



IMPLEMENTATION GUIDE

Cash transfers to promote access to adult labour in cocoa communities

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This guide is designed to assist cooperatives, companies and civil society organisations aiming to improve access to adult labour in cocoa-growing communities through implementing cash transfers, with an incentive to spend on labour. It provides step-by-step instructions to support programme design and set-up, as well as practical recommendations to address common challenges.

This guide draws on a pilot project implemented by the International Cocoa Initiative in cocoa-growing communities in Côte d'Ivoire. By providing financial support to selected households, the programme strengthened household resilience, improved access to adult labour groups, and reduced child labour.

What is a cash transfer programme with an incentive to spend on labour?

Targeted cocoa-producing households receive a one-off unconditional cash transfer. If they decide to use all or part of the money to hire a [Community Service Group](#) for agricultural labour within a specific period, the programme pays half the cost of the service (up to the equivalent of the cash transfer amount), encouraging the household to spend on adult labour.

Community Service Groups consist of equipped and skilled adults who offer agricultural services to farmers in their community at an affordable rate. By providing an alternative means of doing work that might otherwise fall on children, these groups can help reduce child labour rates in cocoa-growing communities.

1. Community selection

The first step when implementing a cash transfer programme with an incentive to hire adult labour is selecting the communities to target. The following criteria can be used to **prioritise** communities:

- There is a functional Community Service Group in the community, or it is feasible to create one
- There is a higher prevalence of child labour
- While not a pre-requisite, having a Child Labour Monitoring and Remediation System (CLMRS) in the community and a high number of farmers registered in the system can facilitate implementation and monitoring

2. Cash recipient selection

Once the community has been selected, potential recipients must be identified. It is key to involve the community and local authorities in this process to promote understanding and buy-in and help ensure that the community accepts the selection criteria.

1. **Present the project to local stakeholders** to address any questions they may have and to ensure they are on board.

2. **Establish a targeting committee** responsible for selecting cash recipients. The committee should consist of different community representatives and local authorities, such as community leaders, women's association leaders, cooperative representatives, and officials from different local and regional authorities (e.g.: social protection, social centres, relevant ministries, etc.).
3. **Identify selection criteria** in discussion with the targeting committee. The selection criteria should be transparent, based on the communities' context and situation, and with project objectives in mind. Examples of selection criteria may include:
 - Households with at least one child in child labour
 - Households without access to working-age adult labour (e.g.: no individual aged 18-50)
 - Child-headed households (e.g.: household head is under 18 years)
 - Female-headed households
 - Households with non-biological child(ren)
 - Households with at least one out-of-school child
 - Households headed by an elderly person (60 years and above)
 - Single parents (male or female) with at least two older children (5-17 years)
4. **Pre-select households** and meet with the targeting committee, which validates the recipient's list.

Keep in mind...

Selection processes in cash transfer programmes can be sensitive as they can create resentment and jealousy among those not benefiting. The following practical measures can help alleviate these tensions:

- ✓ Use transparent selection criteria and communicate clearly about the selection process
- ✓ Include all households in a vulnerable situation within the community, even if they are not part of a targeted supply chain

Additional challenges and factors to consider during the selection process:

- Other cash transfer programmes may be in place in the area. For instance, in Cote d'Ivoire, the government supports families in situations of vulnerability through a 6-month cash transfer programme. Likewise, the Ghana government distributes a cash transfer to families in situations of vulnerability and extreme poverty through the LEAP programme. When selecting recipients for your cash transfer programme, consider whether it makes sense to select the same beneficiaries or instead focus on those who are not eligible for government programmes but are still in vulnerable situations.
- Mobilising community representatives to participate in targeting committee meetings may be difficult, which in turn, complicates the validation of pre-selected households. Paying community representatives to participate in the meetings can overcome this issue. Likewise, working in collaboration with existing community structures such as Child Protection Committees or Parent-Teacher Associations could give more credibility to the selection process and ensure community representation as well as alignment with other programmes in the community.
- Community-based targeting committees may lack impartiality. Including members who are external to the community in the targeting committee can help promote impartiality and transparency.

