https://tinyurl.com/y28qfrym
Do you have a headset for interpretation?

Channel 1 – Français
Channel 2 - English
How we’re doing this today

Nigeria – Mozambique – Burkina Faso
Ghana – Egypt Finance and Business Support
(coffee break)
Egypt SME Digital Technology – MENA (Lebanon, Tunisia)
Senegal – Côte d’Ivoire - Rwanda
ECOWAS
Nigeria Innovative Lending Products for Women-Led SMEs (P168390 we-fi)

Preliminary Impact Evaluation Design
September 12th 2019
Objective: To address key constraints faced by women in access to credit.

Scope: A loan that leverages information on business cashflows to substitute for traditional collateral (Cash Flow Loan Product by Access Bank).

- Size: Naira 1m-5m ($3,000-$15,000)
- Interest: 27% APR
- Tenor: 12-24 months
- Purpose: working capital or equipment purchases

Target: Registered women-owned SMEs who lack traditional collateral.

Eligibility: Applicants must have: (i) A BVN Number; ii) an existing bank account (3+ months); iii) min. 1 year business experience; (iv) no negative credit history.

Reach: Product to be rolled out nationwide. IE to focus on specific regions in North and South.
1. What types of information delivered via SMS can encourage take-up of a cashflow lending product to women-owned SMEs?

2. What is the impact of this cashflow loan on business performance and welfare of women-owned SMEs?

3. Is the cashflow lending product targeting women-owned SMEs a viable product for Access Bank?
Methodology: Two-stage RCT

60,000 SMEs

Arm 1
[15,000]
[Information about product]

Arm 2
[15,000]
[Information about product plus gender nudge]

Arm 3
[15,000]
[Information about product plus financial tips]

Control Group
[15,000]
[Placebo message]

4,500 Women Owned SMEs apply for cashflow loan
3,000 approved for loan

Treatment
[1,500]
[Cashflow Loan]

Control Group
[1,500]
[No Loan]
Reducing the effects of gender stereotypes: The role of bottom-up vs. top-down interventions in fostering female entrepreneurship in Mozambique

Preliminary Impact Evaluation Design
September 12th 2019
Context:
What is holding back female entrepreneurship?

Internal barriers: interiorization of social gender roles
Interiorized social gender norms that shape behaviors

External barriers: reduced access to finance for women
Collateral based guarantee system doses not allow equal access to finance by women: property (used as collateral) is typically owned by men
What can we do about it?

Objective & Scope

Objectives of intervention for internal barriers (bottom-up approach): Social Gender Role Training (SGR) and coaching:

- Aimed at empowering female entrepreneurs to overcome social gender roles and to reduce perceived gender barriers (internal barriers)
- Based on social gender role theory (Eagly and colleagues), personal initiative theory and evidence on female entrepreneurship
- Action-oriented training approach fostering proactive behavior (e.g. proactive network and image-building)
- Use of role models (interviews integration of husbands to create acceptance, invited guest speakers, trainers as role models)

Objectives of intervention for external barriers (top-down approach):

- Access to finance based on movable assets as collaterals (movable assets are equipment machines, cars or materials)

Expected Outcomes/impact:

- At the individual level: psychological empowerment & Start up behavior (willingness to take risk, motivation, proactivity, decision-making)
- At the firms level: investment in income generating assets, turnover, profit, employment, taxes, innovation
- At the hh level: satisfaction, welfare, husbands perception of the role of women
### Bottom up intervention: Social gender role training (SGR)

#### Main Part 1: You as an entrepreneur
- Create awareness for gender stereotyping in the context of entrepreneurship
- Discuss strategies to be entrepreneurial as a woman (how to compete, how to use or hide the “female side”)

Develop own strategies and action plans, challenge women to show them in their business contexts

#### Main Part 2: Your entrepreneurial role and your further roles
- Define different roles that female entrepreneurs have (as a business owner, in household, as wife…) and how they form their identities
- Address role expectations that come from the female entrepreneurs’ environment (e.g. from family, husbands, business partners)
- Identify possible conflicts and resulting emotions (e.g. guilt)
- Develop own strategies and action plans to deal with conflicts, challenge women to show them

#### Main Part 3: You in the entrepreneurial ecosystem
- Create awareness for perception of female entrepreneurs in the ecosystem; create belief that this perception is not fixed, but also depends on own behavior and own narratives
- Identification of key people restricting the female entrepreneur and of key opportunities and risks of approaching them
- Develop own strategies and action plans to change beliefs, challenge women to show them in their business contexts by approaching key restricting people
- Address mistrust in other female entrepreneurs, create safe space of trust within training group
- Create awareness for the fact that other female entrepreneurs face the same gender obstacles
- Identify ways of cooperating with other women
- Develop own strategies and action plans, challenge women to show them in their business contexts
Bottom up intervention: Social gender role training (SGR) husbands involvement

**Bottom up intervention: Social gender role training (SGR)**

**Husband session 1 (pre-training)**
- Create acceptance for intervention
  - Frame empowerment as a common goal and highlight benefits for men (financial, future business support from wives, etc.)
  - Address the topic of power and masculinity, offer role of men as powerful supporter of their wife’s business
  - Reduce husband’s potential fear of being emasculated

**Husband session 2 (during training)**
- Involve husbands in the intervention and develop a shared understanding how to support the female business
  - Develop a shared work/family vision, i.e. (1) reflecting on how men and women spend their time and identify ways that men and women can work together to support women’s work outside the home, (2) discussing who does the household tasks and encourage a more equitable distribution of care work between men and women, (3) develop a plan how men and women can work as partners that benefit the entire family
  - Facilitate more equal decision making, i.e.(1) identify inequalities in ownership of assets and decision-making, (2) decide priority areas for improving the gender relations and inequalities to support women’s work outside the home, (3) identify immediate and long-term commitments by couples relating to a more equitable division of labor, distribution and use of benefits, ownership of assets and participatory decision-making, to increase benefits for the entire family

**Husband session 3 (post-training)**
- Create acceptance for strategies women have derived from training
- Discuss ways to support these strategies
- Discuss role conflicts and find common solutions
Bottom up intervention: coaching

Overall goal and approach: Does coaching facilitate the maintenance of social gender role training effects?

