THE YOKK KOOM KOOM PROJECT IN SENEGAL:

Operational Lessons and Recommendations From Phase 1 of the Extension of the Productive Inclusion Project

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SUMMARY

The *Yokk Koom Koom* Productive Inclusion Project (*Project Yokk Koom Koom*, PYKK) was implemented in Senegal between 2018 and 2019, with 15,000 households benefiting from the National Social Safety Net Program (*Programme National de Bourses de Sécurité Familiale*, PNBSF) monetary transfers in four urban and peri-urban areas. This initiative aimed to promote the economic empowerment of vulnerable populations through productive support measures. An impact evaluation conducted in five ASP countries (Burkina Faso, Chad, Mauritania, Niger, and Senegal) helped to optimize interventions and improve the effectiveness of the project. In parallel, qualitative assessments and collaborative working sessions helped to restructure the initial measures for more efficient implementation in the extension phases.

A national technical workshop was held in Senegal in early December 2023 and brought together the various actors involved in the design, implementation, and monitoring of the PYKK. The objective was to draw lessons learned from Phase 1 of the extension and to formulate operational and strategic recommendations for the next phases. This technical paper explores the key parameters of the project extension, including the distribution of roles, equipment, and communication, as well as accompanying measures such as life skills and micro-entrepreneurship training, productive subsidy, and coaching. It also highlights monitoring and evaluation mechanisms, which are essential to ensure the quality and impact of interventions. Finally, it details the management of complaints via the Information and Complaints System (ICS), guaranteeing transparency and fairness in the execution of the program.

Note: This SASPP technical paper is a translated version of the original French source, available here.

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Acronyms and abbreviations

CBO	Community-Based Organization
CD	Community Development
CR	Community Relay
CSCA	Community Savings and Credit Association
DDC	Departmental Development Committees
DMSNP	Directorate for the Management of Social Safety Net Programs
DSDC	Departmental Services for Community Development
EIG	Economic Interest Grouping
GC	Group Coaching
GDCD	General Directorate of Community Development
GDSPNS	General Delegation for Social Protection and National Solidarity
IC	Individual Coaching
ICS	Information and Complaints System
IGA	Income-generating activity
IMS	Information and Management System
LS	Life Skills
LSW	Life Skills Workshop
MT	Monetary Transfer
NIN	National Identification Number
ODK	Open Data Kit
PB	Picture Box
PNBSF	National Social Safety Net Program (*Programme National de Bourses de Sécurité Familiale*)
PYKK	Yokk Koom Koom Project (*Projet Yokk Koom Koom*)
RC	Regional Coordinator
RDCD	Regional Directorates of Community Development
SNR	Single National Registry
SO	Social Operator
SSNSP	Social Safety Net Support Project
VSCA	Village Savings and Credit Association

Introduction

In Senegal, the pilot phase of the productive inclusion project (*Projet Yokk Koom Koom; PYKK*) was conducted in 2018-2019, with 15,000 households benefiting from National Social Safety Net Program (*Programme National de Bourses de Sécurité Familiale*) PNBSF monetary transfers in four urban and peri-urban areas (*Dakar, Kaolack, Saint-Louis* and *Thiès*), and selected according to criteria of poverty, urbanization, and youth and female unemployment.

An impact evaluation was conducted in five countries of the ASP program (Burkina Faso, Chad, Mauritania, Niger, and Senegal) to measure the effectiveness and determine the optimal content of productive accompanying measures. Qualitative assessments have also been conducted in Mauritania, Niger and Senegal.

These results, as well as those of collaborative working sessions, have encouraged the improvement of processes and the seven initial measures tested at the regional level have been reorganized to gain efficiency during the extension phases (see graphs).

Figure 1 : *Seven regional initial measures*

1. Group training and coaching: Training groups of about 20 beneficiaries. Field facilitators provide support for groups (group coaching) and individual beneficiaries (individual coaching).

2. Facilitation of Community Savings and Loan Groups (Community Savings and Credit Association/ Village Savings and Credit Association, CSCA/VSCA): Village Savings and Credit Association approach; distribution of shares (savings + interest) after 9–12-month cycles.

3. Community Awareness on Social Aspirations and Norms: Screening of a short video showing how a married couple overcomes tensions and works together to diversify their livelihoods. Lively discussion with the whole community.

4. Life Skills Workshop (LSW): Training groups of 3 to 7 half-days. Covers topics such as self-confidence, gender relations, communication skills, risk-taking.

5. Micro-entrepreneurship training (Improve Your Business, IYB): Group training of 3 to 7 half-days. Covers basic micro-enterprise management skills for both agricultural and non-agricultural activities.

6. Access to market(s): Facilitation of collective purchasing of inputs with the help of field facilitators.

7. Subsidies: One-time transfer of $US140-275 depending on the country.

Figure 2: *PYKK Extension Phase 1 Package*

The first phase of the extension of the PYKK involved 46,000 beneficiaries of monetary transfers (MT) spread throughout the national territory and lasted 18 months (2022-2024). Two further phases, each targeting 40,000 households, are expected to be implemented between 2025 and 2027.

A national technical workshop was held in Senegal in early December 2023 and brought together the various actors involved in the design, implementation, and monitoring of the PYKK. The objective was to draw lessons learned from Phase 1 of the extension and to formulate operational and strategic recommendations for the next phases.

