Testing New Ground
CaLP Case Study
Multisector cash intervention in Mangaize refugee camp, Niger
A UNHCR project
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Program overview and rationale
Mangaize refugee camp

- Established 2012 in Tillaberi region to host Malian refugees
- 8786 people (May 2016)
- Prospects for return limited
- Donor resources diminishing
- WFP introduces cash vouchers in 2013 (food)
- UNHCR follows suit in 2015 (NFI/shelter, livelihood)

**Timeline:**
- Feb 2012: First wave of refugees arrives
- May 2012: Establishment of Mangaize camp
- Apr 2013: Food vouchers
- Nov 2013: Facilitated voluntary repatriation
- July 2015: Shelter/NFI cash
- Oct 2015: Livelihood contract grants
- Mar 2017: End of Livelihood contract grant
# Overview of CTP in mangaize

<table>
<thead>
<tr>
<th>Transfer</th>
<th>Amount</th>
<th>Frequency</th>
<th>Number of Beneficiaries</th>
<th>Duration &amp; Conditions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Food Voucher</td>
<td>7,000 CFA per person</td>
<td>Every month</td>
<td>All 1600 Households in the camp</td>
<td>Ongoing as an alternative to food in kind - since 2013</td>
</tr>
<tr>
<td>Objective</td>
<td>To empower refugees living in Mangaize camp to satisfy their food needs based on their own assessment.</td>
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<tr>
<td>NFIplus</td>
<td>30,000 CFA per household</td>
<td>Every 3 months</td>
<td>All 1600 Households in the camp</td>
<td>10,000 per month. Ongoing as an alternative to NFI &amp; Shelter in kind - since July 2015</td>
</tr>
<tr>
<td>Objective</td>
<td>To provide an alternative to direct distribution of Non-food items to refugees in Mangaize camp. Target: entire camp population.</td>
<td></td>
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<tr>
<td>Livelihood contract grant (AGR)</td>
<td>30,000 CFA per household</td>
<td>Every 3 months</td>
<td>1538 Households of Mangaize</td>
<td>10,000 were calculated for each month for a total of 18 months. The livelihood grants will end in December.</td>
</tr>
<tr>
<td>Objective</td>
<td>To provide a supporting unconditional grant to empower refugees to become independent by the end of 2016. A Contract approach.</td>
<td></td>
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</tr>
<tr>
<td>Re-integration</td>
<td>10,000</td>
<td>Per month</td>
<td>5000 Niger returnees</td>
<td>Implemented under Filets Sociaux, funded by UNHCR for 24 months</td>
</tr>
<tr>
<td>Objective</td>
<td>To facilitate reintegration of displaced Nigerien citizens.</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Voluntary return</td>
<td>35,000 CFA</td>
<td>Once</td>
<td>9000 refugee volunteers</td>
<td>If returning to the camp, need to wait 3 months to be re-admitted into refugee status and receive support.</td>
</tr>
<tr>
<td>Objective</td>
<td>To facilitate transport and reintegration of Malian refugee in their home country.</td>
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</tbody>
</table>
Some key concepts...

- **Multipurpose cash grants** (MPG): unrestricted cash transfers (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.

- **Multisector cash grants**: conditional or unconditional cash transfers that cover a range of needs, but are designed and managed in a traditional sectoral way.

- **Multi-Sector Market Assessment** (MSMA): determines what goods and services can be purchased in sufficient and reliable quantity and quality to meet needs across a range of sectors; informs the calculation of the MPG value.

- **Minimum Expenditure Basket** (MEB): defines what a household requires to meet recurrent needs and the average cost of those needs over time.
good practices in Mangaize
Assessments

- **Rapid multisector mission** in April 2015 finds cash appropriate in NFI, hygiene and shelter sectors
- General & single market analysis available not necessarily used in design
- Security and protection risks flagged
- Needs grouped together in NFIplus grant

Design, targeting & delivery

- Livelihood grant indexed to Niger CFS, addressing:
  - overlap of humanitarian caseloads and chronically vulnerable populations
  - Exit strategy
- NFI+ grant: general blanket transfer to 100% of enrolled refugees
- Livelihood grant: self-targeted, contract approach
• Grant was delivered in Cash
• By ASUSU, a local FSP selected through an official and independent tender process
• General SOP developed

• Existing UNHCR program staff shepherded transition to cash, with some senior staff members experienced in cash, bringing external expertise
Protection Risks

- Protection risks identified, but no clear linkage to program design and choice of modality and delivery mechanism
- No reports of increased tensions or internal household conflict as a result of transfers
- People feel insecure with their cash due to presence of banditry and feel the need to spend their money almost immediately

Accountability, communication & Feedback

- Refugees are sensitized and leaders consulted in the design of the project.
- Accountability and feedback mechanisms are in place through refugee committees and the different groups in camp
Exit strategies

Thinking ahead

• Contract approach aims to encourage households to develop sustainable income sources.
• Negotiations underway with Nigerien authorities to secure land for refugees
• Legal aspects of employment, ability to undertake economic activities and right to free movement are priority areas of govt advocacy for UNHCR
Current Impact

On lives

• The combo of grants supported families to prioritise their needs, enhance their respective activities & increase their ability to support themselves.
• People are busy with their lives, attributed to the enabling environment created through the cash-based support.
• Some but not all livelihood grant recipients received livelihood-related training.

