

# Considerations for the design of Productive Accompanying Measures for Social Safety Net Beneficiaries in the Sahel

*Please note that this document served as the basis for the design of the initial phase of pilot programs in the Sahel. As such, the information it contains does not exactly reflect the methodologies subsequently adopted for the implementation of productive measures programs. For information on the programs actually implemented in each country, we recommend that you consult the site [www.worldbank.org/saspp](http://www.worldbank.org/saspp), which includes the document entitled "[Seven operational lessons from productive inclusion measures in the Sahel](#)".*

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## 1. Introduction and background

The World Bank and the governments of the Sahel countries are collaborating to set up efficient social protection systems. The Sahel Adaptive Social Protection Program (SASPP) was launched in March 2014 and covers Burkina Faso, Mali, Mauritania, Niger, Senegal, and Chad. Besides supporting households' consumption and food security and facilitating investment in human capital, Adaptive Social Protection Programs also aim at facilitating investment in income-generating activities that are carried out by social safety net beneficiary households. They are not only aimed at increasing the productivity and incomes that are generated by these activities, but also at supporting income smoothing and diversification and at helping households to cope with risks and shocks, including climate shocks.

SASPP-supported social safety net programs thus provide for productive accompanying measures that are adapted to the needs and constraints of social safety nets beneficiaries. A diagnosis and consultation phase were conducted to inform the design of the accompanying measures, based on a series of surveys and exchanges that took place at the regional level between February and October 2016 in each country of the SASPP and during the Dakar Workshop that was held in October 2016. Surveys were jointly led by the World Bank and partner governments, inter alia, to (i) locally identify and prioritize the main constraints faced by poor households in their income-generating activities; (ii) review local experiences in terms of implementing resilience programs for the poor and synthesize the outcomes of scientific studies conducted on potential interventions in international literature. In addition to these studies, broad consultations were organized in each country, including with NGOs, civil society organizations and government partners.

The diagnosis and design phase concluded with a regional workshop that was held in Dakar from 10 to 14 October 2016, with the participation of social protection teams and governments from six countries of the West African subregion, internationally recognized researchers, experts in social protection and impact evaluation from the World Bank and partners, and representatives of implementing agencies involved in similar programs in the region. This workshop provided the opportunity to synthesize the diagnosis studies and collective reflections carried out during the diagnosis and design phase.

The various activities that were carried out during the diagnosis and design phase helped to identify in a consensual approach the most promising productive measures to accompany the social safety nets, with a view to designing a package which could be implemented and tested in a harmonized manner by the various countries participating in the ASP program. On that basis, priority questions were articulated to evaluate the effectiveness of the productive accompanying measures and to draft a multi-country impact evaluation aimed at identifying the most efficient

combinations of interventions in each country and at drawing lessons for national and international social protection programs. Besides, regional operational synergies were identified in the development of contents and implementation issues were discussed. Such aspects will be further examined by the country teams with the technical support of the regional team during the implementation (2017-2018) and impact evaluation (2017-2019) phases.

Based on the most promising interventions conveyed by international literature, on local experiences and on the practical knowledge of the various stakeholders who took part in the collaborative reflections, a package of accompanying measures was set up after completing the diagnosis and design phase to overcome the main constraints that had been identified. This package is a common denominator that encompasses all constraints while building on synergies.

The aim of this note is to detail the objectives, design parameters, implementation stakeholders and main implementation stages of each accompanying measure. In each country, these elements may then be included in operational manuals and adapted to each social safety net implementation context.

This note contains:

1. The package and sequencing of its elements.<sup>1</sup> Unit costs include the implementation of the activities, but not their development (production of educational contents, operation manuals, etc.), that will partly be supported at the regional level.
2. Detailed notes about each accompanying measure.
3. An example of operational choices made by the Nigerian program in terms of implementation. Each country should quickly identify its own operational arrangements, including the implementation structures in charge of each element of the package.
4. A timetable from the Nigerian program detailing the main implementation steps.

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<sup>1</sup> Slight adjustments have been made in the organization of the package since the Dakar workshop, e.g.:

- The coaching activity is now ranked first, as it is a cross-cutting activity.
- Both aspects of the training (cross-cutting training in basic management and training in self-help and self-esteem) have been separated.
- The exercise dedicated to elaborating a plan for the use of the subsidy has been included in the cross-cutting training basic management.