– Sustain training effects of the SGR training
– Follow up on action plans that women have developed during the training

Coaching structure

– Four coaching follow up sessions, one-on-one coaching
Top Down Intervention: Financial intervention

Targeted access to finance solutions can help Women led SMEs grow

- Pilot asset-based lending product that is based on movable collaterals (that are also likely owned by women)
- This include: machinery, cars, equipment
- This will be offered to the female entrepreneurs
Theory of Change

**CONTRAINTS**

- Internal barriers: Interiorization of social gender roles
- External barriers: Access to finance

**COMPONENTS ACTIVITIES**

- Social Gender Role (SGR) training and coaching
- Financial intervention

**OUTPUTS**

- Learning + Strengthened transfer of training outputs
- Take up of collateral

**OUTCOMES**

- At the individual level: Empowerment of female entrepreneurs, psychological empowerment & Start up behavior (willingness to take risk, motivation, proactivity, decision-making)
- Empowerment in the household: Perceived reduction in gender barriers increase in decision power and autonomy,
- Reduction of gender-related financial barriers:
  - At the firms level: investment in income generating assets, turnover, profit, employment, taxes, innovation
  - Entrepreneurial mindset increased collaboration with other women, increased competitiveness of firms

**CONSTRAINTS**

- Improved access to networks
- Improved willingness to take risk
- More start up behavior
- At the hh level: satisfaction, welfare, husbands perception of the role of women

**COMPONENTS ACTIVITIES**

- Improved access to finance
## Impact Evaluation Questions

<table>
<thead>
<tr>
<th>Question</th>
</tr>
</thead>
<tbody>
<tr>
<td>What is the impact of reducing internal barriers (Interiorized social gender norms that shape behaviors) created by gender stereotypes on the performance of female owned firms?</td>
</tr>
<tr>
<td>What is the impact of reducing external barriers (reduced access to finance) created by gender stereotypes on the performance of female owned firms?</td>
</tr>
<tr>
<td>What is the impact of reducing both internal and external barriers created by gender stereotypes on the performance of female owned firms?</td>
</tr>
</tbody>
</table>
Methodology

- Collaborate with incubators, women’s networks across the main cities in Mozambique to establish the sample frame
- Target group: early stage female entrepreneurs and women led-SMEs
- Data collection plans: surveys

Total sample size
1200

- Arm 1: SGR training/Coaching 300
- Arm 2: Financial intervention 300
- Arm 3: SGR training/Coaching + Financial intervention 300
- Control Group 300
**Challenges**

**Challenge 1: Recruiting sample**
Reasons: Female entrepreneurs with start up intentions might be difficult to find
Ideas: Collaborate with incubators and women’s network

**Challenge 2: Take up**
Reasons: Female entrepreneurs might be too busy to attend the training due to their household and business responsibilities
Reasons: Female might not have movable assets
Ideas: Adapt schedule to make times as convenient as possible, explain value of training properly, call participants if they do not show up for the training, commit husbands to support their wives
Ideas: Diagnostic suggests that this shouldn’t be a problem

**Challenge 3: Sensitivity of trainers regarding gender roles and stereotypes**
Reasons: Training might interfere with their own beliefs regarding gender roles, this might reduce the impact of the SGR training
Ideas: Pay attention to trainer beliefs in recruiting process

**Challenge 4: Spillovers**
Reasons: may be spillovers between treatment and control groups
Ideas: to explicitly consider in the assignment of the treatment
Timeline and Outputs

- **Concept**
  - Feb 2020

- **Baseline**
  - July 2020

- **Implementation**
  - July 2020
  - July 2021

- **Follow Up 1**
  - Jan 2022

- **Follow Up 2**
  - Jan 2023

- **Final Dissemination**
  - July 2023

**Outputs**

- **Methodology**
- Cleaned dataset
- Data analysis
- Client workshop

- **Monitoring**
  - Monitoring reports
  - Lessons note

- **Follow Up 1**
  - Cleaned dataset
  - Data analysis
  - Client workshop
  - Technical paper
  - Policy note

- **Follow Up 2**
  - Cleaned dataset
  - Data analysis

- **Final Dissemination**
  - Client workshop
  - Technical paper
  - Policy note
Team

Impact Evaluation Team
• Impact evaluation TTL - Francisco Campos,
• Principal investigator(s) -
• Research analyst(s) -
• Field coordinator -

Project Team
• Project TTL - Francisco Campos
• Specialist(s) - Federica Ricaldi
• Consultant(s) -
• Government counterpart 1 - Ivan Roberto Pereira Ernesto
• Government counterpart 2 - Ludgero Gemo
Burkina Faso Partial Portfolio Guarantee Scheme

Design préliminaire d’évaluation d’impact
12 Septembre 2019
Interventions du projet

- **Objectif:** Accroître l’offre de crédit aux firmes marginalisées
  - **Problème:** La régulation prudentielle régionale de la banque centrale rend difficile la tâche des banques de prêter aux petites entreprises. En plus, les femmes et les agriculteurs ont peu de ressources pour garantir les prêts
  - **Agences d’implémentation du projet:** Trésor Public; SOFIGIB, Banques commerciales, certaines IMF

- **Caractéristiques:** La garantie est permanente; silencieuse et s’applique à toutes les banques qui décident d’adhérer à la convention avec la SOFIGIB

- **Cible:** Générer $100 Millions en prêts (12 000 entrepreneurs dont 4 000 sont des PME de femmes)
  - 50% de garantie sur les prêts aux PME et 70% de couverture sur les prêts aux agriculteurs et aux femmes

- **Etendue:** National. La garantie est disponible pour toutes les banques intéressées.
Theorie du Changement

**COMPOSANTS / INTRANTS**
- Mettre en place un fonds de garantie pour couvrir partiellement un certain nombre de crédits

**ACTIVITÉS**
- Garantir à 70% du montant des crédits bancaires accordée aux femmes entrepreneures
- 70% de couverture pour les agriculteurs
- 50% de couverture pour les PME

**EXTRANTS**
- Accroître la part des crédits bancaires accordée aux femmes
- Accroître la part des crédits bancaires accordée aux agriculteurs
- Accroître la part des crédits bancaires accordée aux PME

**EXTRANTS INTERMÉDIAIRES**
- Investissements accrues des PME
- Accroissement du revenu des ménages
- Productivité et production accrues

**EXTRANTS DE LONG TERME**
- Réduction de la pauvreté
- Croissance économique
Impact Evaluation Question (1/2)

• **Question:**
  – Quel est l’impact de la garantie partielle de portefeuille sur le volume et la performance des crédits bancaires aux groupes marginalisés (femmes entrepreneurs, agriculteurs et PME)?

• **Indicateurs:**
  – Pour chaque segment: taux de remboursement des crédits, taux des créances en souffrance, valeur du crédit total, nombre de clients, temps pour accorder un crédit

• **Données:**
  – Les données proviendront des données administratives des banques, en utilisant la définition de segmentation standard à travers les banques
Methodologie (1/2)

- Double difference: Comparer la croissance dans les segments couverts, à travers les banques avec les segments non couverts.
- Collecter des données les 5 années avant et les 5 années après.

