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# WFP's Resilience Monitoring and Measurement (RMM) approach in the Sahel

This note outlines the World Food Programme (WFP) Regional Bureau for Western Africa's (RBD) approach to resilience monitoring and measurement (RMM) in the Sahel. It discusses the context and foundations of RBD's RMM approach, presents the key principles of RBD's work and the regional resilience analysis plan, and presents the progress made to date, lessons learned and way forward. The note is a joint product of RAM and Programme teams at CO, RBD and HQ levels.

The regional RMM approach is a context-specific adaptation of WFP's new RMM approach that is tailored to the integrated resilience programme implemented in the Sahel and provides a roadmap for monitoring and evaluation in the context of the outlook of the integrated resilience programme for 2023-2028. It is aligned with, and informs, WFP's new [Corporate Results Framework \(CRF\)](#) and embedded in the [WFP Strategic Plan 2022-25](#).

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## Context: why is resilience monitoring and measurement important for RBD?

The Sahel region of West Africa is one of the most structurally vulnerable and food insecure regions in the continent. The five Sahel countries (Burkina Faso, Chad, Mali, Mauritania, and Niger) are facing multiple, interlinked shocks and stressors: high levels of food insecurity and malnutrition, unequal access to basic services, poorly integrated markets, rising insecurity, an environment threatened by land degradation, recurrent droughts, and erratic rainfall. To counter the recurrent nature of food insecurity in the region and tackle its root causes, WFP has been scaling up its resilience interventions since 2018.

The integrated resilience programme is based on participatory watershed planning triggering a variety of land rehabilitation activities and linking them to school meals, nutrition programmes, and support to smallholder farmers. This integrated and multi-sectoral programme is expected to lead to a variety of outcomes at different levels, from individuals to systems, and is being implemented in highly complex and dynamic environments.

Since the beginning of this scale-up in 2018, the monitoring and measurement of resilience outcomes has been at the heart of WFP's work to create a robust evidence base for further programming, strategic decision-making, accountability, and advocacy. The initial framework introduced in 2018 has evolved over time to incorporate new evidence generation needs and priorities, build on pilot

### What is resilience?

Resilience is defined as “the capacity to ensure that shocks and stressors do not have long-lasting adverse development consequences”. Unpacking this further, resilience represents a set of capacities (resources and capabilities) that may be used to prepare for and respond to a shock or combination of shocks.

Resilience capacities can be categorised as the ability to:

- **Absorb:**  
resist a shock or the eroding effects of a stressor by reducing risk and buffering its impact, which leads to endurance and continuity of livelihoods and systems.
- **Adapt:**  
respond to change by making proactive and informed choices, leading to incremental improvements in managing risks.
- **Transform:**  
change the set of available choices through empowerment, improved governance, and an enabling environment, leading to productive changes in systems, structures, and livelihoods.

Being resilient means that individuals, households, communities, institutions, and systems can maintain wellbeing, rapidly recover, and/or enhance wellbeing in the face of shocks and stressors.

Source: WFP Resilience Policy, 2015 and Resilience Toolkit, 2022



initiatives and good practices at the country level, as well as from institutional learning at the corporate level. This note presents the new regional RMM framework and approach. RMM is important because it takes into account the complexities of programme design and aims to produce evidence on resilience outcomes, testing the assumptions and retracing impact pathways. The regional RMM approach will be an integral part of the next phase of WFP's integrated resilience programme in the Sahel region from 2023 to 2028. This note sets out the methodologies and tools that will be used to generate credible and rigorous evidence on resilience outcomes from the individual to the systems level.