## 2. Package of productive accompanying measures

#	Accompanying measures	Content description	Unit cost per household (\$)	Costing scenario – Benchmark
1	Coaching	Ensuring that beneficiaries are informed; providing continuity between the various productive accompanying measures; coaching beneficiaries	20	Implemented by a field operator/coach or an NGO agent (under guidance) in relation to elements 2, 3, 4, 5, 6 and 7; 1 monthly visit in each community
2	Community awareness about aspirations and social norms	Screening a video documentary about success; facilitating one or several discussions with all the community members	5	Implemented by a field operator/coach or an NGO agent (under guidance), 2 visits per community
3	Facilitation of savings groups for beneficiaries	Supporting the promotion and technical structuring of community savings groups based on the SCVA model (Savings and Credit Village Associations, <i>Association Villageoises d'Épargne et de Crédit</i> ) and on a voluntary participation.	20	Implemented by a field operator or an NGO agent (under guidance), 1 monthly visit in each community
4	Self-help and self-esteem cross-cutting training	1-week group training conducted separately for farming and non-farming activities with materials adapted to illiterate audiences. Includes 1-2 refresher/upgrading visit(s).	25	Implemented by a contracted NGO based on a standard curriculum and supervised by the field operator/coach or NGO agent (under guidance), 7-10 training days plus 1-2 refresher/upgrade visit(s)

5	Basic management cross-cutting training and development of the plan for the use of capital injections	7-10-Day group training conducted separately for farming and non-farming activities with materials adapted to illiterate audiences. Includes sharing information on the risks and opportunities of each activity and developing a simple budget and a timetable for the use of the subsidy.	25	Implemented by a contracted NGO based on a standard curriculum and supervised by the field operator/coach or NGO agent (under guidance), 7-10 training days
6	Capital injection	Transfer of around FCFA100,000 per beneficiary of the productive measures (amount to be determined). The capital injection period will be adjusted in the light of the intended effect: promoting diversification (e.g. transfer paid after the harvest) or investment in agricultural activities (e.g. transfer paid before the agricultural season).	200	Implemented by the existing payment mechanism in each project, supervised by the field operator/coach or NGO agent (under guidance)
7	Providing information about prices and demand on the goods market, in particular for inputs	Collecting information about the beneficiaries' demand for inputs and identifying a purchase day dedicated to distributing to suppliers Sharing information about product prices with beneficiary households	5	Implemented by a field operator/coach or an NGO agent (under guidance) in relation to elements 3 and 4, 5 and 6
<b>Total cost</b>			<b>300</b>	

### 3. Description of the accompanying measures

#### MEASURE 1: COACHING THE BENEFICIARIES OF THE PRODUCTIVE ACCOMPANYING MEASURES.

##### 1. Objective and description of the accompanying measure

This measure aims at coaching the beneficiaries throughout the productive accompanying program in order to ensure its continuity, highlight its consistency and develop a clear understanding of the various activities. It also includes monitoring the beneficiaries and coaching them after completing the implementation of the other accompanying measures.

##### 2. Design parameters

The coach plays two key roles in the implementation of the package: (i) supporting (informing and facilitating) the accompanying measures (cross-cutting role) and (ii) monitoring the beneficiaries and coaching them after completing the implementation of the other accompanying measures. A coaching manual and specific training modules will be developed to provide a detailed description of the coach's responsibilities in these two areas.

In some countries, the coach will also be responsible for supervising the savings groups (SCVA, measure 2) and for setting up the activity dedicated to providing information about prices and demand on the input and product market (measure 7). These two functions will be described in dedicated manuals.

##### Cross-cutting role consisting in facilitating/coaching.

The coach is responsible for facilitating the various accompanying measures, for providing coordination in the field and for informing the communities to ensure continuity between the various activities provided for by the accompanying measures. In this respect, the coach is the beneficiaries' first focal point concerning productive accompanying measures. The facilitation activities include:

- Organizing an information session for the beneficiaries in order to launch the productive accompanying measures. Additional information meetings will be organized if needed to coordinate the various productive accompanying activities.
- Facilitating community engagement to raise the community's awareness about aspirations and social norms, and supervising (measure 2)
- Facilitating the training of beneficiary groups in relation to savings groups, and supervising (measure 3)
- Facilitating beneficiaries' engagement in relation to cross-cutting training, providing coordination with providers, and supervising, in particular by participating in the sessions dedicated to planning the use of capital injections (measures 4 and 5)

- Facilitating the engagement of capital injection beneficiaries, and supervising (measure 6)
- Facilitating the activity dedicated in providing information about prices and demand on the input and product market (measure 7).

### Coaching beneficiaries and supporting the capital injections

The coach is directly responsible for implementing the monitoring and coaching of capital injection beneficiaries. The monitoring can be performed in groups and completed by more intermittent individual sessions. The coaching is meant to fill the gaps of the awareness and training sessions, to adapt these sessions to the beneficiaries' real needs and to provide a follow-up adapted to the local context.