Total sample size
12 banques × 10 ans × 4-6 Segments
= 1,536 client segment quarters

- Femmes
  N = 120
  70% de garantie de portefeuille

- Agriculture
  N = 120
  70% de garantie de portefeuille

- PME
  N = 120
  50% de garantie de portefeuille

- Segments d’autres clients
  N = 120-360
  No guarantee
Challenges (1/2)

• Harmonisation des segments
  – Les banques vont utiliser une définition commune pour chaque segment (par exemple agriculteurs, femmes, PME). Il n’y a pas encore de distinction claire entre les entreprises de femmes et les PME de femmes

• Collecte de données bancaires
  – Les banques doivent reporter les données des prêts aux clients dans les différents segments, qui doivent être considérées confidentielles.

• Taille de l’échantillon
  – L’analyse doit requérir des données trimestrielles, étant donné le petit nombre de banques
Calendrier et résultats

• Question 1
- Methodologie
  - Signer des conventions avec les banques participantes
  - Collecter des données du baseline sur les segments
- Régulièrement collecter des données sur les segments
- Analyser la croissance relative des segments chaque année
- Régulièrement informer sur la performance des segments

• Conception
  - FEB 2020

• Baseline
  - 2020

• Implementation
  - 2020-2025

• Analyse Finale
  - 2026

- Client workshop
- Technical paper
- Policy note
Impact Evaluation Team
- Impact evaluation TTL: Andrew Brudevold-Newman
- Principal investigator(s): Tristan Reed
- Research associate: Youssaou Koanda
- Field coordinator: TBC

Project Team
- Project TTL: Maria Eileen Pagura, Tenin Dicko
- Government counterpart 1: Aminata Ouedraogo
- Government counterpart 2: Alex Wend Kuni Compaore
Thank you!
Discussions
Accelerating Entrepreneurship and SME Growth Project

Ghana

Preliminary Impact Evaluation Design
September 12th 2019
The Challenge of Firms Scaling Up

The challenge: how to move from start-up to scale-up?

SMEs face many barriers to scaling up:
- Access to capital
- Managerial skills
- Linking to domestic and international markets (finding markets, product quality)

(SMEs: 6-99 workers)
Interventions to be Evaluated

- **Objective:** Support job creation and productivity growth by SMEs
  - Strengthening the institutions managing the business ecosystem
  - Partners: NEIP, NBSSI

- **Scope:** Offer intensive technical assistance program (6-9 month) to 400 SMEs, scale-up grants to 200 firms.

- **Target:** 400 SMEs, with high-growth potential

- **Eligibility:** SME firms, 6-99 employees

- **Reach:** national scope.
**COMPONENTS / INPUTS**

- Intensive support program on firm capabilities
- Scale-up grants to subset of firms

**ACTIVITIES**

- Training focusing on:
  - Personal initiative training
  - Business development
  - Management capabilities
- Individual / group hands-on consultancy for 6-9 months
- Provide (incentivized) scale-up grants of ≤$20,000, with performance-based component

**OUTPUTS**

- 400+ firms received training and/or consulting
- 200 firms received scale-up grants

**INTERMEDIATE OUTCOMES**

- Adoption of new technologies (management practices, ICT, capital)
- Increased investment
- Improving product quality / introduction of new products
- Increasing sales (domestically & abroad)

**LONG-TERM OUTCOMES**

- Job creation
- Productivity growth
- Business growth (measured by revenue)

**Capacity building for hubs**

- Technical assistance / capacity building
- 20 hubs received technical assistance

**Strong institutions managing the ecosystem**

- Improvement of quality of delivery by hubs
Impact Evaluation Questions

- What is the impact of group consulting on firm performance?
- What is the impact of individual consulting on firm performance?
- What is the impact of a scale-up grant on firm performance?
  - Do returns vary by whether you received consulting and the type of consultancy?
All receive introductory group training (2-3 days)

Stage 1: Application
- Selection

Stage 2: Introductory training
- Selection

Stage 3: Consultancy

Stage 4: Scale-up grant

Arm 1
- Receives group consultancy
  - Arm 1A: Eligible for grant
  - Arm 1B: No grant

Arm 2
- Receives individual consultancy
  - Arm 2A: Eligible for grant
  - Arm 2B: No grant

Control Group (Arm 3)
- No consultancy
  - Arm 3A: Eligible for grant
  - Arm 3B: No grant

Sample size:
- 400 receiving consultancy
- 200 receiving grant

Design
Timeline and Outputs

COHORT 1

- Concept: DEC 2019
- Baseline: APRIL 2020
- Implementation: APRIL 2020 - JAN 2021
- Follow Up 1: JAN 2021
- Follow Up 2: JAN 2022

- Methodology
- Cleaned dataset
- Data analysis
- Client workshop
- Monitoring reports
- Lessons note
- Cleaned dataset
- Data analysis
- Client workshop
- Technical paper
- Policy note
- Client workshop
- Technical paper
- Policy note

COHORT 2

- Baseline: APRIL 2021
- Implementation: APRIL 2021 - JAN 2022
- Follow Up 1: JAN 2022
- Follow Up 2: JAN 2023
- Final Dissemination: JULY 2023

- Cleaned dataset
- Data analysis
- Client workshop
- Technical paper
- Policy note
Workshop Team

Ghana

• National Board for Small Scale Industries (NBSSI): Ms. Kosi Antwiwaa Yankey, Ms. Habiba Sumani

• National Entrepreneurship and Innovation Program (NEIP): Mr. John Ampontuah Kumah, Mr. Franklin Owusu-Karikari

WBG/External:

• World Bank Group: Michael Ehst, Ana Goicoechea, Elwyn Davies

• External researcher: Laura Boudreau (Columbia University)
Thank you!
Access to Finance and Business Support in Egypt

Preliminary Impact Evaluation Design
September 12th 2019
Interventions to be Evaluated

**Objective:** Net Job Creation, Improving Firm Performance, Empowering Women and Youth

– Loans and business support services to micro and small enterprises
– Micro, Small, and Medium Enterprise Development Agency (MSMEDA), Participating Financial Intermediaries

**Scope:** Offer loans to micro and small enterprises (1,000-35,000 EGP for micro; 10,001 – 5M EGP for small). Non-financial business support (“How to start and improve your business,” marketing, consultation, short-term planning and goal-setting, connecting to peers/mentors).

**Target:** Micro and small enterprises that apply for credit to partner financial intermediary and are on the margin of receiving credit; Hope to recruit as large a sample as possible (10,000?).