## Framing the thinking on resilience measurement: the foundations of our approach

Since the beginning of the scale-up of the integrated resilience programme in 2018, various processes and consultations have allowed RBD to refine its thinking on resilience monitoring and measurement. The following documents, meetings and initiatives provide the

main foundations of RBD's RMM approach:

- At the corporate level, the 2019 Strategic Evaluation of WFP's Support for Enhanced Resilience and a review commissioned to the Overseas Development Institute (ODI) informed the setup of an inter-unit steering committee to develop a consistent approach to designing and monitoring integrated resilience programmes, the **Resilience Building Blocks (Res-BB) initiative**. The ODI review also developed technical and methodological recommendations on resilience monitoring and measurement, which have informed the work of the Res-BB initiative. For instance, ODI's review of resilience-building indicators suggests the development of a common framework for understanding resilience capacities, outcomes and pathways to change that builds on a combination of data and methods rather than the application of a singular resilience measurement tool.
- Building on the recommendations of the ODI review and the work of the Res-BB initiative, a **Theory of Change (TOC) for the**



**convergence approach** was initially developed in 2021. The convergence approach is based on the integrated resilience programme implemented in the Sahel, and the TOC was updated in 2023 to inform the development of RBD's regional RMM analysis plan (see below). In particular, the identification of indicators and expected "pathways to change" have been informed by the TOC.

- At the regional level, the **2018 Operational Reference Note on 'Scaling up for resilient individuals, communities and systems in the Sahel'**<sup>1</sup> sets out the overall vision and approach for WFP's integrated resilience work in the Sahel. The note also outlines key considerations for monitoring and evaluation, which have informed the roll-out of a basic harmonised monitoring system across the five countries, which relies on multiple monitoring surveys per year, as well as a set of common corporate indicators linked to the activities implemented as part of the integrated resilience framework.
  - The **December 2020 regional consultation on Integrated Resilience in the Sahel** brought together key decision-makers from the five Sahel countries COs, RBD and HQ, to discuss ways to strengthen programme integration and elevate the evidence generation to demonstrate the transformative impact of WFP's resilience interventions. The workshop took stock of existing evidence generation efforts, identified information gaps and evidence needs, and set out focus areas to guide evidence generation efforts around eight topics of interest: food security and nutrition outcomes, social cohesion, migration, education, exposure to climate risk, access to markets, government & partner capacity and operational convergence.
  - At the country office (CO) level, a series of **pilot initiatives** have been implemented
- since the scale-up of resilience interventions in 2018. For instance, some COs have over time introduced specific indicators on resilience or social cohesion or explored satellite-based landscape impact assessment approaches to contribute to the body of evidence on resilience outcomes. This has been particularly the case in Niger, where integrated resilience programming started in 2014. These experiences, learnings and good practices have shaped RBD's RMM approach.
  - **Operational research involving the corporate, regional and/or CO level**, such as the knowledge partnership between WFP and the Stockholm International Peace Research Institute (SIPRI), have also informed the development of RBD's RMM approach. Specifically, the 2019 report on 'The World Food Programme's contribution to improving the prospects for peace' developed potential ways in which, for instance, WFP's resilience programmes could improve peace and social cohesion outcomes by enhancing access to and supply of natural resources – this has informed further operational research by RBD and IFPRI on resilience and social cohesion in Burkina Faso and Niger.
  - Finally, in the recent years several Sahel countries have<sup>2</sup> or are<sup>3</sup> conducting **independent evaluations** related to specific resilience projects, including two ongoing quantitative impact evaluations in Mali and in Niger. Beyond highlighting some of the positive outcomes of WFP's resilience interventions on a variety of factors (agricultural production, household savings, food security, social cohesion etc.), these evaluations also developed recommendations with regard to WFP's outcome monitoring systems, which have informed the formulation of the regional RMM approach.

1 See the [Operational Reference Note](#) for more information.

2 Finalised Evaluations: [Joint Rural Women Economic Empowerment Programme, Mali: Food For Assets Programme, Mali: Resilience Activity in Northern Mali \(joint FAO/WFP evaluation\)](#), [Mali: Peers for Peace Building, Social Cohesion](#).

3 Ongoing Evaluations: [Chad, Resilience Building Activities](#), Mali: Evaluation of Resilience Activities (Terms of Reference not available yet).



