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Sahel IRP Progression Strategy Implementation

Guidance Note

August 2025

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Introduction

Despite numerous ongoing challenges and persistent food insecurity compounded by multiple and current shocks, the Sahel harbours enormous opportunities: the region holds great potential for ecosystem restoration, including a wealth of untapped groundwater and renewable energy sources, and the demographic dividends could be enormous if the young population had the necessary resources and opportunities to thrive. Since 2018, WFP with the German Federal Ministry of Economic Cooperation and Development (BMZ) joined up by other main donors (Govt of Chad, KOICA, Italy, Denmark, France, etc.), national governments, and other relevant partners, have been implementing integrated resilience interventions to boost the resilience of individuals, households, communities, and systems across five Sahel countries. Over the last five years, an integrated package of resilience activities has been implemented in the 5 target countries, focusing on:

- **Restoring ecosystems** through asset creation to increase agricultural and pastoral productivity, safeguard biodiversity and reduce vulnerability to weather-related disasters.
- **Regenerative agricultural practices** to utilise natural resources to produce for consumption and marketing in an environmentally sustainable manner.
- **Value chain development** to complement agricultural production activities and enhance efficiency through capacity building and vertical and horizontal linkages to promote access to markets for value chain actors including smallholder farmers.
- **Providing essential support to households** through lean season assistance (e.g cash transfers), school meals, child grants and skills development, contributing to social protection functions.
- **Implementing nutrition-specific and nutrition-sensitive interventions** to prevent and manage acute malnutrition, while addressing its underlying causes including improving access to nutritious diets.
- **Strengthening the capacity of government institutions at national, regional and community levels** to plan and implement resilience initiatives in a participatory manner.

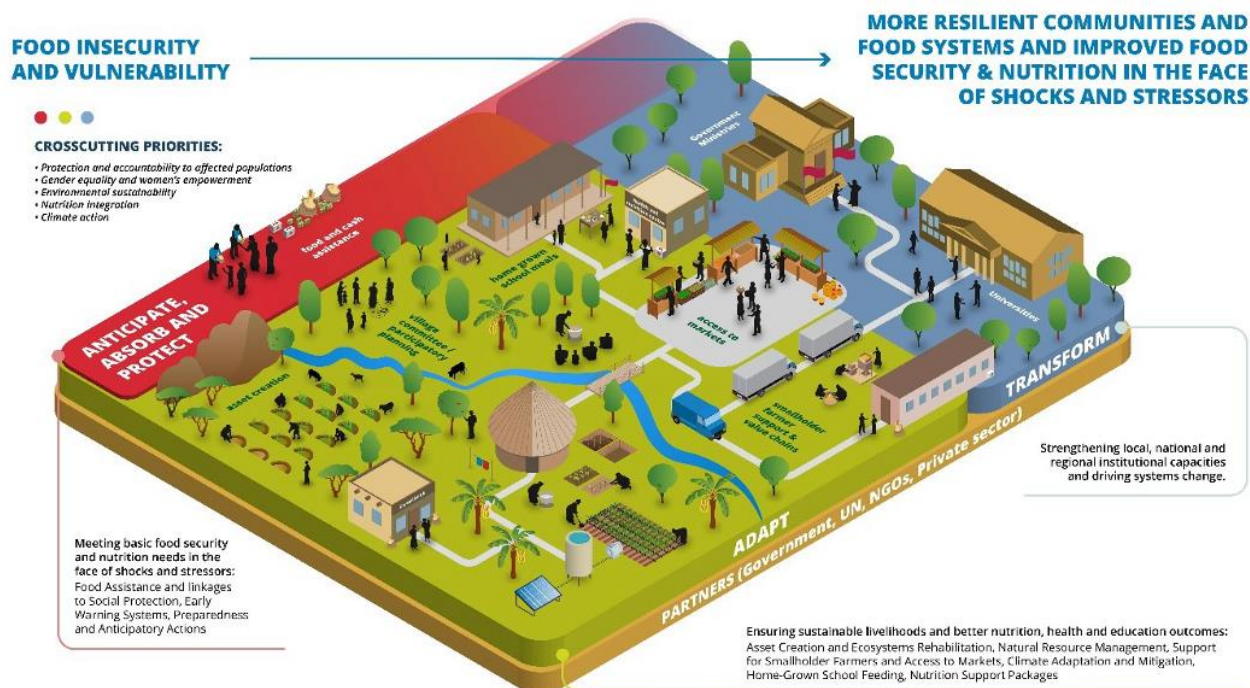


Figure 1 The Integrated Resilience Programme Model

Given the ever-increasing humanitarian caseload in the Sahel, the integrated resilience programme (IRP) seeks to reverse the trend by making people in the Sahel resilient and have sustainable livelihoods even when exposed to natural shocks and stressors. However, WFP cannot cover all the communities at once. The primary objective of the IRP is to contribute to tackling poverty through reversing land degradation (leading to land degradation neutrality) to improve its productive capacity thereby restoring people's livelihoods in selected communities at a time. This is informed by the progression strategy which evaluates progress being made at each of the sites to facilitate an exit strategy that enables the supported communities to become self-reliant, beyond the project lifespan after land has been rehabilitated and relevant assets created, and/or to be covered by increased public essential services. This will allow WFP to move on to other communities to halt and reverse land degradation and restore its productive capacity. Successful

implementation of the strategy is important for WFP in the organisation's efforts to continue saving and changing lives because:

- Continuous external humanitarian and development aid (not embedded in national systems) provided to the same individuals year after year cannot be sustained indefinitely due to limited resources.
- Progression of sites enables the expansion of interventions to additional communities or sites.
- Donors are eager to observe tangible improvements in livelihoods and advocate for progression as a way of preventing the need for perpetual assistance.
- Assessment by site enables identification of dynamic trends based on inter and

intra community progress over time (i.e. effects on ecosystems and/or food systems around the specific site).

- The changes to the activities at a particular site can be tracked to provide valuable insights to draw lessons learned and continuous programme improvement. This helps identify important gaps to complement the IRP package activities (technical assistance, market access, infrastructure enhancement, and strengthening institutional capacities).

