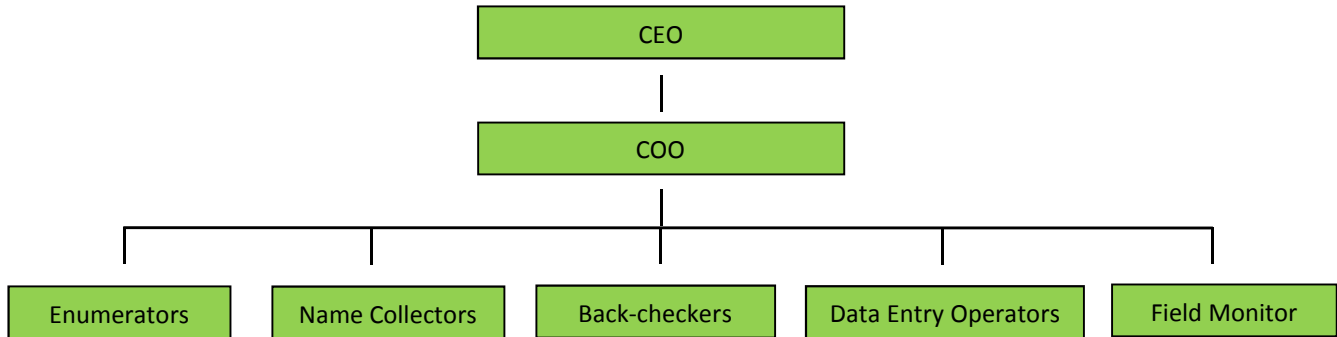## A. Operations Structure

The organogram below lays out the reporting structure for the operations team.

```
                        ┌──────────┐
                        │   CEO    │
                        └──────────┘
                             │
                        ┌──────────┐
                        │   COO    │
                        └──────────┘
        ┌──────────┬──────────┼──────────┬──────────┐
  ┌───────────┐ ┌──────────┐ ┌──────────┐ ┌─────────────┐ ┌──────────────┐
  │Enumerators│ │  Name    │ │  Back-   │ │ Data Entry  │ │Field Monitor │
  │           │ │Collectors│ │ checkers │ │ Operators   │ │              │
  └───────────┘ └──────────┘ └──────────┘ └─────────────┘ └──────────────┘
```

B. Targeting

1. County level – we look at data on poverty, population density, presence of poverty-focused NGOs (which we try to avoid), and security.
2. Village level – we collect basic information on villages (e.g. distance to town, number of schools) and plug these into an algorithm that predicts mean income.
3. Household level – we enroll households living in mud and thatch homes

C. Engagement with Local Officials

When entering a new area, the COO meets with a series of officials to explain the project, obtain permission, and establish a relationship in case any problems arise:

- District Commissioner
- Chief
- Assistant chiefs
- Village elders

D. Household Enrollment

Three steps:

1. Village census. Enumerators enter villages, engage a local to serve as guide for the day, and enumerate all households living in the village, noting which homes are eligible.
2. Enrollment. A second, distinct enumerator returns to enroll households identified as eligible, give them a SIM card and instructions on how to register if needed.
3. Remote checks. We check that the data collected in enrollment and the village census match, that GPS coordinates show an eligible house, that we have a valid photograph showing recipients in front of an eligible house, etc.
4. Village meeting. We hold a meeting to answer questions anyone may have about the program, clarify that we aren't affiliated with a political party, etc.

5. Back-checking. Another enumerator, distinct from the census and enrollment workers, revisits each enrolled household to check that they eligible, didn't have to pay a bribe to enroll, etc.
6. Audits. The supervisor audits 15% of recipients including any who were flagged in any of the checks and including some of the work done by each field worker.
7. Phone checks. Our staff call recipients to check that they know what they're doing and ask if they had any problems / had to pay anyone to enroll.
8. ID check. When we upload transfer data to M-Pesa we check that the names on the National IDs used to register the phone numbers match the names on our records.

ELLIGIBILITY CHECK-LIST

<u>Name Collection</u>
Does the household name and ID recorded by the name collector match a household name recorded by the enumerator?
- ➢ Yes → Proceed to GPS check
- ➢ No → Remove household from list if GPS also does not match; flag for audit if GPS matches

Does the token number match that the number left by the original enumerator?
- ➢ Yes → Proceed to GPS check
- ➢ HH lost token or never got one → Proceed to GPS check
- ➢ No → Examine on a case-by-case basis

<u>GPS Check</u>
Do the GPS coordinates recorded by the name collector match the GPS coordinates recorded by the enumerator?
- ➢ Yes (10m) → Proceed to remote check if name and ID also match
- ➢ No → Flag for audit if both name/ID match; remove from list if either name or ID does not match

Do the GPS coordinates recorded by the name collector show up on Google Earth as a thatched house in correct village?
- ➢ Yes (5m) → Proceed to photo check
- ➢ House appears to be metal → Flag for audit
- ➢ House appears in wrong village → Flag for audit
- ➢ House does not show up as structure and was built after satellite image date → Flag for audit

<u>Photo</u>
Is the individual in the photograph standing in front of a thatched house AND of the correct gender?
- ➢ Yes → Proceed to back-check
- ➢ No → Flag for audit

<u>Back-check</u>
Does the recipient name and ID recorded by the back-checker match the name recorded during name collection?
- ➢ Yes → Proceed to sim card check
- ➢ No → Phone recipient for clarification

Do the sim card/M-Pesa account holder recorded by the back-checker match those recorded during name collection?
- ➢ Yes → Proceed to GPS match check
- ➢ No → Phone recipient for clarification

Do the GPS coordinates recorded by the back-checker match the GPS coordinates recorded during name collection?
- ➢ Yes (10m) → Proceed to phone verification
- ➢ No → Flag for audit

<u>Supervisor Audit</u>
Has the household been audited if it was flagged during name collection, remote check, photo check, or back-check?
- ➢ Yes → Proceed to phone verification
- ➢ No → Conduct audit

  - • House meets eligibility criteria → Proceed to phone verification
  - • House is suspicious → Remove from list

<u>Phone Verification</u>
Did the recipient provide the correct sim card (number matches records in enrollment database)?
- ➢ Yes → Tell recipient pin number and proceed to M-Pesa check
- ➢ No → Do not provide pin number and remove from list

<u>M-Pesa</u>
Does the name in the M-Pesa system match the name in the enrollment database for a given sim card?
- ➢ Yes → Send transfer
- ➢ No → Block transfer and run rectification protocol

Does the recipient report having been threatened or solicited for a bribe?
- ➢ Yes → Suspend transfers in village until situation resolved
- ➢ No → Send transfer