### **3. Implementation stakeholders**

A coach is expected to oversee 5-10 beneficiary villages and to visit them on a regular basis. The coach's work could be facilitated by a village agent (as with the SCVA savings facilitation model, see measure 3). Each country team should define if the coach will be a project staff member (e.g. field operator) or a contracted agent (e.g. through an NGO). Coaches will need a generalist profile in order to understand and explain all the elements of the package. They will receive training based on the coaching manual.

In some countries, the coach will also be responsible for supervising the savings groups (SCVA, measure 3) and for setting up the activity dedicated to providing information about prices and demand on the input and product market (measure 7). These two functions will be described in dedicated manuals.

A coaching manual will be developed at the regional level by Trickle Up, based on its wide experience in coaching and implementing productive accompanying measures in the region. The manual will cover the coach's cross-cutting facilitation role and his/her role in implementing coaching activities for the capital injection beneficiaries (measure 5). The coach will also build on the experience accumulated by projects carried out in the region (e.g. in Niger) in training beneficiary groups. This manual will be shared with the country teams before training the coaches.

### **4. Main implementation steps**

<b>Activity</b>	<b>Description</b>	<b>Structure in charge</b>	<b>Supervisory structure</b>	<b>Period</b>
Developing the guide	Developing a manual and some coaching training modules suitable for being implemented	Trickle Up	Regional activity	Feb. 1 <sup>st</sup> – March 30 <sup>th</sup> , 2017



	in the context of Sahel social safety net programs			
Identifying coaches' trainers in each country	Identifying trainers at national level to train the coaches based on the manual	Project management unit (PMU, <i>Unité de gestion de projet</i> )	PMU	March 1 <sup>st</sup> – March 30 <sup>th</sup> , 2017
Training the trainers	Training the trainers in using the regional guide	Trickle Up	Regional activity, PMU	April 1 <sup>st</sup> – 15 <sup>th</sup> , 2017
Training the field operators	Training the field agents in the areas selected to be training centers (regions, districts)	PMU	PMU	According to the country's planning
Implementing the activities	Encourage the beneficiaries to plan their activities	PMU, implementation structure	PMU	According to the country's planning

## 5. Risks and challenges

If a coach covers 5-10 villages, he/she should coach many beneficiaries and individual coaching will be difficult. A village agent could be asked to take over.

The coach should facilitate activities with external providers (e.g. training), which will require a good local coordination in each country.

The coaches should help beneficiaries to find solutions to the problems they are facing. The coaches' command of the guide and knowledge of the field will determine the success of the activity.

## 6. Necessary resources

### Regional level:

- Budget for guide development

### Country level:

- Identifying coaches responsible for implementing the activity in the field
- Financing training, implementing, and trainers' training activities.

## MEASURE 2: RAISING COMMUNITY AWARENESS ON ASPIRATIONS AND SOCIAL NORMS.

### 1. Objective and description of the accompanying measure

This measure aims at encouraging beneficiaries to innovate in their income-generating activities, to believe in their abilities and to overcome social norms that could hinder their plans. It consists in gathering the whole community and screening one or various short documentaries portraying individual community members (cash transfers beneficiaries or not) who managed to overcome an adverse situation and develop a profitable activity and in facilitating a community discussion about aspirations and initiatives that can lead to success.

#### 1. Design parameters

The documentaries will have a duration of 10-15 minutes.

They will introduce individuals the community can relate to, as well as success stories in the fields of farming activities and diversification of farming and non-farming activities. In the areas where cash transfers have been implemented for long enough, the documentaries could be dedicated to cash transfer beneficiaries who made successful productive investments. At least one documentary will present the story of a young woman. Depending on the context, other vulnerable groups can be included (youth, illiterate, low caste) if the project teams decide to do so.

The documentaries should be shot in local areas and languages. Their production should be organized by linguistic or agro-ecological areas in order to reflect community members' experiences.

The documentaries will follow a specific script developed at regional level: introduction of the regional conditions (infrastructure, employment, challenges), social and family origin of the subject, background and key moments of his/her evolution, current situation and potential to inspire other persons. They will be based on interviews with the subject, his/her relatives and other community members.

Facilitators (project operators or contributors contracted for this purpose) will screen the videos with handheld portable projectors to be purchased by the projects. The entire communities (village, urban area) will be invited to attend the screenings, with a focus on social safety net beneficiaries, youth and local elites. After the screening, a discussion will be facilitated to give the floor to let the participants talk about the conditions for success, the role of self-help and support structures, the role of the community and potential success pathways in their contexts.