The successful progression of the IRP has a positive impact on social cohesion, which in turn enhances community resilience to existing conflict dynamics and shocks.

1. Purpose and target audience of the guidance note

The purpose of this note is to provide guidance on how to implement the progression strategy in the Integrated Resilience Programme in the Sahel. It is targeted towards:

- Country Office (CO) staff designing, implementing and monitoring IRP interventions.
- Regional Bureau (RB) staff supporting COs in IRP cycle management, including donor reporting.

The note provides information on the parameters to consider for assessing progress being made by communities in IRP sites. It is a guide that should be contextualized in its application with COs selecting relevant components depending on the nature of the IRP packages being implemented.

2. What is the progression strategy?

The IRP is a comprehensive package designed to evolve over time, emphasizing the gradual transition from direct assistance to greater self-reliance. Its progression strategy focuses on reducing dependency on food assistance while enhancing capacity strengthening, fostering community contributions, generating local incomes, and expanding national social services or safety nets. Examples include transitioning from direct food assistance to building local capacities, improving SAM support while strengthening local value chains, and shifting from traditional school feeding (SF) to introducing growing endogenous mechanism linking community production to school meals, until developing proper home-grown school feeding (HGSF).

Progress within the IRP reflects the tangible advancements households and communities make toward food security, independence, and resilience, even in the face of shocks and stressors. Ultimately, this approach aims to phase out humanitarian aid by addressing its root causes, reducing the overall need for assistance, and achieving sustainable development outcomes. This includes either a complete phase out and self-reliance of community through the development of sustainable food systems and livelihood and community safety nets, or the integration of IRP geographical areas into social protection systems and national programmes that support social services and resilient food systems.

The process is designed to span a minimum of **3–5 years**, with the potential for extension up to a **maximum of 10 years. After this period, external aid under the IRP should phase out completely**, as self-reliance is expected to have been achieved.

The progression strategy is structured into two phases: the first covering 0–5 years and the second spanning 6–10 years. While some existing sites may already be advanced in this process, they may have reached different stages along the progression pathway.

The described progression strategy serves as a model pathway for advancing operational strategies and the composition of activity packages while simultaneously fostering self-reliance and achieving outcomes. However,

the progression of activities, outputs, and outcomes may not occur proportionally or uniformly, as various factors can influence their development.

This document focuses primarily on activities, outputs, and operational aspects. Outcome measurements related to resilience, nutrition, and food security improvements will be broadly linked to assessments of reduced humanitarian needs, which are conducted at a broader level than individual sites.

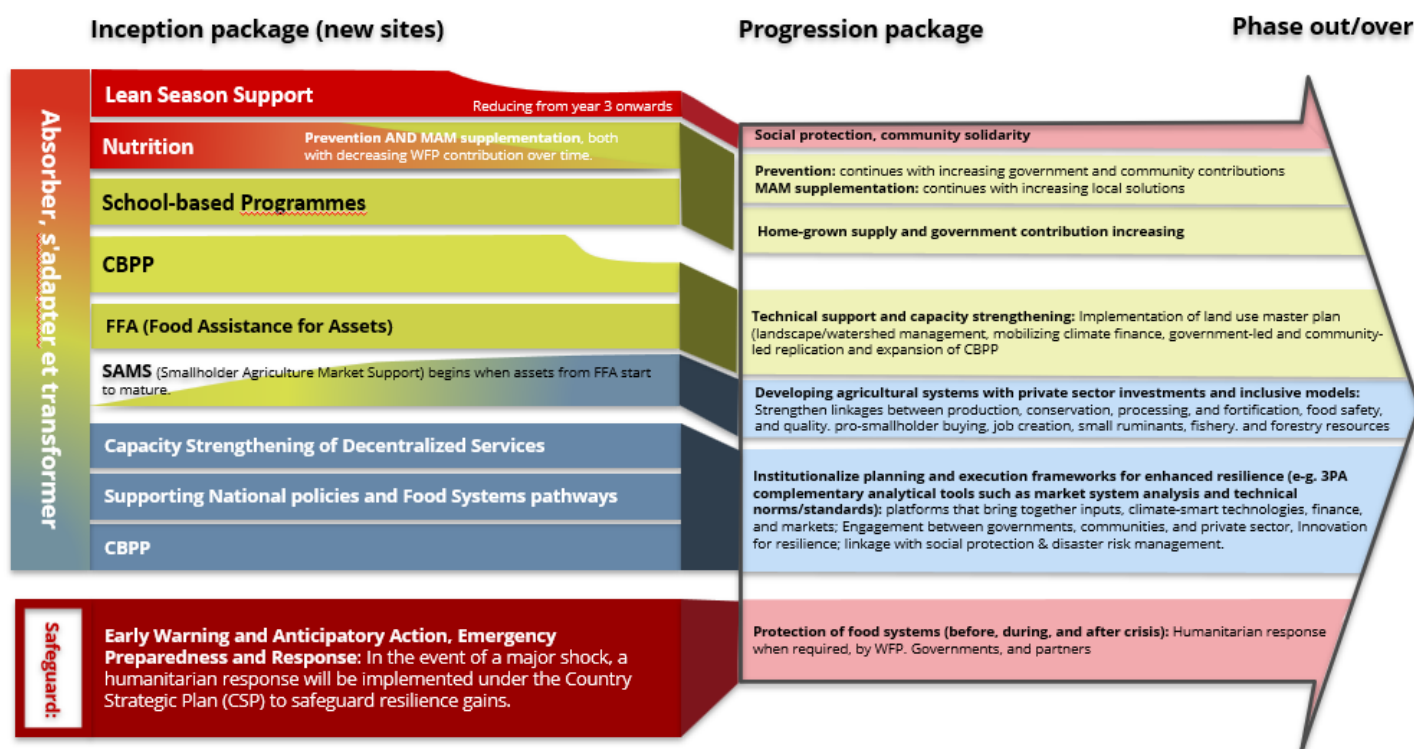


Figure 2: Schematic diagram of the expected evolution of IRP interventions from inception to phase out.

