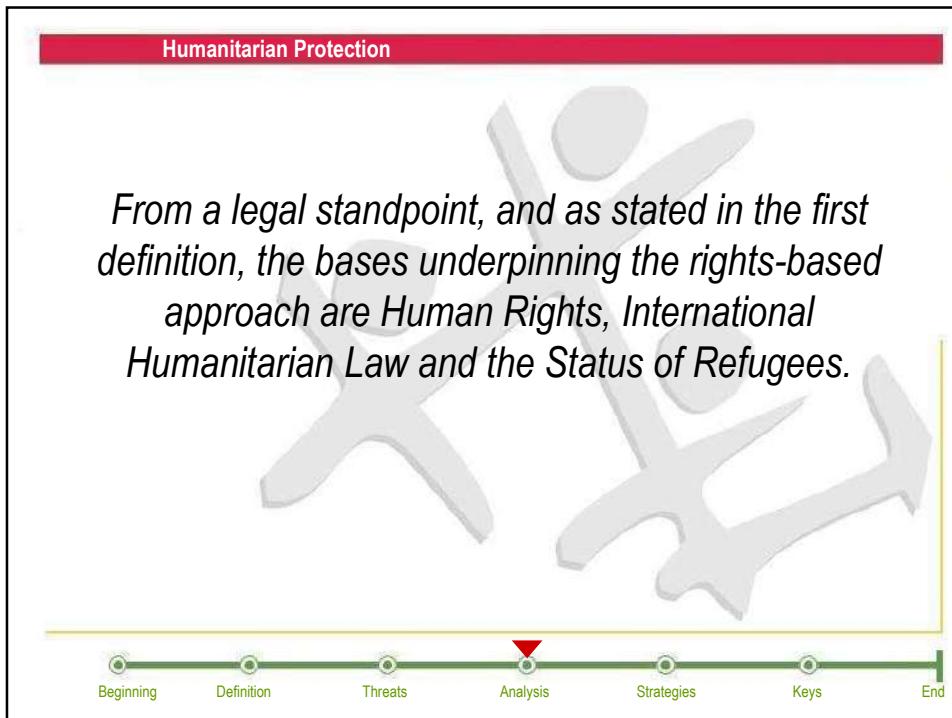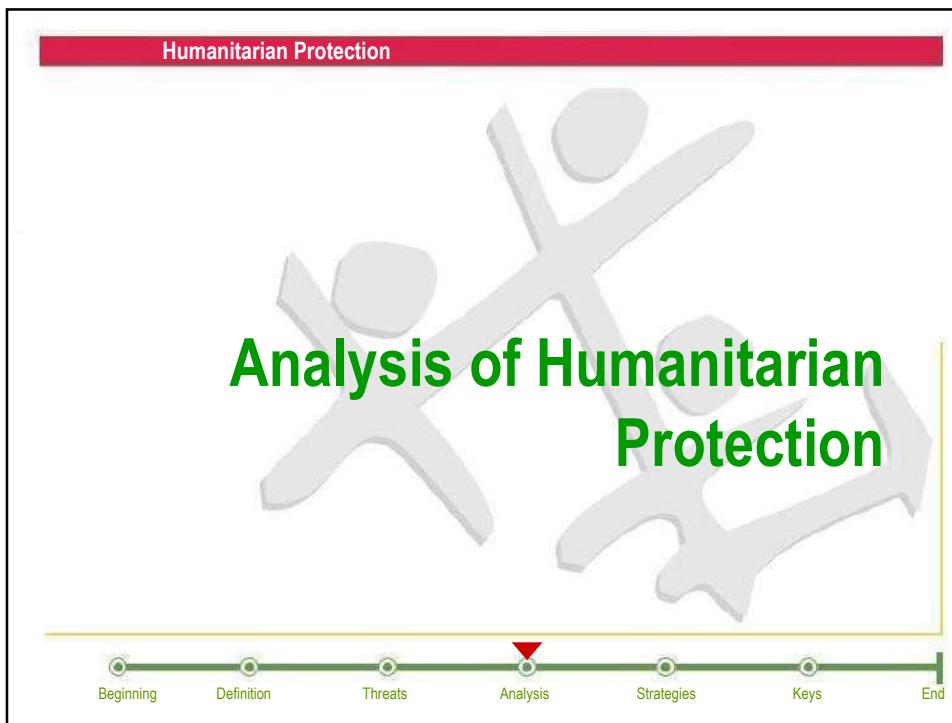
Humanitarian Protection

CHECKPOINT
In the field of Humanitarian Protection, threats may be classified as:

(X) Violence, Coercion and Deprivation.
Victim, aggressor and defender.
Threat and Vulnerability.
Massacres, forced displacement and Robbery.
Latent threats, imminent threats and potential risk.
Vector-borne diseases, waterborne diseases and diseases that are preventable by immunization.

Beginning — Definition — Threats — Analysis — Strategies — Keys — End

Humanitarian Protection

But these are not the only support for Humanitarian Protection because we can find social, cultural and religious grounds and, although they may not be as explicitly expressed as the legal content, may work best as strategies of influence because of human nature.

Beginning Definition Threats Analysis Strategies Keys End

Humanitarian Protection

So, for example, hospitality toward displaced people, or respect for the life of the wounded, may find greater support in appealing to Islamic ethics than to international law.

Beginning Definition Threats Analysis Strategies Keys End

The Protection Function

Let's return to the risk function

Risk = f (vulnerability; threat)
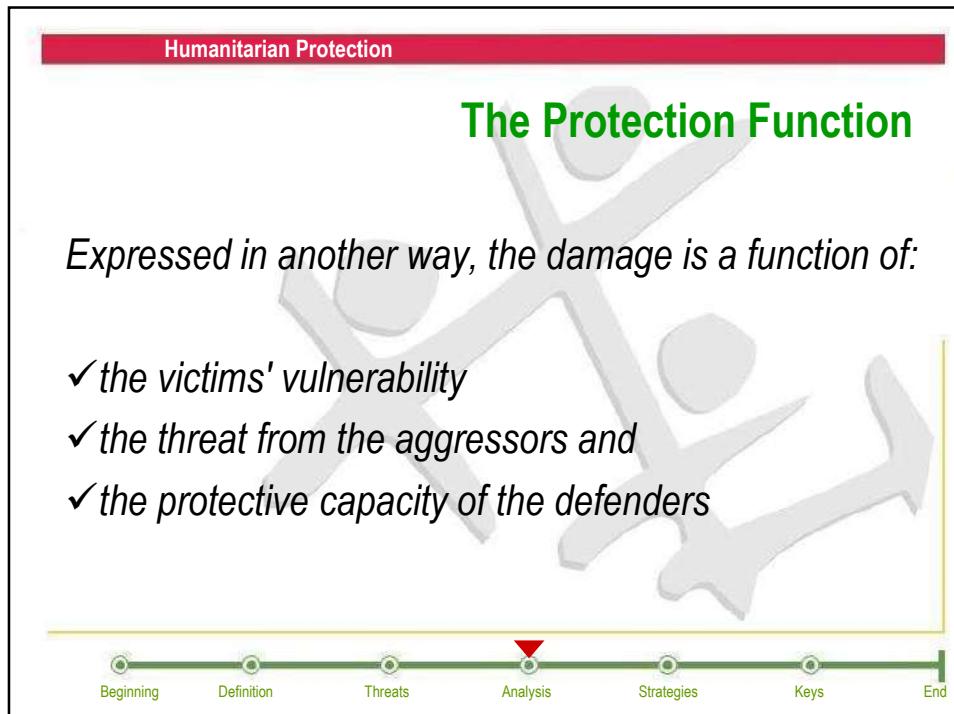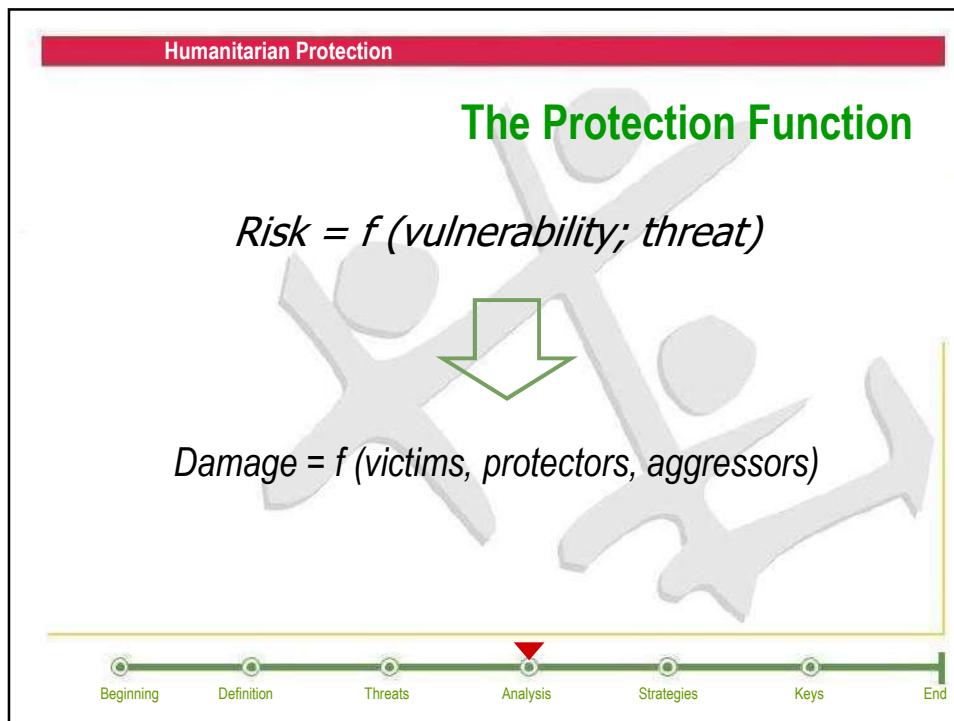
Beginning   Definition   Threats   Analysis   Strategies   Keys   End