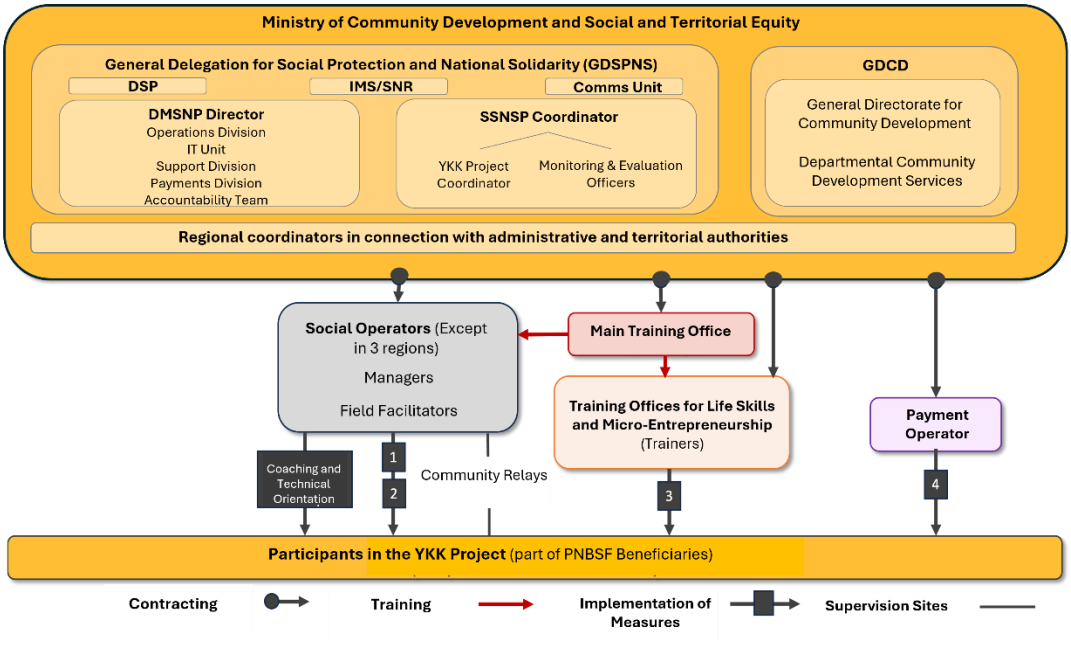
These operational lessons and recommendations for design, implementation and monitoring have been formulated and organized into three key axes:

1. Key implementation parameters: distribution of roles and responsibilities, equipment, communication and targeting.
2. Measures and cross-cutting support.
3. Monitoring, evaluation, and management of complaints.

1. Key implementation parameters: distribution of roles and responsibilities, equipment, communication and targeting

The actors involved in the implementation of the PYKK are presented in the organizational framework below.

Figure 3 : *Organizational Arrangements for Phase 1 of the Extension of the PYKK*



1.1. Implementation: actors, recruitment, roles, and responsibilities

Best practices

- **Clear distribution of roles and responsibilities** from the beginning of the project (*organizational chart, operations manual, creation of extension sheets: summary note*).
- **Job descriptions** for each of the actors involved in the implementation (*except 3 northern regions*).
- Very transparent **recruitment process for field facilitators** and managed by the regional teams (SO, RDCD, RC and sometimes other heads of decentralized services, etc.): choice of good profiles with a double rating: adapted profile of the field facilitators and commitment in the field.
- **Contractualization of a main practice** and local secondary training firms.
- Willingness to involve **community development services in regions without SOs**.
- **Coordination at the central level** was effective (strong central team, well equipped and mastering the monitoring system).
- **Recruitment of 5% more field staff** to be able to provide a replacement in the event of resignation.
- **Quality of upstream capacity building** for field facilitators: strengthening the quality of trainers for field facilitators and sustainability of the program.

Challenges

- **Lack of official documentation** (e.g. *circular signed by the Minister*) validating the distribution of the roles and responsibilities of the implementing actors **in the 3 northern regions.**
- **Non-adaptation** to the distance of the allocation of the number of CSCA/VSCA groups per field facilitator.
- **Late payment of salaries** of some field facilitators.
- Some field facilitators **not from** their area of intervention.

Recommendations

- **Increase the salaries** of field facilitators and managers, improve their working conditions.
- Think about how **to motivate CRs** (e.g. *organize them into a network to develop **IGAs***) because increasing their motivation is not possible to remain consistent with the other programs of the **GDSPNS** and so that it can be sustainable.
- **Adapt the number of groups per field facilitator** according to the **geographical dispersion** of the participants (*post-draw*).
- **Transmit SO/DSDC follow-up reports** on time to ensure **regular payment** of field facilitators.
- **Replace defective shelves** with better quality ones.
- **Validate the organizational system** in regions without an SO (e.g. keep a manager or not). Design and share an **official document** of distribution of roles and responsibilities in the **3 northern regions** (*without SOs*).
- **Improve communication and collaboration** between actors and ensure that **coordination meetings** (*field facilitators and DSDCs*) also take place in the 3 northern regions.

1.2. Equipment and materials

Best practices

- **Use of tablets** by the guides to facilitate data feedback.

Challenges

- **Lack of means of transport** for field facilitators.
- **Poor quality** of managers' tablets and computers.
- Density and **complexity of some project documents** (e.g. *fact sheet*).
- **Insufficient adaptation** of training tools for field facilitators and trainers **to contexts** and environments (particularly urban and rural), **and failure to translate** certain key terms and messages into national languages.

Recommendations

- **Provide the field facilitators with motorcycles** and provide a solution for **female field facilitators** who cannot drive.
- **Provide field facilitators with badges and letters of accreditation** to improve the visibility of the project and their legitimacy.
- Ensure that the CD services have **sufficient logistical means** to monitor the project.
- **Create platforms for exchanges** between actors.