3. The IRP progression strategy enablers

It is important to distinguish between the requirements for implementing humanitarian and those for development aid. In humanitarian aid interventions, there are no expectations on communities whilst in developmental aid, complementary efforts are required from development agencies implementing the project, benefitting communities and state actors. Failure to have complementary efforts between the involved stakeholders can negatively hinder progress and achievement of the desired outcomes. It is important to have clearly defined roles and responsibilities for all the stakeholders involved in development projects. The progression strategy's philosophy is based on the premise that interventions being implemented under IRP seek to solve challenges affecting communities and are driven by the priorities of the respective communities while aligning with national policies, contributing to their implementation, and operationalizing them effectively. This instils ownership and enhances continuity beyond the project lifespan provided adequate investments are made, and desired milestones are defined and agreed upon before and during the implementation of interventions.

The progression strategy will be guided by following enablers.

- **Community engagement and buy-in:** Interventions must be designed and implemented based on identified community needs that are agreed upon by the relevant stakeholders involved in the project, including communities in all their representation and their local leaders. The population should be at the centre of the design, ensuring the

participation of specific groups, including the youth, the women, and the marginalised. Community engagement needs to encourage social cohesion and resolution of tensions and disputes if any, as well as boosting mutual help and solidarity.

- **Multidimensional coverage and reaching meaningful scale to generate multiplier effects:** Interventions must look to improve livelihoods of different groups within the community through improving their capital (natural, economic, physical, social, human, and political) based on the identified needs. These interventions can be layered or in sequence depending on the agreed activity plans. Specific interventions linked to land restoration will need to be planned and implemented at the required scale, integration and quality in order to generate the intended results and multiplier effects – for example restoring/treating specific degraded sub-watersheds able to induce sufficient water recharge enabling sustainable extraction and use.
- **Financial resources, community contributions and realistic scenarios:** Implementing the strategy will require adequate funding to enable consistent implementation of agreed activities layered or in sequence based on the context-appropriate package. In the event of financial resources constraints, the community agreements and deliverables must be reviewed and adjusted according to available resources. All stakeholders are expected to review and agree on adjustments to initial targets. Community contributions can take various forms and need to be computed since the start of the programme. These contributions, including for FFA activities and complementary efforts need to be incremental and feature prominently by the end of the first phase of the programme to then afterwards constitute

the majority or all of the activities implemented during the second phase with the exception of specific technical assistance and capacity strengthening.

- **Clearly defined stakeholder roles and responsibilities:** All stakeholders including target communities and local authorities should understand, agree and commit – possibly in writing -on their respective roles and expected deliverables before the implementation of activities. This makes it easier to track progress, performance or commitment of each stakeholder, identify weaknesses and document lessons learned over time.
- **Partnerships:** It will be important for WFP to foster partnerships with state actors and other organizations, working in target communities to minimise replication and improve coordination of interventions. This allows optimal use of resources, greater impact and creates a shared responsibility for building resilient communities.
- **Milestones:** Achieving defined and realistic objectives related to resilience is a process and the progress being made must be assessed based on defined parameters and milestones which can be at activity, output and or outcome levels. This makes it easier to track improvements or decline during the implementation period.
- **Adaptive learning and continuous improvement:** Although activity plans are expected to be agreed upon and signed off by involved stakeholders. They are not fixed but can be reviewed and adjusted based on the reality on the ground and lessons learned. Stakeholders are expected to convene periodically to review progress and discuss about potential adjustments to agreed plans. The process must be participatory and include all stakeholders that were

involved in the development of the agreed activity plans. These adjustments or changes should also be agreed upon and signed off by the stakeholders.

- **Institutionalization and system strengthening,** achieved through collaboration with institutional planning (e.g., inclusion in sub-national development plans) and integration into national programmes such as social safety nets, social protection, agriculture, and environmental strategies. This also includes transitioning to national systems for ongoing capacity strengthening and measurement (e.g., handover to academic institutions).

4. The IRP progression strategy entry point

The foundation of the IRP progression strategy is based on landscape restoration as the primary entry point to unlocking opportunities which enable communities to benefit from ecosystem services. The benefits will be products of well-designed and implemented community-owned interventions aimed at restoring livelihoods in vulnerable communities. However, the specific interventions within the IRP package can vary from one community to another depending on the identified needs. Nevertheless, assessing progress being made should be a prerequisite for all interventions. The progression strategy will enable documentation of progress being made towards achieving agreed objectives based on the identified priorities, roles and responsibilities and milestones.

5. How to implement the progression strategy

The implementation of the strategy will require having a minimum baseline to come up with a base case that will be used to gauge progress over time. This applies to both new and existing sites. The success of the IRP will be determined by the level of involvement of communities during the planning and implementation of the project and beyond. The basic instrument that defines the “moment” of major engagement with the community and basic baseline is the CBPP, the community-based participatory planning approach, part of WFP’s 3PA tools for resilience programming. The implementation of the progression strategy plays an important role in enforcing accountability among stakeholders involved in IRP interventions. This document focuses on progression at site level. Progress will be assessed across the project cycle from planning to monitoring & evaluation focusing on the following.

5.1.COMMUNITY OWNERSHIP AND COMMITMENTS

Community-owned interventions are prerequisites for the IRP. WFP and its cooperating partners are expected to consult communities in the design of interventions and development of activity plans. The resultant activity plans from a CBPP must provide:

- Details on the assets to be created (standards, management, number, season, number of people involved, etc.) and complementary assets or equipment required to optimize the assets.
- Capacity building plans to enable community to design, implement and utilize the assets.