3. Community outreach and baseline

Following household selection, visits to each household should be organised to inform participants about the cash transfer and how it works. This should include the aims of the project, the selection process and criteria, and how to use the subsidy to hire Community Service Groups.

Keep in mind...

- Cash transfer programmes may be a new approach, and participants can be reticent or suspicious, especially in relation to conditions. Using clear explanations in local languages and visual materials that resonate with communities can help. Please refer to the Additional Resources section for links to potential visual materials to use during information sessions within the community.
- Not all participants may be aware of the existence of Community Service Groups and their services. It is key to explain what these groups are and how they function as well as to explain the subsidy to hire them.

The household visit can also be an opportunity to conduct a survey capturing baseline information on the recipients and their practices regarding the use of Community Service Groups, including when they use their services and for which tasks. This information can help determine the timing of the cash transfer, as well as the duration for which the incentive to hire Community Service Groups (also referred to as subsidy) will be valid. Please refer to the Additional Resources section for an example baseline survey. If data is also collected after the cash transfer takes place, comparisons between baseline and endline can be used to understand how the situation has changed.

4. Community Service Group baseline and training

Understanding the capacities and needs of existing Community Service Groups is key to ensuring they will be able to meet demand for their services, following the cash transfer.

Consider asking groups the following questions:

- What are the most popular services they provide?
- When do households use their services?
- What is their capacity in terms of farms/surface coverage?
- What is their capacity to add new services?
- What tools and skills would they need to provide these services?
- How do they operate and/or organise themselves?
- How do they manage payments?

Once the needs of Community Service Groups have been identified, they should be provided with the relevant new equipment and supported with training sessions. Training topics could include:

- Good farming and agricultural practices
- Health and safety at work
- Accounting, financial management, use of mobile money, and debt recovery
- Group governance and conflict management
- Child labour, child safeguarding, and child protection

Keep in mind...

- Community Service Groups might struggle to meet the high demand following the cash transfer. Plan ongoing support throughout the project to professionalise and expand existing Community Service Groups and support the creation of new ones, where needed, to ensure all cash recipients can hire Community Service Groups and benefit from the subsidy.
- The cash transfer programme might encourage the creation of new Community Service Groups by youth and community members. Plan for this eventuality by budgeting for additional training and equipment for potential new groups.
- Farmers may live in remote settlements and find it hard to reach Community Service Groups. Consider setting up more than one Community Service Group in large and densely populated communities or those with remote settlements to ensure everyone can access them.

5. Cash distribution

Cash transfer

The **value of the cash transfer** should be determined based on household needs and adult labour service prices in the area. In ICI's pilot project, households received a one-off transfer of FCFA 50,000 – approximately EUR 70 – designed to cover the cost of commonly used labour services.

When planning the one-off **cash transfer distribution**, it is important to consider different factors that may impact the use of the cash, including:

- Agricultural calendar and periods of high demand for labour – planning cash transfers at times when labour needs are higher can further incentivise farming families to spend the cash transfer on adult labour.
- Times when farming families may have less access to cash
- Periods when expenses for children are higher, such as the beginning of the school year
- Other events that influence household spending, such as holidays

Choosing the right **delivery method** is key to ensuring the funds reach the intended individuals. Mobile money systems can reduce the risk of theft and diversion associated with distributing cash directly and allow recipients to withdraw cash at their convenience. However, it can be challenging to ensure that the targeted individuals have access to the mobile money platform and that the cash reaches the intended recipient, rather than another individual in the household. Be prepared to accompany beneficiaries through this process and to support them with personal SIM cards if necessary.

Keep in mind...

