

Report No: ACS23469

Community of Practice on Cash Transfers in Anglophone Sub-Saharan Africa

Output Report – Third Phase

October 29, 2017

GSP01

AFRICA



Standard Disclaimer:

This volume is a product of the staff of the International Bank for Reconstruction and Development/ The World Bank. The findings, interpretations, and conclusions expressed in this paper do not necessarily reflect the views of the Executive Directors of The World Bank or the governments they represent. The World Bank does not guarantee the accuracy of the data included in this work. The boundaries, colors, denominations, and other information shown on any map in this work do not imply any judgment on the part of The World Bank concerning the legal status of any territory or the endorsement or acceptance of such boundaries.

Copyright Statement:

The material in this publication is copyrighted. Copying and/or transmitting portions or all of this work without permission may be a violation of applicable law. The International Bank for Reconstruction and Development/ The World Bank encourages dissemination of its work and will normally grant permission to reproduce portions of the work promptly.

For permission to photocopy or reprint any part of this work, please send a request with complete information to the Copyright Clearance Center, Inc., 222 Rosewood Drive, Danvers, MA 01923, USA, telephone 978-750-8400, fax 978-750-4470, <http://www.copyright.com/>.

All other queries on rights and licenses, including subsidiary rights, should be addressed to the Office of the Publisher, The World Bank, 1818 H Street NW, Washington, DC 20433, USA, fax 202-522-2422, e-mail pubrights@worldbank.org.

I. Introduction

1. **This output report summarizes key activities supported and results achieved under the Anglophone Community of Practice (CoP) for Cash Transfers in Africa, from January 2016 – August, 2017.** The main funding for the activities were provided by a World Bank-executed grant financed by the Rapid Social Response (RSR) trust fund, complemented by funding from UNICEF and an increasing share financed by governments' own resources. A Steering Committee has been established to enhance ownership and increasingly lead on the planning and organization of the activities around the CoP. The Steering Committee consists of six government officials from six different CoP member countries¹ and meets on a regular basis (through VCs and face-to-face meetings). The Steering Committee meetings and the overall CoP meetings are supported by the Facilitation Team, consisting of officers from the World Bank Social Protection and Jobs Global Practice and officers from UNICEF's regional office in Africa.

2. **The CoP also benefits from other partnerships and enables synergies with existing initiatives,** such as, the Transfer Project (led by UNICEF), the World Without Poverty Initiative (a collaboration between the World Bank, the Minister of Social Development from Brazil and the Brazilian Institute of Research and Evaluation - IPEA) and the UNDP's International Poverty Center, as well as virtual knowledge-sharing initiatives such as socialprotection.org.

II. Evolution of the CoP

3. **The Anglophone CoP has evolved significantly over the last six years, with increased number of member countries and increased ownership.** Since its inception in 2011, the number of member countries has increased from the initial three to the current 17 due to high demand from countries to form part of this valuable learning and knowledge exchange forum.² The government ownership and leadership of the CoP has also steadily increased. As mentioned above a Steering Committee has been put in place to increasingly lead the CoP and it has also taken the lead in developing an M&E framework and a detailed work plan for itself with clear roles and responsibilities for the coming year. Since the inception of the CoP, a total of five face-to-face events for the CoP have been organized (twice in Tanzania and one in Kenya, Zambia and Brazil - as part of a South-South learning event). These events have all been supported by previous RSR grants and UNICEF, and Government financing of participants for these events has gradually increased. This grant (the third grant from the RSR) supported the event in Tanzania, 2016 and a number of other important activities all contributing to the further evolution of the CoP and strengthened ownership through the Steering Committee (see specific activities in section IV). Increased ownership of the CoP has also been demonstrated through the continued increase of member countries covering the cost of CoP participants in the learning forums.

4. **The first phase of the CoP consolidated the community as a learning group and developed an innovative approach to sharing knowledge and enabling participants to learn**

¹ Botswana, Ghana, Kenya, Liberia, Tanzania and Uganda.

² Current members of the Anglophone CoP are: Angola, Botswana, Ethiopia, Ghana, Kenya, Lesotho, Liberia, Malawi, Mozambique, Nigeria, Sierra Leone, South Sudan, Swaziland, Tanzania, Uganda, Zambia and Zimbabwe. Gambia and Somalia are two new countries who have expressed their interest in the CoP and are anticipated to join the CoP in FY18.

from each other's experiences. During that phase, country members focused their discussion and knowledge sharing mostly in areas related to the basic parameters of CT programs, including targeting, registry of beneficiaries, management information systems (MISs), monitoring and evaluation systems, payments, institutional arrangements and local and community implementation arrangements. The World Bank and UNICEF fine-tuned the collaborative arrangements for facilitating and supporting the CoP.

