Kingdom of the Netherlands

SOIL VALUES
MAINSTREAMING SUSTAINABLE SOIL MANAGEMENT IN THE SAHEL

SOIL VALUES
2026 WORK PLAN



December 2025

IFDC SNV WAGENINGEN UNIVERSITY & RESEARCH

AGRA Sustainably Growing Africa's Food Systems | CIFOR | World Agroforestry | IITA Transforming African Agriculture | ISRIC World Soil Information | IWMI International Water Management Institute

Contents

Summary iv

1 Introduction 1

2 Context Analysis 2

3 Progress 3
- 3.1 Progress as Related to the Theory of Change 3
  - 3.1.1 Agroecology Pathway 5
  - 3.1.2 Inclusive Market Development Pathway 6
  - 3.1.3 Enabling Environment Pathway 7
- 3.2 Lessons Learned 7

4 Program Strategy 2026-2028 9
- 4.1 Development of Pathways 9
- 4.2 Strategic Pillars 10
  - 4.2.1 ISFM Promotion: Community Engagement and Technology Testing 10
  - 4.2.2 Gender Equality and Social Inclusion (GESI) 11
  - 4.2.3 Climate Resilience (CR) 12
  - 4.2.4 Crop-Livestock Interactions (CL) 12
  - 4.2.5 Partner Leverage and Engagement (PLE) 13
  - 4.2.6 Private Sector Engagement and Business Development (PS) 13
  - 4.2.7 Capacity Strengthening (CS) 14
  - 4.2.8 Digital Agenda (DA) 14
  - 4.2.9 Legacy Harvesting and Scaling 14

5 Program-Level Work Plan 15
- 5.1 Overview of the Work Planning Process 15
- 5.2 Regional Activities 16
- 5.3 Country Activities 17

6 Monitoring, Evaluation, and Learning (MEL) 35

7 Communications and Knowledge Management 36
- 7.1 Communications 37
- 7.2 Knowledge Management 37

8 Risks and Assumptions 38

9 Operations 39

10 Budget 40

Appendix 1. Outcome and Impact Indicators 42

Tables

Table 1. Lessons learned and the way forward 7
Table 2. Regional-level activities 2026 16
Table 3. Country-level activities 2026 18
Table 4. Budget summary per category 40

Figures

Figure 1. Theory of Change of the Soil Values program 4
Figure 2. Soil Values program watersheds 5
Figure 3. Soil and ISFM mapping and sampling approach along three levels 6
Figure 4. Revised Soil Values organogram 39

Acronyms

2SCALE	Toward Sustainable Clusters in Agribusiness through Learning in Entrepreneurship
ACReSAL	Agro-Climatic Resilience in Semi-Arid Landscapes
AES	Alliance of Sahel States
AFFM	Africa Fertilizer Financing Mechanism
AFIDA	Africa Fertilizer Industry Development Association
B2B	Business to Business
CILSS	Permanent Interstate Committee for Drought Control in the Sahel
CORAF	West and Central African Council for Agricultural Research and Development
DGIS	Netherlands Directorate-General for International Cooperation
ECOWAS	Economic Community of West African States
EnGRAIS	Enhancing Growth through Regional Agricultural Input Systems
FeSeRWAM	Fertilizer and Seed Recommendations Map for West Africa
FSRP	Food Systems Resilience Program
GESI	Gender Equality and Social Inclusion
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
ICRAF	World Agroforestry
IFDC	International Fertilizer Development Center
IITA	International Institute of Tropical Agriculture
ILM	Inclusive Landscape Management
IP	Intellectual Property
ISFM	Integrated Soil Fertility Management
ISRIC	ISCRIC – World Soil Information
IWMI	International Water Management Institute
L-PRES	Livestock Productivity and Resilience Support Project
MEL	Monitoring, Evaluation, and Learning
NGO	Non-Governmental Organization
NTFP	Non-Timber Forest Product
PPP	Public-Private Partnership
PRAPS	Regional Sahel Pastoralism Support Project
Pro-ARIDES	Agri-Food Program for Integrated Resilience and Economic Development in the Sahel
S2P	Space to Place
SME	Small and Medium Enterprises
SNV	Netherlands Development Organization
SSG	Strategic Support Group
SWC	Soil and Water Conservation
ToT	Training of Trainers
UEMOA	West African Economic and Monetary Union
VSLA	Village Savings and Loan Association
WACoFeC	West Africa Committee for Fertilizer Control
WAFA	
WASCAL	West African Science Service Centre on Climate Change and Adapted Land Use
WUR	Wageningen University & Research