**Eligibility:** 21 years old, living in project governorate, has no other job, finished/exempted from military duty, literate

**Reach:** Will depend on the financial intermediary partner
Theory of Change

COMPONENTS / INPUTS
- Working capital or investment loans
- Non-financial business support

ACTIVITIES
- Loan
- Delivery of business support either before or after receiving loan

OUTPUTS
- Take up/disbursement of loan
- Take-up and completion of non-financial business support

INTERMEDIATE OUTCOMES
- Capital Investment
- Improved Business Knowledge & Practices

LONG-TERM OUTCOMES
- Short-Term Increases in Jobs & Performance
- Women and Youth Employment

Monday (Clinic 1)
Impact Evaluation Questions

- What is the effect of providing loans to micro and small enterprises on net job creation and on firm performance (profits and revenues)?
  - What is the relative effect of loans for working capital and loans for investment?
  - Which types of entrepreneurs should the government target to maximize the objectives of jobs and firm performance (by firm size, firm age, sector, female owner, youth owner).

- Does providing non-financial business support increase the returns from a loan?
  - Is it better to provide business support before or after providing the loan?

- Main indicators and data
  - Employment, Female Employment, Employment of Youth, Profits, Revenue, Firm Survival
  - We will do surveys to collect data; we may be able to get baseline data on firms from loan applications
Methodology I

- Randomized Controlled Trial (RCT), planning to collaborate with one or more MFIs or other institutions
- Randomize a subset of **marginal applicants** into treatment and control
- Randomize by group (female/male, youth/non-youth, industrial/non-industrial, firm size and age categories)
- Run experiment for working capital loans and for investment loans

**Total sample size**

10,000? (To Be Determined)

- **Treatment**
  - 5,000
  - Granted Loan

- **Control Group**
  - 5,000
  - Not Granted Loan
Methodology II

- Randomize some borrowers to receive business support services
- Can be provided before loan or after loan is received

Total sample size
TBD

Arm 1
Business Support Before

Arm 2
Business Support After

Control Group
No Business Support
Challenges

- We need to convince a partner(s) to collaborate with us on a randomization, and to provide us the information of the applicants so we can survey them.
- Some of the control group may receive a loan from another institution.
- There may be low take-up of business support services.
- We need to ensure that the support services are of sufficient quality and relevance.
- We need a large sample to have precise estimates across many different groups.
Timeline and Outputs

Wednesday (clinic 4)

- Methodology
- Cleaned dataset
- Data analysis
- Client workshop
- Monitoring reports
- Lessons note
- Cleaned dataset
- Data analysis
- Client workshop
- Cleaned dataset
- Data analysis
- Technical paper
- Policy note
- Client workshop
- Technical paper
- Policy note
Impact Evaluation Team

- Impact evaluation TTL: Nistha Sinha, Tasmia Rahman
- Principal investigator(s): Julian C. Jamison, Jeremy Majerovitz, David Atkin
- Research analyst(s): TBD
- Field coordinator: TBD

Project Team

- Project TTL: Lucero Burga, Laila Abdelkader
- Specialist(s): Hana Marei
- Consultant(s): TBD
- Government counterpart 1: Nevine Badr El-Din
- Government counterpart 2: Mahmoud Abdel Halim
Thank you!
Discussions
Coffee Break
Overcoming digital advertising adoption barriers

Preliminary Impact Evaluation Design
September 12th 2019
**Interventions to be Evaluated**

- **Objective:** **Overcoming digital advertising adoption barriers**
  - Improve **SME’s capacity** in using digital marketing tools.
  - Increase **the market share** for SME’s by using digital marketing.
  - Improve the **quality standards** of the products.
  - Increase the **revenue** of the SMEs.
  - Increase **women participation**.

<table>
<thead>
<tr>
<th>Influence</th>
<th>Interest</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business owners, Services providers,</td>
<td>MEMEDA, MFIs, banks, private sector, businessmen associations, private sector, NGOs, Facebook, google, Jumia,</td>
</tr>
<tr>
<td>Competitors, consulting firms</td>
<td>Ministry of Agriculture, MoSS, CAPMAS, media,</td>
</tr>
</tbody>
</table>
• **Scope:** This program will offer to SMEs one out of three options as follows:
  - Training on using digital marketing tools
  - Training+ Ads subsides.
  - Performance based bonus.
• **Target:** 3000 SMEs in three sectors IT, services, and industrial. 750 SMEs will receive T, 750 SMEs will receive S&T, and 750 firms will receive bonus based on their performance.
• **Eligibility:**
  - Access to technology (mobile, computers).
  - Firm has between 1- 5 employees.
  - Not less than two years experience in their business.
  - Age between 21- 45 years old.
  - No major financial constrain.
• **Reach:**
  • This study will be implemented in three governorates in delta.
Theory of Change

- Develop the chain of effects from interventions to be evaluated to outcomes
- Discuss potential unintended effects and assumptions

<table>
<thead>
<tr>
<th>COMPONENTS / INPUTS</th>
<th>ACTIVITIES</th>
<th>OUTPUTS</th>
<th>INTERMEDIATE OUTCOMES</th>
<th>LONG-TERM OUTCOMES</th>
</tr>
</thead>
<tbody>
<tr>
<td>In coordination with MSMEDA, getting previous trainees feedback using focus groups and in-depth interviews, 3000 SMEs in three governorates</td>
<td>Assessment, selection criteria, training and technical support</td>
<td>Increase the capacity of the enterprises</td>
<td>Take up and usage, increase market share</td>
<td>Formalization, women empowerment, improve living standers’</td>
</tr>
<tr>
<td>Consultancy firm to provide the technical training,</td>
<td>Providing subsidize</td>
<td>Increase project revenue, and the SME size</td>
<td>Increase income, increase women participation</td>
<td>Financial inclusion</td>
</tr>
<tr>
<td>Research grant to cover the subsidies and performance bonus</td>
<td>Develop performance criteria, provide performance based bonus</td>
<td>Improve the service and product quality</td>
<td>Increase market linkages through the platform</td>
<td></td>
</tr>
</tbody>
</table>

When presenting, just highlight key ideas, no need to go through all.

Monday (Clinic 1)
Impact Evaluation Questions

- **What is the impact of digital marketing on improving business outcomes (income, profitability)?**
- **Specific question**
  - What is the most cost effective way for adoption of digital marketing by firms.
  - What is the impact of providing access to digital marketing tools on improving SMEs capabilities (innovation, product variety, quality) and business outcome revenue.
  - What is the impact of subsidizing social media Ads on SME’s capabilities and revenue.
  - What is the impact of providing performance based bonus for SME on their capabilities and revenue.
- **Main indicators and data**

**Take-up:**

1- # of SME’s have Facebook page.
2- # of times the SME’s owner use the Facebook page.

**Intermediate impact**

1- # of new customers SMEs got after using the digital marketing tools.
2- # feedbacks they are getting from customers.
3- How much the SMEs market expanded.