## A closer look at the findings and recommendations of the ODI review:

Based on a review of literature, existing WFP policy and practice and stakeholder consultations, the ODI study found that the route to enhancing resilience measurement across WFP is not in coming up with new definitions, but to look at how resilience is contextualised and operationalised – both for programmatic and analytical purposes. There is a wealth of different indicators directly pertaining to resilience from an analysis of the CSPs, regional frameworks, the Corporate Results Framework (CRF) and the CRF Indicator Compendium. However, how and which indicators are chosen to measure resilience is inconsistent.

Based on this, the ODI review recommended the development of a Theory of Change (TOC) and logical framework for resilience that includes resilience capacities, disturbances, and well-being outcomes, building on WFP's existing definition of resilience and the typology of WFP resilience-building activities to facilitate the understanding of resilience interventions. Six generic TOCs and analytical frameworks have been developed by the

Res-BB initiative to help Country Offices ensure that 2<sup>nd</sup> Generation Country Strategic Plans (2G-CSP) include a harmonised resilience lens from design to result measurement. WFP's approach to monitoring contributions to resilience capacities is conceptually aligned with resilience measurement practice (FSIN, REDDI, FAO, TANGO, et al.) but it is also distinct in not prescribing a single analytical model, econometric formula, or shortlist of required measures for a given resilience capacity.

The analytical framework provides a logical structure within which indicators can be organised and interrogated to promote a shared perspective on resilience measurement and to address practical measurement questions that will be influenced by context and causal analysis in theories of change. Because resilience does not have direct physical indicators and cannot be directly observed or measured, resilience can be represented and interrogated through a targeted cluster of indicators, each of which can be examined separately to inform holistic analysis. In selecting and adapting such indicators, RBD's RMM approach is aligned with the new corporate vision on RMM.



## How do we implement the regional RMM approach?

Generating evidence on the outcomes of WFP's resilience programme is a key priority of RBD's evidence generation agenda. Given the nature of the integrated resilience programme implemented in the Sahel, which strongly relies on a regional approach, RBD plays an important role in the roll-out of a harmonised RMM framework – arguably more so than any other WFP regional bureau. At the same time, it is important to note that monitoring activities are implemented and managed by COs.

Moreover, COs are better placed than RBD to conduct in-depth and context-specific analyses on resilience outcomes, given the proximity to the field and deeper understanding of the contextual factors. Nonetheless, RBD plays a lead role in the development and roll-out of the regional RMM framework, given the regional dimension of the integrated resilience programme and the need for a common approach to evidence generation. Specifically, RBD's work evolves around the following pillars and priorities:

### Harmonisation of tools, indicators and approaches

- Alignment of the type and timing of resilience-specific monitoring surveys
- Roll-out of standardised data collection tools, data quality control protocols and syntaxes for indicator calculation
- Development of complementary, resilience-specific monitoring indicators
- Systematic integration of qualitative approaches
- Complementary and harmonised evaluation approach and bundling across operations

### Aggregation of data at the regional level

- Data management for selected outcome and output indicators
- Data visualisation dashboards
- Regional-level data analysis to inform ad-hoc and regular analyses and reports (e.g. donor reporting, etc.)
- Contribution to global resilience analyses
- Consultation, comparison and summary of evaluation results that can inform resilience programmes

### Technical support, oversight & sharing of good practices

- Technical support and capacity building for COs in the roll-out of resilience outcome monitoring surveys and the application of the RMM approach
- Data quality control and support for analysing and interpreting data in light of shocks, stressors and contextual factors
- Sharing and support for scale-up of good practices and lessons learned on resilience monitoring and measurement across COs
- Support to COs in the planning, design and implementation of resilience-specific evaluations and include resilience focused evaluation questions in other evaluations as relevant

### Complementary studies and analyses

- Operational research and multi-country studies aimed at filling knowledge gaps, e.g. qualitative research with IFPRI on resilience and social cohesion in Burkina Faso and Niger
- Coordination of new approaches (e.g. satellite-based landscape impact assessments)
- Regional-level evaluations to address overarching evaluative research questions and contribution to corporate level evaluations to ensure they inform the RMM approach