Soil Values
2026 Work Plan

Summary

The Soil Values program (2024-2033) aims to restore soil health, strengthen resilient agricultural assets, and improve food security in Burkina Faso, Mali, Niger, and Northern Nigeria. Soil Values leverages and works through major regional and national programs, with special emphasis on the Food Systems Resilience Program (FSRP) in the francophone countries and the Agro-Climatic Resilience in Semi-Arid Landscapes (ACReSAL) project in Nigeria. Additionally, the Regional Hub for Fertilizer and Soil Health for West Africa and the Sahel, the Livestock Productivity and Resilience Support Project (L-PRES), and the Agri-Food Program for Integrated Resilience and Economic Development in the Sahel (Pro-ARIDES) are of particular importance for Soil Values to relate with programmatically.

Rising insecurity, climate shocks, and land degradation are putting increasing pressure on agricultural production systems and food security in the four target countries, and internal displacement is straining natural resources and exacerbating land conflicts. Soil Values addresses these acute crises by safeguarding production where pressure on natural resources is high and by increasing resilience of the farming population through soil restoration and scaling of sustainable soil health practices and innovations.

Key activities carried out in 2024 and 2025 included formalizing partnerships with regional and national programs through the signing of partnership agreements and co-designing and implementing field activities in selected watersheds where major program partners are already active. In addition, a prototype GeoPortal was developed to track soil health data, and the results of various studies conducted by the program were uploaded to gain a thorough understanding of the soil health situation in the four target countries.

The implemented activities have laid the groundwork for a consolidated three-year strategy (2026-2028) designed to deepen national and community ownership, strengthen institutional and implementation capacity, and accelerate scaling of soil health innovation and practices at watershed level. The program's mid-term strategy and key activities for 2026 are structured according to the three program pathways:

1. **Agroecology Pathway.** This pathway comprises a community-centered inclusive landscape management (ILM) component and an integrated soil fertility management (ISFM) technology testing and scaling component.

   In 2026, Soil Values will take on and further develop the community-centered ILM approach, which is already implemented by FSRP and ACReSAL. Soil Values will specifically address ISFM in a community engagement process, leading to "bundle boxes" made up of preferred ISFM-based agricultural solutions, in combination with other technical and financial products and services. Soil Values, with partners, will conduct cost-benefit analyses for these bundles and capacitate local implementers, including public and private extension officers and staff of non-governmental organizations (NGOs), in training delivery and soil health solutions. By 2028, smallholder farmers will have adopted ISFM-based bundle boxes that are financially feasible, socially acceptable, and climate resilient.

Since Soil Values is not starting from scratch, it will take on ISFM technologies in which communities have already demonstrated interest, a process already begun in 2025. These include mineral and organic fertilizer combinations, improved seed, forage species, use of locally available rock phosphates and organic resources, growth stimulants, agroforestry, mechanization, and soil and water conservation. Another approach pertains to improved land use systems that involve rotations with leguminous species and crop-livestock interactions. Work will focus on gathering evidence on the effects of these technologies on soil health improvement, on demonstration and community validation, and on scaling via a training of trainers (ToT) approach. In 2028, the most favored and most effective practices will be ready for more widespread scaling out to neighboring areas.

Deployment of digital, particularly geospatial, tools along with participatory monitoring and evaluation by the communities will be indispensable in building evidence of change and improvement. All activities will be implemented through three strategic perspectives: gender relevance, contribution to climate resilience, and crop-livestock interactions.