**Long term:**

1- % of increase in the SME’s capabilities (innovation, product variety, quality) and business outcome revenue
2- Number of SMEs got registered in the formal sector.
3- % of growth in business size.
Methodology

- We will get our sample out of MSMEDA database.
- Data collection plans (surveys or admin data)

3000 SMEs

Arm 1
[750]
[Training]

Arm 2
[750]
[Training and subsides]

Arm 3
[750]
Performance based bonus

Control Group
750
Challenges

• Discuss potential challenges/risks and how to tackle/mitigate them
• Four common examples:
  – Take up
    • There is a chance to have a low take up.
  – Contamination of control group
    • One risk if there is a transfer information between the different groups which we lead to underestimating the impact.
  – Implementation failures
    • The quality of the training and technical support is crucial.
  – Measuring spillovers
    • We will be asking the different groups if they interacted or had an communication from other people who are working in the same industry.
Timeline and Outputs

Wednesday (clinic 4)

- Concept
  - FEB 2020
- Baseline
  - 04/ 2020
- Implementation
  - 05/ 2020
  - 04/ 2022
- Follow Up 1
  - 04/ 2021
- Follow Up 2
  - 02/ 2022
- Final Dissemination
  - 02/ 2023

- Methodology
- Pilot beforehand
- Initial learning
- Cleaned dataset
- Data analysis
- Client workshop
- Monitoring reports
- Lessons note
- Cleaned dataset
- Data analysis
- Client workshop
- Insights
- Cleaned dataset
- Data analysis
- Client workshop
- Technical paper
- Policy note
- Client workshop
- Technical paper
- Dissemination
- Policy note
Impact Evaluation Team
- Impact evaluation TTL - Aminur Rahman
- Principal investigator(s) - David Mckenzie, and Adam Osman
- Research analyst(s) - to be hired

Project Team
- Project TTL - to be hired
- Specialist(s) - to be hired
- Consultant(s) - to be hired
- Government counterpart 1 - MSMEDA
Thank you!
We-Commerce?

E-Commerce Training and Subsidies in MENA

Preliminary Impact Evaluation Design

September 12th 2019
Interventions to be Evaluated

- **Objective:** Increased profitability of female-owned enterprises (women economic empowerment).
- **Scope:** Training and fee subsidies for e-commerce
- **Target:** Micro and small female-owned businesses producing tradable products.
- **Eligibility:** years of operations
- **Reach:** national
- **Responsible Agencies:** IDAL and CEPEX
Theory of Change

**CONSTRAINTS**
- Cultural, Social, Access to information
- Access to Markets, Small markets, Lack of marketing skills, Lack of access to technology, Lack of quality certificates

**ACTIVITIES; intervention**
- Training (technical, advisory)
- Subsidy (fees, price, marketing)

**OUTPUTS**
- Women SMEs on e-commerce platforms

**INTERMEDIATE OUTCOMES**
- Increase number and variety of customers
- Increase in exports
- Spillovers to friends of women

**LONG-TERM OUTCOMES**
- Total sales (ecommerce vs. direct); owner hours; quality of products and prices; product variety;
- Profitability of women led SMEs
- Economic empowerment of women

When presenting, just highlight key ideas, no need to go through all

Monday (Clinic 1)
Impact Evaluation Questions

• Main research questions
  1. What is the best way to encourage e-commerce platform usage (training, training + subsidies)?
  2. How does e-commerce platforms impact the profitability of female owned-enterprises and the empowerment of female owners?
     • Do these impacts spill over to peers?
  3. How does the impact of e-commerce platforms vary by firm and owner characteristics?

• Main indicators
  1. Sign-up; hours on the platform; visibility (clicks);
  2. Value of exports; Profits; sales (ecommerce vs. direct); owner hours; quality of products and prices; product variety; female empowerment measures
  3. Baseline characteristics of firm and owner
Methodology

– **Sample Recruitment:**
  - For women: Business associations, chamber of commerce, NGOs...information sessions (for businesses that are opened for more than 1 year)
  - for Friends: ask women for 2 friends with same skillset—one doesn’t have business and the other has a business bigger than her business

– **Data collection plans:** multiple round of surveys (baseline + follow-ups) + potential admin data from e-commerce websites

---

**Total sample size**

- (500 women)
- (1000 friends)

**Training**
- (125 women)
- (250 friends)

**Training + subsidy**
- (125 women)
- (250 friends)

**Control Group**
- (250)
- (500 friends)

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At country level

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**Tuesday (clinic 3)**
by cob submit your work so far to Ana Goicoechea and Caio Piza
Challenges

– Possible barriers: customs, shipping; lack of demand in destination markets

– Recruitment: finding a sample of women who will respond to this type of interventions

– Take up
  • Attending the training regularly and e-commerce usage
  • sustained interaction on the platform

– Mitigation: pilot to resolve those challenges
Thank you!
Discussions
Connecting National Procurement Needs with Women-Owned SMEs / Connexion des besoins nationaux en matière d'approvisionnement avec les PMEFs au Sénégal

Preliminary Impact Evaluation Design
September 12th 2019
Objectif: faciliter l’accès des PMEFs à la commande publique
  – Composantes pertinentes : Partage d’informations, renforcement de capacités et incitation financière
  – Agences impliquées : ARMP, ONUFemmes (partenaire d’exécution), ADEPME, Associations de femmes, Ministère du Genre…

Etendue: Information, formation, finance

Cible: PMEFs formalisées

Qualification: entreprises dont le chiffre d’affaires < 2Milliards hors taxes et > XX; Dirigeant est femme / propriété appartient à la femme / représentation dans l’instance de direction, Manifestation d’intérêt, Exclusion des PMEFs ayant remporté au moins un appel d’offre

Portée: Programme national
Théorie du changement

**COMPOSANTES / INTRANTES**

- Information
- Renforcement des capacités
- Incitation financière

**ACTIVITÉS**

- Partage d'informations sur les bénéfices de participer à la commande publique, sur les procédures en vigueur
- Formation technique
  - Formation en compétences socio-émotionnelles
- Récompense aux tops candidatures à la commande publique

**RESULTATS INTERMEDIARES**

- Amélioration de l'intérêt des PMEFs à participer à la commande publique
- Amélioration de la qualité des soumissions des PMEFs
- Augmentation du nombre de soumissions des PMEFs

**RESULTATS À LONGUE-TERME**

- Taux de participation des PMEFs plus élevé aux appels d'offre
- Taux de réussite des candidatures de PMEFs plus élevé
- Meilleur accès des PMEFs à la commande publique
- Performances des PMEFs plus élevées