5. The second phase of the CoP built on the achievement of the first phase to maintain this structure to enhance the objective of knowledge and lessons sharing. Through a mix of virtual meetings and face-to-face meetings, the CoP enabled participants to share focused and tailored information in a collegial, informal and confidential way, and to learn from country experiences in designing and implementing CT interventions (including those that worked well and those that did not work so well). It also nurtured a different type of relationship between member countries and the World Bank. Beyond its role as a financial partner, the World Bank became a trustworthy knowledge broker, which can play a neutral, but catalytic role in helping countries build on each other's knowledge.

6. The third phase, supported by this RSR grant and documented in this output report, continue to build on achievements made in the previous two phases of the CoP and aims to strengthen its positive evolution. The level of discussions around the face-to-face events and the virtual meetings have continued to evolve from the discussions around basic concepts of CT programs and a strong focus on foundations of safety net systems, towards more advanced discussions around putting in place building blocks for safety nets, as well as increased introduction of innovations in CT programs in Africa. Discussions in the Tanzania face-to-face event evolved around, scaling-up CT programs; consolidating CT programs and linking them with productive and financial inclusion and social services; the role of CT programs in humanitarian and emergency context; and sharing lessons on specific innovations in CT programs across the CoP member countries. Topics discussed during virtual meetings include, among others, CTs and environmental conservation and dimensions of gender and social inclusion within CT programs (see further paragraph 14).

III. Objective

7. The Development Objective of this RSR grant was *to support participating African countries in strengthening the operational and institutional processes to anchor unconditional and conditional cash transfers programs into to the consolidation of Social Protection and Labor Systems.*

IV. Key Results Achieved

8. **A number of activities supported by this grant contributed to achieving the grant objective.** Overall implementation of the grant and achievement of its objective are considered satisfactory and the grant has contributed to important key results as highlighted in box 1 below and further elaborated in various sections of the report.

Box 1 - Key results towards which the CoP has contributed

➤ **Increased awareness and knowledge sharing among CoP members and South-South learning (case of Brazil in 2014)** on (i) specific operational topics around CT programs in Africa, including, among others, “how to”: consolidate CT programs, expand and/or scale-up CT programs, ensure timely payments, better target intended beneficiaries; (ii) how to set up social protection systems including “how to”: create better linkages with CT programs and productive and financial inclusion and social services; and use CT programs in humanitarian and emergency context.

➤ **Increased coverage and funding for safety nets and social protection** in Africa, for example Kenya, Tanzania and Zambia have examples of small pilots which have been scaled up from small pilots to nationwide programs, some reaching around 1 million beneficiaries. Nigeria is currently expanding its National Social Safety Net Program (NASSP). Also, participation in the CoP and learning about scale ups from pilot to national program from other countries (such as Zambia and Malawi) provided the Uganda team with advocacy and lobby techniques and the SAGE program subsequently moved from a pilot to nationwide expansion;

➤ **Operational adjustments in CT programs and social protection systems**, including e.g.

improvement in payment systems: Kenya is a leading example of a country which has moved to an electronic payment mechanism with two-factor authentication;

improved linkages with complementary services: Ghana is strengthening the linkages between its flagship cash transfer program, LEAP, and the National Health Insurance program, enabling beneficiaries to be registered to access free basic health services. Lesotho has established “one stop shops” that link beneficiaries to various benefits and services. Ethiopia has been piloting the delivery of health and nutritional services within its Productive Safety Net Program (PSNP), and Zambia has embarked on efforts to bring beneficiaries of Social Cash Transfer Beneficiaries to access HIV information and prevention services;

efforts to increase financial inclusion: Lesotho’s Social Assistance Programme (SAP) invests in financial education;

improvement in targeting: Sierra Leon has embarked on improving targeting using poverty maps;

establishment of beneficiary registries and social registers: Kenya has put in place a single registry of beneficiaries with links to the population registry enabling cross-checks using national IDs and Sierra Leon has embarked on the Social Protection Registry for Integrated National Targeting; Ghana has initiated the development of a single registry database (the Ghana National Household Registry) using a proxy means test (PMT) to establish a database to be used by targeted social protection programs to identify, select and register beneficiaries. Malawi and Tanzania are other examples where registries have been put in place and many other are under development such as in Liberia.