- The roles and responsibilities of involved stakeholders (e.g. role of the planning team, role of the CP for the duration of the first phase, role of the WFP field office and Gvt staff, etc.)
- Level and amounts of community and groups’ contributions, management of the tools and equipment, etc.
- Land tenure and related agreements able to boost a sense of ownership and defuse possible tensions.
- The envisaged evolution of WFP’s support to communities, relevant milestones (if any) and the duration of the support.
- A clearly define and transparent exit strategy develop and known by community members in coordination with the local authority and other relevant actors
- A well-established learning agenda to build strong learning evidence able to support the scall up of the IRP based on the progression strategy

Performance of each of the stakeholders must be reviewed periodically and necessary adjustments can be made during the implementation of interventions. **A yearly achievement review is required – whilst small adjustments are undertaken periodically as needed.** Activity plans and their respective goals will be used to assess progress and hold accountable each of the stakeholders. This will also enable drawing of lessons learned and help pinpoint the reasons for success or failure to achieve some of the set targets.

Parameters to track will be mainly at activity level and may include:

- Activity plans agreed by the stakeholders involved in the project at community (site) level.
- Performance of stakeholders against signed roles and responsibilities over time (annual review).
- Agreed post-intervention plans signed off at the end of the implementation period as indicated in the signed activity plans at the onset.

5.2. ASSET CREATION FOR LAND RESTORATION, ECOSYSTEMS SERVICES AND COMMUNITY INFRASTRUCTURE

The main entry point of the IRP is asset creation activities aimed at reversing land degradation and restoring ecosystems to improve the livelihoods of people in target communities. Given that WFP intervenes in areas facing chronic food insecurity to address the underlying causes and build resilience in affected communities at household and community levels.

The use of assistance (food/cash) for asset creation (FFA) is necessary to address the short-term needs while working towards addressing underlying causes of food insecurity. All FFA interventions intend to create productive assets to address challenges identified by communities. The scaling up of these activities and the level of sustainability and related management will also depend on the level of government institutions implications – especially Ministry of Environment and Ministry of Agriculture in all the countries where assets creation becomes integral part of resilience and adaptation programmes. There are important systems level aspects that WFP and partners can also influence in this regard which in turn could play a major role in the replication and adoption of specific packages and overall resilience approach.

Asset creation activities must be closely linked to the signed off activity plans where communities are expected to complement the efforts being made by WFP and partners. The FFA is used to create assets and build capacity of communities to improve their livelihoods. The use of food or cash must be used only during the period of creating assets and working towards making them productive. Once an asset is created and has become functional, the use of cash/food should be discontinued. The level of functionality must be defined during the community engagement activities (CBPP and next stages of specific activities preparation and training) to have a common understanding on when the food or cash handout will be discontinued.

After an asset becomes productive, all maintenance activities should not include food or cash incentives or only when clearly defined in the agreed activity plans for measures that need 1-2 years upgrading (e.g. specific check-dams). Subsequent assets or measures that are created to complement assets related to restoring agricultural production must not use food /cash as a motivation for communities to be involved in the asset creation activities. This emanates from the notion that as long as the complementary asset is beneficial to communities, that should be the motivation (not food /cash) for them to provide their support. Examples of complimentary assets include granaries and drying platforms but also applications of Farm Yard Manure (FYM) in agricultural half-moons, homesteads tree planting and micro-gardens, horticulture beds maintenance and composting work, etc. These are all activities that should be household and groups contributions with WFP just supporting the technical staff who may advise on specific technical measures. Parameters to track at each site include.

- Assets created under FFA and number of people involved in FFA activities.

- Assets created without the food or cash incentive and people involved in these asset creation activities.
- Assets created without incentives and part of the community/groups' contribution (e.g. % of realization, time dedicated/person/week or month)
- Main purposes and uses of the assets and products generated from these assets (e.g. crops/pasture/fodder/vegetables, etc.) – including sharing arrangements.
- The number of agreements reached over the areas restored or improved with specific assets (e.g. number of land use agreements and their duration, number of management committees established and membership/representation, etc.)
- Level of utilization of the asset (number and composition of people using the asset once completed)
- National guidelines or technical compendiums including standards and norms of specific activities promoted through WFP's work.
- Comparison between the monetary value of income/benefit generated from the asset and the monetary value of the handout (food/cash) needed for the investment.

Table 1: Examples of Assets and related community contributions

Progressive Community Contribution in IRP/FFA Activities (Detailed indicators' table in annex 2)

Area of Contribution	Year 1	Year 2	Year 3 and Beyond
Training & Capacity Building	• Group organization and coordination • Work norms and quality standards • Basic agricultural techniques • Pest and disease management	• Continuation of Year 1 topics • Introduction to post-harvest loss reduction (harvesting, storage, transport, conservation)	• Advanced training on value addition, food processing, market access, and local commercialization
Labor Contribution (Workdays)	• 1 day of unpaid community work every 5–6 days • ~4 days/month • 20 days over 5 months (out of 100–125 total days)	• Same level of contribution maintained	• External assistance reduced to 75 days • Community contributes additional 20–25 days (approx. 8 days/month) on a voluntary basis
Natural Resource Management	• Initial composting and land preparation on limited areas	• Increased compost production and seed collection • Initial maintenance of	• Full responsibility for composting, seed and plant management • Maintenance of larger areas and infrastructure

		restored land and assets	
Asset Protection		• Introduction of guarding/fencing (mise en défense) • Start of protecting productive zones	• Routine guarding and community-led protection of restored and cultivated areas

5.3. VALUE CHAIN DEVELOPMENT (FOCUS JOBS AND YOUTH)

The work on value chain development (VCD) complements asset creation activities. This can be carried out during the first year of implementation or can be further down the programme period depending on the assets being created, the scale achieved, the level of integration, and the quality of the assets created as well as the targeted value chains envisaged or emerging from these efforts. When assets created to restore and improve the production capacity of landscapes are completed or specific ecosystems services are generated, they need to be fully optimized.

Activities to optimize these assets (natural and physical) include training beneficiaries on activities such as regenerative practices to improve fertility and sustain production, postharvest management (including processing) of produced commodities, access to markets and financial inclusion through farmer/HH savings group. There are strong linkages between FFA and SAMS activities related to supporting smallholder farmers agricultural activities and promoting forestry food and non-cropping products (e.g. honey, fruits, woody products, spices from, oils, leaves, gums, etc.). Optimization of assets created can include provision of support to increase agricultural productivity and promoting marketing of surplus commodities, activities mirroring SAMS interventions. At the onset of VCD initiatives WFP might provide equipment and other related inputs.