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The Protection Function

*From the point of view of actors intervening in an environment in which protection is required, we suggest adopting the equation which defines risk in terms of **vulnerability** and **threat***

*and expressing it as one in which "the damage" is a function of the **victims**, the **aggressors** and the **protectors**, in such a way that it could be reduced by influencing all or just one of the factors.*

Beginning   Definition   Threats   Analysis   Strategies   Keys   End

Humanitarian Protection

The Protection Function

$$Risk = f \ (vulnerability;\ threat)$$

Damage = f (victims, protectors, aggressors)

| Beginning | Definition | Threats | Analysis | Strategies | Keys | End |

Humanitarian Protection

The Protection Function

Expressed in another way, the damage is a function of:

✓ *the victims' vulnerability*
✓ *the threat from the aggressors and*
✓ *the protective capacity of the defenders*

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Humanitarian Protection

The Protection Function

The protective capacity enters the function as a disaggregation of the vulnerability factor, negatively affecting the function's value.

Beginning　Definition　Threats　Analysis　Strategies　Keys　End

Humanitarian Protection

The Protection Function

So the function will have a zero value when:

✓ *vulnerability is zero,*

✓ *or aggression is zero,*

✓ *or there is maximum protection,*

independent of the values of the other parameters;

In contrast the situation worsens when the threat and the vulnerability are greatest and the protective capacity is lowest.

Beginning　Definition　Threats　Analysis　Strategies　Keys　End

The Protection Function

So we can say that the elements that we should try to change through a protection intervention will depend on:

✓ *the context,*

✓ *the speciality, or mandate, of the organization and*

✓ *the potential for impact on one or more of the factors, designed to minimize the consequences for the population.*

Beginning — Definition — Threats — Analysis — Strategies — Keys — End
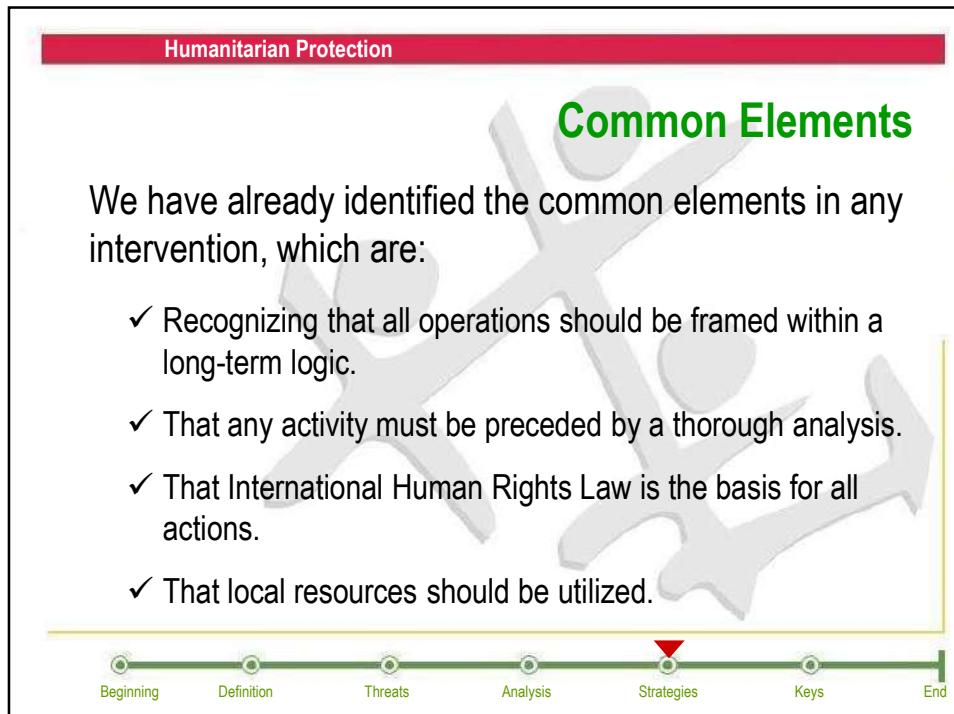
Types of Response

Depending on the goal that we set ourselves, and especially the particular situation, our activity may be:

✓ *Prevention: To avoid damage.*

✓ *Assistance: For immediate needs.*

✓ *Restoration: Seeking to restore dignity and conditions to what they were.*

✓ *Environment-building: Developing activities to promote a context in which it is impossible for such events to happen again.*

Beginning — Definition — Threats — Analysis — Strategies — Keys — End

Defining a Strategy for Humanitarian Protection

Beginning · Definition · Threats · Analysis · Strategies · Keys · End

Common Elements

We have already identified the common elements in any intervention, which are:

✓ Recognizing that all operations should be framed within a long-term logic.

✓ That any activity must be preceded by a thorough analysis.

✓ That International Human Rights Law is the basis for all actions.

✓ That local resources should be utilized.

Beginning · Definition · Threats · Analysis · Strategies · Keys · End

Humanitarian Protection

Particular Elements

We also have identified particular elements:

- ✓ There is no consensus on a single definition of protection, although there is a common approach.

- ✓ The risk function can be applied and modified.

- ✓ Threats can react to the measures taken.

- ✓ We distinguish between specific types of threats and responses.

| Beginning | Definition | Threats | Analysis | Strategies | Keys | End |

Humanitarian Protection

Once the elements to be considered in the analysis of protection have been defined we proceed to the identification of context and set goals for our intervention.
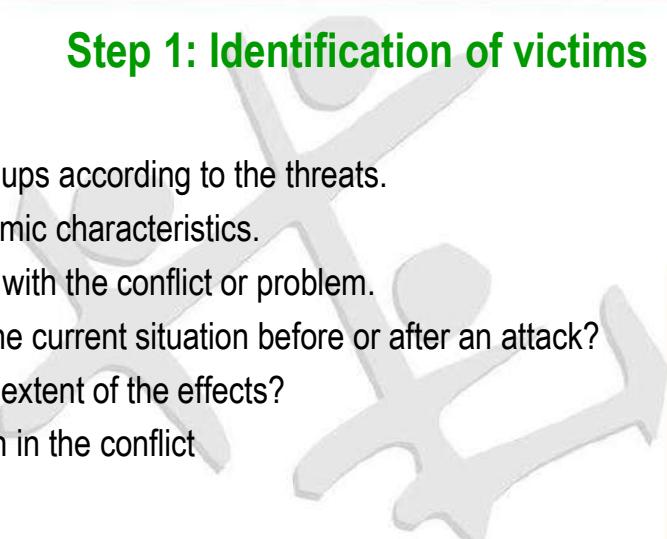
Here's an example of how to design an intervention in Humanitarian Protection:

| Beginning | Definition | Threats | Analysis | Strategies | Keys | End |

Humanitarian Protection

Step 1: Identification of victims
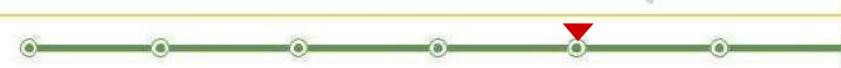
- ✓ Dividing groups according to the threats.
- ✓ Socioeconomic characteristics.
- ✓ Connection with the conflict or problem.
- ✓ Timing: Is the current situation before or after an attack?
- ✓ What is the extent of the effects?
- ✓ Participation in the conflict
- ✓ ...

| Beginning | Definition | Threats | Analysis | Strategies | Keys | End |

Humanitarian Protection

Step 2: Identification of aggressors

- ✓ Motivation.
- ✓ Objectives.
- ✓ Whether they have criminal or political aims.
- ✓ In relation to international standards or local customs.
- ✓ Needs
- ✓ ...

| Beginning | Definition | Threats | Analysis | Strategies | Keys | End |

Step 3: Identification of the situation

Try to characterize the situation faced by different population groups. To illustrate this we take an example of some population categories where, as a result of armed conflict, there is a displaced population, a population which has returned, and a population at risk and where movement is forbidden or very limited:

	Displaced	Returned	Blocked
Violence			
Coercion			
Deprivation			

Beginning　　Definition　　Threats　　Analysis　　Strategies　　Keys　　End

Step 4: Protection Mechanisms

✓ Presence of institutional or community defenders.
✓ Community mechanisms for coping with and overcoming the situation.
✓ Development of specific protection activities.
✓ National legal system of protection.
✓ International legal system of protection.
✓ ...

Beginning　　Definition　　Threats　　Analysis　　Strategies　　Keys　　End

Humanitarian Protection

Step 5: Definition of Objectives

✓ What must be achieved to prevent the situation from happening again, to prevent new cases?

✓ What must be achieved to address the situation?