Box 2 – Key results towards which the CoP has contributed (continuation)

- **Increased exchange around innovations** in CT programs across Africa. The CoP supported knowledge exchange of a large number of innovative approaches tailored to the African context, including around payment systems, massive expansion, targeting, complaints & grievance mechanisms and institutional coordination (see annex 2);
- **Consolidation of operational cycles to improve service delivery**, for example, Kenya embarked on consolidating three of their main cash transfer programs in 2016 and has made important progress in implementing the consolidation strategy, using harmonized operational processes for the three cash transfer programs;
- **Sharing of results from the impact** of CT programs on social and economic outcomes in the region, including through CoP representation in a Transfer Project Research Workshop in Dakar in June, 2017;
- **Improved access to relevant knowledge material** for the CoP participating countries, including through the creation of a CoP website (www.socialprotection.org)*
- **Improved ownership of the CoP**, with the Steering Committee taking a stronger leadership in the CoP activities and in shaping the discussions and events and with increased government financing of CoP participants in the face-to-face events.
- **Development of national social protection policies**, participation in the CoP provided the lessons and experiences from other countries to develop a national social protection policy which was approved by cabinet in 2015 in Uganda. Liberia also validated its social protection strategy and policy in 2012, through the CoP, with Tanzania as discussant. The SP strategy led to the development of the social protection sector in Liberia's National Development Plan (2013-2017) and the finalization of the policy adopted by Cabinet in August 2013.
- **Wider understanding of social protection among different stakeholders and initiation of national CoPs**, both Uganda and Kenya are embarking on establishments of national CoPs on cash transfers, to be financed both by the governments and development partners.

* The CoP website is a sub-set of the socialprotection.org website and can be accessed under “Connect” - “Online Communities”. It is also only accessible to CoP members, since the idea is to provide a “safe” forum for practitioners to hold discussions and access information.

9. **The CoP learning exchange is now to a large extent within Africa and provides a unique forum for countries to learn from each other and exchange ideas on innovations, particularly suited for the African context.** The CoP has helped disseminate lessons learned from experiences from other regions (including e.g. Brazil, Columbia, Jamaica and Pakistan), but discussions are increasingly focusing on learning exchange within Africa. Several countries in Africa have now defined their social protection policy. Governments are not only expanding program coverage and consolidating operational cycles to guarantee the delivery of services and benefits to their target population. Some governments have also embarked on new challenges to consolidate social protection as a system, creating linkages with social and productive services, forming social registers, among other processes. Innovations are also plenty in Africa, as demonstrated in the Tanzania event in 2016. A large number of innovative approaches were presented, all from Africa, including around payment systems, massive expansion, targeting, complaints & grievance mechanisms, coordination etc. and there is a need to continue to encourage knowledge exchange of these innovative solutions that are tailored to the African context.

10. **The CoP has already proven to be an invaluable tool for learning and knowledge exchange and the active participation of its members is a testament to the relevance of the CoP.** During the CoP event in Tanzania in May, 2016 Tanzania's Vice President, Honorable Samia Suluhu Hassan underlined the impressive progress made by the Tanzania Social Action Fund (TASAF) in the rapid expansion of the conditional cash transfer program (which currently benefits around 1.1 million extreme poor households throughout the country). She particularly recognized

the important role that the CoP has played in this achievement and called for even more collaboration and dialogue between African countries on the effective implementation of cash transfer programs through the continuation of the CoP and through higher level strategic discussions. The South-South Learning Forum continues to provide valuable learning exchange, but the CoP for Africa enables discussions to be contextual and outcomes tailor-made specifically for the challenges faced in African countries. A fourth RSR grant was recently approved to enable continued support to this important platform for learning exchange on cash transfers (CTs) in Africa (see section VI).

11. The CoP has fostered knowledge exchange and dialogue between country practitioners in Africa, increasing their commitment and capacity to design and implement CT programs. A large number of countries in Africa have moved from fragmented safety nets, towards a more systematic approach and the CoP has fostered discussions around how to do this. The safety net programs have not only increased in numbers, but technical aspects of the programs have also been strengthened. The knowledge exchange that has been facilitated through the CoP has played an instrumental role for practitioners across member countries, by increasing their understanding of operational aspects of CT programs. This in turn has contributed to concrete changes in country programs and systems, such as for example expansion of coverage, improvement in payment systems and financial inclusion, improvement in targeting and creation of social registers, as first steps towards building stronger safety net systems. The CoP has continuously proven to be an initiative which helps countries to improve effectiveness of CT programs based on lessons learned from other practitioners, but also to inform creation or adjustments to safety net systems. The CoP has also facilitated the sharing of results from the impact of CT programs on social and economic outcomes in the region. There is growing and significant evidence of the impact of CT programs in Africa and there is no longer a need to rely on other regions' experiences or evidence to make a compelling case for the relevance of CT programs in making impacts for the poorest and most vulnerable populations.

12. Increased ownership of the CoP and increased funding for safety nets are other key achievements. The creation of the Steering Committee and its increased ability to take greater leadership in organizing activities around the CoP is a first important step towards a long-term sustainability of the CoP. The Steering Committee has increasingly been organizing and leading activities in the CoP, including the organization of the Tanzania event where they played a key role in its preparation with limited support from the Facilitation Team. The Committee also increasingly leads the virtual discussions with CoP participants, and preparation of documents related to the CoP (including meeting minutes, face-to-face report etc). The Committee has also developed a results framework, operational guidelines for the CoP, as well as a concrete work plan. The CoP initiative has also proven to be a valuable tool to help leverage funding for safety net programs across Africa, both through increased IDA and government funding.