However, as part of the progression strategy such support will be discontinued with time, informed by the signed activity plans and agreements in managing assets and equipment, group formation and training. By the end of the project, it is expected that most of the support will be limited to training (refresher training activities). Parameters to track can include:

- Number of households utilizing the rehabilitated land for income generating activities.
- Groups using specific portions of rehabilitated areas dedicated to “supply” IGAs and savings groups (e.g the E.S.P.O.I.R concept in Niger)
- Restored land under production and levels of production (yields).
- Types of commodities being produced (cereals, fodder, pulses, vegetables, tubers, etc.).
- Number and type of livestock per household increase.
- Farmers and women involved in the savings group.
- Number of trees planted and the respective purposes (rehabilitated community areas, individual fields,

homesteads, horticulture sites, sand dunes, etc.).

5.4. NUTRITION

The integration of nutrition is a cross-cutting priority in WFP's Strategic Plan. The design of nutrition interventions is based on the analysis of the context and the drivers of malnutrition as well as on the outcomes of 3PA. Under the IRP, the focus is on malnutrition prevention by improving access to healthy and nutritious diets for young children and pregnant and breastfeeding women and girls. In communities with high rates of acute malnutrition, moderate acute malnutrition (MAM) supplementation may also be implemented. Efforts to prevent malnutrition and improve diets involve implementing multisectoral interventions, including those led by partners, to increase the availability, access, affordability, and consumption of nutrient-dense foods. Parameters to track can include:

- Proportion of eligible population reached by nutrition preventive programme (coverage)
- Number of people receiving supplementation for moderate acute malnutrition (children 6–59 months and pregnant and breastfeeding women)
- Number of people reached through social and behaviour change (SBC) approaches
- Percentage of individuals practicing recommended healthy diet behaviour
- Proportion of children aged 6–23 months receiving a minimum acceptable diet
- Minimum diet diversity for women and girls of reproductive age
- Percentage increase in production of high-quality and nutrition-dense foods

- Proportion of households that cannot afford the lowest-cost nutritious diet
- Trends in acute malnutrition rates over the years

5.5. SCHOOL FEEDING

The expected evolution of school meals should lead to government taking responsibility of this initiative without financial or commodity support from WFP. Reaching such levels is a national issue which is beyond the scope of progression of IRP sites in themselves and is related to WFP's broader engagement in school feeding and national system strengthening. However, the IRP can influence specific models of locally focused HGSF solutions and synergies notwithstanding that an important outcome of progression and phasing-out will relate to the level of coverage of communities by national programmes and related social protection schemes.

Complementarily, at community (site) level, expectations are that school meals evolve to fully home-grown school feeding – using locally available foods. This is an indication of improved productivity and utilization of created infrastructure or assets. The education sector may supply the schools through locally strengthened OP supported via the HGSF protocols to deliver food to schools on the basis of specific contracts.

In absence of solid SF programmes, food supply gaps or erratic delivery, self-help complementary contributions from the communities (e.g. additional condiments and foods such as dry fish, eggs, vegetables and other products) from their own production to the school meals initiative should be envisaged and agreed, which is also called Endogenous Canteens mechanisms. It is important to understand that the ability to produce for the market will depend on the season hence in good seasons, communities are able to produce surplus – somethings very

difficult or not possible in bad years. The parameters to track can progress include:

- Type and quantities of commodities produced from the site that are being sold to the HGSP market.
- Type and quantities of commodities produced from the site being delivered as in-kind contribution to the HGSP initiative.

Other Basic Services: Although not under WFP's mandate, some basic services complement work on promoting food security and nutrition. These include water and sanitation activities and access to health services. Under the responsibility of government, they are implemented by partners (state actors, UN agencies, NGOs) and parameters to be tracked will be determined by these partners and should be included in activity plans where possible.

5.6. LEAN SEASON ASSISTANCE

The need for food and nutrition assistance during lean season within the framework of the IRP is being rethought and is drastically reduced with the exception of the first 1 year targeting people unable to work and with specific disabilities – with the expectation that as of the second year such beneficiaries will receive solidarity from other members of the community using innovative approaches – i.e. a dedicated “turbo-tontine” or augmented support to women-managed savings that include poorest HHs; or mechanisms to dedicate part of the rehabilitated areas able to supply a local solidarity scheme (see concept ESPOIR described earlier). It will be important to track over time the level of food security in target communities. Where possible, communities can be supported to come up with community grain banks which can be used to cater for lean seasons need. Parameters to track can include:

- Number of households in target communities requiring lean season

assistance the first year and number of such HH assisted by community-based schemes in year 2 and beyond.

- Quantity of food from community grain bank availed for lean season assistance by the community/groups.

5.7. GENDER – THE FOCUS ON WOMEN, YOUTH AND MARGINALIZED GROUPS

IRP interventions are designed to foster sustainable improvements in gender equality over five years, focusing on governance, land access, economic empowerment, and education.

The program aims to increase women's participation in governance structures within producers' organizations (OPs) and asset management committees, ensuring women hold leadership roles and actively contribute to decision-making. Strengthening women's voices in these spaces enhances their influence on community priorities and resilience strategies.

Women's access to land is also a priority. The IRP works with women's market gardening groups to facilitate land tenure security, helping them secure regulated land-use rights. This enables women to invest in sustainable agricultural practices and improve household food security.

The program also empowers women economically by supporting income-generating activities (IGAs) and village savings and loan associations (VSLA/AVECs). Special focus is placed on value chain development and agricultural crop transformation, helping women engage in the processing, marketing, and value addition of local products. This promotes sustainable businesses, enhances market access, and boosts income opportunities, fostering broader community resilience.