✓ What must be achieved to compensate the victims?

✓ What must be achieved to build an environment where these situations cannot be repeated?

Beginning   Definition   Threats   Analysis   Strategies   Keys   End

Humanitarian Protection

Step 6: Definition of Stages

✓ What must be achieved in the short term?

✓ What must be achieved in the medium term?

✓ What must be achieved in the long term?

Beginning   Definition   Threats   Analysis   Strategies   Keys   End

Humanitarian Protection

Step 7: Choice of a strategy

Once the whole picture has been identified, from assessment of the situation to the sought-after goals, we must discard the strategies that are beyond our reach or outside our experience and choose a course of action based on activities:

- ✓ which minimize the risk function,
- ✓ have legal support in the bodies of law that define international protection
- ✓ are the result of consensus with the community,
- ✓ support other ongoing activities and
- ✓ are more compatible with the principles of development.

Beginning Definition Threats Analysis **Strategies** Keys End

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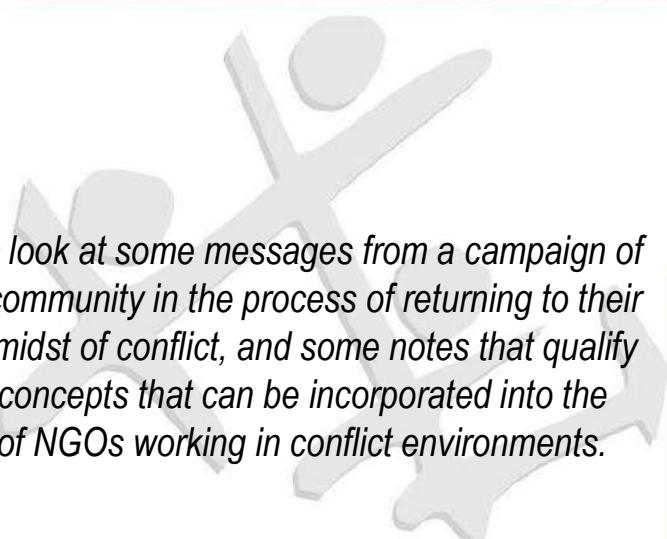
Humanitarian Protection

And that's how we design a protection intervention, starting from an analysis and prioritization of the most serious situations, identifying the changed situation we are seeking, and then choosing an intervention strategy.

Beginning Definition Threats Analysis **Strategies** Keys End

Humanitarian Protection

To finish let's look at some messages from a campaign of a displaced community in the process of returning to their lands in the midst of conflict, and some notes that qualify protection concepts that can be incorporated into the strategies of NGOs working in conflict environments.

Beginning   Definition   Threats   Analysis   Strategies   Keys   End

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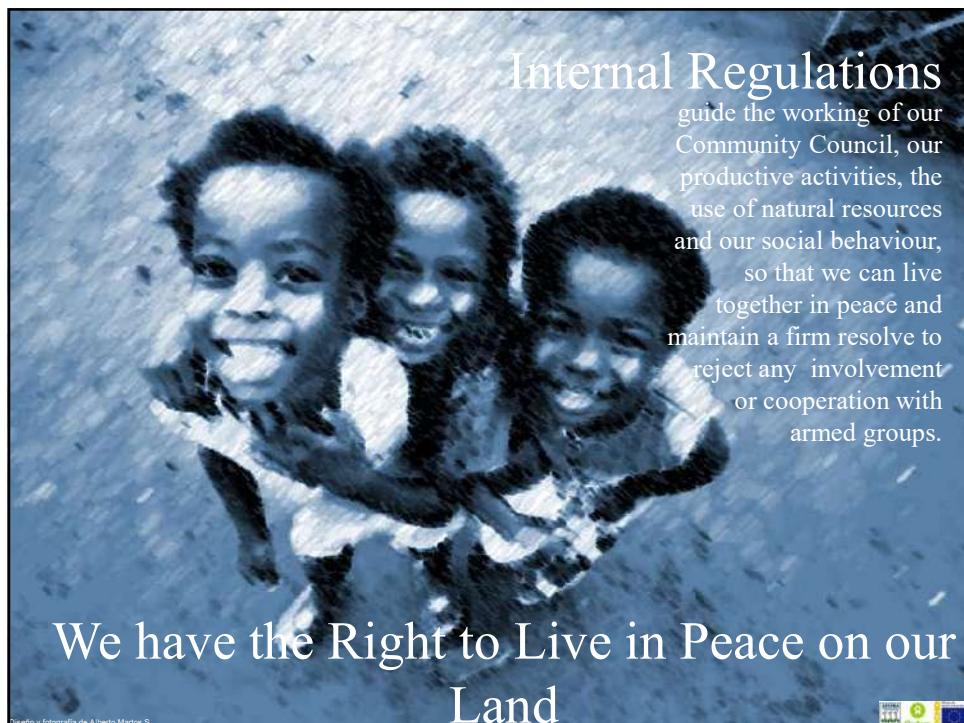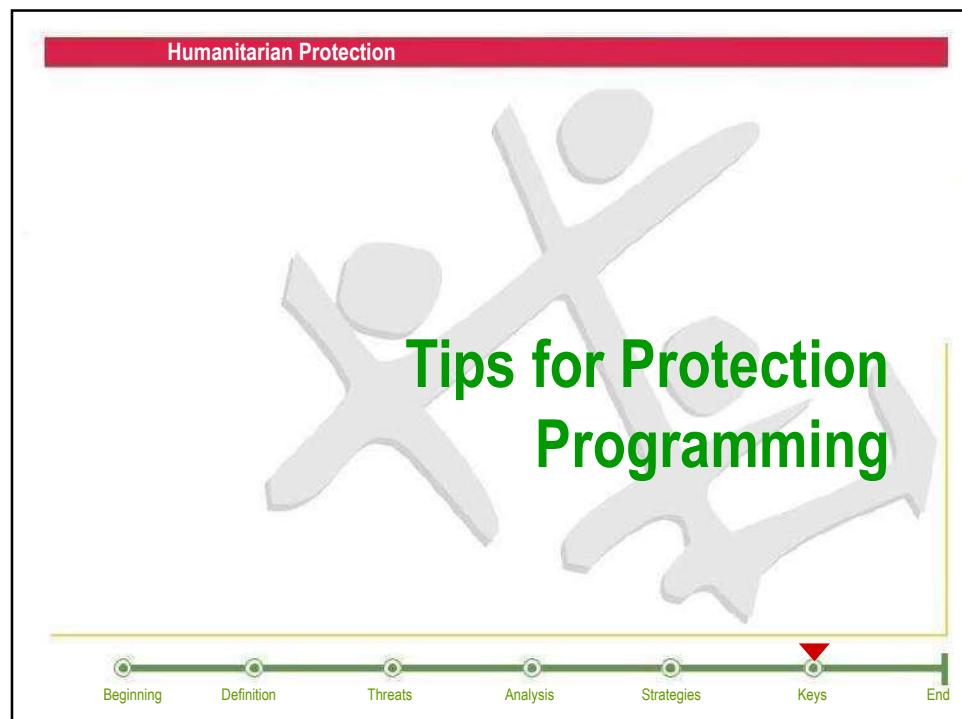
Humanitarian Protection

Campaign with Protection Messages

Beginning   Definition   Threats   Analysis   Strategies   Keys   End

Internal Regulations guide the working of our Community Council, our productive activities, the use of natural resources and our social behaviour, so that we can live together in peace and maintain a firm resolve to reject any involvement or cooperation with armed groups.

We have the Right to Live in Peace on our Land

Internal Regulations guide the working of our Community Council, our productive activities, the use of natural resources and our social behaviour, so that we can live together in peace and maintain a firm resolve to reject any involvement or cooperation with armed groups.

The Community Council ensures appropriate use of natural resources

Internal Regulations
guide the working of our
Community Council, our
productive activities, the
use of natural resources
and our social behaviour,
so that we can live
together in peace and
maintain a firm resolve to
reject any involvement
or cooperation with
armed groups.

Our communities are autonomous in solving their problems

Humanitarian Protection

Tips for Protection Programming

Beginning | Definition | Threats | Analysis | Strategies | Keys | End

Humanitarian Protection

Protection Programming

✓ Implies a change in the behaviour of humanitarian personnel, incorporating not only acceptance but also deterrence and self-protection in their security strategy.

✓ The best able to assess risk are those directly affected.

✓ We must listen to the protective measures proposed by the community and study those that have been applied in other similar situations.

| Beginning | Definition | Threats | Analysis | Strategies | Keys | End |

Humanitarian Protection

Protection Programming

✓ Return processes and resettlemens should be regarded both as a mean of protection and a potential need for protection.

✓ The security situation of families outside camps or sites in the organization's area of influence must be taken into account.

✓ We must distinguish between tools for a definitive solution of the problem and tools for temporary situations, especially in situations of chronic crisis.

| Beginning | Definition | Threats | Analysis | Strategies | Keys | End |

Humanitarian Protection

Protection Programming

✓ Treat the receiving environment as a possible threat to the population, a threat in terms of protection, or on the contrary, as a possible solution even to the protection problem.