## At the core of our work: the regional RMM analysis plan

The regional RMM analysis plan outlines the key resilience questions that will be analysed at the regional level, as well as the set of common indicators and approaches that will be used to generate credible evidence on resilience outcomes across the five Sahel Countries using WFP's toolkit. It was developed jointly by the RBD RAM and Programme teams with support from HQ RAM-M, based on the guiding principles discussed above. The following infographic presents the four main RMM questions, the reasoning behind each of the questions, as well as an overview of the harmonised set of key indicators and methodologies used to provide insights into the specific outcomes. For a more in-depth overview, see the detailed RMM analysis plan, which is an adapted version of the Expanded MRE Resilience Plan template.

## The regional RMM questions

As per the WFP Resilience Toolkit, RMM questions aim to guide the generation of 'evidence about the programme intervention and pathways that explain how desired outcomes and impacts are achieved'. These questions are aligned to the programme results framework and TOC and intended to inform the collection of data on long-term food security and nutrition outcomes, how they are impacted by shocks and stressors, and how resilience capacities at various levels (from individuals to systems) evolve over time. The following high-level questions were developed to inform RBD's RMM analysis plan for the five Sahel countries – note that these can be complemented further and broken down at the country level as needed:

<p><b>RMM Q1: How does the food security and nutrition situation of individuals, households and communities evolve in the face of shocks and other stress factors?</b></p>	<p>This question aims at capturing medium- and longer-term changes (over the duration of the programme, e.g., 3-5 years) in food and nutrition security measured at the individual and household levels, including inter-annual fluctuations of key indicators. These outcomes are also interpreted against the occurrence of shocks and stressors (e.g., droughts, floods etc.), to assess changes in the resilience to these events over time.</p> <p><b>Key indicators:</b> FCS, FCS-N, rCSI, MAD, MDD-W, CARI etc.</p> <p><b>Approaches &amp; sources:</b> indicators will mainly be derived from resilience-specific monitoring surveys that are conducted at key periods during the year (post-harvest &amp; lean season). Quantitative data is complemented by qualitative information.</p>
<p><b>RMM Q2: What is the level of resilience capacities of individuals, households, communities, institutions, and systems?</b></p>	<p>This question aims at understanding the level of (and changes in) resilience capacities of individuals, households, communities, and systems. These are linked to the integrated resilience programmes, which aim at increasing specific resilience capacities, to ensure participants are better suited to absorb, adapt to and transform shocks and stressors.</p> <p><b>Key indicators:</b> a set of indicators focusing on resilience capacities linked to WFP's interventions have been rolled out under this question, incl. WFP's new Resilience Capacity Score (RCS).</p> <p><b>Approaches &amp; sources:</b> indicators will be derived from resilience-specific monitoring surveys and complemented with qualitative exercises focusing on resilience capacities.</p>
<p><b>RMM Q3: How do individuals, households, and communities respond to shocks and stressors? What are their response strategies (decisions, behaviour and actions)?</b></p>	<p>This question aims at understanding how individuals, households and communities that are affected by shocks and stressors prepare for or respond to these, and to what extent their response strategies change over time. This includes decisions, behaviours, and actions taken by individuals and within households, communities, and institutions in anticipation of, during, or after shocks and stressors.</p> <p><b>Key indicators:</b> LCS, rCSI, migration, school attendance etc. – this can include a sub-set of indicators analysed under other questions. The inclusion of positive response strategies, which could be complemented with qualitative data, will be explored.</p> <p><b>Approaches &amp; sources:</b> indicators will be mainly derived from resilience-specific monitoring surveys, as well as from other sources (e.g., government-managed reporting systems for instance for education &amp; health, social protection etc.).</p>
<p><b>RMM Q4: How is the context in which resilience interventions are being implemented changing over time? To what extent is the programme contributing to these changes? To what extent is programme implementation or achievement or outcomes influenced by these changes?</b></p>	<p>This question seeks to understand how the context in which resilience interventions are being implemented evolves over time, how contextual factors including shocks and stressors impact resilience outcomes, as well as how WFP's resilience interventions influence the overall context and contribute to changes within and outside participating communities.</p> <p><b>Key indicators:</b> this question draws on a variety of indicators on food security and nutrition outcomes (e.g. FCS, FCS-N, CARI etc.), social cohesion, climate, economic and manmade shocks, ecosystem change etc.</p> <p><b>Approaches &amp; sources:</b> a wide variety of qualitative and quantitative approaches will be used, including comparing data from monitoring surveys and nationwide assessments, satellite-based analyses, qualitative research, as well as different evaluation approaches (incl. quantitative and qualitative impact evaluations). Secondary data (incl. on climate shocks, conflict etc.) will be used to complement primary data.</p>