V. Summary of Activities Supported

13. The main activities supported by the grant were organized around four components which are summarized below as follows:

Component 1 - Knowledge Sharing and South-South Learning for the Consolidation of SPL systems

Planned output: Support the implementation of knowledge sharing mechanisms among participating governments and between the Africa CoP and countries and/or communities of practice outside the region.

Actual outputs: Support has been provided for the implementation of knowledge sharing mechanisms including through: Virtual discussions for CoP participants; a face-to-face event for the CoP participants; two face-to-face events and several virtual meetings for the CoP Steering Committee.

14. This component forms the core of the CoP with the main objective to foster knowledge exchange and learning among participating governments within Africa, as well as with countries outside the region. The activities were structured around the following four types of knowledge exchange:

15. **Virtual discussions for CoP participants:** Virtual discussions were organized during the life of the grant to discuss various issues of interest to the CoP member countries. The topics were selected by the CoP participants themselves (see sample virtual meeting notes in Annex 1). The following are some highlights of the virtual discussions:

(i) **Social intermediation services**, focusing on Chile's experience on intermediation programs, as well as showcasing additional experiences with social intermediation in Colombia and Brazil. These discussions included challenges around countries often having a large number of social programs and services and the difficulties for clients to navigate among those. It highlighted the importance of networking to connect the social services and the clients and the important role the mediators play in this process. Examples of different social intermediation programs were provided and evidence that these can be effective tools for reaching the extreme and chronic poor, but that they need to be tailored to local capacity and conditions and be integrated within existing institutions and programs. Ensuring adequate supply side is also important to ensure that the services provided are of good quality. The discussions also highlighted the importance to set realistic expectations about the potential impacts of these programs, since exceedingly high expectations may give wrong impressions about the programs' performance. A presentation was also done on Colombia's experience with their SISBEN³ system which is an information system designed by to identify potential beneficiary households for different social programs. These discussions were focused around conceptual framework, the evolution of the legal framework, institutional arrangements and technical aspects.

(ii) **Consolidation of conditional cash transfers**, focusing on Jamaica's experience of implementing the Programme of Advancement through Health and Education (PATH). These discussions focused on how Jamaica consolidates three Social Assistance Programs (Old Age and Incapacity Programme, Food Stamp Programme and Outdoor Poor Relief Programme) into one program (PATH). The presentation highlighted key features of the PATH, key results and successes as well as challenges and suggestions for how to address those challenges;

³ SISBEN = Sistema de Identificación de Potenciales Beneficiarios de Programas Sociales.

(iii) **Cash transfers and productive inclusion activities**, focusing on Ethiopia's experience in implementing the Productive Safety Net Programme (PSNP) for Livelihoods Cash Transfer. The presentation program shared the operational features required for developing a comprehensive program that supports the poorest and most vulnerable households in Ethiopia. This presentation clearly showed that a livelihood transfer, combined with savings and the right targeting, technical and mentoring support is helping households to address poverty and strengthen resilience to shocks. Through the livelihood transfer, beneficiaries still receive PSNP transfers. This helps to ensure that immediate consumption needs as well as minor health expenses can be met without spending a portion of the livelihoods transfer. Also, beneficiaries receive additional cash support and various complementary services that include microfinance and technical assistance and beneficiaries are exempted from the graduation period of 2 years to ensure they make the most from the program.

(iv) **Cash transfers and environmental conservation**, focusing on Brazil's experience with Bolsa Verde. The presentations outlined some of the conservation steps Brazil has undertaken on importance of the ecosystems and improving livelihoods for people living in extreme poverty — the Brazilian government launched the Plano Brasil sem Miséria (Brazil without extreme poverty plan) in 2011 which established a network of social protection to tackle multiple dimension of poverty. The plan includes three pillars: (i) Guaranteed Income; (ii) Productive Inclusion and (ii) Access to services. Bolsa Verde forms part of the productive inclusion axis. Brazil's policy package offers an interesting approach for helping farmers in semi-arid regions adapt to climate variability. In particular, it offers a cohesive mix of individual policies that together address the variety of farmers' needs, integrating rural development concerns with future adaptation requirements. Key positive impacts of this program on human, social and economic development were also highlighted.