✓ Solutions to humanitarian dilemmas cannot be provided by the NGO or agency alone: "The safe place is not good for our livelihoods, and where we carry out our livelihoods is unsafe." We have to consult the community.

| Beginning | Definition | Threats | Analysis | Strategies | Keys | End |

Humanitarian Protection

Protection Programming

✓ The contexts of conflict are difficult places and not for the bureaucrats to make decisions, nor practitioners, nor those without due knowledge. The decision-making process has to be improved.

✓ The name of the NGO in not more important than the safety of the people.

✓ We are here to be useful. If we can't, then we should leave and make room for others.

✓ If there are things to be done and we can't do them, we must bring someone who can.

| Beginning | Definition | Threats | Analysis | Strategies | Keys | End |

Humanitarian Protection

Protection Programming

✓ Although advocacy and protection are different things, they go hand in hand and are sometimes difficult to separate.

✓ Advocacy is often a protection strategy, either to influence public opinion and policy makers in the host community or amongst the aggressors.

| Beginning | Definition | Threats | Analysis | Strategies | Keys | End |

Humanitarian Protection

Protection Programming

✓ At government level we have to work to seek adherence to the letter and spirit of international treaties.

✓ Local initiatives should be supported through international law.

✓ Coordination between NGOs, the United Nations and local authorities should be improved.

| Beginning | Definition | Threats | Analysis | Strategies | Keys | End |

Humanitarian Protection

Protection Programming

- ✓ The specific needs of each population group have to be seen, including people who carry out political or public activities.
- ✓ Strategies should gain people's attention and generate immediate solutions without unnecessary bureaucratic processes.
- ✓ A protection strategy can be developed as a stand-alone project or as a cross-cutting approach.
- ✓ Field teams need training in protection.

| Beginning | Definition | Threats | Analysis | Strategies | Keys | End |

Humanitarian Protection

Protection Programming

- ✓ Local proposals for protection must be coordinated with the national and international system of protection.
- ✓ In chronic conflict situations, protection strategies should be included in long-term development plans and should be formulated between the community and local authorities as they may generate opposing positions and require a process to achieve consensus.

| Beginning | Definition | Threats | Analysis | Strategies | Keys | End |

Protection Programming

✓ It is essential to preserve the civilian nature of the concept of protection and separate it from the concept of security in military terms.

✓ A recruited civilian is no longer a civilian and therefore loses the status of protected person.

✓ An environment of inpunity, the loss of social rules and structures, and the separation of families and communities, increase vulnerability.

| Beginning | Definition | Threats | Analysis | Strategies | Keys | End |

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Political and Institutional Advocacy
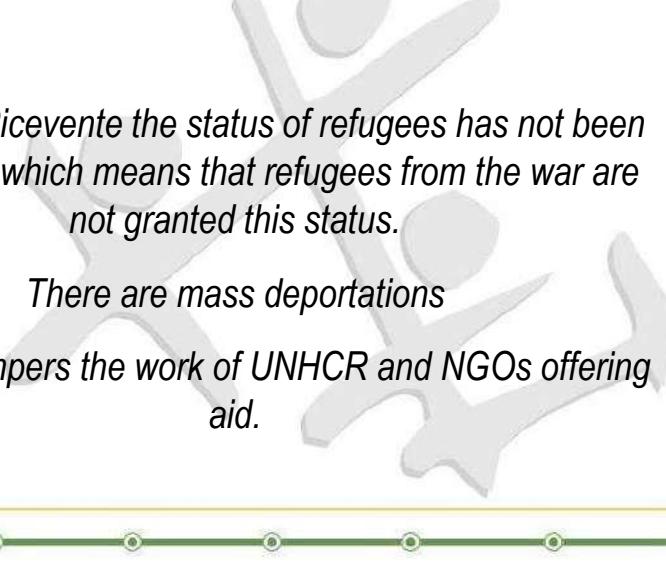
Beginning   Definition   Assessment   Intervention Logic   Strategy   Key Points   End

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Political and Institutional Advocacy

"In Paese-Ricevente the status of refugees has not been recognized which means that refugees from the war are not granted this status.

There are mass deportations

and this hampers the work of UNHCR and NGOs offering aid.

Beginning   Definition   Assessment   Intervention Logic   Strategy   Key Points   End
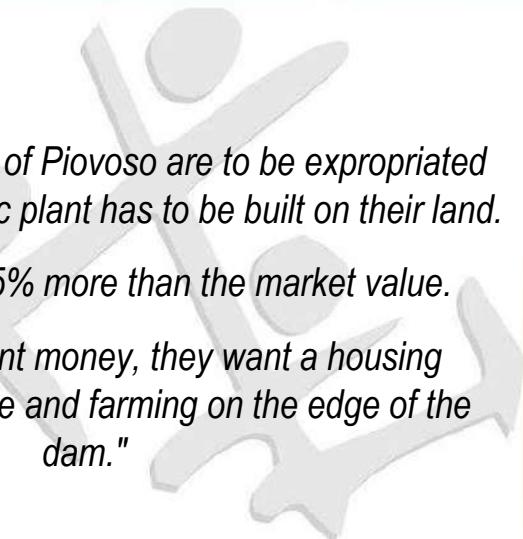
Political and Institutional Advocacy

"In Colombia, the State adopted legislation years ago that gives extensive rights to people displaced by conflict.

But it doesn't allocate budgets to implement them.

And it isn't a priority for governments."

| Beginning | Definition | Assessment | Intervention Logic | Strategy | Key Points | End |
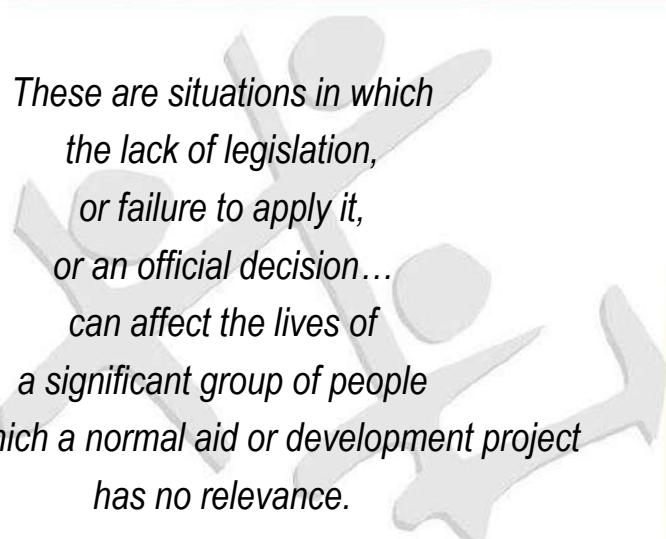
Political and Institutional Advocacy

"The peasant families of Piovoso are to be expropriated because a hydroelectric plant has to be built on their land.

They will be paid 25% more than the market value.

But they do not want money, they want a housing relocation programme and farming on the edge of the dam."

| Beginning | Definition | Assessment | Intervention Logic | Strategy | Key Points | End |

Political and Institutional Advocacy

These are situations in which
the lack of legislation,
or failure to apply it,
or an official decision…
can affect the lives of
a significant group of people
and to which a normal aid or development project
has no relevance.

Beginning   Definition   Assessment   Intervention Logic   Strategy   Key Points   End

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Political and Institutional Advocacy

Contents

✓ Definition, objectives and some general aspects

✓ General Assessment and Policy Analysis

✓ Advocacy Intervention Logic

✓ Defining a Strategy for an Advocacy Intervention

✓ Some key points on Advocacy

Beginning   Definition   Assessment   Intervention Logic   Strategy   Key Points   End

Political and Institutional Advocacy

Definition, Objectives and Some General Aspects of Institutional Advocacy

Beginning   Definition   Assessment   Intervention Logic   Strategy   Key Points   End

Political and Institutional Advocacy

What is Advocacy?

It is a planned process which seeks to influence decision makers who have an effect on the lives of other people.

Beginning   Definition   Assessment   Intervention Logic   Strategy   Key Points   End

Political and Institutional Advocacy

Advocacy tends to be based on the particular experiences of the organization or organizations that practise it;

it is usually directed at policy makers, and seeks to improve the situation of a significant number of people.

Beginning Definition Assessment Intervention Logic Strategy Key Points End

Political and Institutional Advocacy

Advocacy can be a single strategy, or may complement:

1. *Actions by stakeholder organizations*
2. *Humanitarian action*
3. *Or help in overcoming a specific obstacle in a development intervention*

Beginning Definition Assessment Intervention Logic Strategy Key Points End

Its Objective

is a "change" in the policies or situations which are outside the direct control of the stakeholder population whom we wish to benefit.

Beginning — Definition — Assessment — Intervention Logic — Strategy — Key Points — End

Particular Aspects

✓ It recognizes that the causes of poverty, discrimination, violence or disaster damage, go beyond the decisions taken at community or family level and transcend national or international politics, far from those affected by the situation.

✓ It is coordinated with other types of actions to overcome the problems in question.

