



## Livelihoods Sector

### National Recommendations on provision of Financial Incentives for Skills Trainings

Purpose of the guidelines: Since the issuance of the National Recommendations on Provision of Financial Incentives for Skills Trainings in 2018<sup>1</sup>, several changes occurred in the operational context because of the multi-layered crisis in the country. Of these, the economic crisis had the gravest effect that directly impacted the Livelihoods of the persons of concern, increasing their vulnerabilities and needs. With that, the Livelihoods Sector partners faced increasing pressure to design and implement projects that would provide the needed economic support to ensure that beneficiaries can meet their basic needs. The purpose of the National Recommendations is to facilitate a consistent approach across all regions and actors<sup>2</sup>.

#### Market-Based Skills Trainings (MBSTs)

Focusing on the primary and strategic objective of MBSTs for the Livelihoods sector (LCRP – Livelihoods Sector - Outcome 2 Improve Workforce Employability, Output 2.1: Vulnerable men and women have strengthened and appropriate technical skills to match the needs of the job market), the recommendation is:

- Financial incentives should **only** be given to cover transportation costs and refreshments. Considering the level of vulnerability of targeted beneficiaries, the provision of financial incentives to cover transportation costs and snacks may just act as a sufficient motivation to attend the training and would eliminate beneficiaries' concerns about incurring costs from participating. Therefore, partners must ensure that proper selection of trainees is undertaken as well as post-trainings follow-up to make sure that (a) those who decide to attend the training are fully committed to it and, (b) their choice is not led by the incentives they would receive.
- Financial incentives **should not exceed** the transportation cost and the cost of refreshment for **every attended day** and should be adapted to region/location distance from place of residence to training center. Whenever possible, organizations should directly organize buses for transportation and refreshment provision; in this case, direct payment of financial incentives to beneficiaries will no longer be applicable.
- Calculation: When deciding on the value of the incentive (transportation cost) partners are advised to conduct a local cost analysis to understand the rate that rate paid to private taxis in the area of implementation. For refreshments, it is recommended to purchase from local stores to support the local economy, when available, and it should include one main meal, juice and water and fruits.

#### Work Based Learning (WBL)

Focusing on the primary and strategic objective of MBSTs for the Livelihoods sector (LCRP – Livelihoods Sector - Outcome 2 Improve Workforce Employability, Output 2.2: Career guidance, awareness raising

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<sup>1</sup> The first recommendation was issued by the Livelihoods sector in July 2018 following consultative processes which included LH Core Group members and sector partners in collaboration with MoSA and MoET.

<sup>2</sup> The revision and updating of the document were done by a task force from the Livelihoods sector core group which included: UNDP, IRC, Mercy Corps, LRI and UNHCR



sessions, job matching, and work-based learning opportunities offered to female and male job seekers), the recommendation is:

- Financial incentives provided to beneficiaries of services, such as apprenticeships, on the job training or internships, should cover the transportation cost to and from the hosting employer in addition to refreshments.
- Partners can resort to paying the equivalent of the monthly salary in line with the salary paid for employees doing the same job, if allowed by the project budget.
- Providing in-kind support (such as professional kits and materials) is encouraged, when this is critical for the success of the training in the host company or it contributes to support beneficiaries to start-up small scale businesses, including home-based activities following the conclusion of the WBL.
- Incentives to host employers: where applicable, partners are encouraged to provide the employer with additional kits to allow a better implementation of the learning objectives. This and the final ownership of the kit (host company or learner) should be mentioned in the WBL contract.<sup>3</sup>
- Calculation: When deciding on the value of the incentive (transportation cost) partners are advised to conduct a local cost analysis to understand the rate that rate paid to private taxis in the area of implementation.

#### Soft and Life skills Trainings

When the sole purpose/outcome of the Livelihoods interventions is to provide soft and life skills training to specific categories of people, the recommendation is:

- Financial incentives to cover transportation and refreshments can be given to beneficiaries of Soft and Life Skills Trainings **when/if** the purpose of the intervention is to support/reinforce their personal/educational development and if the primary intention of the intervention is not to support employability as these activities would already offer financial incentives (i.e., it is not an embedded part of the MBST or WBL).
- Financial Incentives **should not** be provided to beneficiaries of Soft and Life Skills Trainings who are employed and when the purpose of the training is to support them to maintain their jobs by strengthening their skills.
- Calculation: When deciding on the value of the incentive (transportation cost), if the incentive is applicable, partners are advised to conduct a local cost analysis to understand the rate that rate paid to private taxis in the area of implementation.

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<sup>3</sup> Refer to the Thematic Guidance Note - Work Based Learning