## 2. Implementation stakeholders

The regional activity will contract with one or several international consultant(s) specialized in producing and screening local videos. They will be responsible for defining the parameters of the documentary recording (structure, duration, technical specifications), for identifying local production and broadcasting capacities and for training production teams in each country (social safety net project communication unit or contracted contributors, as appropriate) as well as broadcasting teams (field operators, NGOs).

## 3. Main implementation steps

<b>Activity</b>	<b>Description</b>	<b>Structure in charge</b>	<b>Supervisory structure</b>	<b>Period</b>
<b>Drafting the script</b>	Defining the central scenario, reference structure and technical features of the documentaries to be shot	International consultants	Regional activity	Feb. – March 2017
<b>Identifying subjects</b>	Identifying and contacting persons whose success story could be the subject of a documentary	Local actors (as appropriate: field operators, rural extension employees, teachers)	PMU of each country	Feb. – March 2017
<b>Training local teams</b>	Building the country actors' capacities to record videos and broadcast them in the field, in keeping with the regional design	International consultants	Regional activity + PMU of each country	April 2017
<b>Recording the videos</b>	Shooting, editing and finalizing the documentaries	As appropriate: social safety nets projects communication units or company contracted by the PMU	PMU	May 2017
<b>Raising community awareness</b>	Screening the videos and facilitating community discussions about aspirations and conditions for success	Filed contributors (as appropriate: field operators, contracted agency)	PMU	June 2017

## 4. Risks and challenges

It will be important to make sure these screenings do not foster wrong expectations within the communities, including among non-beneficiaries. Clearly explain that it is an activity organized

for everyone in relation to the social safety net project. The package of productive activities should not be mentioned in the videos nor in the community activities.

Each country should determine the number of regions or languages to be used in the videos to ensure their local relevance while maintaining a reasonable workload.

## **5. Necessary resources**

### **Regional level:**

- Budget dedicated to contracting with international consultants.

### **Country level:**

- Involving local stakeholders in identifying subjects
- Involving the PMU communication unit and/or dedicating a budget to contracting with a video production company – depending on the Project management unit’s internal capacities
- Involving field operators or dedicating a budget to contracting with a social facilitation NGO responsible for organizing the screenings and leading the discussions.

### MEASURE 3: GROUP FORMATION AND SAVINGS FACILITATION

#### 1- Objective and description of the accompanying measure

This accompanying measure aims at creating groups among cash transfer beneficiaries and at setting up Savings and Credit Village Associations (SCVA, *Association Villageoises d'Épargne et de Crédit*). Participating in a SCVA will help to mitigate constraints in terms of savings, funding and risk management among beneficiaries, thus strengthening their resilience and contributing to the increase and diversification of their incomes. These groups will be an entry point for supporting other activities and fostering women empowerment.

#### 2- Design parameters

The SCVA approach adopted for the ASP program will build on existing SCVA models, but it will be specifically tailored to the basic target group of the program, i.e., cash transfer beneficiaries. This system will be designed to supplement the existing cash transfer programs.

The SCVA groups consist of 15 to 25 members saving together and granting each other small loans. Each group agrees on an individual contribution and a required interest rate, which are prerequisites to join these groups. A strongbox will be used for this purpose. It will be locked with several keys which will be entrusted to several persons to make sure the box could be opened by a single person or in the absence of the group. The group activities will follow a pre-established cycle (typically a one-year cycle, although it could be shorter), after which the accumulated savings and the loan returns will be redistributed to its members. The group is also responsible for drafting the cycle calendar, which often coincides with the agricultural calendar and with the periods of the year when more money is necessary, e.g. before sowing or after harvesting.

Participating in the groups and in the SCVA system will be encouraged, although it shall be voluntary and based on individual preferences. Auto-selection is a fundamental principle, as the appropriateness to join a group lies in the participants' capacity to pay their contributions. The groups will typically hold annual elections and establish their own rules of procedure. The Management committee consists of five members; its roles and responsibilities are pre-established and highly decentralized to foster everyone's participation and prevent the monopolization of the group by a single person.

Information on savings and loans are collected monthly and entered in the Management information system (MIS) of the SCVA system. This data can be easily collected by the SCVA supervisors. However, MIS management could be assigned to the national monitoring & evaluation team, as it requires expertise in the fields of data entry, processing and use.

### 3- Implementation

The SCVAs are facilitated by **Village Agents (VAs)** coming from beneficiary communities. VAs raise awareness, engage, train and supervise 2 to 5 SCVA groups in each village. The exact number of groups can be estimated in the light of the local constraints. VAs must have received a basic education. They will be selected in consultation between villages and projects and will be trained by SCVA supervisors (see below).