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Political and Institutional Advocacy
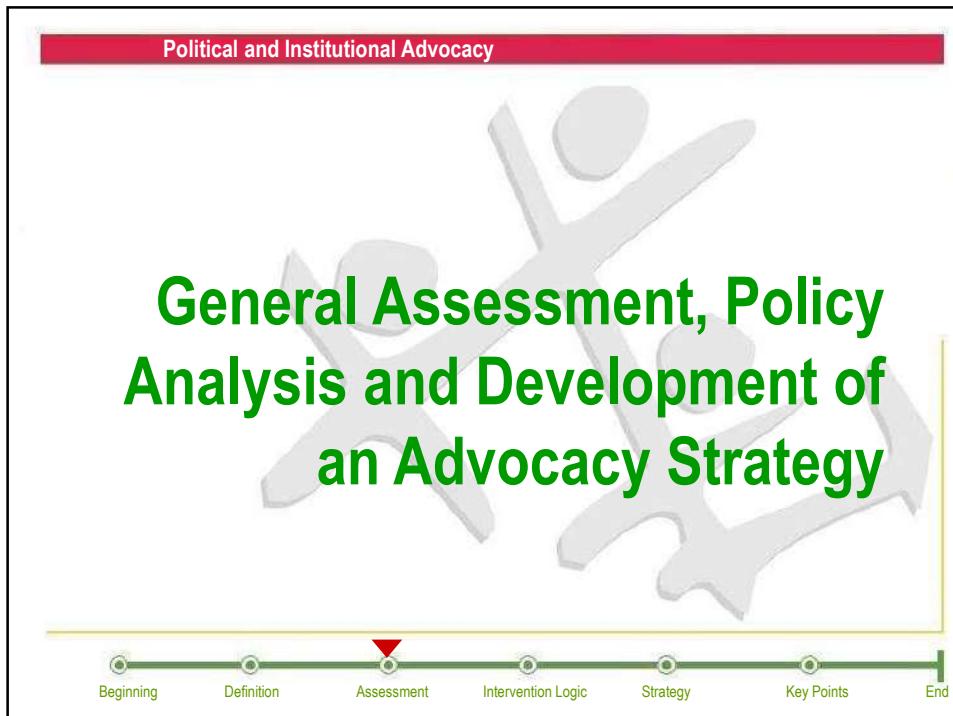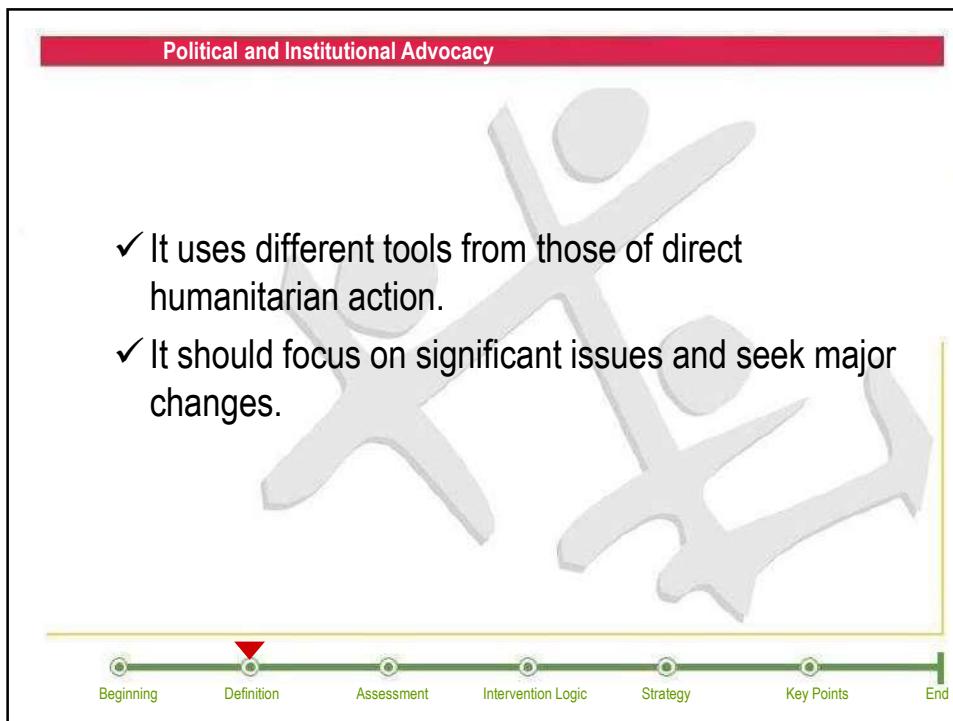
- ✓ It influences policy makers.
- ✓ It persuades the different actors to recognize their responsibilities.
- ✓ It focuses on the roles of state and non-governmental actors.
- ✓ It puts the Rights-based Approach into practice, seeking to obtain legal support for people affected by a situation.

Beginning · Definition · Assessment · Intervention Logic · Strategy · Key Points · End

Political and Institutional Advocacy

- ✓ It seeks to make benefits more universal and convert them into rights.
- ✓ Investigates the roots of problems and discrimination, not just their consequences.
- ✓ Converts situations traditionally treated as "External Factors" or "Hypotheses" into targets for change.

Beginning · Definition · Assessment · Intervention Logic · Strategy · Key Points · End

Political and Institutional Advocacy

✓ It uses different tools from those of direct humanitarian action.

✓ It should focus on significant issues and seek major changes.

Beginning | Definition | Assessment | Intervention Logic | Strategy | Key Points | End

Political and Institutional Advocacy

General Assessment, Policy Analysis and Development of an Advocacy Strategy

Beginning | Definition | Assessment | Intervention Logic | Strategy | Key Points | End

Political and Institutional Advocacy

Let's start with a general analysis of the situation using a problem tree, following the logical framework for example.

Here we see explicit causal relationships between the different problems and their causes.

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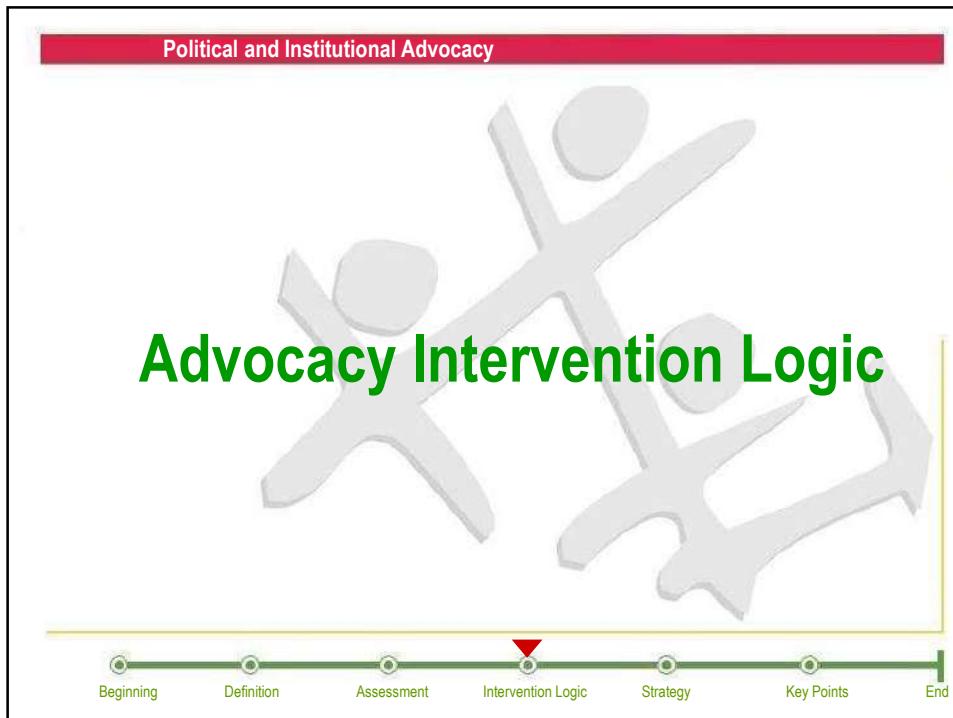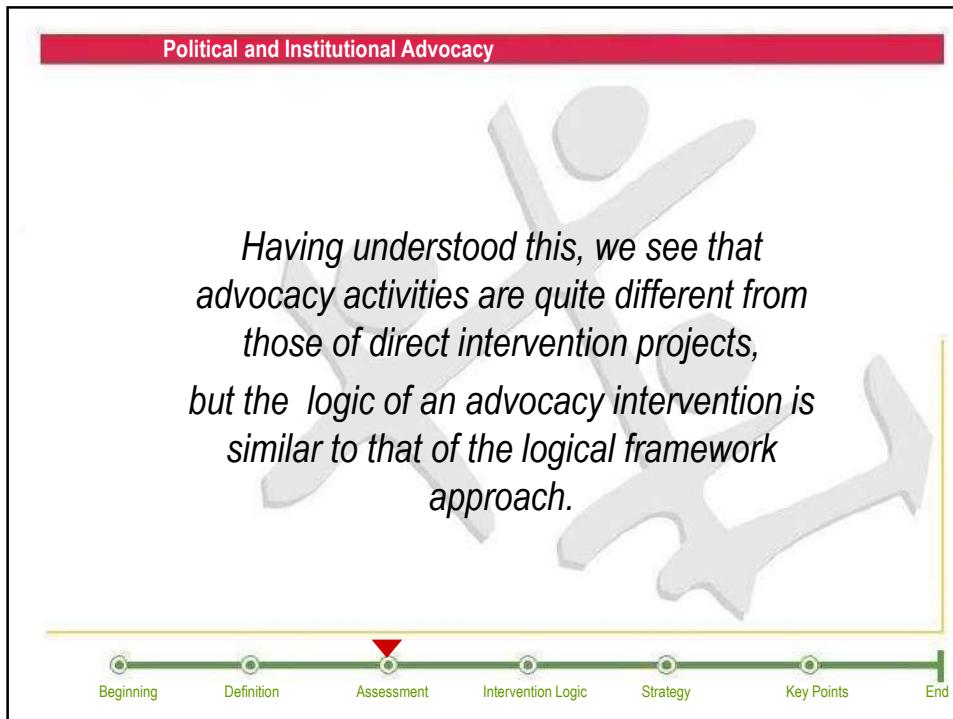
Political and Institutional Advocacy

We find two types of causes:

those which are solved by direct intervention,

and those related to the political context, which have traditionally been considered outside a project's control.