(v) **Dimensions of gender and social inclusion** within cash transfer programs in Sub-Saharan Africa, focusing on lessons learned from the Transfer Project. The presentation focused on gender and social inclusion, including a focus on research findings in Zambia's Child Grant Program, and touching on case studies from Ghana, Niger, Kenya and other. It included aspects around the following: (i) Introduction of the Transfer project (multi-organization learning and evidence initiative for cash transfers); (ii) How project countries take into account vulnerabilities across programs (ii) Focus on Gender vulnerabilities: Case studies from Zambia and Ghana; (iii) What about unintended gendered-consequences and (iv) Conclusions, gaps, programmatic implications for gender and general vulnerabilities.

16. **CoP Face-to-Face Meeting:** May 16-20, 2016, the Government of Tanzania hosted the Face-to-Face meeting of the Anglophone CoP, which gathered delegations from 18 African countries. A total of 70 participants from the region were present, in addition to 20 representatives from development partner organizations, including members of the Facilitation Team from the World Bank, UNICEF and the International Poverty Centre for Inclusive Growth (IPC-IG). The week-long event, which took place in Arusha, aimed at **enhancing knowledge on CT programs and their role in building social protection systems**, as well as enabling exchange of lessons and best practices on social protection within the region. In addition, it covered relevant issues around **scale up and consolidation of CT programs**, and its evolution through linkages with other social sectors, potential to respond to emergencies and innovations. The agenda was developed with

strong leadership from the Steering Committee. The event consisted of a mix of sessions, including presentations by experts and country representatives, as well as group work discussions and exchanges. It also included a one day dedicated to field visits, aimed to **showcase the implementation of Tanzania’s flagship program at the local level and illustrate/address some of the operational issues and challenges**. The event was launched by Tanzania’s Vice-president, H.E Samia Suluhu Hassan who expressed her support of the CoP and highlighted its importance in the future. The event was evaluated by CoP members who were overall very satisfied with the event. 62 percent of the participants reported that they were “very satisfied” with the event and 38 percent reported that they were “satisfied” with the event. 100 percent reported that they thought that the meeting accomplished its overall objective to enhance understanding and learning about the role of CT programs in supporting the development of a social protection system (see meeting report in Annex 2).

17. **Virtual and Face-to-Face meetings for the Steering Committee:** The Steering Committee of the CoP was formally created and meet several times during the grant period. Discussions around the committee and the first meeting was held in Nairobi, December, 2015, during the previous RSR grant. In this meeting the governance of the committee was discussed, the topics for upcoming virtual meetings and the agenda and dates for the next face-to-face meeting. Subsequently, the committee met physically for the second time in Arusha in May, 2016 (prior to the face-to-face event for the CoP). This occasion allowed to better define the role and responsibilities of the Steering Committee and letters were thereafter sent to six countries formally nominating the committee members, and including the TOR for the committee (Annex 3a). The main functions of the Steering Committee are spelled out in box 2. Thereafter various virtual meetings were held to discuss issues related to the Steering Committee and the CoP. In February, 2017 the committee met physically for the third time in Accra, Ghana (see meeting summary report and agenda in Annex 3b and c). The Ghana meeting had a strong focus on discussing the sustainability of the CoP and a detailed work plan was prepared for moving forward with the CoP. It was agreed that a results framework be prepared for the CoP, and a strategy paper to enable resource mobilization among potential further financiers. Thereafter, two more Steering Committee meetings were held virtually, mainly focusing on follow-up of activities agreed in Ghana, as well as discussions around the plans for the next Steering Committee and CoP face-to-face events planned for November, 2017. The CoP was also represented in a Transfer Project Research Workshop in Dakar organized by UNICEF in June, 2017.

Box 2 – The main functions of the Steering Committee members

- i. Facilitate coordination among the CoP membership, including encouraging active participation of the rest of the Community in VCs and encourage engagement to enhance learning experiences;
- ii. Set VC topics on an annual basis to enable a least four VCs per year, and topic thematic issues contributing to national efforts for building a social protection system, and identify facilitators of VCs;
- iii. Set topics and identify facilitators for the Face to Face meetings; participate in the identification of the countries which can host the Face to Face meetings;
- iv. Ensure appropriate M&E and research – identify issues for research / impact evaluation at country and multi-country investigations towards evidence building, and contribute to the development of CoP reports;
- v. Undertake advocacy and seek opportunities for resource mobilization, through developing plans for future fund-raising activities at both global, and country levels, and with external partners to ensure sustainability of the CoP;
- vi. Maintain active collaboration with the Francophone CoP and play a key role in strengthening that partnership to advance social protection on the continent;
- vii. Propose activities that will enhance the knowledge and skills of members in Social Protection.

18. **Exchange with the Francophone CoP:** In addition to the regular virtual discussions with the CoP, exchange with the Francophone CoP was also facilitated. One such virtual discussion was hosted by the chair of the Anglophone Steering Committee, who presented Ghana’s experience in building a social protection system. Key features presented included the expansion of the cash transfer program LEAP, as well as the development of the first National Social Protection Policy, and the launch of a unified Targeting and Registry for all social programs in the country. These discussions mark an initial effort to support learning exchange between the Anglophone and Francophone groups.