**Village Agents can** receive a basic remuneration from the groups of approximately FCFA10 per member and per week (one meeting per week). They can be equipped with a bicycle, depending on the covered areas and on their workload (including female agents). However, using a bicycle might not be relevant in the case of a wide SCVA program.

**The SCVA field supervisors** will supervise and support 5 to 10 villages. They will conduct a quick review of the communities to take stock of the existing capacities and group structures, including existing tontines and, if possible, existing SCVA groups. Afterwards, they will select, train and supervise VAs. Each supervisor will train and supervise between 5 and 10 VAs per year. It will be up to each country team to decide if the SCVA supervisors will be project staff members (e.g. field operators) or if this activity will be implemented by external partners (e.g. an NGO that would subsequently hire field supervisors).

**SCVA supervisors and VAs' training** includes around 13 modules and has an approximate duration of one week. Centralized training will be organized for supervisors, with 25-30 supervisors per training. Once trained, the supervisors will provide the same training to VA groups, who will then work with their respective SCVA groups.

A follow-up of the groups and SCVA supervisors will be performed at all levels. Initially, VAs are supposed to supervise the SCVA groups on a weekly basis, by simply participating in the group meetings. When groups are consolidated, VAs can reduce their supervision to monthly visits during which he/she will collect MIS information and provide technical assistance, if needed. Likewise, supervisors will conduct a monthly monitoring of the VAs through field visits or group meetings to provide technical assistance and collect data meant to feed the MIS. A closer monitoring can be necessary at the beginning and then be reduced when systems are in place. However, MIS data should be collected monthly.

The NGO Trickle Up will be involved at a regional level to develop an implementation manual and provide for training of trainers in the various countries. Every three months, it will provide periodic technical support to supervisors through field visits, collective Skype calls, emails or by any other means adapted to the specific context of each country.

#### 4. Main implementation steps

Activity	Description	Structure in charge	Supervisory structure	Period
<b>Designing the activity and developing an operational manual</b>	Trickle Up develops and adapts a SCVA manual for the ASP, provides training of trainers and supports the implementation in all countries.	Trickle Up	Regional activity	Jan.- Feb. 2017
<b>Identifying and hiring SCVA supervisors</b>	Each country identifies SCVA supervisors and decides if they will be program staff members or agents of a partner NGO.	Social safety nets projects	Social safety nets projects	Jan.- March 2017
<b>Purchasing SCVA kits</b>	The kits defined in the SCVA manual are purchased.	Social safety nets projects	Social safety nets projects	Feb.- March 2017
<b>Training SCVA supervisors</b>	A one-week training is organized for SCVA supervisors in each country (they could also be regrouped at the regional level) with the support of Trickle Up.	Social safety nets projects and Trickle Up	Regional activity	April 2017
<b>Selecting and training Village Agents</b>	Village Agents are identified and trained by SCVA supervisors.	Field operators or contracted NGOs	Social safety nets projects	May 2017
<b>Launching SCVA groups</b>	AVs bring daily support and facilitate SCVA activities during the groups' weekly meetings. SCVA supervisors oversee VAs' activities, including monthly data collection for the MIS.	Field teams	Social safety nets projects	Jul.- Dec. 2017
<b>Providing a refresher training to the VAs</b>	An in-depth refresher training is provided to VAs about MIS reporting and replacing low-performing agents by applicants from the waiting list.	Supervisors and field operators	Social safety nets projects	Jul.- Dec. 2017

#### 5. Risks and constraints

The group training process should be inclusive and rigorous to ensure that all cash transfer beneficiaries belong to one and only one group. Once the groups are formed, all group members do not have to participate in the SCVA. Group training and participation modalities will be detailed in the manual.

Setting up the SCVA to supplement the cash transfer programs will facilitate the inclusion of most vulnerable populations, who could otherwise be excluded from this mechanism because their saving and contributing capacities are too low. SCVA groups inclusiveness should be ensured throughout the implementation.

During the period from May (field preparation) to the end of October (last harvest), engaging populations in community activities is particularly difficult. Even the access to some villages becomes challenging because of rainfalls and poor road conditions. Seasonal migrations can also disrupt the functioning of the groups. The implementation manuals should suggest solutions to be applied in such cases.

The role to be played by the groups in the other activities of the program should be carefully considered. In some countries, groups of beneficiaries have already been created and could be used as SCVA groups. Training and coaching activities could also be provided for through SCVA groups.

Particular attention should be paid to not overloading the various groups with numerous additional activities. Conversely, creating too many groups with different objectives in the framework of the program could be a source of confusion.

## **6. Necessary resources**

### **Regional level:**

Contracting with Trickle Up to develop the ASP SCVA manual, to provide training for trainers and managers in the various countries and to supervise activities.