Beginning | Definition | Assessment | Intervention Logic | Strategy | Key Points | End

Political and Institutional Advocacy

Having understood this, we see that advocacy activities are quite different from those of direct intervention projects,

but the logic of an advocacy intervention is similar to that of the logical framework approach.

Beginning — Definition — Assessment — Intervention Logic — Strategy — Key Points — End

Political and Institutional Advocacy

Advocacy Intervention Logic

Beginning — Definition — Assessment — Intervention Logic — Strategy — Key Points — End

Political and Institutional Advocacy

Let's look briefly at five points illustrating how we will think about an advocacy operation

Then we'll look in more detail at the development of an advocacy strategy.

Beginning — Definition — Assessment — Intervention Logic — Strategy — Key Points — End

Political and Institutional Advocacy

1. Assessment of the situation

Identification of problems, causes and objectives with respect to the reality that affects us directly.

Identification of causes beyond our direct control and of a political or institutional nature.

Beginning — Definition — Assessment — Intervention Logic — Strategy — Key Points — End

Political and Institutional Advocacy

2. Knowledge of how the political system and formal or informal power systems work

To assess the specific political situation, or simply the situation beyond our control.

Beginning — Definition — Assessment — Intervention Logic — Strategy — Key Points — End

Political and Institutional Advocacy

3. Definition of issues or policies to change

To identify the desired situation in policy terms, which is different from our overall goal.

Beginning — Definition — Assessment — Intervention Logic — Strategy — Key Points — End

Political and Institutional Advocacy

4. Identification of key actors

Who have influence over the external or political situation that we want to change.
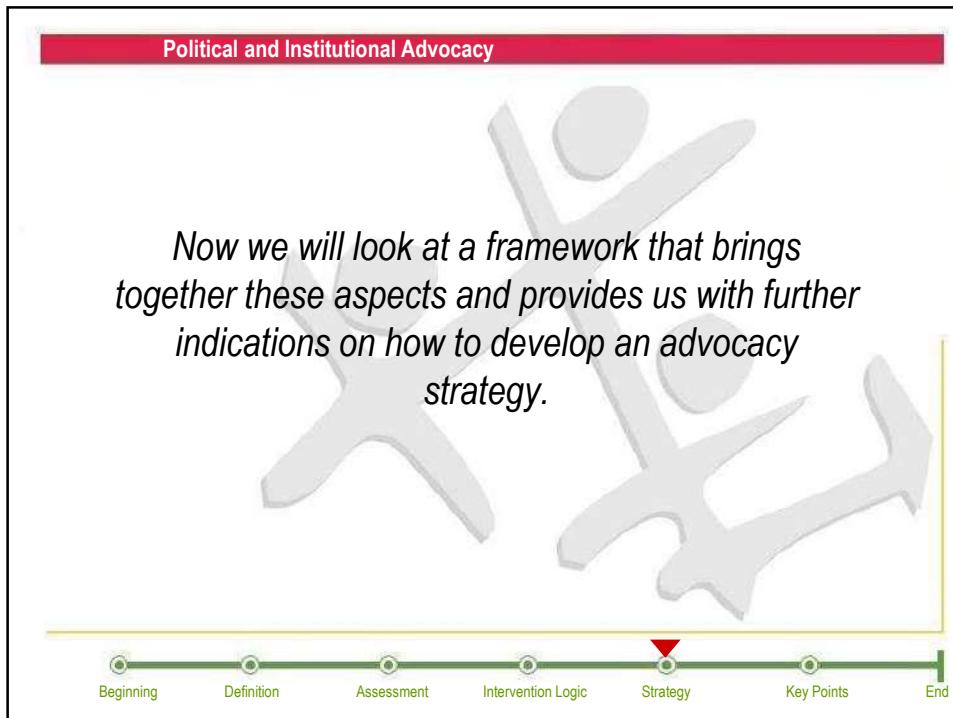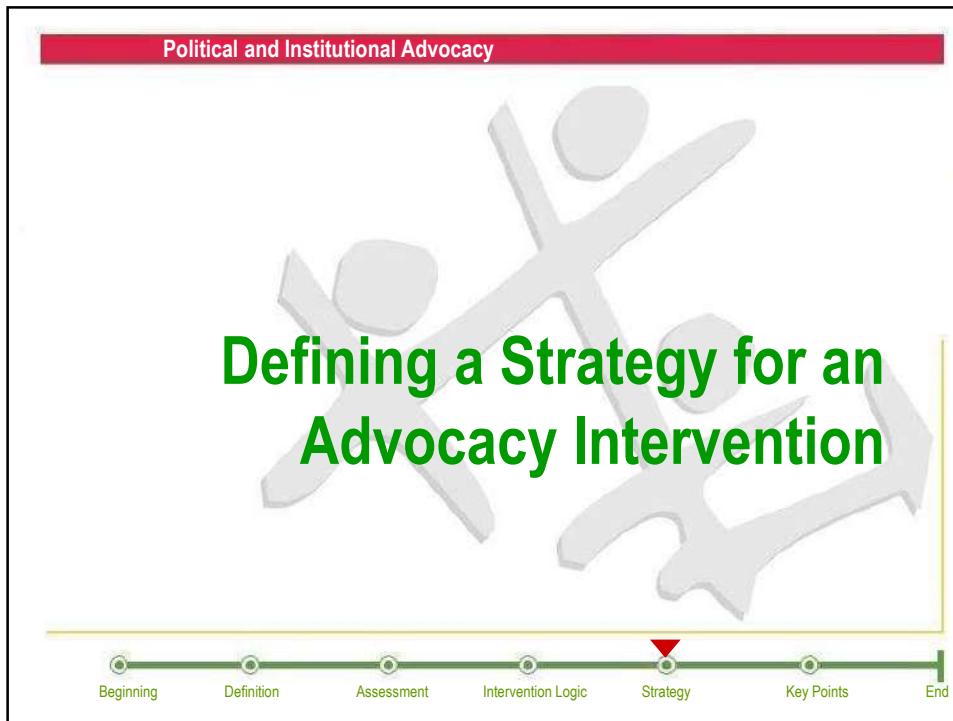
Beginning — Definition — Assessment — Intervention Logic — Strategy — Key Points — End

Political and Institutional Advocacy

5. Identification of activities

Activities and messages that we need to develop to reach these people.

Beginning — Definition — Assessment — Intervention Logic — Strategy — Key Points — End

Political and Institutional Advocacy

Defining a Strategy for an Advocacy Intervention

Beginning — Definition — Assessment — Intervention Logic — Strategy — Key Points — End

Political and Institutional Advocacy

Now we will look at a framework that brings together these aspects and provides us with further indications on how to develop an advocacy strategy.

Beginning — Definition — Assessment — Intervention Logic — Strategy — Key Points — End

Political and Institutional Advocacy

Analysis of the Problem

Causes identified requiring direct intervention

Causes identified requiring an indirect, advocacy intervention

DIRECT INTERVENTION

Traditional intervention at community or family level for the causes identified.

ADVOCACY INTERVENTION

Prerequisites:
An understanding of power systems
Risk assessment, alliance-building and a positive assessment of our credibility
Strategic decision to initiate the advocacy

Policy Analysis:
General assessment of policies
Identification of the policies on which to apply advocacy
Identification of the policy-makers and stakeholders
Analysis of possible solutions

Design of an advocacy strategy:
Choice of the "Advocacy Topic"
Choice of the approaches
Definition of the objective of the advocacy
Definition of the Role, messages and activities

Beginning — Definition — Assessment — Intervention Logic — Strategy — Key Points — End

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Political and Institutional Advocacy

Prerequisites

Understanding them as both external factors and internal realities and decisions:

- ✓ Understanding the political system and where power lies
- ✓ Risk assessment with respect to including an advocacy component in an intervention
- ✓ Strategic alliance-building
- ✓ Getting a positive assessment of our reputation and credibility
- ✓ Clear definition of the organization's priorities and assessment of the appropriateness of including an advocacy component in its strategy

Beginning — Definition — Assessment — Intervention Logic — Strategy — Key Points — End

Policy Analysis:

Of their origin, rationale and implementation as well as in relation to the problems that concern us and ways to influence them:

- ✓ Overall analysis of the problem. Definition of the overall problems, identification of the causes. Problem tree.
- ✓ Identification of policies or topics/issues for advocacy.
- ✓ Identification of the policy makers and other actors and institutions who are interested, affected or hold power.

| Beginning | Definition | Assessment | Intervention Logic | Strategy | Key Points | End |

Policy Analysis:

- ✓ Development of a Power Map with relationships, interests, activities, budgets, level of influence and inclination towards political change.