1.3. Communication

The PYKK's internal communication plan responds to a need to standardize the information transmission mechanism to avoid discrepancies and make the implementation of the project's communication activities more efficient. It describes the processes and modalities for the transmission of information between the different actors of the project, to clarify the messages to be transmitted, the time and the mode of transmission. The objective is for the transmission of information to be pre-established, to be fluid and fast. The aim is also for the participants to have the same level of information about the project, its content and progress.

Internal communication, which is two-way, is aligned with the planned mode of supervision: participants and community leaders – RC – field facilitators – managers – RDCD/DSDC – hub coordinators – GDPSNS (in both directions).

An external communication and visibility plan for the PYKK was outlined and was based on:

- **The video** presentation of the project (Wolof and French) and short commercials.
- **The mass media**: via the network of social protection journalists.
- **Communication media**: Kakemonos, banners, t-shirts, flyers, leaflets used during GDSPNS and government events.

1.3.1. Internal communication

Best practices

- Communication between field facilitators and DSDC facilitated by the creation of ***WhatsApp*** *groups*.

Challenges

- **Large amounts of information** to be transmitted by the field facilitator and shortcomings in internal communication.
- No identification of success stories in each region by the GDSPNS's communication unit.
- **Non-acceptance of the term "*service fees*"** by some members of the CSCA/VSCA groups.
- **Lack of telephone network** for transmission of information to participants (e.g. *subsidy*).
- Lack of sharing of experiences **between regions**.
- **Schedules not respected** in practice and failure to inform the field facilitators in time in case of changes.

Recommendations

- Improve internal communication between **the central and operational levels.**
- Identify ***success stories*** in each region (by GDSPNS communication unit).
- Improve **the training tools for field facilitators** (manuals, 3D videos, description sheet, etc.), simplify them and adapt them more to the target audiences.
- **Translate** the key messages of various media and tools.
- Involve field facilitators in **payment planning** or share with them in advance.
- **Strictly** apply the payment plan or inform the staff immediately in case of any changes.
- **Adapt communication materials** to the specific needs of participants.
- **Create a framework for exchanges** and **sharing of experiences** between implementing actors from the different regions or hubs (*e.g. field facilitators, managers*) and carry out **exchange trips** when possible.
- **Encourage the creation of WhatsApp groups** between PYKK actors.

- Voicemails **sent in local languages** upon receipt of the grant (illiteracy of participants).
- Consider **changing the term "*service fee*" to the Wolof equivalent term "*Ndolent*".**
- **Take into account the lack of a network** in certain areas when allocating groups to field facilitators.
- Communicate on the possibility of **federating CSCAs/VSCAs with each other.**
- **Share the payment schedule** with the administrative authorities before the grant.

1.3.2. External communication

Best practices

- **Production of communication materials used** during events organized by the GDSPNS or during the delocalized councils of ministers (e.g. *Kakemonos, banners, t-shirts, leaflets*).
- **Strong support and mobilization** of communities through communication events.

Challenges

- **Insufficient communication** of key messages via community radios.
- **Lack of implementation of a** detailed and specific communication plan for the PYKK.
- **Failure to mobilize** a GDSPNS communication team to take regular images.
- **Lack of diversification of communication media** and lack of visibility of the PYKK.

Recommendations

- **Update key messages** and terminology of the YKK and translate them into local languages.
- Implement the **communication plan at the central level.**
- **Improve outreach communication** (media coverage of activities at the local level) and define a communication plan at the local level.
- **Diversify the media** and modes of communication (*community radio, PB, social networks, website, etc.)*
- **Harmonize the messages to be conveyed** (*train journalists and other actors*).
- **Sign agreements** with community radio stations.
- Also use **social networks**, with videos and short messages for communication about the project.

1.4. Selection and registration of beneficiaries

Geographical targeting was carried out via the PNBSF's IMS. The geographical targeting criteria were as follows: 14 regions of Senegal, in villages or neighborhoods with at least 15 beneficiaries of the PNBSF (cf. minimum number to constitute a CSCA/VSCA). The eligible communes were therefore those with at least 1 village or district of 12 or more PNBSF beneficiaries (i.e. 516 out of the 551 communes in Senegal). The neighbors benefiting from the YKK pilot were automatically excluded.

A random draw, by municipality, of the eligible villages and neighborhoods was carried out during departmental development committees (DDC). The quota of beneficiaries per region or department was proportional to the number of eligible municipalities. A readjustment has been made for the achievement of quotas at the departmental, regional and national levels. In total, 1,826 villages and neighborhoods (529 municipalities and 48,813 beneficiaries) were selected in the draws. In each selected district or village, the project automatically targeted all households benefiting from the PNBSF.

A registration survey identified the "participants" in the project and their deputy, i.e. the person benefiting from the various support measures on behalf of the household. The criteria imposed were to give priority to women in the household and to be at least 18 years old. In the end, 46,404 beneficiaries (69% rural and 31% urban) from 1,811 villages and neighborhoods were selected.

1.4.1. Geo-targeting – Database

Best practices

- **Use of the PNBSF database** as a targeting tool and good collaboration of its staff.

Challenges

- **Elimination of neighborhoods that received the social package** during the pilot phase (*i.e. did not receive a productive subsidy*).
- **Similar village names** (*same terminology in the database*).

Recommendations

- **Agree at the central level on the choice of the database to be used**: the recently updated SNR or the PNBSF.
- If the database chosen was that of the RNU, **accept the neighborhoods already drawn** and select new beneficiaries.
- **Retain villages with at least 12 beneficiaries** of the PNBSF (*and no longer 15 as initially fixed*).
- Consider the possibility of **grouping together 2 villages** that have not reached the required number of beneficiaries.