**ACTIVITÉS**

- Formation technique
- Formation en compétences socio-émotionnelles

**RESULTATS**

- Amélioration de l'intérêt des PMEFs à participer à la commande publique
- Amélioration de la qualité des soumissions des PMEFs
- Augmentation du nombre de soumissions des PMEFs
Questions d’évaluation d’impact

• Quel est l’impact du partage d’informations sur la participation à la commande publique par les PMEFs ? (intervention 1)
  – Information sur les bénéfices de participer à la commande publique (chiffre d'affaires)
  – Information sur l'absence de discrimination envers les PMEFs
• Quel est l’impact de l’incitation financière sur la participation à la commande publique et sur le taux de réussite ? (intervention 2)
• Quel est l’impact de formations en compétences techniques sur le taux de réussite ? (intervention 3)
  – Formation en personne
  – Formation e-learning
  – Liste des spécialistes pour préparer les dossiers

Indicateurs: Améliorer :
  – Connaissances des procédures
  – Nombre de partenariats formés
  – Taux de participation des PMEFs plus élevé aux appels d’offre
  – Taux de réussite à la commande publique
  – Performance Chiffre d’affaires, nombre d’employés, etc.

Sources de données: Données d’enquête, données administratives (ARMP, Chambre de commerce de Dakar, DGID)
**Methodologie**

**Echantillon totale**
5,000

- **Intervention 1**
  [1,000]
  Information

- **Intervention 2**
  [1,000]
  Information + formation

- **Intervention 3**
  [1,000]
  Information + formation + incitation financière

- **Groupe de contrôle**
  [2,000]
  [Intervention]
Défis

• Echantillon : pas assez de PMEFs éligibles donc taille d’échantillon pas suffisante

• L’adoption : Peu d’engagement / de participation  
  – Atténuer : contrôler les PMEFs (caractéristiques facilement non-observables) avec des formulaires

• Echec dans la mise en œuvre : Difficulté à motiver les participants à postuler après la formation (ex. les convaincre des bénéfices escomptés)  
  – Atténuer : Engager les bénéficiaires pour les convaincre des bénéfices escomptés
Calendrier et résultats

- Concept
  - Février 2020

- Baseline
  - Janvier 2020

- Implémentation
  - Mars 2020
  - Mars 2022

- Follow Up 1
  - Mars 2021

- Follow Up 2
  - Mars 2022

- Final
  - Dissemination
  - Décembre 2022

- Methodology
- Cleaned dataset
- Data analysis
- Client workshop
- Monitoring reports
- Lessons note
- Cleaned dataset
- Data analysis
- Client workshop
- Technical paper
- Policy note
- Cleaned dataset
- Data analysis
- Client workshop
- Technical paper
- Policy note
L’équipe

Impact Evaluation Team

- Impact evaluation TTL: Clara Delavallade
- Principal investigator(s):  
- Research analyst(s):  
- Field coordinator:  

Project Team

- Project TTLs: Farah Dib and Sophia Muradyan
- Specialist(s): Mountaga Ndiaye
- Consultant(s): Niamh O’Sullivan
- Government counterpart 1: Dr. Cheikhna Hamallah Ndiaye
- Government counterpart 2: Serigne Mabèye Fall
Thank you!
Stimulating Private Transportation Services Market to Improve Agricultural Market Access for Women Smallholders in Cote d’Ivoire

Preliminary Impact Evaluation Design
September 12th 2019
Interventions to be Evaluated

• **Objective:** Address constraints to agricultural market participation by smallholder women:
  – Stakeholder mapping + data identified transport and low quality as key constraints
  – Intervention will link women smallholders to markets via a digital platform providing access to transportation services and extension services
  – We-Fi project tied to PIDUCAS project
• **Target:** About 2000 women smallholders in the Bouake and San Pedro region will receive the intervention
• **Eligibility:** Smallholder female farmers (land management requirement TBD after pilot)
• **Reach:** Female farmers fulfilling eligibility within Gbeke and San Pedro regions
Theory of Change

**COMPONENTS / INPUTS**
- Digital transport platform
- Agricultural quality extension services
- Potential add-on intervention to boost take up

**ACTIVITIES**
- (i) Development of a transport app; (ii) training on use of the app
- (i) Development of extension training materials; (ii) training women
- Addressing internal or external constraints to adoption

**OUTPUTS**
- Regular utilization and understanding of the application by female farmers and transport service providers
- Take up of recommended production practices
- Higher take-up

**INTERMEDIATE OUTCOMES**
- Reduced transaction costs and increased transparency of available transport price
- Higher products quality and higher prices

**LONG-TERM OUTCOMES**
- Share of agricultural production sold, unit price earned, agricultural productivity (FCFA/ha)
- Higher revenue for the female farmers

**Monday (Clinic 1)**

When presenting, just highlight key ideas, no need to go through all.
Impact Evaluation Questions

• What is the impact of transport service coordination on female smallholders’ market participation and agricultural revenue?
  – To what extent does take-up of this transport service coordination application depend on digital literacy, entrepreneurial mindset, intra-household bargaining power, domestic workload and access to secure/private savings vehicles?

• What is the additional impact of extension services aiming to increase product quality discernment among female farmers?

• What are the relative medium-term impacts of easing both constraints on crop choice and agricultural productivity (FCFA/ha)?

• Main indicators and data
  – App data: Frequency of app interactions; transportation cost incurred by eligible female farmers; sales location(s)
  – Household survey data: take-up determinants; overall sales location(s); share of production sold; unit price per crop; productivity (FCFA/ha); income earned by female farmer
Methodology

Participants will be recruited via survey listing at baseline following eligibility criteria

Total sample size
3000 eligible female farmers

Arm 1 (Transport App)
1000 female farmers

Arm 2 (Transport App + Quality Training)
1000 female farmers

Control Group
1000 female farmers
Challenges

– Take up
  • Take up of the app by service providers due to lack of understanding of function and benefits of the app or lack of smartphone
  • Take up by the female farmers due to lack of understanding of function and benefit of the app
  • Political economy – need to communicate app to cooperatives as a complement, not competitor
  • Mitigation measures: training and sensitization of users (one-on-one and group); hotline; booking agent for female farmers lacking smartphones

– Contamination of control group
  • Not everyone will have access to app (a unique code will be generated for treatment group)
  • Possible mitigation: geographical and social network clusters

– Implementation failures
  • App developer fails to develop the technology
  • Glitches with the app/technology
  • Failure of app to reach aggregation

– Measuring spillovers
  • Dependent on statistical power, may use saturation cluster design

→ We will pilot the interventions iteratively prior to launch
Timeline and Outputs