Additionally, the IRP emphasizes education, offering incentives for schoolgirls to stay in school and reducing dropout rates, contributing to long-term gender equality. It also supports nutrition prevention and treatment for pregnant and breastfeeding women, ensuring access to nutritious food and health services to reduce malnutrition risks.

Through these integrated, gender-transformative approaches, the IRP enhances women's resilience, leadership, and economic empowerment, generating evidence for adaptive programming and long-term impact.

Parameters to track may include:

- Proportion of women with decision-making power, including their representation in community-based committees, asset management committees, and local governance bodies.
- Proportion of men and women with access to land.
- Proportion of men and women participating in cooperative management and/or income-generating activities (IGA).
- Proportion of men and women reporting increased economic empowerment.
- Proportion of men and women with access to natural and economic resources.
- Proportion of women who have mastered agricultural techniques and/or management skills
- Proportion of men involved in child or family nutrition
- Existence of mechanisms for protection against gender-based violence (GBV)

- Women's access to agricultural technologies and climate innovation
- Proportion of women involved in conflict management mechanisms
- Proportion of schoolgirls with increased permanence in schools and reduced drop-out rates.

5.8. SOCIAL COHESION

Parts of all five countries where IRP is being implemented, contend with varying levels of ongoing community-level tensions, whether related to social stratifications, historically strained relations between groups, agro-pastoral or other competition over land or other natural resources, population displacement, the presence of armed actors. Regardless of intentions, transformative programming such as IRP will have a significant impact on these dynamics.

As a result, and as research has shown, the potential for social cohesion contributions is substantial. In contexts like the Sahel, with its current threats and conflict outlook, it is therefore essential to (i) monitor evolutions in social cohesion, (ii) minimize negative impact on local dynamics and specific relationships, and (iii) aim for specific contributions to peaceful resolution of specific issues and competition over resources throughout the abovementioned activities. Parameters to track can include:

- Perceptions of different groups over the use of specific resources;
- Strength of relations within communities such as level of recourse to conflict resolution mechanisms,
- Representativeness of vulnerable groups in assets and other activities management committees, especially for women, youth, and other potentially disadvantaged groups.

5.9. INCLUSION INTO NATIONAL PROGRAMMES

IRP Progression Strategy aims at Strengthening National Resilience Systems, in different ways.

a. Integration with National Systems

The IRP strategy emphasizes integrating resilience-building efforts to be complemented by national social protection systems and adaptive responsive mechanisms such as Early Warning Systems (EWS), Early Response, and anticipatory actions in case of catastrophic shocks. While the IRP does not directly implement these systems, it facilitates their expansion into IRP areas, ensuring resilience efforts are safeguarded beyond the program's lifespan. A key focus is transitioning to government ownership, particularly for pursuing enhanced technical standards for large scale restorative practices and programmes and promote soil health and wider dissemination of regenerative practices.

b. Ensuring Long-Term Sustainability and supporting National Strategies & Commitments

By promoting and adopting IRP models in other Gvt-led or partners supported programmes it fosters national commitments such as on Nationally Determined Contributions (NDCs) and Land Degradation Neutrality (LDN), and social protection systems, and others related to the three Rio Conventions, including the PAAGGW. The gradual handover to governments creates a sustainable mechanism for managing multiple risks and social vulnerabilities, fostering self-reliance and long-term impact.

c. Strengthening Governance and Institutional Capacity

By reinforcing local governance structures, the IRP ensures that national policies and

resilience and other strategies are effectively implemented at the community level. This creates a continuous feedback loop, where local experiences shape national policies, and national strategies guide local action. The result is a more responsive and adaptive system that fosters resilience at all levels.

d. Promoting a Scalable and Sustainable Resilience Model

Through its progression strategy, the IRP enables government-led expansion of resilience programs and related restarting or strengthening of local food systems, ensuring communities are better prepared for future shocks. This approach supports national ownership, long-term sustainability, and the seamless transition from humanitarian aid to durable development solutions.

5.10. OTHER RISKS MANAGEMENT INSTRUMENTS – INCLUDING CLIMATE SERVICES

Access to timely weather information is essential for planning of both humanitarian assistance activities for WFP and agriculture activities for communities. Rainfall predictions regarding the upcoming seasons could assist farmers prepare their activities accordingly e.g., early planting, use of early maturing varieties. Governments, assisted by different partners such as FAO, WFP and others are expected to provide weather information to farmers and herders over time. Climate information services are useful in assessing the quality of seasons in terms of climate vagaries and informing subsequent coping strategies to be used by target communities.

5.11. CONTRIBUTION TO THE DECENTRALIZATION AGENDA

The IRP progression strategy also contributes significantly to the decentralization agenda by embedding key tools, such as Seasonal Livelihood Programming (SLP) and Community-Based Participatory Planning (CBPP), within sub-national development

plans. These tools are pivotal in aligning local development processes with national priorities to transition away from humanitarian assistance and foster more resilient food systems in the face of multiple shocks and social cohesion. The operationalization of these tools at the sub-national level helps to strengthen local decision-making processes and capacity to develop plans that feed into national plans and approaches whilst enhancing participation, accountability and incorporation of local contributions to development and mutual-help.

6. Performance indicators

Mentioned in the previous section are mostly activities and output indicators. The outcome or impact of implementing IRP will enable temporal comparisons to be made to gauge the progress being made towards achieving set goals/objectives. The main objective is improving livelihoods through food security and income. Threshold levels to be attained (milestones) for the different indicators can be established at the onset. These milestones are expected to be achieved by the end of the third year as shown by the progression strategy schematic diagram (Fig 1). The milestones inform the transitioning from the inception to the progression package. The main indicators of interest and the respective milestones (proposed) to be considered at each site are listed in the Annexes.

Given the different contexts in IRP focus countries, some of the proposed parameters might not be applicable in some target communities. Therefore, proposed parameters and thresholds are not fixed. They can be selected, and threshold adjusted in consultation with the community and other stakeholders involved in the project, considering the community base case. These parameters also relate to the indicators at phasing out (Annex 1).