## The interplay of approaches and methods: linking the pieces of the resilience puzzle

Recognising the complexity and variety of expected (and unexpected) outcomes of the resilience programme, RBD's RMM approach relies on a variety of different approaches and methods, which are intended to interact in order to provide holistic insights into the outcomes of WFP's interventions.

These include the various tools available in WFP's evidence generation toolkit (including vulnerability assessments, monitoring exercises, operational research, and different evaluation approaches), but also rely on strong partnerships with national governments and regional organisations, research institutes and other technical partners.





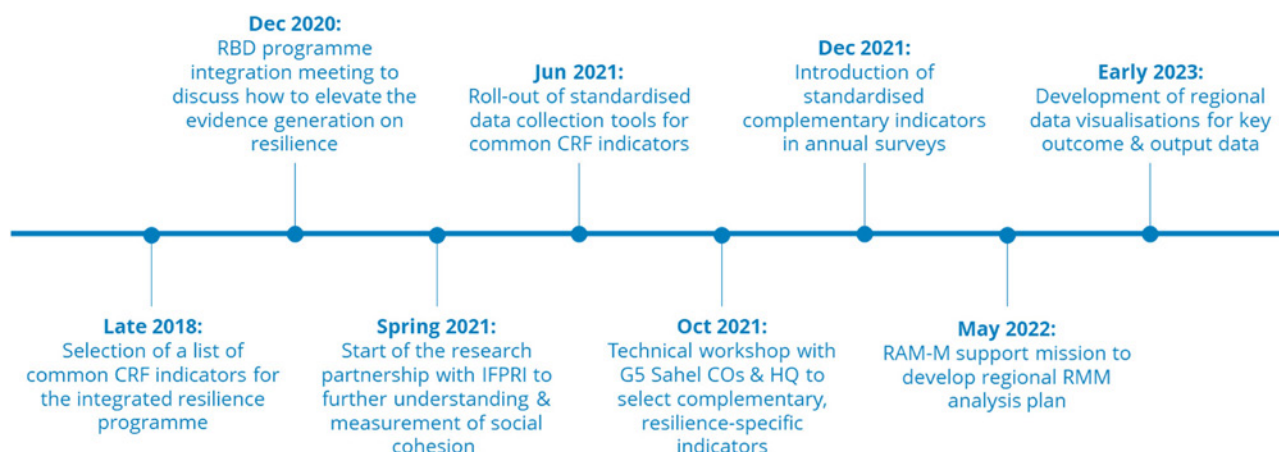
Examples of how the interplay of different methods and tools can interact to generate evidence on resilience outcomes include:

- **Standardisation of approach:** Use the same data collection and analysis tools for resilience-specific outcome monitoring surveys as well as WFP-supported food security and nutrition monitoring systems, to allow for data comparability. This allows for the analyse of trends in food security and nutrition outcomes amongst households participating in the resilience programme and compares them with the wider population to better understand the impact of shocks and stressors on each group.
- **Diversification of information sources:** Complement and triangulate information from monitoring surveys with other data-sources, for instance satellite-based analyses, to generate robust and multifaceted findings on programme outcomes that are accessible to a wider public.
- **Innovation:** Close knowledge gaps on specific resilience-related outcomes (e.g., social cohesion) by using operational research and evaluations to generate robust evidence on programme outcomes, as well as drive the evolution of WFP's monitoring systems (e.g., through the development and inclusion of indicators on topics of interest).
- **Integrated approach:** Leverage the various tools in WFP's evidence generation toolkit to understand programmatic contributions on short-term and long-term intended and unintended outcomes and results of WFP's interventions.