1.4.2. Random draw

Best practices

- **Good preliminary preparation** of the lists of villages/districts and adequate predefinition of the printing criteria and the necessary material.
- **Transparent, inclusive, representative and participatory** drawing of lots: presence of all categories of actors (*administrative and territorial authorities, village chiefs, CBOs)*.
- **Good representativeness and involvement of the actors** and validation of the minutes by the administrative authorities.

Challenges

- **Failure to send the list of eligible neighborhoods/villages** the day before for verification by the authorities and thus avoid errors.

Recommendations

- **Maintain the random draw process,** which is appreciated for its transparency, inclusiveness and participatory nature.
- **Ensure that the correct information** on targeting criteria is shared at the time of fixed-term contracts.

1.4.3. Targeting criteria

Good practice

- Existence of the criterion of targeting **women's participation.**

Challenges

- Inactivity of some participants because **there is no age ceiling**.
- **Lack of adaptation** to the needs of specific groups (young people, the disabled) and to the specificities of the urban-rural context.

Recommendations

- **Add an age ceiling** and agree on it (*65 years to be confirmed*).
- Consider integrating a **quota of 15% of people with disabilities**, taking into account the type of disability to be sure to be able to provide their support.

1.4.4. Registration Investigation

Best practices

- **Choice of participant** made during a discussion (between household and field facilitator) to promote mobilization.
- **Clarity of the questionnaire** for the registration of participants and adequacy of the information collection system.

Challenges

- **Insufficient duration of training** in the survey methodology of the field facilitators (*2 days*).
- **Problem of geolocation of households**, errors on addresses or movements in relation to the neighborhood of origin.
- **Confusion** about the villages that have already participated in the pilot phase and/or not listed have been found.
- Lack of **civil status documents**; change of **telephone number**.
- **Difficulties in getting around** for some of the companions due to the remoteness and isolation of villages and neighborhoods.
- Slowness in stabilizing the **lists of beneficiaries**.

Recommendations

- Promote the integration of **people with disabilities** (*from registration surveys*).
- Agree on the **mandatory document(s)** to be presented: national identity card, scholarship card, equal opportunities card, etc.

2. Measures and cross-cutting support

2.1. Measure #1: Project Communication and Community Engagement

This measure aims to create a general mobilization of the community around the project's initiatives as well as to encourage participants and community members to innovate in their IGAs and to believe in their capacities. It also aims to encourage participants to overcome certain social norms that could hinder their development plans.

It is divided into two stages of screenings, led by the field facilitators, in the presence of the participants, their spouses and community leaders:

- **Communication on the project** consists of the projection and exchanges on a video presentation of the project to the community to ensure a good understanding and promote mobilization.
- Community **mobilization** consists of the projection of a fiction of a couple succeeding in developing a successful IGA and short success stories. It aims to encourage participants to be entrepreneurial, to innovate in their IGAs and to believe in themselves.

In rural areas, all the videos were projected, compared to only the project presentation video and a *success story* in an urban environment (*non-projection of fiction*), to adapt to the realities of the environments. A total of 1,745 sessions were held.

2.1.1. Training of field facilitators and tools

Best practices

- **Simulations** during the training of the field facilitators.
- Adaptation and **diversity** of video content, identification with characters and appropriation of the messages delivered.
- Session methodology that promotes **dialogue**. Facilitation of sessions in **local languages and live translation.**

Challenges

- **Insufficient technical training** of drivers in the use of projection equipment and lack of training of field facilitators.
- Length and **complexity of the description sheet and lack of written translation** of key messages into local languages.
- **Lack of voice-over of videos in local languages** (*other than Wolof*): additional live translation time.

Recommendation

- **Translate the key messages of the film-debate sessions** and the videos into local languages, in addition to the Wolof already translated.

2.1.2. Planning, Logistics and Engagement

Best practices

- **Good planning** of activities, information and invitation of participants to the session (*2 weeks before*).
- **Solidarity** and mutual aid between companions.
- Mobilization of significant **logistical resources** (*rental of vehicles, projection equipment, enclosures, etc.)*.
- **Involvement and participation** of administrative and territorial authorities (*asset for the provision of spaces*), CRs, community leaders and village chiefs (*asset for mobilization*).
- Provision **of adequate spaces** to hold the sessions (*town halls, classrooms, cultural centers*).
- **Strong mobilization** and good engagement of the community (including non-beneficiaries).
- **Proximity** of the activity **to the participants' place of residence**.

Challenges

- **Planning complexity**: between the dates of the sessions and the provision of the equipment (*service provider)*.
- **Lack of diversity of means of communication** to inform sessions (*non-use of community radios or TV*).
- **Logistical and technical issues** with the service provider (*fuel recharging, unsuitability of equipment for daytime sessions)*
- Inadequacy of some **projection rooms** (*size, lighting problem, etc.)*.
- **More delicate mobilization** in pastoral areas (*mobility of participants = transhumance, e.g. Fulani*).
- **Difficulty of access** in island areas.

- **Long distances** for participants to travel between certain villages.
- Difficulty in mobilizing in the event **of a religious event**, death or weekly markets.

Recommendations

- Doing a **good planning** of the sessions.
- Equip the field facilitators with **motorcycles**.

2.2. Measure #2: Establishment and operation of the CSCA/VSCA groups

The CSCA/VSCA aims to provide simple savings and credit opportunities and social insurance to its members, but also to increase and diversify their sources of income. These groups also address economic and community development themes.

Participants were organized into groups of 12 to 25 people, formed on the basis of the administrative boundaries of the neighborhoods/villages. The members of the group save together and make small loans from these savings during weekly meetings. Participation in the CSCA/VSCA is voluntary and does not preclude continued participation in other tontine groups. A CSCA/VSCA cycle lasts 9 months (3 phases of 3 months: intensive, developmental, maturity). The PYKK field facilitators, whose presence decreases during the course of the project, support the constitution, technical structuring and operation of these groups. Community relays are present at meetings throughout the project. Each group elects officers who have specific roles during meetings.