7. References

WFP. 2024. The Integrated Resilience Programme in the Sahel: Scale Up 2024-2028. Operational Roadmap. Regional Bureau for Western Africa, Dakar

8. Annexes

ANNEX 1: PROPOSED SITE PROGRESSION STRATEGY INDICATORS AND TARGETS (OLD & NEW SITES)

This is an extensive list of potential indicators. Country Offices (COs) can select relevant indicators based on site-specific context, monitoring capacity, and data availability to effectively track progression.

Site Progression Targets ¹				
		3 years	5 years	10 years
Community ownership and commitments	% of participants sign-off on activity plans	> 70	> 80	> 90
	% of participants involved in community activities after the discontinuation of the food/cash incentive	> 70	> 80	> 90
	% of commitments made by stakeholders in the signed-off agreement fulfilled	> 50	> 75	> 90
	Group leader (per site) trained and certified by WFP to carry-out community participatory approaches	> 1	> 3	> 5
Asset Creation	All activities transition from FFA to asset creation without incentives	All	All	All
	Sites showing Asset implementation and Environmental positive impact according to AIMS			
	Ratio between individual benefits (monetary equivalent) derived from created assets and the cash/food incentive	> 0.50	> 1.1	> 1.5
	% of the initial participants utilizing each of the created assets	> 50	> 65	> 75

¹ Base-line information to be incorporated as available

	% utilization of functional capacity reported for created assets	> 50	> 65	> 75
	% of participants involved in the maintenance or rehabilitation of assets after the discontinuation of the food/cash incentive	> 70	> 80	> 90
	% of men and women on asset management committees	40	> 50	> 50
	% of men and women with increased access to land tenure and use (i.e. % covered by medium-long agreement on land tenure and use)			
	% of women and men who have developed an IGA with program support	>30%	70%	>80%
	% of productive potential and infrastructure threatened by sand dunes are secure	>50%	80%	95%
	% of villages have a cereal bank with at least 1 month of stocks covering the cereal needs of households assisted during the lean season	>20%	>50%	>70%
	- % of men and women on asset management committees	40	> 50	> 50
Value Chain Development	% of participants reporting surplus production of key commodities.	> 50	> 75	> 90
	% establishment rate for planted tree species.	> 50	> 75	> 90
	Crop yields above national averages.	>50%	Yes	Yes
	% reduction in livestock deaths	> 50	> 70	> 80
	% of participants reporting use of GAP beyond WFP sites	> 75	> 80	> 90
	% reduction in initial postharvest losses for key commodities.	> 20	> 30	> 50
	% of men and women in cooperative's management	> 30	> 50	> 70
	Proportion of women and men reporting economic empowerment	> 30	> 50	> 70

Nutrition	Proportion of children and women reached through a preventive nutrition programme (coverage)	> 60%	> 70%	> 80%
	Percentage of moderate acute malnutrition cases reached by supplementation services	> 50	> 70%	N/A
	% of children 6-23 months who receive a minimum acceptable diet (MAD)	> 20	> 50	> 70
	% of women and girls of reproductive age reaching a minimum dietary diversity (MDD-W)	>30%	>50%	> 70
	% of malnutrition among beneficiaries identified through MUAC screening	<15%	5-15%	<5%
	% increase in production of high quality and nutrition dense foods	> 50	> 70	> 90
	Percentage of individuals practicing recommended healthy diet behaviour	+10-25 % points	+30-40 % points	+45-60 % points
	Proportion of households that cannot afford the lowest-cost nutritious diet	<55%	≤ 50%	≤ 40%
School Meals	% of grain requirements for the school meals being source from local community (site) production	> 2	> 3	> 5
	Instances of community donation of grain	Partially	Yes	Yes
	Inclusion of locally produced nutritious foods in school meals (animal products, fruits, and vegetables)	Partially	Yes	Yes
	Schoolgirls benefitting from incentives to stay in school, leading to reduced dropout rates.	-5%	-10%	-25%
Lean Season Assistance	Duration in months of lean season assistance requirement for all households	< 4	< 2	None
	% of households in need of food assistance	< 50	< 25	None
	Equivalent in months of community (households covered by the site) grain requirements stored in community grain bank (emergency food stocks)	< 1	< 3	< 5

	% considering the program has a positive impact on relations between people within their community / Household and/or Social Group	>15	>30	>50
	% considering competition over resources within their community and/or between communities has gotten less intense thanks to the program	>15	>30	>50
Inclusion into national programmes	IRP sites integrated into national social protection			**
	IRP sites schools integrated into national school feeding programmes (SF handed-over to GvT)			**
	Preparedness systems in place in IRP areas (commune level: i.e. EWS, AA, Early Action -insurance)			Yes
	CBPP and SLP contributing to sub-national (communal/regional) development plans			Yes
	IRP interventions handed-over to institutional actors (STC, academies)			Yes

ANNEX 2: PROGRESSIVE COMMUNITY CONTRIBUTION IN IRP/FFA ACTIVITIES

Type of asset	Contribution (community/group/household)	Number of volunteer contribution days. Per Year					Note
		A 1	A 2	A 3	A 4	A 5	
Land restoration (Half-Moons, trenching, zai, stone cordon, etc.) 100 days over the 3 1st years and 75 days over the 4th and 5th years. Every day, you have to amend the work you've done.	1. Participation in training/awareness sessions (1-4 hours/week)	20	25	30	35	40	Raise awareness upstream so that, apart from work on the site, most complementary activities are carried out by volunteers. Over the years, the site has grown and so has the need for volunteers.
	2. Creation of productive assets (at least 1 day in 5 per week, i.e. <u>0.2 to 0.6Ha per household per year</u>)	20	20	40	40	60	
	3. Organic amendment of DL, Zai,... (75 to 100 days of FFA per year <u>with 1000 to 1500 Kg per household per year</u>)	100	100	100	75	75	
	4. Pastoral seed collection (5Dr/year) <u>40 to 75Kg per household per year</u> . You need at least 5-10Kg for a DL and 0.5Kg per zai.	5	7	9	12	15	
	5. Seeding and planting of structures per rainy season (<u>3 to 5 people to seed and plant 1 Ha</u>)	7	10	12	15	20	
	6. Production of forest seedlings at least 3 months old in village nurseries. WFP provides equipment and training. <u>At least 30,000 to</u>	90	90	90	90	90	