Satellite imagery pre- and post-intervention in the site of Dan Gueza, in Niger. ©2011 Maxar & ©2021 Maxar



## What have we achieved so far? Milestones and implementation status



### Lessons learned: 5 things we have learned to date

After nearly five years of implementing the integrated resilience programme in the five Sahel countries, lessons on RMM have been learned which have informed the proposed RMM approach. These include the following:

#### Lesson 1: The combination of different tools and approaches is crucial

Given the challenge of measuring resilience and resilience concepts as well as the variety of intended and unintended outcomes – for which reliable measurements might not always be available – no single source of information can provide credible and holistic insights into what works and what doesn't, and what the overall results of the resilience programme are. An adequate mix of quantitative and qualitative approaches, drawing on all available tools including household surveys, qualitative research, satellite-based analyses and different evaluation approaches is crucial to ensure a coherent evidence generation approach to resilience.

#### Lesson 2: It's not only about what data we collect but also about how we collect it

So far, a lot of attention has been put on what data is being collected, to ensure that we collect the right information to address our resilience-specific questions. This is crucial as we need to ensure we identify the right data for the outcomes we are looking to measure, in line with the impact pathways of the integrated resilience programme. However, how this data is collected is also critical. The harmonisation of not only indicators and data collection tools, but also of sampling and stratification approaches, as well as the type and timing of surveys should be a priority going forward. Efforts will be made to systematically roll-out panel surveys, which could provide additional layers of analysis and triangulation with other data sources, including qualitative approaches. The ongoing Impact Evaluations in Mali and Niger and the experiences of other country offices in implementing panel surveys could provide interesting learning opportunities. Sampling and stratification approaches will be aligned with corporate guidelines.

### Lesson 3: We need clear evidence generation questions, but also enough flexibility to respond to evolving information needs

While it is necessary to have a pre-defined RMM analysis plan that defines the research questions and expected outcomes to guide effective resilience monitoring and measurement, a certain degree of flexibility and dynamism is important. Research questions and knowledge priorities evolve over time. For instance, with the drastic deterioration of the security situation during the first phase of the resilience scale-up, social cohesion became increasingly important to resilience programming and hence also to resilience monitoring and measurement. Moreover, technological and methodological advances might open new, unforeseen opportunities that can enhance resilience monitoring and measurement. The RMM approach thus needs to be conceived as an iterative process that evolves over time and build in the mechanisms to enable regular reviews at various levels. Countries will also be encouraged to develop their own evidence questions linked to the specific learning needs.

### Lesson 4: Data and information on programme implementation and participation need to be factored into the analysis

A key learning from the implementation of the resilience approach in the Sahel is that programme implementation trajectories are not linear. WFP and its partners need to continuously adjust their implementation in the face of different operational challenges, but also to integrate learning and scale up good practices. The RMM framework needs

to account for this non-linearity of programme implementation and ensure that it is adequately captured by monitoring systems to inform the analysis and interpretation of resilience outcomes. For instance, if intervention sites had to be suspended due to insecurity or access constraints, and new participants have been integrated into the programme, this will inevitably influence outcomes.

### Lesson 5: Capacity, capacity, capacity... and partnerships

It is critical to ensure sufficient technical, human, and financial resources are allocated to RMM at various levels (regional bureau, country office, sub-office, partners). Capacity limitations are one of the major challenges to an effective RMM system.<sup>4</sup> In particular, human resources need to be dedicated to the analysis and interpretation of data from monitoring surveys, the triangulation with other data and information, the organisation of qualitative data collection to understand and complement quantitative data, etc. RMM takes time, effort, and money to implement, and might require skillsets that might not be readily available. In this context, partnerships also play an important role, as they allow us to extend the reach of our analyses, experiment and learn about new approaches, and provide external, independent evidence on resilience outcomes and enhance appropriation and credibility of results.