- **Concept Note**
  - FEB 2020
  - Methodology
- **Baseline**
  - AUGUST 2020
  - Cleaned dataset
  - Data analysis
  - Client workshop
- **Implementation**
  - START: OCTOBER 2020
  - Monitoring reports
  - Lessons note
- **Follow Up 1**
  - AUGUST 2021
  - Cleaned dataset
  - Data analysis
  - Client workshop
  - Technical paper
  - Policy note
- **Follow Up 2**
  - AUGUST 2022
  - Cleaned dataset
  - Data analysis
- **Final Dissemination**
  - FEBRUARY 2023
  - Client workshop
  - Technical paper
  - Policy note
Impact Evaluation Team
• Impact evaluation TTL
  Guigonan Serge Adjognon
• Co-TTL
  Aletheia Donald
• Principal investigator(s)
  Guigonan Serge Adjognon, Aletheia Donald, {Academic Co-author}
• Research analyst(s)
  TBD
• Field coordinator
  TBD

Project Team
• Project TTL
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• Specialist(s)
  Anita Okemini
• Consultant(s)
  TBD
• Government counterpart 1
  Dro Gabriel Zogbe
• Government counterpart 2
  Nangalourou Seydou Tuo
Thank you!
Last Mile Market-Access Agriculture Program -
SAIP project in Rwanda
Preliminary Impact Evaluation Design
September 12th 2019
Motivation

• 5 years of experiments and theory shows that take up of irrigation increases annual cash profits by 70% in Rwanda
• Despite this, irrigation take up has been low and not increasing over time (30%)
  – Kondylis et al. 2019 shows that eliminating the binding labor constraint can increase adoption of irrigation by 20%
• Goal of ongoing and upcoming work is to find ways to reduce this constraint through increased productivity
  – Adoption of complementary technologies
  – Adoption of higher-value crops
Interventions to be Evaluated

- **Objective:** SAIP is to increase agricultural productivity, market access, and food security of the targeted beneficiaries in project area
  - *Relevant components:* Irrigation, Agriculture Productivity, and Market Access
  - *Agencies involved:* Rwanda Agriculture and Animal Resources Development Board (RAB), Ministry of Agriculture and Animal Resources (MINAGRI)

- **Scope:**
  - *Capacity building:* high-productivity production processes, farming as business
  - *Information:* facilitate dialogue between farmers’ groups and buyers/processors

- **Target:** Small holder farmers’ groups
- **Eligibility:** Farmers in irrigated schemes
- **Reach:** 3 project sites
Theory of Change

**ACTIVITIES**
- Deliver programs around trainings on agricultural best-practices
- Facilitate linkages between farmers and agri-processors/buyers

**OUTPUTS**
- Farmers organized in groups to adopt new technologies
- Private-sector actors seeking entry into partnerships with farmers
- Farmer groups organized and informed to enter partnerships with private-sector actors

**SHORT-TERM OUTCOMES**
- Farmers change crop-mix and rotation
- Farmers adopt improved technology related to crop production and water-use efficiency
- Farmers groups organize and coordinate production systems to match private-sector demand
- Private Sector players sign contracts with groups of farmers

**MEDIUM-TERM OUTCOMES**
- Increased yields
- Increased water efficiency
- Improved resilience to weather shocks
- Improved supply of export-oriented crops

**LONG-TERM OUTCOMES**
- Increased Income
- Transition to commercial agriculture
Impact Evaluation Questions

• Now: Does 1) trainings on take-up of new complementary technologies and 2) improved access to established buyers improve farm profitability?
  – How does providing information about established buyers impact agricultural productivity and revenues from sales?
  – How does providing trainings on agricultural best-practices impact agricultural productivity and revenues from sales?
  – Are there added benefits of providing training together with market information?

• Future: what is the optimal contract structure with buyers?
Main indicators and data

– Key indicators:
  • Gross and Net agricultural yield (harvests value)
  • On-farm profits (net of input and labor expenses)
  • Agricultural revenues (sales value) in each targeted value chain
  • Crop choice
  • Adoption of efficiency-generating irrigation systems
  • Adoption of output market contracts

– A comprehensive baseline and follow up surveys will be conducted to collect all the information
Methodology

Farmer groups will be identified in all the districts and randomly assigned to each treatment arm

<table>
<thead>
<tr>
<th></th>
<th>No trainings on agriculture practices</th>
<th>Trainings on agricultural practices</th>
</tr>
</thead>
<tbody>
<tr>
<td>No information about buyers</td>
<td>Control (75 farmer groups)</td>
<td>T1 (50 farmer groups)</td>
</tr>
<tr>
<td>Market information about buyers</td>
<td>T2 (50 farmer groups)</td>
<td>T3 (50 farmer groups)</td>
</tr>
</tbody>
</table>
Challenges

• Measuring spillovers
  – Saturating individual-level encouragement/handholding within treated farmer groups

• Contamination of control group
  – Accounting for location of farmer groups in design and randomization

• Take up
  – Paying close attention to attendance and take-up throughout intervention planning and delivery phases
Timeline and Outputs

- **Methodology**
- **Cleaned dataset**
- **Data analysis**
- **Client workshop**

- **Baseline**
  - April 2020

- **Implementation**
  - May 2020
  - Monitoring reports
  - Lessons note

- **Follow Up 1**
  - May 2021
  - Cleaned dataset
  - Data analysis
  - Client workshop
  - Technical paper
  - Policy note

- **Final Dissemination**
  - May 2022
  - Client workshop
  - Technical paper
  - Policy note

**Concept**
- February 2020

**Baseline**
- April 2020

**Implementation**
- May 2020

**Follow Up 1**
- May 2021

**Final Dissemination**
- May 2022
Impact Evaluation Team
- Impact evaluation TTL: John Loeser, Saahil Karpe
- Principal investigator(s): Florence Kondylis, Jeremy Magruder
- Co-Principal Investigator: Daniel Agness
- Research analyst(s): Roshni Khincha
- Field coordinator: Guillaume Gatera

Project Team
- Project TTL: Winston Dawes
- Specialist(s): Esdras Byiringiro
- Government counterpart 1: Jean-Marie Vianney Kagenza
- Government counterpart 2: Jean Hitimana
Thank you!
Discussions
Targeted Grants and Business Linkages to Promote Growth of Standalone Solar Businesses in West Africa and the Sahel

Preliminary Impact Evaluation Design
September 12th 2019
Interventions to be Evaluated

• **Project:** Regional Off-Grid Electrification Project (ROGEP)

• **Objective:**
  Increase electricity access of households and businesses using modern stand-alone solar systems through a harmonized regional approach

  o Component 1: **Developing a Regional Market,** being implemented by the ECOWAS Center for Renewable Energy and Energy Efficiency (ECREEE)

  o Component 2: **Creating Access to Finance for Standalone Solar System Businesses,** being implemented by West African Development Bank (BOAD)