2. **Inclusive Market Development Pathway.** In 2026, Soil Values will initiate a collaborative effort with private sector partners to design and pilot integrated packages of ISFM practices along with supporting business models, prioritizing the reduction of financial and agricultural risks for farm households and communities. Emphasis will be placed on establishing and strengthening village savings and loan associations (VSLAs) and cooperatives within chosen value chains. To directly improve financial inclusion and input accessibility, the program will pilot innovative mechanisms including agri-insurance, carbon credit initiatives, and a co-developed credit guarantee program with the Africa Fertilizer Financing Mechanism (AFFM) in Burkina Faso, Mali, and Niger. A financial inclusion and input access digital solution will also be piloted in Nigeria. The strategic aim is that by 2028, these proven financial instruments and business models will be successfully scaled across all program watersheds and beyond.
3. **Enabling Environment Pathway.** In 2026, Soil Values will operationalize its regional and national partnerships by co-developing activities and long-term inclusive capacity strategies. The program will assist in developing soil health curricula and begin co-developing ISFM-relevant training materials with regional and national programs and public and private extension services. Soil Values will support advocacy efforts of the private sector and civil society toward favorable policies that support the integration of soil health into agricultural practices. By 2028, national implementing agencies will be promoting harmonized soil health practices, laying the foundation for institutionalized adoption. Soil health is increasingly becoming part of the strategies and work plans of not only major program partners FSRP and ACReSAL, but also those of the Economic Community of West African State (ECOWAS), the West African Economic and Monetary Union (UEMOA), the Permanent Interstate Committee for Drought Control in the Sahel (CILSS), and other regional bodies. This prioritizing of soil health will pave the way for mainstreaming ISFM.

Beyond these pathways, the following strategic pillars have been identified: community engagement, ILM, gender equality and social inclusion (GESI), climate resilience, crop-livestock interaction, partner leverage and engagement, private sector engagement, capacity strengthening, and digital agenda.

Then, proposed activities in 2026 follow regional, all countries, and specific country groupings.

Note: The Monitoring, Evaluation, and Learning section (Section 6) does not yet include the ongoing development process (December 2025).

1 Introduction

Soil Values (2024-2034), funded by the government of the Netherlands, is a program aimed at mainstreaming integrated soil fertility management (ISFM) in West Africa, primarily in four countries in the Sahel region – Burkina Faso, Mali, Niger, and Northern Nigeria. The program is designed to make soil health a mainstay of agricultural systems in the Sahel and the Guinean savanna and enable small-scale food producers to manage soil fertility in a way that allows ecologically sustainable food production in a gender-sensitive context, with consideration for climate resilience and adaptation. The ultimate target is to improve soil health and productive capacity on 2 million hectares of farmland in the Sahel as well as the resilience and well-being of 1.5 million small-scale food producers, particularly women, in the four intervention countries.

Soil Values is being implemented by a consortium led by the International Fertilizer Development Center (IFDC), together with the Netherlands Development Organization (SNV) and Wageningen University & Research (WUR), complemented by five knowledge partners – AGRA, World Agroforestry (ICRAF), the International Institute of Tropical Agriculture (IITA), ISRIC –World Soil Information, and the International Water Management Institute (IWMI). It is a catalyzing program that leverages its resources alongside large regional and national programs, with a focus on the Food Systems Resilience Program (FSRP) in the francophone countries and the Agro-Climatic Resilience in Semi-Arid Landscapes (ACReSAL) project in Nigeria. Also of high importance for Soil Values are the Regional Hub for Fertilizer and Soil Health for West Africa and the Sahel and the Agri-Food Program for Integrated Resilience and Economic Development in the Sahel (Pro-ARIDES).

Soil Values operates through three pathways: agroecology (watersheds and communities), inclusive market development (markets and financing), and enabling environment (institutions and policies). These pathways are implemented through five intervention areas: bundling, integrating, brokering, convening, and scoping and learning. Activities take place at regional, national, and watershed levels.

This document presents the Work Plan for 2026, the third year of Soil Values. It is structured as follows:

- Section 2 provides a brief analysis of the context in which Soil Values operates and recent changes to this context.
- Section 3 describes the progress made so far with regard to the Theory of Change and the lessons learned from activities carried out in 2024 and 2025.
- Section 4 outlines a strategy for the next three years (2026-2028).
- Section 5 lists regional and country-specific key activities for 2026, linked to the programs of FSRP and ACReSAL.
- Section 6 presents the Monitoring, Evaluation, and Learning (MEL) methodology for 2026.
- Section 7 explains the 2026 plans for communication and knowledge management.
- Section 8 discusses the risks and assumptions in program implementation.
- Section 9 highlights program management.
- Section 10 presents the budget for 2026.
- Appendix 1 provides an overview of outcome and impact indicators.

2 Context Analysis

In recent years (2024-2025), the Sahel region has faced a combination of political, security, climate, and economic crises that have placed increasing pressure on agricultural production systems and food security. The security situation in the Central Sahel remains unstable, with ongoing insecurity in Burkina Faso, Mali, and Niger. Incidents of violence are rising, mainly impacting security forces and vulnerable civilians.