<sup>4</sup> Corporate tools such as the Planning and Budgeting Tool (PBT) can be used to ensure adequate planning of capacities required for the implementation of the RMM approach – as well as for raising awareness and funding for RMM-related activities and monitoring and evaluation more broadly.



## So where do we go from here? Our key priorities

As the integrated resilience programme in the Sahel moves into its next phase, several priorities for the way forward on RMM can be outlined. These priorities will be at the heart of RBD's work on RMM in the coming years, with the regional RMM approach being a critical component of the Operational Roadmap for the Integrated Resilience Programme in the Sahel for 2023-2028.

### Priority 1: Continue the standardisation of survey tools

Beyond the current list of standardised survey modules, explore the introduction of a standardised minimum resilience monitoring questionnaire, that includes harmonised modules not only for the indicators included in the RMM analysis plan, but also for demographic, socio-economic and programme participation information across all five countries of the five Sahel countries integrated resilience programme.

### Priority 2: Harmonise sampling and stratification approaches

As discussed above, how we collect data is equally important as the type of data we collect. Harmonising sampling and stratification approaches should be a priority, with a particular view to the roll-out of panel surveys for new resilience programme participants going forward. This should be based on the learnings from the implementation of panel surveys in the region and accompanied by the necessary capacity building and technical support from RBD, HQ (and partners, where applicable).

### Priority 3: Ensure a stronger complementarity and linkage between monitoring surveys and data collected through food security and market monitoring systems

Understanding programmatic contributions and the impact of our interventions does not always require complicated or cost-intensive approaches. WFP collects a wealth of data that goes well beyond its programme participants. Comparing long-term food security outcomes within resilience intervention villages with those of the wider population can provide useful insights into how WFP's intervention contributes to building resilience to shocks and stressors – which can be combined with qualitative approaches to determine programmatic contribution that will be rolled out in the framework of WFP's RMM approach. Similarly, extending the coverage and sensitivity of market monitoring systems through our implementing partners could help us better capture changes at the food systems level in our intervention areas.

### Priority 4: Systematically integrate qualitative approaches

Qualitative data is needed to inform and complement quantitative analyses. In this context, the roll-out of a harmonised approach to qualitative analysis for the Sahel resilience programme could provide further insights into short-term and long-term changes in resilience, and also help understand to what extent these can be attributed to WFP's intervention.

## Priority 5: Make data accessible and ensure its use

Data is only useful if it is used to inform operational and strategic decision-making. Thus, we will need to make sure that data and information from monitoring surveys, qualitative research, satellite-based analyses and other sources are readily accessible. To this effect, a regional resilience knowledge platform is envisaged, which includes data visualisations for key outcome indicators, as well as other resources such as analysis reports, maps etc. To ensure the systematic use of data and information generated through the RMM system to inform decision-making, regular analysis and review sessions should be organised at various levels (sub-office, country office, regional bureau etc.) to foster cross-fertilisation, facilitate joint reviews, the interpretation and use of monitoring results, and ultimately encourage evidence generation and evidence-based resilience programming. RBD can act as a catalyst for this type of forum and develop guidelines for the internal and external discussion and analyses sessions with different stakeholders.

## Priority 6: Use evidence to inform progression and phase-out strategies

It is expected that over time, the nature of needs in intervention areas changes, which requires WFP to adjust its support, with a view of a gradually progressing towards an eventual phase-out of direct assistance. The decision when, where, and how to progress and phase out needs to be grounded in evidence. WFP will leverage the evidence generated through the RMM system, combined with participatory community consultations, to inform progression strategies and define a set of key performance indicators to guide decision-making on the type of support provided to communities. These key performance indicators will be identified based on the specific country context and leverage all existing information including programme performance data collected by Cooperating Partners, regular process monitoring, satellite-based analyses, and community consultations.







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