	<u>80,000 plants produced per year per nursery.</u>						
	7. Maintenance of structures during and after the rainy season (1 day/week)	16	20	25	30	35	
	8. Guarding/defending FFA sites: 2 days/month over 2 to 3 years.	20	24	30	35	40	
	9. Management of production resulting from the exploitation of assets, although in some cases the SMC benefits from a share of the profits.	Con- tinue					
Mowing/Control of invasive aquatic plants (Tipha Ost, Jacinte d'eau,) and terrestrial plants (Sida Cordifolia, Pergulariat	Production of community compost from mowed/removed material. This involves :						The more they realize the benefits of composting, the more they'll compost.
	1. Dig compost pits (4 per team of 20, 3mX2mX1m per week). On an average site with 300 participants, this means digging more than 1,000 6m3 pits per year.	20	20	25	Enough pits		
	2. Put material in pits with proper technique (1 d/7)	20	30	35	35	40	
	3. Maintain/return to ripeness (1 day out of 15)	10	10	15	15	20	
	4. Store/transport compost to assets (1 day in 60)	5	10	10	15	15	
	5. Application of compost to fields and gardens (community and individual)	10	15	15	20	20	
Hut development, which concerns activities in household concessions. These are activities for each household	1. Dig 2 to 3 tree trench models per household, fertilize with manure, plant and maintain.	4	4				Most of the activities are carried out in year 1 and just 1 for maintenance in subsequent years.
	2. Direct sowing of at least 5 Moringa seedlings per year (i.e. 1,500 plants per year on an average site of 300 households).	1	1				
	3. Construction, use and maintenance of at least one improved fireplace for 100% of households	2	1	1			
	4. 100% of households with at least one small ruminant have built and use a feed trough for small ruminants.	2	1	1			
	5. Individual compost production, at least 20 m3 per household per year (2 fakes of 6M3 per household with at least 2 productions per year, i.e. from July to September)	10	15	20	30	30	
	6. Dig one garbage pit per household for non-compostable/biodegradable waste.	1					
	7. Dig, make bricks and a dale for one latrine per household. The WFP could help with cement and rebar to make the dale if there are no other	10					

	actors taking charge and if resources are available.						
	8. Homestead activities: Some simple activities around the homestead can have a significant impact on household health and nutrition. An integrated package of nutrition-sensitive activities should be promoted, including, for example: the installation of feed troughs to prevent animals from eating off the floor, the installation of nylon ropes to dry clothes away from contaminants, drip trays or shelves for dishes to avoid their contact with the floor, and the construction of chicken coops to reduce the presence of animal excrement in living spaces. These low-cost measures aim to reduce the risk of fecal-oral transmitted diseases and strengthen the links between household livelihood activities and health and nutrition outcomes. And more.						Must be part of an integrated package, for which households receive an incentive (e.g. Chad 75k CFA), especially for the purchase of NFI needed for construction, and community labor input (digging pits, making chicken coops, etc.).
Construction and management of community infrastructures	Volunteer to build a 30m2 (5mX6m) cereal bank store in village banco according to the dimensions given by the State. The WFP will provide cement support for the plastering, and materials for the roof (sheet metal, square tube), doors and windows, and pallets.	10	1	1	1	1	The store is built in 10 days. 1 day per year for maintenance
Access to reclaimed land	Unconditional loan over 5 years or more for parts or all of the restored farmland (rainfed and market garden) to project beneficiaries. (***)Specify whether the loan covers the whole year or only the dry season for market gardening.	3-6 months	3-6 months	5-12 months	5-12 months	5-12 months	The landowner farms in the rainy season
Participate in community diagnosis	Participation in surveys, PCP or PCP review, preparation and reception of missions from authorities, technical services, WFP, etc.	10	15	20	25	30	

General explanatory note

Training:

In the first year, training focuses mainly on the organization of participants, compliance with work standards and yields, cultivation techniques, pest control, etc. In subsequent years, as production increases, training is also provided on reducing post-harvest losses and adding value to produce (harvesting techniques, preservation, processing, storage, transport, etc.). In subsequent years, as production increases, training is also provided on

reducing post-harvest losses and adding value to produce (harvesting techniques, preservation, processing, storage, transport, etc.).

Asset creation:

In the first year, assets are created at the rate of one day in five or six, i.e. around 4 days per month, representing 20 days over a 5-month FFA period, for a total of 100 to 125 days of assistance. From the third year onwards, this assistance is reduced to 75 days to avoid dependency. However, the community contribution must increase to cover 100% of the 20 to 25 days of FFA per month, i.e. around 8 days per month, totalling 40 days over 5 months.

Notes

Additional activities:

Compost production, seed collection, maintenance of structures, etc., are activities that will become increasingly important over the years. Indeed, as the land is restored, the need for compost, seeds and seedlings increases, as does the need for time to maintain the structures built over the years.

Guarding / Fencing:

Guarding or fencing generally begins in the second year, coinciding with the first crop production.

Community workload and intensity of contributions:

The intensity of contributions (over 100 days in some years) could exclude some households, particularly those headed by women or with little available labor. It would be useful to provide for flexible or collective - or self-help - arrangements.

Recognition:

Organize annual community ceremonies to publicly recognize and celebrate the contributions of the most committed groups or individuals. This recognition should not be limited to symbolic gestures - it can include certificates, small in-kind rewards (NFI provided by the project), or opportunities to take on community leadership roles. This mechanism should be introduced at an early stage of the project to reinforce motivation, social cohesion and a culture of voluntary commitment.

****Grounding:**

Consider access to land as a formalized community contribution. Estimate the value of this, based on market prices for land transfers.

World Food Programme
Western And Central Africa Regional Office

Resilience and Climate Action Unit

Rue Du Mal Gallieni, Dakar, Senegal

wfp.org