Component 2 - Knowledge Generation and Dissemination

Planned output: Development and implementation measures and mechanisms to generate and disseminate knowledge produced by the CoP and relevant to country participants.

Actual output: Several knowledge products were prepared, including an annual report for the CoP activities in 2016, a policy brief on good practices on scaling up cash transfer programs, as well as various communication materials for the CoP. An editorial committee was also created to produce and disseminate knowledge and a website platform with all CoP information and other relevant documents is fully operational.

19. This component focused on supporting the preparation of knowledge and communication products, as well as an online platform, to foster knowledge generation and dissemination within and outside the CoP. An annual report was prepared, summarizing the events of the CoP during

2016 (Annex 4a) and a number of different communication materials were prepared and disseminated in various events, including the face-to-face event and other workshops across Africa related to social protection, such as the Transfer Project Research Workshop in Senegal (Annex 4b and c). In addition, an editorial committee with the participation of UNICEF, World Bank and the IPC was created and a timeline for systematic publications for the CoP (for both Francophone and Anglophone groups) was agreed. To date, one policy brief for the Anglophone group was prepared, summarizing experience from expanding cash transfer programs in Kenya, Tanzania and Zambia (see attached Annex 4d) and another policy brief was supported for the Francophone CoP sharing lessons on targeting from Burkina Faso, Cameroon and Niger (see draft note in Annex 4e).

20. A new online platform for the CoP was also launched in mid-2016. The platform is a shared space for engaging with other members of the CoP. It also allows accessing regional and global updates, as well as learning from schedules, information on past and upcoming CoP meetings, and accessing other relevant documentation (www.socialprotection.org).

Component 3 - Country Ownership and Sustainability of the CoP

Planned output: Support to the steering committee to (i) implement and assess learning in the CoP; (ii) identify and monitor indicators for results; and (iii) discuss options for CoP sustainability.

Actual output: Steering committee was formally created and the governance of the Steering Committee was defined. The functioning of the CoP was discussed and operational guidelines for the same prepared. An evaluation report was also prepared of the Tanzania event (and included in the face-to-face report). The Committee also prepared a results framework for the CoP and have started drafting a strategy paper for sustainability of the CoP.

21. This component provided support to the Steering Committee to facilitate discussions around the experience and success of the CoP and main challenges faced. The Steering Committee has increasingly been organizing and leading activities in the CoP, including the organization of virtual discussions with CoP participants. Among other things, the Committee has led discussions with the CoP members around how to reinvigorate the CoP through CoP focal points in member countries. The Committee has also prepared a results framework and guidelines for CoP membership and participation (Annex 5 a and b) and a one year work plan. These documents will be further discussed with CoP members during the next face-to-face event in Senegal, 2017. The results framework will enable the Steering Committee to monitor key performance indicators to measure results. Discussions have also been held around how to ensure the sustainability of the CoP and the Committee is in the process of drafting a strategy paper on sustainability for the CoP. It is also anticipated that separate discussions will be held with potential new development partners during the Senegal event.

22. Increased ownership has also been demonstrated through increased funding by member countries and dedication of high level officials in discussions related to the CoP. An increasing share of participants in the face-to-face events have been financed by member countries themselves. At CoP inception, all participants in the face-to-face meetings were paid for by the World Bank. This gradually changed with UNICEF coming on board as a partner and thereafter with Government funding gradually increasing. In the Tanzania event, the World Bank and

UNICEF financed two participants per country and the majority of countries financed 2-3 participants from their own budgets. High level support has also been demonstrated through the participation and support from Tanzania's Vice President as mentioned above, as well as through Ghana's Minister for Gender, Children and Social Protection, Honorable Otiko Afisa Djaba, who expressed her strong support for the CoP during the Steering Committee meeting in Ghana in February 2017 and the need to enable exchange at the higher policy level. Dedication of key government officials through the Steering Committee also demonstrates increased government commitment for the CoP.

Component 4: Management of the Grant and supporting activities to carry out the activities within the Community of Practice

Planned output: Support the multi-modal exchange between participating countries, including the video-connections, face-to-face meetings, information-sharing templates and the virtual platform.

Actual output: World Bank staff and three different consultants were engaged in the CoP activities to manage the grant, as well as to support knowledge exchange and ongoing dialogue with participants, support production of knowledge and communication material as well as maintain and operate the web platform.

23. This component has supported the financing of staff and consultants who formed part of the Facilitation Team of the CoP. Close support and technical assistance has been provided not only to the facilitation of the virtual and face-to-face discussions, but also to enrich the technical discussions and support development of agendas and topics for discussions, as well as facilitation of learning exchange with countries outside of Africa.