During the current phase of the PYKK, 2,559 CSCA/VSCA groups have been formed and about 85% of them have functioned satisfactorily.

2.2.1. Support and operation of the CSCA/VSCA

Best practices

- **Good understanding and appropriation of the procedures** by the members of the groups and the office (*quality and adaptation of training and operational support tools, e.g. 3D video*) and transparency of these.
- **Presence of CRs** throughout the cycles and support of literate people as needed.
- **Clearly defined roles** of the members of the board and suggested criteria for the selection of these members.
- **Development of collective IGAs** between group members.

Challenges

- Uniformity of **transport** and **communication** costs for companions: distance from certain areas.
- **Difficulties in mobilizing savings** in certain cases or at certain periods.
- Rare cases of **theft**.

Recommendations

- **Be flexible** on the number of groups per guide, taking into account the geographical dispersion of the participants.
- **Formalize CSCA/VSCA groups** to obtain loans in MFIs.

- Encourage the pooling **of part of the subsidy in the fund** to encourage and improve collective IGAs and strengthen the economic power of the group.
- Ensure that funds are not shared **in the run-up to a party**.
- **Be flexible** on the obligation to purchase shares (*in the event of financial difficulties)*.

2.2.2. Training of CSCA/VSCA field facilitators and tools

Best practices

- **Good mastery of** the content of the training and the tools available to the field facilitators.
- **Flexibility of the rules of procedure** to adapt to the contexts of different groups.
- **Traceability of operations** thanks to the secretary's account books and register.
- Missing or defective elements of the CSCA/VSCA kit **replaced locally**.

Challenges

- **Poor quality, failure or inadequacy** of some elements of the kit (*participants' account books with text instead of symbols*).
- **Low use of 3D video** by the staff because of the delay in making the equipment available to view it on a tablet.
- **Low literacy rate** of the members of the office.
- Complexity of transporting **the CSCA/VSCA kits** to the villages/neighborhoods.

Recommendations

- Ensure that there is not **too long a gap** between the training of the field facilitators and the constitution of the CSCA/VSCA groups (2 months max). If not possible, ensure recycling.
- **Improve the CSCA/VSCA kit** (*image the participant's account book, reduce the weight of the cash register, improve the quality of the calculator and stamps, secretary's register canvas*) and ensure the **completeness** of the cash registers **before delivery**.
- **Provide field facilitators with** equipment to broadcast the 3D video to the groups.
- **Systematize the capacity building** of the RCs before the formation of the groups.

2.2.3. Engagement and Participation in CSCA/VSCA Groups

Best practices

- Choice of a **fixed meeting location**.
- **Catch-up meetings** in case the group is unavailable.
- **Frequent increase in the amount** of the share in the second cycle (*sometimes doubled*).
- Frequency of meetings and solidarity fund improving **social cohesion** between members and strengthening their ties.

Challenges

- **Low mobilization of the elderly** at meetings.
- **Non-participation** of some participants in CSCA/VSCA as it is not a condition for obtaining the grant.
- **Blockages due to religious considerations** (e.g. *"interest rate" (renamed "service charges")* and refusal to take out a loan
- **Failure to comply with the maximum number** of 25 members imposed by the project.

Recommendations

- **Allow flexibility in the number** of members (*up to 30*) at the discretion of the group.
- Set an **upper age limit** to compensate for the non-participation of the elderly.
- **Hold more** GC and IC sessions to promote savings.
- **Oblige replacement** by the substitute in the event of a move (*so as not to lose the household's profits*).

2.3. Measure #3: Life skills training and micro-entrepreneurship

The life skills training, given over 2 days at a rate of 5 hours/day, aims to help participants gain personal initiative and self-esteem. This training is based on tools adapted to non-literate audiences (image bank, puzzles). It consists of a common core, as well as modules adapted according to the needs of the participants.

The micro-entrepreneurship training, delivered over 3 days at a rate of 5 hours/day, aims to equip participants with basic transversal skills for the development and better management of IGAs, and to provide information on opportunities in the area. This training contains the market access module, as well as the creation of a simplified business plan. It is provided using tools and materials adapted to non-literate audiences (image bank, business games, visual business plan).

These trainings are provided by trainers, who are themselves trained by master trainers. In total, 241 trainers have been trained, and 226 have been recruited. The field facilitators ensure the logistics of these training courses as well as the follow-up of these activities. The training unit is the CSCA/VSCA group.

2.3.1. Training tools and methodology

Best practices

- **Capacity building for field facilitators** in measure 3 (*even if not planned*).
- **Adequacy, simplicity and quality of the training**: proximity to places of residence, common core + specific modules adapted to the needs of the participants.
- **Presentation of the economic opportunities** of the areas by resource persons.
- Design and provision of **visual and interactive management** tools (cf. *business game*) for participants.
- Conduct of the training in **local languages**.
- **Good understanding** of the training by the participants.

Challenges

- **Lack of adaptation** of the business plan to the target audience and difficulties in understanding: complexity, lack of images, difficulties in translating certain terms into local languages.
- **Lack of creation of links** with the decentralized technical services (agriculture, livestock) to advise the participants.
- **Insufficient consideration** of promising sectors and value chains, despite the identification sheet of economic opportunities.
- **Lack of technical capacity building** on participants' IGAs and facilitation of market access.