Men and women have different spending patterns and women tend to prioritise their families' health, nutrition, and education. However, most household heads are male, and women don't always have decision-making power within the household. Ensuring women can bring their priorities to the table by transferring the cash to them can help ensure that children benefit from the cash transfer. Organising training sessions on gender equality in parallel can help encourage discussions on equitable division of roles within households and raise awareness about the benefits of gender equality within families.

Once the timing and the delivery method have been decided, cash recipients should be informed about the planned date of distribution and the terms of the cash transfer. Use clear language and visual materials that resonate with the communities' local language and context. Community leaders could support this communication.

If recipients need to attend in-person sessions to receive the cash transfer, consider the following:

- Clearly explain the requirement to attend in person and specify the conditions under which a third party can collect the cash transfer on behalf of the beneficiary if they are unable to be there.
- Ensure that distribution takes place at times and on days when recipients are available in the community. If necessary, organise multiple distribution times.

Labour subsidy

Once a household has hired a Community Service Group and has paid them half the price for the service, that amount must be matched and paid to the Community Service Group by the programme. Different arrangements can be set up to keep track of the services requested by each household from the Community Service Groups, the amount owed to the Community Service Group and whether the services have been provided:

- Filling out a form specifying the services, the amount paid by the participant, and the subsidy to be paid to the Community Service Group. Each stakeholder can keep a copy of the signed form – refer to the additional resources section for a sample form.
- Taking pictures of the farm before and after the execution of the services.
- Hiring a monitor to verify that the services have been executed.

Consider the following:

- **Fix service prices** together with the community and communicate them transparently to avoid misunderstandings.
- **Set a clear payment schedule**, for instance once a month or per quarter, so Community Service Groups receive the subsidy shortly after providing the service.
- **Determine the period** for which the subsidy will be valid based on the information collected during the baseline surveys. Consider making the subsidy available for at least 6 months to give households enough time to benefit from the subsidy whenever it suits them best.

One month before the end of the subsidy, it is important to inform households and Community Service Groups so they can organise themselves and plan the next steps. This is also a good opportunity to evaluate how many households have used the subsidy. If certain households haven't yet used the subsidy but plan to hire Community Service Groups later in the year, it may be worthwhile to extend the duration, where possible.

Keep in mind...

Once the cash transfer programme is over, households may struggle to afford to hire Community Service Groups. To ensure programme achievements are maintained, funding alternatives should be discussed with the community and may include:

- Extending or renewing the cash transfer programme as part of regular sustainability activities from the stakeholders present in the community
- Cooperatives or industry partners offering to subsidise services provided by the Community Service Groups for their members or households within their supply chains
- Following ICI's pilot, several Community Service Groups spontaneously adjusted their rates to ensure households could continue to use their services. Since overall demand had increased, the groups continued to earn more than prior to the subsidy, even after lowering their prices.

6. Monitoring and evaluation

At the end of the programme, outcomes can be assessed through surveys with recipient households and Community Service Groups as well as focus group discussions in intervention communities. Aspects to monitor include:

- Did the intended recipients receive the transfer as expected?
- Were the recipients satisfied with the way cash was distributed?
- How and when was the cash spent?
- Who controlled the money and how to spend it?
- Did the recipients use the cash to hire Community Service Groups?
- Were Community Service Groups available when households needed their services?
- Were Community Service Groups able to meet demand?
- What effects did the cash transfer + subsidy have on adult labour supply in the community?
- What effects did the cash transfer + subsidy have on children?
- What effects did the cash transfer + subsidy have on the community as a whole?

Additional resources

- Learning report: [Innovative strategies to stimulate adult labour and tackle child labour](#)
- Learning into action: [Strengthening access to adult labour in cocoa-growing communities](#)
- [Budget estimate](#)
- [Visual materials for dissemination](#)
- [Baseline](#) and [endline](#) questionnaires for households
- [Baseline](#) and [endline](#) questionnaire for Community Service Groups
- [Sample form](#) for tracking services



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