### **Country level:**

Resources are necessary for the program staff and/or local NGOs that will implement the activities, for their training and supervision and for MIS data management.

The projects should also cover the cost of starter kits for SCVA groups. Its content will be detailed in the manual: notebooks, pens, a strongbox, locks, a calculator, equipment to notify about the shares, etc. The costs of the basic starter kit will be evaluated in each country. Its value is estimated at \$100 per group.



## MEASURES 4 AND 5: TRAINING IN SELF-HELP AND BASIC MANAGEMENT

### **1. Objective and description of the accompanying measures**

This measure aims at endowing the beneficiaries with basic cross-cutting skills related to the management of farming or non-farming economic activities, including: (i) personal skills such as self-help and self-esteem and (ii) essential activity management skills. It will lead to the development of a short individual plan for the use of the capital subsidy.

### **2. Design Parameters**

Beneficiaries will be trained in groups of 15 to 25. The training will be based on visual mediums adapted to illiterate audiences and to local contexts, including teaching methods such as dialogues and role plays.

This measure will combine life-skills training and farming and non-farming activities training based on an adapted version of the first level of the ILO “Improve Your Business” (IYB) methodology. It will consist of two phases of approximately one week each:

- During the first phase, the training will aim at increasing the *beneficiaries’ capacity to take favorable decisions* for investment and economic activity development. They will identify potential cognitive and social barriers to decision-making and address themes such as self-esteem, self-help, success stories and aspirations, social norms and decision-making in family and domestic environments, as well as gender and generation roles. The Life-skills Workshop (LSW) methodology will be applied. Spouses could be invited to join some training modules to strengthen the sustainability of behavior change.
- In the second phase, the training will impart basic economic management skills: finding an idea of activity, analyzing production needs, basic accounting, basic management principles, identifying clients and markets, savings and investments, scheduling the main production decisions. This second phase will follow two distinct pathways: a farming pathway and a non-farming pathway. The beneficiaries will be free to choose either of them, depending on the activities they wish to develop in the future (i.e. strengthening their current activity or diversifying their activities). The training will follow the first level of the ILO IYB methodology (GYB, SYB and IYB modules). At the end of the training week, the participants will be guided to develop a simple plan for the use of the capital subsidy, describing the aim pursued, the projected items of expenditure and the main decisions to be taken in the near future. The coaches responsible for monitoring (see measure 1) will participate in this planning exercise.

### **3. Implementation stakeholders**

The training will be undertaken within the framework of a collaboration between the World Bank, the national social safety net programs, the International Labour Organization and the master trainers of each country.

The training modules will be designed and developed by the CESAM center, based in Cotonou and depository of the IYB methodology for the whole of West Africa, under contract with the regional activity. The training modules will be submitted for validation to the extended team of the World Bank, including the Gender Innovation Lab and the Global Solutions Group on skills, and to the ILO. These modules will be a public good that other projects and partner organizations could use.

The CESAM center will then train a few national master trainers in each country. They will be selected individually or through CESAM and BIT partner training centers in each country<sup>2</sup>. Training will then be delivered by individual trainers or training centers contracted by each project, in accordance with procurement modalities adapted to each country. Once contracted, the trainers will be trained by master trainers (8 days of training in pedagogical groups of 20). The master trainers will closely supervise the training. The CESAM center will provide an intermittent support to the follow-up and quality control of the training in each country (around 2 visits of 3 days in each country to guide the training and organize some feedback).

### **4. Main implementation steps**

<b>Activity</b>	<b>Description</b>	<b>Structure in charge</b>	<b>Supervisory structure</b>	<b>Period</b>
<b>Designing training modules</b>	Developing training modules for the LSW phase and for the IYB level 1 phase (farming and non-farming pathways), through the adaptation of existing modules to the Sahel context	CESAM center, with the support of national master trainers	Regional activity + submitted for validation to the extended Bank team (GIL, GSG Skills) and the ILO	Feb.- March 2017

<sup>2</sup> Senegal: PERFORMANCE AFRIQUE; Burkina Faso: AFRIQUE IMPACT; Niger: CAP'ENTREPRENDRE; Mali: CREFOD; Mauritania: BUMEC (*Bureau Mauritanien d'Étude et de Conseil*, Mauritanian Research and Consultancy Firm); Chad: to be determined.