Recommendations

- **Share feedback and training reports** from the main practice to the secondary practices.
- **Further simplify the business plan**: review the headings, terminology and preferably call it *"starter plan"*.
- **Add simple technical initiation** to promote the diversification of activities.

2.3.2. Training logistics and planning

Best practices

- **Good quality of capacity building** upstream of the field facilitators.
- **Post-training follow-up** and supervision missions to remove certain constraints (e.g. *unsuitable size of the rooms*).
- **Good collaboration** and symbiosis between trainers and field facilitators.
- **Involvement of** territorial and administrative authorities and DSDCs (e.g. *provision of rooms*).
- **Training** of CRs while not beneficiaries of the PYKK. And sometimes **outdoor** training.

Challenges

- **Too short a duration** of the capacity building of the field facilitators (*3 days*).
- **Training periods that are sometimes inadequate** (*Ramadan; hot weather*) or **lack of flexibility** (e.g. *weekly markets*).
- **Lack of adaptation of the duration** of training according to the period. Difficulties in concentrating and mobilizing participants for 5 to 6 hours a day.
- **Unavailability of some community halls** for a long term (*6 days*), or unsuitability (*e.g., people with disabilities*).

- Low amount and delay in the **reimbursement of transport and catering costs** for participants.
- Presence of participants speaking **different local languages** within the same group (*mandatory separation*).

Recommendations

- Set up a **framework for exchanges** to improve the conduct of training (*supervision, WhatsApp group*).
- **Strengthening the budget** for the organization of participants' training (*rooms, reimbursements, transport, catering, etc.*).
- **Increase the number of** days of capacity building for companions.
- Review **sequencing***: programming of participant training sessions (*2 x 3 days: LS and MSE).
- Carry out, as far as possible, these training courses **during the school holidays** (classrooms).

2.3.3. Mobilization of training participants

Best practices

- **Good engagement** of participants, trainers, authorities and DSDCs, enthusiasm and good atmosphere.
- Official replacement of participants who are too old by their **alternates**.
- Training courses are held **near the participants' places of residence**.

Challenges

- Presence of **many unofficial substitutes** despite the conditionality to obtain the subsidy.
- **Migration** of the official participant or alternate who participated in the training.

Recommendations

- **Reduce the daily duration** of training courses, to maximize participation and promote concentration (4-5 hours max/day).
- Carry out the training in **suitable spaces**, close to the participants' place of residence.

2.4. Measure #4: Productive subsidy

The objectives of the productive grant are to support participants' access to finance and encourage the development of their IGAs. The subsidy amounts to 150,000 CFA francs per participant, transferred in one go. The granting of this is conditional on at least 80% participation in life skills and micro-entrepreneurship training.

2.4.1. Conditions for obtaining and planning the grant

Best practices

- Make the granting of the productive subsidy conditional on **participation in training** in measure 3.
- Encourage the **person** (*participant or alternate*) **who participated** in the training to receive the grant.
- **Efficiency of the electronic method** used to pay grants.
- **Sufficient time to allow** managers to approve and validate the lists of future recipients.
- **Well-planned activity** in advance and availability of the payment operator's sales managers.
- **Coordinate** (*in the field*) with the payment operator's sales representatives before the grant is awarded.
- Have carried out **preliminary verification surveys** (*validity of the telephone number*).

Challenges

- **Lack of clarity** when providing information on the % of participation required to obtain the grant.
- **Delay** between sharing, checking phone contacts and receiving MTs.
- **Frequent errors** on the telephone numbers transmitted to the payment operator.
- Insufficient **payment points**.
- **Too short a time** for messages to be valid.

Recommendations

- **Require** that the person who participated in the training receives the grant.
- Take better **account of payment periods** and avoid the eve of holidays/religious events.
- Impose at **least one payment point per municipality**.
- Add to **the payment operator's contract** the systematic provision of mobile collection points.
- **Extend the validity period of messages** to 15 days.
- The payment operator must take steps to **prohibit the imposition of service fees** on withdrawals.

2.4.2. Information for participants

Best practices

- **Sending key messages** to the field facilitators to inform beneficiary households of the dates and modalities of receipt and withdrawal of the productive subsidy.
- Communication by the payment operator on **the illegality of payment of service/withdrawal fees** and local monitoring.

Challenges

- **Incomplete messages** sent by the operator.
- **Lack of synergy and communication** between some stakeholders.
- **Insufficient communication** on the mobile units and on the cases that require their mobilization.

Recommendations

- **Complete and simplify the messages** sent by the payment operator.
- **Develop a guide** to identify key messages to be delivered before, during, and post-grant.
- **Strengthen information** for participants to avoid service/withdrawal fees and have a specific reporting system in case of abuse of them.

2.4.3. Procedure for withdrawing the subsidy

Best practices

- **Flexibility of the payment operator** on solutions for recipients who do not have a national identity card or telephone number, or who live in areas not covered by the telephone network.
- **Mobilization of CRs** to support participants in the withdrawal and facilitation of the process for seniors.

Challenges

- **Illegal payment of service/withdrawal fees** charged to recipients at pick-up points.
- **Lack of pick-up points** and lack of liquidity at some pick-up points.
- Withdrawal of the MT by **other family members**.

Recommendations

- **Adapt the payment strategy** to people with disabilities.
- Perform **data analysis** (Cf. *substitutes vs. participants/elderly*) to address the appropriate measures.

2.4.4. Post-grant support, payment monitoring

Best practices

- **Encourage** participants to develop IGAs to increase their purchasing power and provide **post-grant coaching** by the field facilitators (*average of 3 months*).
- **Involvement and support** of administrative authorities (*delegates, district/village chiefs*) in the monitoring of payments.