This dynamic has contributed to a dramatic increase in internal displacement, estimated at more than 5.9 million people in the Sahel in 2025. Such population movements are putting new pressure on natural resources, exacerbating land disputes, and aggravating conflicts between farmers and pastoralists over access to land and water (ICG, 2024). Nigeria is undergoing significant economic reforms, including the elimination of subsidies, particularly on fuel, and the floating of the naira, leading to a sharp depreciation of the currency. These changes have increased the cost of agricultural production and further weakened the resilience of rural households (World Bank, 2024).

Climate shocks and land degradation further exacerbate these challenges. Extreme weather events have increased, with prolonged droughts and heatwaves, sudden heavy rainfall, and devastating floods that have undermined yields and damaged agricultural infrastructure (FAO/GIEWS, 2024; Nature, 2024). At the same time, fragile soils are already being depleted by erosion, compaction, and loss of organic matter, undermining long-term productive capacity and threatening the foundation of agricultural livelihoods (IITA, 2023).

Smallholder farmers still face barriers to accessing inputs, even though the Nigerian urea industry now produces approximately 6.5 million metric tons annually. High costs and unequal distribution of agricultural inputs remain barriers for many producers. Moreover, despite support from regional frameworks, such as the Economic Community of West African States (ECOWAS) and the Permanent Interstate Committee for Drought Control in the Sahel (CILSS), adoption of certified seeds has not reached the scale needed to ensure productivity gains. Rising food prices in the region have further increased vulnerability, particularly among rural households, and food security has deteriorated significantly. Analyses of acute food insecurity in the Sahel and Nigeria (CH/IPC, 2024) estimate that more than 30 million Nigerians will face crisis conditions by 2025, while the Global Report on Food Crises (GRFC, 2025) predicts that Burkina Faso, Mali, and Niger will experience pockets of emergency-level food insecurity during the lean season.

In Burkina Faso, several international non-governmental organizations (NGOs) have had their operations suspended or licenses revoked for alleged noncompliance with new regulations. These developments limit the role of civil society as an intermediary and service provider in fragile environments. The complex interplay between political instability, uncertainty, climate shocks, and economic reforms in the Sahel and Nigeria has exacerbated structural inequalities, particularly affecting women, youth, and marginalized groups. As livelihood systems become increasingly fragile, these groups face greater constraints on land, productive resources, decision-making, and adaptation opportunities.

Given this context, Soil Values emerges as a vital program for stimulating the transformations that agricultural and rural systems require. The program will help address acute crises by safeguarding production where access to land and inputs is limited. At the same time, it will increase resilience in the medium term through soil restoration, wider dissemination of sustainable practices, and support for local innovations. In the longer term, Soil Values aims to embed sustainability by strengthening input supply chains, more rigorously monitoring their adoption, and involving women and youth as key agents of change. By promoting co-management of land and water resources, the program will also contribute to reducing tensions between agro-pastoral areas and stabilizing fragile areas, thus creating the conditions for an inclusive, resilient, and sustainable agricultural transformation.

3 Progress

3.1 Progress as Related to the Theory of Change

The activities carried out in 2024 and 2025 constitute the basis for the three-year strategy for 2026-2028 (Section 4) and activities for 2026 (Section 5), which will ultimately contribute to the goal and results areas, as depicted in the Theory of Change (Figure 1). For all intervention areas (lower row), strategies were written in 2025. The decision was also made to develop a field program ranging from community engagement to proven ISFM-relevant technologies through financially sound bundling approaches at the watershed level. This approach brings together the intervention areas of bundling, integrating, and (partially) brokering in the agroecology pathway.