- ✓ Analysis of the policy environment.

- ✓ Analysis of the options for change. The solutions to the advocacy issues raised.

| Beginning | Definition | Assessment | Intervention Logic | Strategy | Key Points | End |

Design of the Strategy

To decide upon a particular course of action, we need to consider:

✓ Selection of policies or advocacy issues. According to their relative contribution to the desired change, the probability of success, the opportunity to open other issues for advocacy, the costs and risks.

✓ Choosing the audiences that we are aiming for, whether direct policy-makers, or those who hold the power, even if they are secondary audiences through whom we are going to influence the primary audience.

Beginning — Definition — Assessment — Intervention Logic — Strategy — Key Points — End

Design of the Strategy

✓ Establishing the objective of the advocacy - through which we will achieve the our programme's objective. The objective of the advocacy functions as a specific objective that contributes towards achieving an overall goal, which is what really has an impact on the lives of people.

✓ Identification of allies and opposition.

Beginning — Definition — Assessment — Intervention Logic — Strategy — Key Points — End

Political and Institutional Advocacy

Design of the Strategy

✓ Adopting a suitable role: Adviser or informant, mediator, trainer... and an appropriate position between the public and private spheres, and between confrontational and cooperative modes of action.

✓ Identification of messages, by which the audience is made aware of the issue and is told what is expected in terms of policy change.
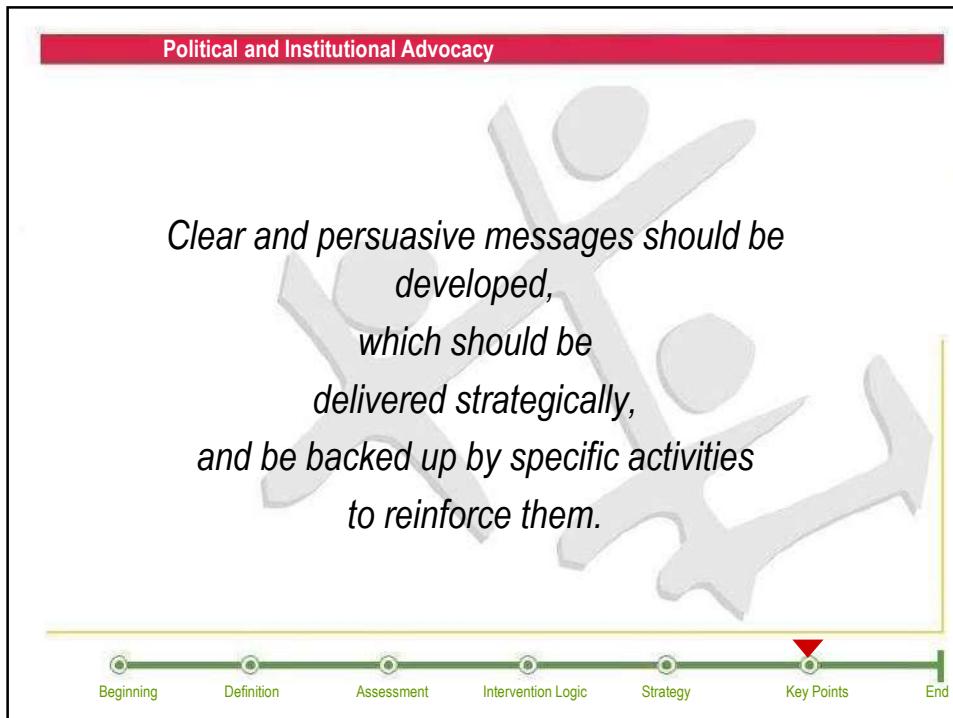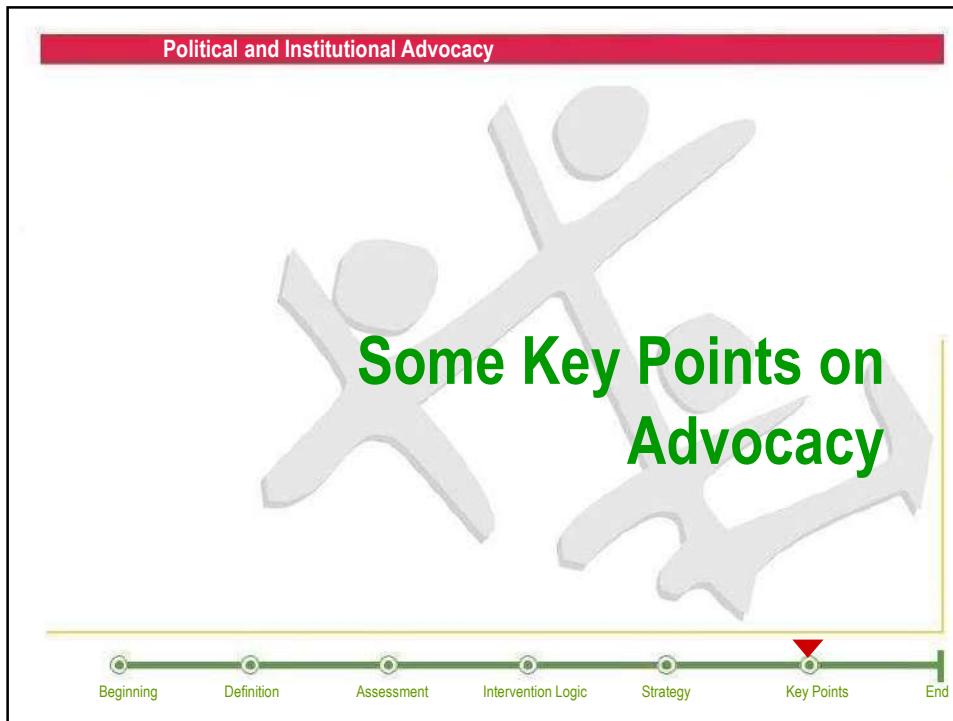
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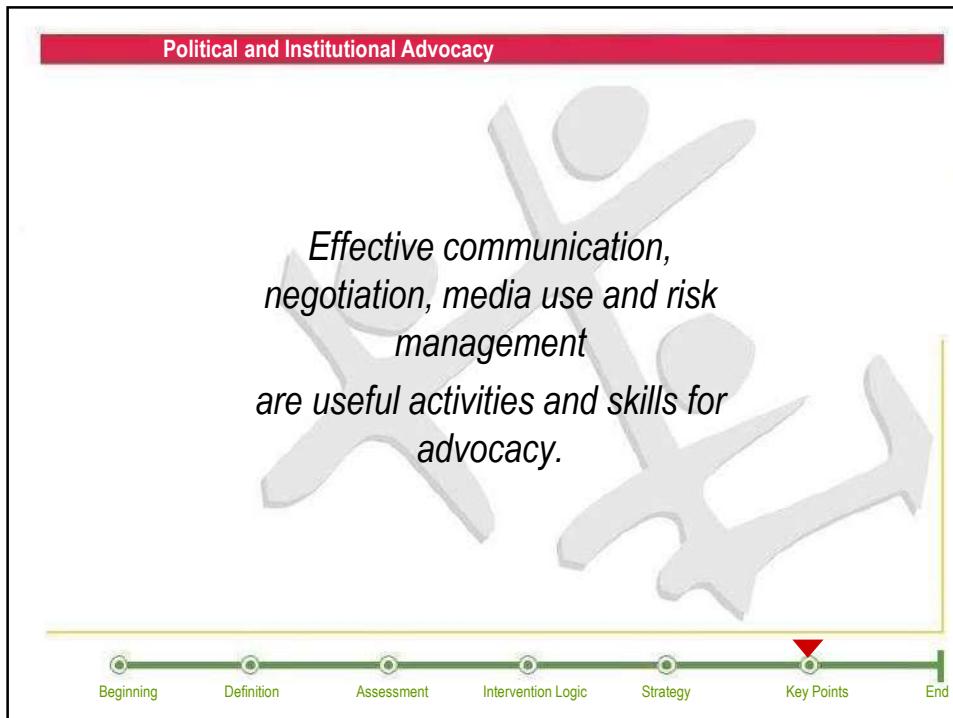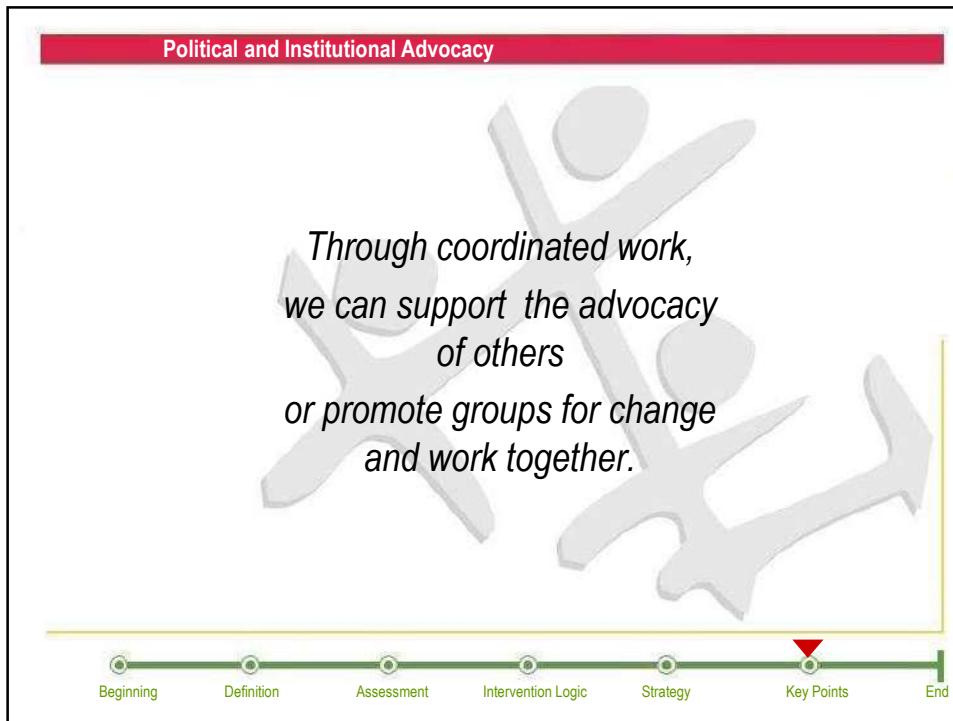
Political and Institutional Advocacy

Design of the Strategy

✓ Definition of the activities of advocacy, depending on risk, the cost and chances of success.