VI. Key Lessons Learned

24. A number of important lessons have been learned during the implementation of the grant which are being taken into consideration for the implementation of a new grant which was recently approved by the RSR Trust Fund to continue support to the CoP. The main lessons are summarized below and have been drawn from the operation of the CoP, including from the recent evaluation of the Tanzania event in 2016, (see further points under section VII on sustainability):

- *Sustainability of the CoP is a long-term goal and there will be continued need for technical assistance to enrich discussions and facilitate the learning exchange;*
- *Further exploration of future partnership for the CoP will be crucial for its sustainability;*
- *Ensuring active participation in VC discussions can sometimes be challenging and it will be important for the CoP to be flexible in the use of different avenues for learning exchange to meet the demand of the member countries⁴;*
- *Participation in virtual discussions has also been hampered by lack of country level focal persons⁵ and it will be important to ensure strong focal points and follow up by the Steering*

⁴ In many countries reliable internet connection can be a challenge and CoP members are therefore required to travel to the World Bank or UNICEF offices to attend the VCs.

⁵ Initially the focal persons for many CoP member countries was assumed by the World Bank and UNICEF staff.

Committee with the focal points to enhance communication flow and sustain participation and engagement;

- *Bilateral discussions and tailored made learning events should be encouraged to address specific country needs;*
- *Learning should be demand-driven and voluntary and are sometimes better in smaller groups to enhance the learning experience;*
- *CoP participants appreciate learning forums which are interactive, including panel and group sessions, during which CoP participants can better participate and contribute;*
- *Higher-level strategic discussions and learning exchange between policy-makers is important to achieve certain outcomes and should be facilitated by the CoP;*
- *Field visits are important to enrich discussions and share real experiences on the ground. The face-to-face events enables field visits to be undertaken and this is generally seen as very valuable, both for the hosting country (who can learn from reflections from the CoP members), and for the CoP members (who can learn from direct interaction with field officers and beneficiaries);*
- *National ownership and strong involvement of government officials (especially from the Ministry of Finance to ensure sustainable financing) in the CoP and the social protection sector is important for continued successful implementation of the CoP and relevant programs. The creation of national CoPs will hopefully also contribute to overall CoP sustainability;*
- *There is a need to further facilitate discussions around how to link CT programs with productive/livelihood activities and foster financial inclusion and to ensure a multi-sectorial approach to address the needs of poor and vulnerable;*
- *It will be important for the CoP to further discuss the role of safety nets in responding to emergencies, as well as how to bridge humanitarian responses with longer term development approaches;*
- *The lack of a dedicated platform to share lessons and learn has also been expressed as a challenge for the CoP. There is currently an existing website hosting the CoP learning exchange (socialprotection.org), but usage of the same is low and there is need to think creatively about how to improve it.*

VII. Sustainability

25. **Government funding for CoP activities has already steadily increased, but there is a need to ensure that this is sustained and further increased commensurate with the growth of social protection in Africa.** The member countries have been increasingly covering the cost for participation of government officers in the face-to-face events, recognizing the value such forums add to the development of their officers and the dialogue around issues that are relevant to their programs and their implementation. Such government funding needs to gradually continue to increase to ensure long-term sustainability of face-to-face events. The recently approved RSR grant will continue to put emphasis on efforts to achieve this gradual increase in government funding, ensuring that governments regularly budget for CoP learning events each year and search for alternative funding sources if need be. A strategy for sustainability of the CoP is also under development and will be finalized under the new grant activities.

26. **It will be important to find a balance between additional development partners and ensuring the manageability of the facilitation of the CoP.** Efforts are being planned to further explore the possibility of bringing on board potential new partners for the CoP. It will however be important to carefully think through the role of such new partners and how the facilitation of the CoP will continue to function smoothly. It can become overwhelming and difficult to manage a facilitation team with too many development partners, but solutions such as different partners supporting different events with different focus of discussions will be explored and further discussed. The Steering Committee has already started thinking about how to further collaborate with partners such as FAO and DfID.

27. **There is agreement that the CoP needs to become increasingly self-sustained, but also a recognition that technical assistance and facilitation will still be needed in the long-run.** During the grant implementation, there have been ongoing discussions around how to move towards a more self-sustained CoP and ideas and plans for how to get there have been developed. It is however important to recognize that the CoP is a public good and some level of support from development partners will likely be needed in the long-run to ensure its effective continuation. The evolution of SPJ systems in countries can vary substantially and changes and innovations happen quickly, both within and outside of Africa. For country members to stay on top of such developments may be challenging and this is where development partners can add important value to facilitate the learning exchange and stay on top of such dynamic developments and specific needs of member countries.