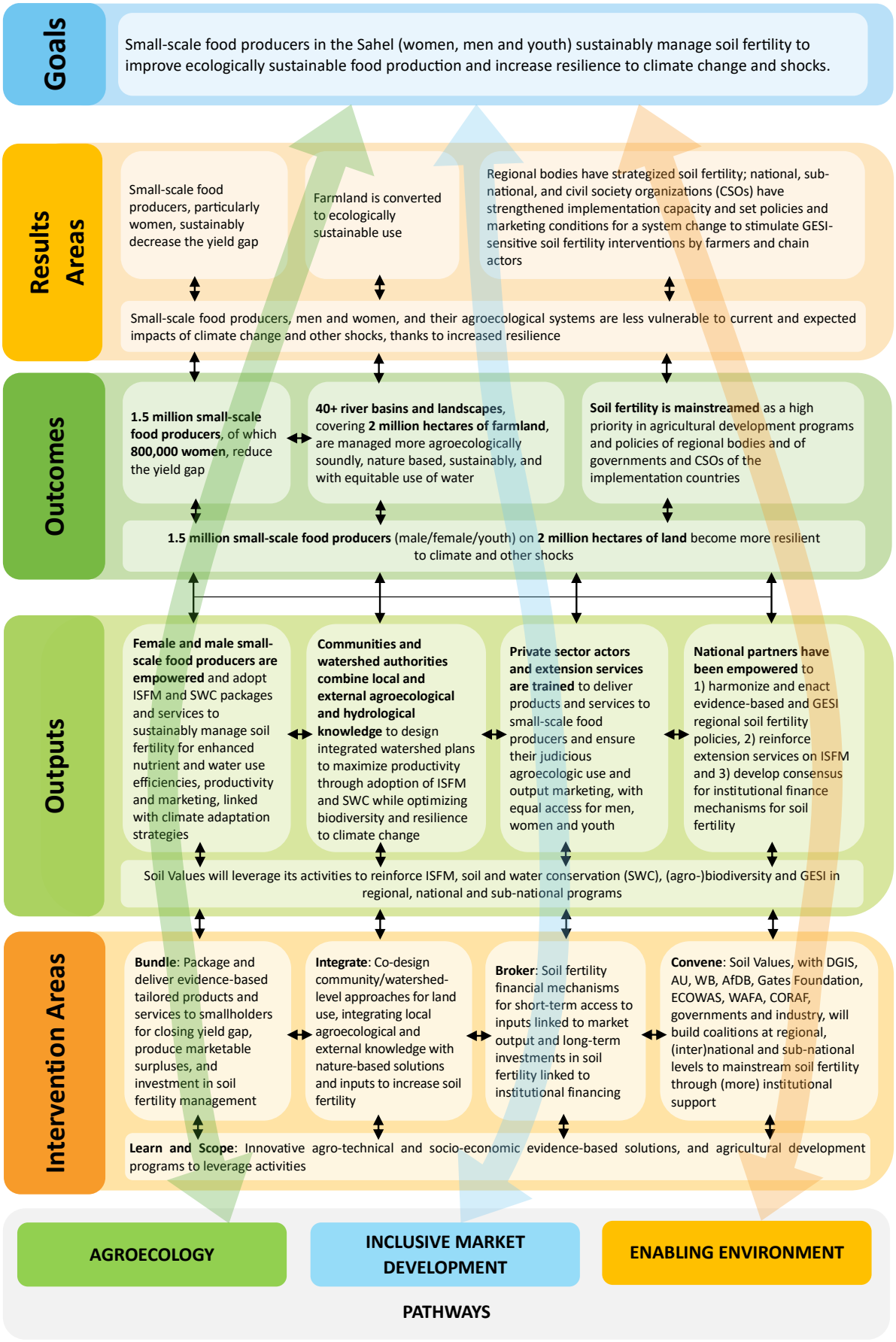


Figure 1. Theory of Change of the Soil Values program

3.1.1 Agroecology Pathway

In the four target countries, the Soil Values team selected and delineated the first set of 11 intervention watersheds (Figure 2). The areas were chosen based on the presence of key partners, i.e., FSRP, Pro-ARIDES, and the Regional Sahel Pastoralism Support Project (PRAPS), as well as ACReSAL and L-PRES (Nigeria). Although a structured community-watershed management approach was not yet conceptually developed, Soil Values was able to implement a field program during the 2025 growing season through its partners FSRP and ACReSAL. The field program covered the testing and demonstration of ISFM-relevant technologies that had already gained interest from communities in selected watersheds. These included mechanized soil tillage (zaï), the production and use of several organic inputs and growth stimulants, and development of mobile support services. A cascade training program was also set up to scale ISFM technologies with an obvious advantage.