Beginning | Definition | Assessment | Intervention Logic | Strategy | Key Points | End

Political and Institutional Advocacy

Some Key Points on Advocacy

Beginning — Definition — Assessment — Intervention Logic — Strategy — Key Points — End

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Political and Institutional Advocacy

Clear and persuasive messages should be developed,
which should be
delivered strategically,
and be backed up by specific activities
to reinforce them.

Beginning — Definition — Assessment — Intervention Logic — Strategy — Key Points — End

Political and Institutional Advocacy

Through coordinated work,
we can support the advocacy
of others
or promote groups for change
*and work together.*

Beginning   Definition   Assessment   Intervention Logic   Strategy   Key Points   End

Political and Institutional Advocacy

Effective communication,
negotiation, media use and risk
management
are useful activities and skills for
advocacy.

Beginning   Definition   Assessment   Intervention Logic   Strategy   Key Points   End

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Background

- Education is a right.
- Humanitarian Charter of the Sphere project:
  - To alleviate human suffering arising from catastrophe and conflict.
  - People affected by disasters have a right to life with dignity.

Education in Emergencies can Save Lives

- It provides direct protection against exploitation and abuse.
- It limits the chances of recruitment by armed groups.
- It spreads key messages for survival, for example, safety measures for land mines or in connection with the prevention of HIV/AIDS.

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Minimum Standards for Education in
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Education in Emergencies can Sustain Lives

- It provides structure, stability and hope for the future in times of crisis, especially for children and adolescents.
- It provides the basic elements essential for future economic stability.
- It helps students overcome the emotional impact generated by conflict or disaster.
- It develops skills and promotes conflict resolution and peace building.

Gaps in the provision of Education in Emergencies

Deficiencies in:

•Access.
•Quality.
•Coordination.
•Funding.

When education is not prioritized.

It leads increased vulnerability to a future of poverty and violence.

Skills for peaceful reintegration, reconstruction and sustainable development.

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The Inter-agency Network for Education in Emergency Situations (INEE)

It brings together more than 1,100 individual and institutional members.

Working Group Members:

- CARE International.
- International Rescue Committee, IRC.
- Save the Children International.
- Norwegian Refugee Council.
- UNESCO.
- UNHCR
- UNICEF.
- The World Bank.

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Working Group on Minimum Standards for Education in Emergencies

- **UNICEF.**
- **UNESCO.**
- **UNHCR.**
- **Catholic Relief Services International Rescue Committee.**
- **Norwegian Church Aid.**
- **Norwegian Refugee Council.**
- **CARE Canada.**

- **Dos Mundos Foundation.**
- **Save the Children UK.**
- **Save the Children USA.**
- **Refugee Education Trust.**
- **USAID.**
- **World Education.**
- **GTZ.**
- **The French Ministry of Education.**
- **CARE USA.**

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Process to Create the Minimum Standards for Education in Emergencies

Participation of more than 2,250 people:

- Consultation at various levels:
    - Local.
    - National.
    - Subregional and
    - Regional.

- On-line consultation process.

- Peer review.

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Process to Create the Minimum Standards for Education in Emergencies

Regional Consultations

Latin America and The Caribbean - Panama City.

Middle East, North Africa and Europe - Amman, Jordan.

 Africa - Nairobi, Kenya.

Asia and The Pacific - Katmandu, Nepal.

IDPs children in Kaserdoh forest attanding school.
Fic. CIDKP Mergui-Tavoy District

Virtual Consultation - expert review.

INEE Global Consultation
Launch of the Manual of Minimum Standards for Education in Emergencies, Chronic Crises and Early Recovert, Cape Town, South Africa, 2004.

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Minimum Standards for Education in
Emergencies, Chronic Crises and
Early Recovery.

The Minimum Standards:

- Provide a **common starting point** to reach a minimum level of quality in education.
- Improve **coordination.**
  Help to strengthen **accountability** and predictability among humanitarian actors
  Build and/or **strengthen national and local educational capacity.**
  Promote education.
- Provide tools to achieve the **Millennium Development Goals.**
  Strengthen the links of the educational and humanitarian communities.

Structure of the Minimum Standards for Education in Emergencies

Minimum Standard the minimum level of service to be provided in a situation of humanitarian aid and recovery. Are qualitative and applicable in any context.

Indicators are signs that the standard is being achieved. They function as tools to measure and communicate the impact or outcome of the programmes, processes and methods used. Are quantitative and qualitative.

Guidance Notes: Specific points to be considered in applying the standards. Guidance on tackling practical difficulties and advice on priority issues. They include critical issues related to dilemmas, controversies or gaps in current knowledge.

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Minimum Standards for Education in
Emergencies, Chronic Crises and
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Structure of the Minimum Standards for Education in Emergencies

1. Minimum Standards common to all categories.
2. Access and Learning Environment.
3. Teaching and Learning.
4. Teachers and other Education personnel.
5. Education Policy.

1. Minimum Standards common to all categories Community Participation

**Standard 1
Community
Participation**

Community members
participate actively,
transparently and without
discrimination in
analysis, planning, design,
implementation, monitoring,
and evaluation
of education responses.

**Standard 2
Resources**

Community resources
are identified,
mobilized and used
to implement age-
appropriate learning
opportunities.

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Minimum Standards for Education in
Emergencies, Chronic Crises and
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1. Minimum Standards Common to all Categories: Analysis

Standard 1 Assessment

Timely education assessments of the emergency situation are conducted in a holistic, transparent and participatory manner.

Standard 2 Response Strategy

Inclusive education response strategies include a clear description of the context, barriers to the right to education, and strategies to overcome these barriers.

Standard 3 Monitoring

Regular monitoring of education response activities and the evolving learning needs of the affected population is carried out.

Standard 4 Evaluation

Systematic and impartial evaluations improve education response activities and enhance accountability.

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2. Access and Learning Environment

Standard 1 Equal access

All individuals have access to quality and relevant education Opportunities.

Standard 2 Protection and well-being

Learning environments are secure and safe, and promote the protection
and the psychosocial well-bring of learners, teachers and other education personnel.

Standard 3 Facilities & Services

Education facilities promote the safety and well-being of learners, teachers and other education personnel, and are linked to health, nutrition and psychosocial and protection services.

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3. Teaching and Learning

Standard 1
Curricula

Culturally, socially and linguistically Relevant curricula are used to provide formal and non-formal education, appropriate to the particular context and needs of learners.

Standard 2
Training, Professional Development and Support

Teachers and other educational personnel receive periodic, relevant and structured training according to needs and circumstances.

Standard 3
Instruction and Learning Processes

Instruction and learning processes are learner-centred, participatory and inclusive.

Standard 4
Assessment of Learning Outcomes

Appropriate methods are used to evaluate and validate learning outcomes.

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4. Teachers and other Education Personnel

Standard 1
Recruitment and Selection

A sufficient number of appropriately qualified teachers and other education personnel are recruited through a participative and transparent process, based on selection criteria reflecting diversity and equality.

Standard 2
Conditions of Work

Teachers and other education personnel have clearly defined conditions of work and are appropriately compensated.

Standard 3
Support and Supervision

Support and supervision mechanisms for teachers and other education personnel function effectively.

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5. Education Policy

**Standard 1
Law and Policy
Formulation**

Education authorities
prioritise continuity
and recovery of quality
education, including
free and inclusive
access to schooling.

**Standard 2
Planning and
implementation**

Education activities
take into
account international
and national
Policies, laws,
standards and plans,
and the learning
needs of the affected
population.

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Alberto Martos Sauquillo, President of Proyecto KALÚ

HEREBY CERTIFIES THAT:

Omar Saleh Abdullah Al-hajj

has completed the course **"Sectors of Humanitarian Response, the Sphere Project and the UNHCR Emergency Manual (II)"**, which includes the following contents:

- Cash transfer.
- Humanitarian Protection.
- Advocacy.
- Education in emergencies.

This is a 100 hours continuing education course, and was given with an e-learning methodology. This course was completed on 5 March 2022 .

Alberto Martos
President