<b>Setting up teams of trainers in each country</b>	Identifying structures or experienced individual contributors in each country; establishing a contract covering all the trainings to be delivered during the pilot phase; establishing the training deployment plan	Social safety nets projects, with the support of the CESAM center and national trainer masters	Social safety nets projects	Feb.- March 2017
<b>Training the trainers</b>	Training the trainers to use the methodologies and medium specific to the Sahel ASP training	CESAM center, national trainer masters	Regional activity + PMU of each country	April 2017
<b>Training</b>	Training pedagogical groups of 15 to 25 beneficiaries to use the LSW modules, then the level 1 IYB modules, forming separate groups for farming and non-farming activities	Teams of trainers; follow-up and quality control performed by the CESAM center and national trainer masters	Social safety nets projects	May 2017

## **5. Risks and challenges**

The CESAM center's capacity to work simultaneously in all the participating countries should be ensured. The number of trainers who can be mobilized in each country should be quickly assessed to adjust the implementation plans to the national capacities.

## **6. Necessary resources**

### **Regional level:**

- Budget dedicated to contracting with the CESAM center, which will support the development of training modules, the trainers' training and the follow-up and quality control.

### **Country level:**

- Budget dedicated to organizing the trainers and master trainers' training and to contracting with national training centers or individual trainers

## MEASURE 6: CAPITAL INJECTION (IN CASH)

### 1. Objective and description of the accompanying measure

This measure aims at fostering the access of beneficiaries to funding. The lack of access to funding was identified as a major constraint to the creation, expansion and diversification of the activities carried out by poor households in the Sahel. The injection of capital (in cash) will consist in a one-off transfer of around \$160-190 per beneficiary aimed at facilitating investment in income-generating activities.

This measure will be conditioned to the submission of a simple plan for the use of the cash transfer by the beneficiaries. The use of funds will be lightly monitored by coaches, and no sanctions will be applied. The preparatory activities related to awareness, training and planning (measures 1 to 5) followed by the coaching phase (coaching described in measure 1 and market access described in measure 7) will ensure a productive use of the subsidy.

### 2. Design Parameters

Literature has shown that small and regular transfers are the most efficient way to smooth households' consumption, whereas a substantial cash transfer tends to facilitate investment (including as a result of the non-separability of some investments)<sup>3</sup>. The capital injection will thus take the form of one-off transfers.

The main design parameter is related to the level of the capital injection. An international comparison exercise (available on demand) led to the following conclusions:

- The average level of capital injections provided by graduation programs is \$758, corresponding to 102% of beneficiaries' annual consumption.
- The average level of capital injections provided by productive programs is \$222, corresponding to 73% of beneficiaries' annual consumption.
- The average level of capital injections (excluding regular transfers) provided by cash transfer programs with productive accompanying measures is \$180, corresponding to 51% of beneficiaries' annual consumption. The average level of the capital injections provided by these programs equals the annual value of the cash transfers.

These averages are useful references, even though they obscure important variations, and notably a few extreme values. The modal values suggest capital injections of \$180-\$222, corresponding to 50%-70% of the beneficiaries' annual consumption *per capita*.

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<sup>3</sup> Small and regular transfers can also have productive impacts on investment, but these impacts can be maximized through a consolidated transfer of resources.

These parameters can be applied to the Sahel context. In Niger, for instance, the annual consumption *per capita* among cash transfer beneficiaries is \$230 (FCFA 115,000). A capital injection of 70% of the annual consumption *per capita* would correspond to FCFA 80,500 (\$160). In Mauritania, the beneficiaries' annual consumption *per capita* is around \$268 (MRO 96,031), suggesting an injection of MRO 67,200 (\$187). A similar calculation could be made for the different countries. Globally, this suggests a capital injection corresponding to \$120-\$200 per beneficiary, depending on national consumption levels.

In the various countries, the impact evaluation will allow for testing variations in the injection period. The idea is to vary the capital injection period based on the intended effect: fostering diversification (e.g.: transfer provided after the main agricultural season) or investing in farming activities (e.g.: transfer provided before the main agricultural season). One option would consist in providing an injection before the main agricultural cycle and another option would consist in providing an injection after the main agricultural cycle to facilitate the diversification of economic activities. As activities in the Sahel are seasonal, the injection meant to come before the main agricultural season could be delivered in May or June and the injection aimed at facilitating the diversification of non-farming or off-season farming activities could be delivered in November. In practical terms, the most realistic options would consist in having two groups, respectively receiving capital injections in November 2017 and May/June 2018. Other options could be considered in the light of program progress in each country (May/June 2017, then November 2017; or May/June 2018, then November 2018).

### **3. Implementation stakeholders**

The implementation of these capital injections could build on synergies with existing cash transfer programs. Hence, it would be possible to use the existing payment mechanisms of each project and their associated monitoring systems.