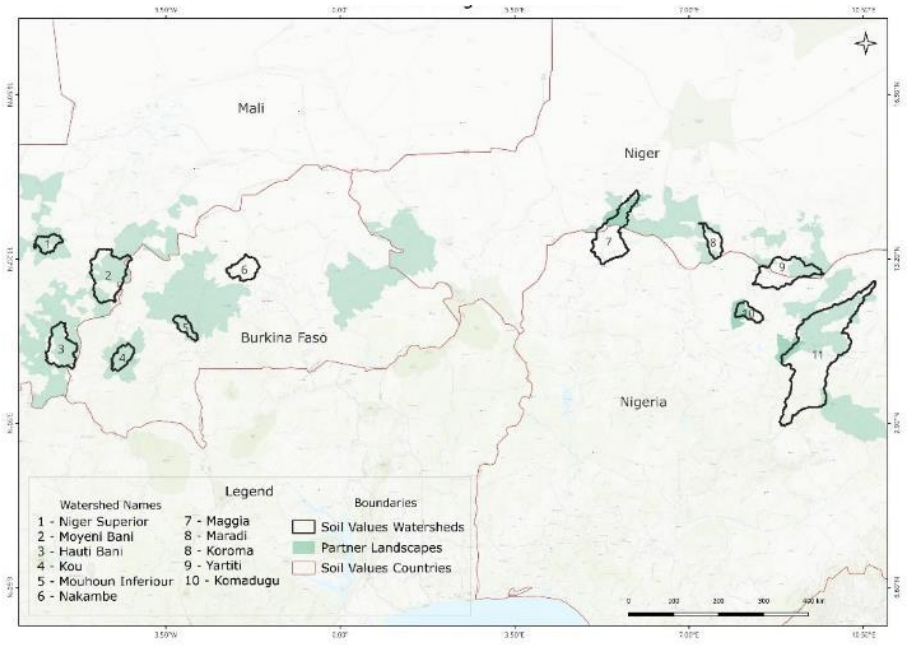


Figure 2. Soil Values program watersheds

In 2025, several studies and analyses were conducted that will guide program activities in 2026. A comprehensive spatiotemporal analysis offers insights into historical land cover changes, organic carbon distribution, and rainfall patterns and provided crucial data for understanding environmental trends and vulnerabilities in the four countries. In addition, a soil health baseline study presents an overview of indigenous knowledge and current agricultural practices in the countries.

A multi-country gender equality and social inclusion (GESI) analysis conducted in 2025 revealed persistent, intersecting barriers that limit the full participation of women, youth, pastoralists, and vulnerable or disadvantaged groups in soil fertility management in the four countries. Despite varying degrees of progress, structural inequalities, such as limited access to land, inputs, credit, extension services, and decision-making spaces, remain widespread. Social norms continue to restrict women's mobility, autonomy, and labor roles, particularly

regarding land ownership and control. The results of the analysis served as input for the GESI strategy developed by the team.

Soil Values developed the GeoPortal prototype to track land use, soil fertility, and other relevant spatial changes throughout the program. This tool shows the number of hectares covered and the affected population as the program scales soil health practices and innovations. Methods were developed to capture the productivity and sustainability goals, as presented in the Theory of Change, through appropriate functionalities to be built into the GeoPortal and by verifying spatial data from satellite or drone imagery (remote sensing) through a comparison with actual ground observations.

GeoPortal also includes the LandScale assessment and reporting platform, with a live database and a publicly accessible web portal for data access, monitoring, and stakeholder communication. The LandScale platform is expected to be completed by the end of 2025 and is currently accessible to all consortium and national partners. The results of the program's soil sampling activities in Nigeria and Mali, begun in 2025 in close collaboration with the Regional Hub, will also be incorporated into GeoPortal.