• **Scope:**
  The project will provide business training to eligible start-up (Stage 1) firms to improve their operational capacities and remove information barriers to the stand-alone solar systems market.

  o **Intervention 1:** Cash grants (up to US$25,000) will be offered to start-up (Stage 1) firms to support their entry into the sector.

  o **Intervention 2:** Business-to-business sessions will be organized for Stage 1 larger (Stage 3) firms to establish partnerships or “linkages”.
*Definitions of Firms*

<table>
<thead>
<tr>
<th>Stage</th>
<th>Dev. Stage</th>
<th>General Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stage 1</td>
<td>Start-up</td>
<td>&lt;3 Full-time employees (FT Equivalents)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>&lt;300 SHS or &lt;1,500 lanterns sold</td>
</tr>
<tr>
<td></td>
<td></td>
<td>&lt;US$100,000 annual revenues</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Has not accessed outside finance (except personal loans), may have a business bank account</td>
</tr>
<tr>
<td>Stage 2</td>
<td>Early stage</td>
<td>3–25 FTEs</td>
</tr>
<tr>
<td></td>
<td></td>
<td>300–30,000 SHS or 1,500–50,000 lanterns sold</td>
</tr>
<tr>
<td></td>
<td></td>
<td>US$100,000–US$3M million annual revenues</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Has a business bank account, maybe some outside funding (for example, crowdfunding)</td>
</tr>
<tr>
<td>Stage 3</td>
<td>Growth/</td>
<td>&gt;25 FTEs</td>
</tr>
<tr>
<td></td>
<td>mature</td>
<td>&gt;30,000 SHS or &gt;50,000 lanterns sold</td>
</tr>
<tr>
<td></td>
<td></td>
<td>&gt;US$3 million annual revenues</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Has a credit line at a bank and financial statements (possibly audited), likely raising equity or other outside financing</td>
</tr>
</tbody>
</table>
Interventions to be Evaluated (contd.)

- **Target:**
  - 400 Stage 1 Firms: Small businesses interested in entering solar market as distributors;
  - Stage 3 firms: Large international solar companies (approx. 20 globally)*

- **Eligibility:** Stage 1 firms submit interest for training, receive support to develop business plan and meet a minimum threshold score

- **Reach:** 19 countries in West Africa and the Sahel
Theory of Change

Activities

- Grant awards
- Business-to-business linkage sessions

Outputs

- Stocks of good quality products in place
- Business records being kept
- Consumer awareness being created
- Products and distribution information shared
- Agreements between Stage 1 and Stage 3 firms formalized

Intermediate Outcomes

- Increased customer base
- Increased product sales
- Increased transactions between Stage 1 and Stage 3 firms

Long-term Outcomes

- Sustainable Growth of Standalone Solar businesses
- Increased access to electricity via Standalone Solar Systems

Stage 1 firms become attractive to Stage 3 firms
Impact Evaluation Questions

1. How does the provision of cash grants impact the business growth of Stage 1 firms in the standalone solar systems market in the ROGEP participating countries?

2. Does the linking of Stage 1 firms to Stage 3 firms improve the business growth of Stage 1 firms?

3. What is the combined effect of cash grants and linkages on the business growth of Stage 1 firms?
## Outcomes & Indicators

### Outcomes:
- Increased customer base
- Increased product sales
- Increased transactions between Stage 1 and Stage 3 firms
- Sustainable growth of standalone Standalone Solar businesses

### Main indicators:
- Number of customers
- Number of Solar Home Systems sold (Cash vs. PAYGO)
- $ value of transactions between Stages 1 & 3 firms
- Recovery performance in PAYGO agreements
- Firm Revenue and Profit
- Firm size (no. of employees)
- Assets
- Savings (Presence of Bank a/c);
- $ value of loans bank loans accessed
- Total Inventory
- Payment data from Pay-As You Go (PAYGO) systems
- Regular Admin Data collected

### Data Collection Methods:
- Baseline Data/Survey (Collected at the Initial Screening/Training)
- Follow-Up Data/Survey (Face-to-face)
Methodology

400
Number of Stage 1 firms trained

300
Number of Stage 1 business plans selected

T = 150
Treatment group (firms receiving cash grant)

C = 150
Control group

<table>
<thead>
<tr>
<th>LINKAGE</th>
<th>75</th>
<th>75</th>
</tr>
</thead>
<tbody>
<tr>
<td>CASH GRANTS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>NO LINKAGE</td>
<td>75</td>
<td>75</td>
</tr>
<tr>
<td>NO CASH GRANTS</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Challenges

• Possible partnering of Stage 1 Treatment and Control firms after joint training
  – Solutions??

• Independent Fund Manager
  – Build IE framework into Fund Manager’s ToR

• Logistics of data collection across 19 countries
  – Have firms sign agreement prior to training that they will participate in data collection processes;
  – Use administrative data;
  – Collect baseline at training
Timeline and Outputs

- **Concept**
  - SEP 2019 - DEC 2019
  - Methodology

- **Baseline**
  - JUNE 2020
  - Cleaned dataset
  - Data analysis
  - Client workshop

- **Implementation**
  - JUNE 2020 - OCTOBER 2020
  - Monitoring reports
  - Lessons note

- **Follow Up 1**
  - DECEMBER 2021
  - Cleaned dataset
  - Data analysis
  - Client workshop
  - Technical paper
  - Policy note

- **Follow Up 2**
  - DECEMBER 2022
  - Cleaned dataset
  - Data analysis

- **Final Dissemination**
  - MMM YYYY
  - Client workshop
  - Technical paper
  - Policy note
# Team

## Impact Evaluation Team
- **Impact Evaluation TTL** - Aidan Coville
- **Principal Investigator** - Arndt Reichert
- **Research Analysts** - Nausheen Khan / Marco Valenza
- **Field Coordinator** - TBD

## Project Team
- **Project TTL** - Raihan Elahi
- **Specialist** - Michael Ehst
- **Consultant** - Deea Ariana
- **Regional Counterpart 1** - Collins Osae
- **Regional Counterpart 2** - Siré Diallo

Debt finance to support SHS that can operate multiple lights, TV, fan, and other basic appliances, through installment payment system. Probable use of mobile money and PAYGO schemes. Price range: US$70–500.

Support businesses promoting productive uses of electricity through stand-alone solar systems. Common productive uses include solar water pumping, solar irrigation, solar electricity to SMEs, and so on. Price range: US$500–15,000.

Support to electricity service providers to electrify public institutions, such as schools, health clinics, public administration offices, community centers, and so on, using stand-alone solar systems. Price range: US$5,000–100,000.