28. **Champions within member countries will be essential to enable increased and sustained leadership and ownership.** The Steering Committee has increasingly taken over the leadership of CoP activities, but this has been done largely on a voluntary basis and it will be important to ensure that their contributions and efforts in the CoP are recognized by their superiors in their countries to ensure that they are able to continue to prioritize such support in the future. Further, the CoP requires champions within the member countries, beyond the Steering Committee members who are willing to dedicate time and effort to the CoP. Such champions are needed to ensure participation of the right government officers in learning exchanges, support identification of demand-driven topics and avenues for learning etc. Senior staff such as Directors of Budget from the Ministries of Finance and the Presidency were recommended as champions for social protection.

VIII. Next Steps

29. **A key focus moving forward will be on the sustainability of the CoP.** The key issues highlighted in section VII above are important to enable the CoP to move towards increasing self-sustainability. Failure to address these issues poses a risk to the CoP and its future operation. Moving forward, increased efforts will therefore be put on:

- a. ensuring financial sustainability including: ensuring that member countries continue to include (and increase) a yearly budget for CoP participation (including face-to-face events) and identifying financial support from potential new development partners;
- b. exploring future partnerships that make sense for the CoP, both technically and financially, ensuring that the facilitation of the CoP and partners remain manageable;

- c. finding solutions to enable long-term technical and facilitation support, recognizing the long-term need for such support to the CoP; and
- d. identifying champions for the CoP who can continue to lead the efforts towards making the CoP increasingly self-sustained.

30. All the above issues will be discussed with CoP members, including in the upcoming event in Senegal to renew their commitment for the CoP and emphasize the importance of their role in making the CoP increasingly self-sustained.

31. **Advancing the agenda, moving from cash transfer programs to safety net (and in some cases social protection) system, requires moving to a broader approach** in which not only practitioners (managers and officials from cash transfer programs), but also policy makers (Ministers of Finance and sector ministries) should form part of the learning. A more strategic vision is needed to move towards more integrated safety net and social protection systems and as opposed to the previous strong focus of the CoP on technical and operational aspects, more focus on political economy and strategic issues is needed. Government officials at the highest level has expressed the importance of the CoP and the demand for support to such higher level strategic discussions. As mentioned earlier, Ghana's Minister for Gender, Children and Social Protection, Honorable Otiko Afisa Djaba, expressed her strong support for the CoP during the SC meeting in Ghana in February 2017 and the need to enable exchange at the higher policy level and during the CoP event in Tanzania in May, 2016 Tanzania's Vice President, Hon. Samia Suluhu Hassan called for even more collaboration and dialogue between African countries on the effective implementation of CT programs through the continuation of the CoP and through higher level strategic discussions.

32. **Following the positive progress and increased ownership of the CoP, there is need to continue to support this initiative to ensure its continued successful evolution and sustainability.** There is a need for the World Bank to continue to provide support to the Steering Committee and the CoP with technical assistance, enriching the discussions of the committee and the CoP, as well as in a facilitating role supporting the virtual meetings, organization of future face-to-face events, as well as creation of knowledge products. A new grant financed by the RSR trust fund was recently approved and will continue to support the CoP in its advanced stages and build on results achieved under this and previous RSR grants supporting the CoP. The next face-to-face event is scheduled for November, 2017 and will be held before the global South-South Learning Forum, focusing on adaptive social protection.

IX. List of Outputs from Grant Implementation

33. A number of meeting notes, reports, briefs, newsletters and communication material were prepared under this grant. They all contributed in one way or another to the achievement of the grant objective and are considered concrete outputs for the activities and are attached in the following annexes:

Annex 1 – Sample Virtual Meeting Notes

- October, 2016 - Cash transfers and productive inclusion activities, focusing on Ethiopia’s experience in implementing the Productive Safety Net Programme (PSNP) for Livelihoods Cash Transfer;
- December, 2016 - Cash transfers and environmental conservation, focusing on Brazil’s experience with Bolsa Verde;
- January, 2017 - Dimensions of gender and social inclusion within cash transfer programs in Sub-Saharan Africa, focusing on lessons learned from the Transfer Project
- May, 2017 - Reviving the Community of Practice

Annex 2 - Meeting report Tanzania face-to-face event**Annex 3 - Steering Committee meeting notes**

- a) Sample letter of Steering Committee Member and TOR
- b) Face-to-face meeting summary in Accra, including work plan
- c) Agenda Steering Committee Meeting in Accra

Annex 4 - Knowledge and Communication Products

- a) Annual Report 2016
- b) Roll-up used in Transfers Project meeting in Dakar 7-9 June
- c) CoP poster;
- d) Policy Brief - Scaling up cash transfer programmes: Good practices and lessons learned from Kenya, Tanzania and Zambia
- e) Technical note on targeting experience from Burkina Faso, Cameroon and Niger (in French)

Annex 5 – CoP Results Framework and Guidelines

- a) CoP Results Framework
- b) CoP Guidelines