On markets

• Expansion of sales and trade.
• Increased availability of quality products and local competitive prices.
• Markets adjusted to the change in cash assistance.
• Only a few traders are benefiting from the cash voucher.
• There is a clear surge in prices at the market during distributions of cash.
Capturing impact

Youth of Mangaize camp document the project’s impact on their lives.
Preparedness & Coordination

- In Niger, DNPGCCA is the main framework for preparedness
- **strategic and technical coordination** of the full range of humanitarian actors for agreement on common tools and methods.
- At local level multisector technical and **operational coordination** across actors on common baselines, MEBs and risk/gender analyses, and determination of delivery mechanisms
- Parallel initiatives (ECHO alliances, WFP consortia) absorbed the most active cash actors
- Niger national CWG functionally inactive since 2014
- Little to no consultation with CWG or cluster to inform Mangaize intervention design
Recommendations
Based on Toolkit

• Conduct in house capacity assessment & plan to build them

• Assessments
  – Define an MEB
  – Conduct MSMA
  – Which market can meet needs
  – Grouping needs into 1 transfer

• Design & Targetting
  – Holistic socio-economic situation of hh’s: access to health and education
  – Identify people w/specific needs or risks & refer
  – Gender analysis critical and needs to inform design.
Based on Toolkit

• Delivery & Implementation
  – Understand safe & reliable local options before choosing modality
  – Mangaize: investigate mobile money & e-transfers

• Coordination
  – **multisector assessment** and **definition of MEB** at preparedness stage, and **proactive multisector engagement** on target populations, transfer values and delivery mechanisms
  – In Niger, CaLP, UNHCR and WFP can partner to **invigorate cash coordination**
  – share experiences and resources through a common forum
Based on Toolkit

• Monitoring & Learning
  – Regular price monitoring systems
  – Alert and preparing market actors for changes in demand
  – Support markets to meet demands
  – Spreading payments

• Preparedness
  – Determining operational feasibility of cash, people’s needs and relationships with markets, and acceptability of cash programming to beneficiaries, governments and donors
  – Establish functional, strategically focused country-level CWGs co-led by government
  – Forecasts on future refugee flows into Niger and future role of multisector cash could inform preparedness activities to position for rapid rollout and scale up
Interagency MPG for refugees in Niger

• UNHCR sees the value of moving towards MPGs
• Key themes to unpack include targeting, monitoring, identification of FSPs, and relationship to the national minimum wage
• A unifying overarching objective, MPG response plan and common targeting criteria needed
• WFP a willing partner in interagency MPG
• Implementation arrangements (legal, FSP contracts and tools) to be streamlined across agencies
• Government of Niger to serve as co-lead of a new country level CWG

Learning
✓ To enhance operational coordination, start with multisector assessment and definition of MEB at preparedness stage, and proactive multisector engagement on target populations, transfer values & delivery mechanisms
✓ In Niger, CaLP, UNHCR and WFP can partner to invigorate cash coordination and explore ways to share experiences and resources: case of Diffa
Implications for the community of practice

- Key challenges to operationalizing multisector and multipurpose cash: **gaps in strategic leadership and coordination**, situation analysis, market analysis and risk mitigation.
- Good practices: **alignment with national social protection systems** as an exit strategy for humanitarian caseloads.
- Opportunities: **leveraging increasingly integrated partnerships**, investing in new technologies such as mobile money to safely scale up multipurpose cash, and using the experience of cash actors.
- Introducing and scaling up MPG at regional level will require leveraging learning and experience to **influence key donors** and decision makers, and inform design of locally appropriate programs.

**Learning**
- ✓ Multisector cash is feasible and appropriate in the Niger refugee context and beyond
- ✓ Pilots are valuable to develop agency experience
- ✓ Recruit ad hoc expertise to support design and setup if in-house experience is lacking
- ✓ Cultivate flexible and supportive donor relationships for risk-taking and inter-donor advocacy
- ✓ Link to long term opportunities with cash such as national social safety net programs