The simplest option would be to provide the package of productive accompanying measures to the cash transfer recipients living in beneficiary households – this option has already been adopted in most countries. If cash transfer beneficiary households include other target persons, the projects should consider organizing a complementary registration and adjust the payment accordingly so these recipients can directly receive the transfer.

### **4. Main implementation steps**

<b>Activity</b>	<b>Description</b>	<b>Structure in charge</b>	<b>Supervisory structure</b>	<b>Period</b>
<b>Finalizing the amount, payment level, number of</b>	Defining the amount of the capital injection, the number of	Each country team, in coordination	Each country team, in coordination	December 2016

<b>beneficiaries, modality to be tested for the impact evaluation and timing of the capital injection</b>	beneficiaries, the modality to be tested for the impact evaluation, the timing and implementation modalities for the capital injection in each country	with the associate researcher and with the regional team	with the associate researcher and with the regional team	
<b>Contracting with payment agencies</b>	Contracting with payment agencies for the capital injection, amending the contract of the payment agencies already working on the regular cash transfers	PMU of each country	Each country team	Feb. – Sep. (based on injection timing, see last item below)
<b>Drafting the lists of beneficiaries</b>	Listing the names of the capital injection beneficiaries, in accordance with the impact evaluation plan for the country	PMU of each country	Each country team, in coordination with the associate researcher for the implementation of the impact evaluation plan	March – Sep. 2016 (based on timing, see following item)
<b>Providing capital injections</b>	Providing capital injections to the selected beneficiaries during the evaluation wave	Payment agencies	PMU of each country	May/June and Nov. 2016, or Nov. 2016 and May/June 2017

## **5. Risks and challenges**

Take actions to minimize security risks during the payment of capital injections (in cash), the amount of which will be higher than that of regular transfers. Mitigation strategies, including community and solidarity actions, should be implemented in target villages to promote women and youth's empowerment and reduce risks of monopolization or violence.

In the light of national payment frequencies, consider testing timing variations to ensure the timely delivery of the transfers meant to be provided before the agricultural season.

Part of the capital injections could possibly be used for non-productive purposes. To mitigate this risk, the importance of using them in a productive way should be stressed during the various accompanying measures (awareness, planning, coaching).

## **MEASURE 7: ACCESS TO MARKETS**

*[To be developed]*



#### 4. Implementation modalities for activities in each country

(Exemple pour le Niger, dernière colonne à remplir pour chaque pays)

Element	Basic Package	Content description	Implementation modalities in Niger
1	Coaching	Ensuring that beneficiaries are informed; providing continuity between the various productive accompanying measures; coaching beneficiaries	Implemented by a field operator, (With training)
2	Community awareness about aspirations and social norms	Screening a video documentary about success; facilitating one or several discussions with all the community members	NGO under supervision of field operator
3	Facilitation of savings groups for beneficiaries	Supporting the promotion and technical structuring of community savings groups based on the SCVA model (Savings and Credit Village Associations, <i>Association Villageoises d'Épargne et de Crédit</i> ) and on a voluntary participation.	Implemented by a field operator, (With training)
4	Self-help and self-esteem cross-cutting training	1-week group training conducted separately for farming and non-farming activities with materials adapted to illiterate audiences. Includes 1-2 refresher/upgrading visit(s).	NGO under supervision of field operator

5	Basic management cross-cutting training and development of the plan for the use of capital injections	7-10-Day group training conducted separately for farming and non-farming activities with materials adapted to illiterate audiences. Includes sharing information on the risks and opportunities of each activity and developing a simple budget and a timetable for the use of the subsidy.	NGO under supervision of field operator
6	Capital injection	Transfer of around FCFA100,000 per beneficiary of the productive measures (amount to be determined). The capital injection period will be adjusted in the light of the intended effect: promoting diversification (e.g., transfer paid after the harvest) or investment in agricultural activities (e.g., transfer paid before the agricultural season).	Individual payment by micro-finance institutions used for regular transfers
7	Providing information about prices and demand on the goods market, in particular for inputs	Collecting information about the beneficiaries' demand for inputs and identifying a purchase day dedicated to distributing to suppliers Sharing information about product prices with beneficiary households	Field operators (by providing information)

### 5. Implementation timeline for activities in each country

(Example for Niger, to be completed for each country)

	01 17	02 17	03 17	04 17	05 17	06 17	07 17	08 17	09 17	10 17	11 17	12 17	01 18	02 18	03 18	03 18	04 18	05 18	06 18	07 18	08 18	09 18	10 18	11 18	12 18
Baseline survey collection																									
Randomization (Random selection of villages/beneficiaries)																									
Follow-up and accompaniment																									
Community awareness about aspirations and social norms																									
Facilitation of savings																									



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