Challenges

- **Lack of a specific number** to make the various reports.
- Establishment **of mobile units** for payments not withdrawn after return of the MT.

Recommendations

- **Deliver the training in measure 3 after 6 months** of operation of the CSCA/VSCA group to grant them the grant to follow and have enough post-grant coaching time.

2.5. Transversal support: coaching

Coaching is a transversal support process that ensures the mobilization and information of participants as well as ensures continuity between the different measures and activities. The role of field facilitator is fulfilled by the field facilitators, either through group coaching sessions or individual coaching sessions. Once the constitution of the CSCAs/VSCAs has been established, the group coaching starts and lasts until the end of the project, at the rate of one session per week during the intensive phase (1st trimester), 2 times a month during the development phase, and 1 time a month during the maturity phase. Group coaching allows groups to be accompanied in mastering the principles and methodologies of operation of the CSCA/VSCA.

Once the micro-entrepreneurship training (measure 3) is completed, the implementation of the individual coaching starts and lasts until the end of the project. Individual coaching supports participants in the management and development of their IGAs and in solving certain domestic problems. It is carried out at the participants' homes, at the request of the latter or to follow up on the identification of a need by the field facilitator.

2.5.1. Coaching methodology and tools

Best practices

- **Transversality of the coaching process** throughout the project and effective adoption of the coaching posture. Change in the posture of the field facilitator: does not provide solutions but helps the participant to find them on their own.
- **Taking into account the participants' satisfaction** with the group's functioning.
- **Creation of** *WhatsApp* groups by the **field facilitators** to help each other master the **coaching methodology**.
- Availability **of simple tools** for the **training** of field facilitators.
- To bring **out the potential** of the participants and create the conditions to promote their **autonomy**.
- **Promote exchange and the sharing of experiences** between participants: improvement of social cohesion.
- **Creation of a space** for women to talk about and **analyze problems** that did not exist before.
- Development of an **individual action plan** for each field facilitator and a **quality monitoring tool**: identification of the difficulties in coaching, the solutions and support provided.
- **Use of the IC** to support participants in mastering visual **management tools and business plans**.
- **Stimulation of interest** in the project promotes **mobilization**.
- **Permanent effect**: repetition that stimulates the participants' **attendance**.
- **Support for the CSCAs/VSCA** in its empowerment.
- **Mapping of resource persons** carried out by the field facilitators at the beginning of the project.

Challenges

- **Training of the field facilitators** in measures 1, 2 and coaching only after the registration of the participants.
- **Poor understanding** of the definition and scope of the 2 types of coaching (*especially IC).*
- **No coaching** of members by members, nor training of members (cf. *post-project sustainability*).
- **No widespread use** of the zone's economic opportunities identification sheet.
- **Inappropriate behavior, sources of conflict** (e.g. indoor coaching, late call, outfit of the field facilitator), despite the job description detailing the tasks and good attitudes.

Recommendations

- **Train coaching field facilitators** before the participant registration phase.
- **Introduce peer coaching** for the sustainability of the group (*post-project*).
- Entrust the RC/CDs with **the establishment of a directory of promising slots that can be accessed/carried out** by the participants and resource persons (technical services, NGOs and programs, etc.) in each area.
- Impose the **presentation of the economic opportunities** of the area by decentralized technical services during training.
- **Improve the training of field facilitators** on the identification of economic opportunities (the tool and the method).
- Carry out **simulations in the field** rather than in the classroom during the training of field facilitators in measure 2 and coaching.

2.5.2. Coaching Planning and Needs Analysis

Best practices

- The **maximum number of 6 groups** per guide allows for coaching.
- **Involve administrative authorities** and community and religious leaders in problem solving.
- **Invitation of specialists** to discuss with the group (*veterinarians, resource persons*) + small training sessions in some cases.
- **Periodicity of coaching** according to the CSCA/VSCA phases: completion of a GC after the meeting.

Challenges

- **Workload of the guides**: monitoring tools in digital and paper format to be filled in, distance from certain villages.
- **Availability of groups** for group coaching (*often from 5 p.m.),* and difficult to do two on the same day.
- **Lack of a clearly defined method** of assessing IC needs.
- **Lack of details on how to start** and conduct the IC and post-grant coaching.
- **Lack of clarity** on who should **decide** whether to hold an IC (participants or field facilitators).

Recommendations

- **Reduce the number of groups** to be accompanied (*4 to 5 max*) and take into account the geographical dispersion of the groups.
- **Clarify the periodicity**, sequencing and modalities of IC.

- **Maintain an IC** at the request of the participant or following the identification of a need by the field facilitator.
- **Impose a minimum number** of IC sessions per participant and start it earlier in the project.
- **Ensure** that all participants receive at least one IC **after** receiving the grant.

2.5.3. Coaching process and follow-up

Best practices

- IC took place at the participant's **home**.
- **Climate of trust** between the participant and the field facilitator, closeness between the field facilitator and the participant: freedom of speech.
- Involvement **of family members** in the IC at the request of the participant.
- **Design of a quality monitoring tool** to identify the difficulties in coaching and the solutions provided by the field facilitators.

Challenges

- **Refusal to participate** because the coaching is in a group.
- **Complexity to inform the digitized coaching tools** and by repercussion to exploit the data.
- **No system of evaluation** (*feedback*) of the field facilitator by the participant.

Recommendations

- Field facilitators must **promote the formalization of** CSCA/VSCA groups (EIG, etc.).
- Carry out **satisfaction surveys** to get feedback from participants on the IC.
- **Simplify** tracking tools.

3. Monitoring, evaluation and management of complaints

3.1. Monitoring and evaluation

Monitoring and evaluation makes it possible to:

- Ensure that trainers and field facilitators **are familiar** with the training received and are able to duplicate/put it into practice;
- Understand the progress/ **satisfaction** of the participants to allow the field facilitator to better adapt their support;
- Identify the **challenges** of participants to assess their coaching needs;
- Ensure the **proper execution** of activities according to the schedule, and their quality;
- **Control the quality** of support;
- **Capitalize on** what has been learned.

The implementation of the monitoring was carried out with the SSNSP monitoring and evaluation team and the SOs/RDCD, which were responsible for collecting data in the field, according to the defined frequencies, and on the basis of pre-designed monitoring tools. With a view to the efficient management of the YKK, the GDSPNS has put in place a framework for the technical monitoring of results through indicators.

3.1.1. Monitoring and evaluation system and supervision of activities

Best practices

- Implementation of a **digital and operational monitoring and evaluation system**.
- Clarification of **performance monitoring indicators** and digitization of data.
- **Use of tablets** and the KoboCollect tool by the companions to fill in the tracking data.
- Existence and **information of a dashboard of indicators** by region (deliverable in the SO report) and consolidated.
- Ability to **correct data** by the guides after extraction via KoboCollect.
- Provision of **templates for bimonthly reports** submitted by managers.
- **Systematization of implementation quality monitoring missions** by actor and use of a single KoboCollect form for reporting.
- **Coordination meetings** between managers/DSDCs and sometimes RDCDs, and field facilitators.
- Organization of **joint monitoring missions**.

Challenges

- **Non-digitization and sharing** of monitoring tools before the start of the project.
- **Delay** in the availability of the indicator dashboard. **Difficulties in collecting and processing data** in the server to regularly populate the indicator dashboard.
- **Large volume** of monitoring and evaluation tools.
- **Lack of provision** of computer equipment for managers.
- **Difficulties in collecting** and processing data in the server to regularly populate the indicator dashboard at central level.
- **Missing some data** in the forms.

- **Difficulties accessing the Kobotoolbox** server and mastering the process of extracting and processing data, and Kobo/ODK collect bugs.
- **Lack of appropriation** and **difficulty in filling in certain tools** by the field facilitators (*areas without SO)*.
- **Failure to support supervision missions** in areas without SO.

Recommendations

- Deploy all monitoring and evaluation tools **before the start** of project activities, including the indicator dashboard.
- **Simplify the registration process for** CSCA/VSCAs participants by pre-loading existing data into the database.
- **Digitize all monitoring and evaluation tools before start-up** and deploy according to the project implementation schedule.
- Put **mandatory fields** for the recording of certain data.

3.1.2. Training of implementing actors

Best practices

- **Prior training** for field facilitators and managers on monitoring and evaluation tools and the use of KoboCollect.

Challenges

- **Insufficient training** of managers and field facilitators on monitoring and evaluation tools, Excel and quality control and their completion, especially in regions without SOs.

Recommendations

- Ensure **better coordination and planning** between the main cabinet, the SOs and the RC for post-training follow-up in the field.
- Identify the **capacity building needs** of field facilitators and managers.
- **Train DSDC managers and chiefs at the** beginning of the project on **monitoring and evaluation tools and advanced Excel**.
- **Provide training/capacity building** for field facilitators and managers based on diagnostic needs.
- **Strengthen the training of field facilitators** on monitoring and evaluation tools and data collection.

3.2. Complaint management

To ensure fairness and transparency in the process of implementing social safety nets, a complaints mechanism for the National Family Security Scholarship Program and the Single National Registry has been put in place. To this end, the developed Information and Complaints System (ICS) was used to resolve the complaints of beneficiary households relating to the operation of the YKK project. A complaint registration and tracking matrix with YKK project-specific categories and scenarios were developed and stabilized. Finally, a feedback matrix from the recipients in relation to the payment report of the payment operator is regularly filled in by the managers.

3.2.1. Complaint management tools

Best practices

- **Development of a specific claims management matrix** for the PYKK.
- **Design of a template for responding to complaints** relating to the subsidy for complaints management operators.
- **Regularity of transmission of** the "*feedback of recipients*" file to the operator's payment report (*drop-down list with all the modalities facilitating the filling*).

Challenges

- **Failure to deploy** the YKK module in the PNBSF IMS.
- **Non-functionality** of the toll-free number outside working hours.
- **Non-interaction** between the ICS and the POs' information system.

Recommendations

- **Enhance the ICS** by integrating the "PROJECT" (YKK) component. Create a YKK module in the PNBSF IMS
- **Have the ICS**/information system of payment operators interact.
- Set up a device allowing **the operation of the toll-free number** between 5 p.m. and 10 p.m. (interactive server, redirection to the telephone number of dedicated agents).

3.2.2. Complaint Process

Good practice

- **Connecting the Wizall focal point with the managers** to facilitate communication and optimize the handling of urgent claims.

Challenges

- **Poor consideration of complaints** (*excluding the payment of productive subsidies*) during the project (see *table of indicators*) and failure to provide information on all resolved complaints (cf. *level of terrain*).
- **Lack of training field staff** on PYKK accountability mechanisms and IMS.
- Slowness in the processing of complaints.
- **Numerous errors** in the payment lists (*reference number, telephone number, NIN).*
- **Withdrawal of the subsidy** by unofficial substitutes or family members.

Recommendations

- **Train managers/field facilitators/CDs** on the mechanisms of PYKK accountability, including the IMS.
- In addition to the national identity card, **require a *Yakaar*** (family scholarships) **card/certificate** to receive the money.
- **Respect the 15-day deadlines** assigned to the time of complaints.
- Investigate and prosecute **those accused of fraudulently withdrawing** the productive subsidy.

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