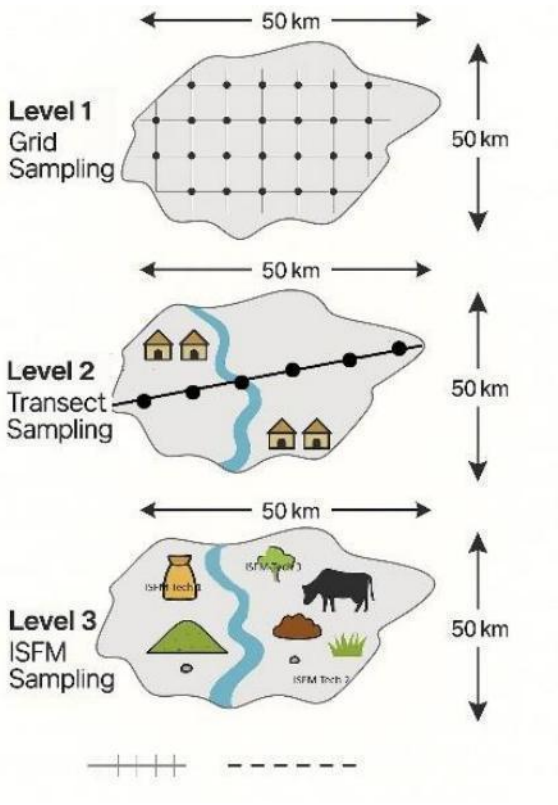


Figure 3. Soil and ISFM mapping and sampling approach along three levels

Furthermore, a three-level soil fertility sampling and mapping strategy was implemented to generate relevant soil information at relevant scales (Figure 3). Coarse grid sampling (Level 1) provides a broader picture of the level and spatial distribution of soil fertility. Level 2 is a transect approach that captures relevant spatial variation, particularly with regard to fertile soils around communities and the more productive inland valleys, which allows for spatial precision in the development of soil health technologies. Level 3 then involves measuring the soil and yield-improving effects of ISFM technologies and comparing them with non-intervention situations. This level is intended for building evidence of the impact of soil health technologies and developing affordable advisory services for agricultural communities, pastoralists, and their business partners.

3.1.2 Inclusive Market Development Pathway

As part of its inclusive market development pathway, Soil Values developed several GESI-sensitive business models to introduce innovative technologies and equipment to smallholder farmers, including "Zainers", a vertical soil drill for creating water-retention pits (zaï), that helps conserve water and save labor. Simultaneously, the program piloted mobile one-stop shops for agro-inputs in all four focus countries to improve the accessibility of high-quality agro-inputs for smallholder farmers. Soil Values also made progress in the design of Agri-wallet, a digital solution for improving agro-input accessibility and financial inclusion, which will be piloted in 2026.

In addition, a study was conducted on improving agricultural input marketing between landlocked and coastal Sahelian countries. This study explored economic opportunities for strengthening food trade and the marketing of agricultural inputs that are beneficial for soil health, in line with the program's overall objective to create sustainable and inclusive agricultural systems.

3.1.3 Enabling Environment Pathway

In 2025, Soil Values signed, partnership agreements and memoranda of understanding with FSRP, ACReSAL, L-PRES, and the Regional Hub. In addition, the program co-designed activities with the Africa Fertilizer Financing Mechanism (AFFM) and took steps toward collaboration with Pro-ARIDES, the West and Central African Council for Agricultural Research and Development (CORAF), the West African Science Service Centre on Climate Change and Adapted Land Use (WASCAL), Deutsche Gesellschaft für Internazionale Zusammenarbeit GmbH (GIZ), the Swiss Agency for Development and Cooperation, AfricaRice (Smart-valleys program), the Africa Fertilizer Industry Development Association (AFIDA), and CILSS. The Soil Values team participated in the Africa Food Systems Forum 2025 Summit in Dakar with a booth and a side event to position Soil Values as a catalyst program for soil health initiatives, a major boost to the program's visibility and credibility.

3.2 Lessons Learned

The implementation of Soil Values activities during 2024 and 2025 provided valuable insights into partnership management, program design, and operational delivery. Lessons learned over this period have informed key strategic and operational adjustments to ensure stronger alignment with regional partners, clearer pathways for scaling, and more effective coordination at country and watershed levels. The lessons will be systematically onboarded through improved planning, formalized collaboration frameworks, and improved operational systems. Table 1 depicts some lessons learned from 2024-2025 and their application for 2026.

Table 1. Lessons learned and the way forward

Lesson Learned (2024-2025)	Challenges	Application in 2026
All pathways		
Ensure a balanced implementation of activities across the three pathways and plan field activities strategically.	Activities in 2025 focused on the agroecology pathway due to the time needed to build partnerships under the inclusive market development and enabling environment pathways.	Now that the partnerships are clearly aligned, a more integrated strategy has been developed for 2026-2028 with activities aligned to it.
Make the contribution of knowledge partners actionable.	The knowledge partners provided high-quality input, but their contributions were not yet systematically linked to activities at the country and watershed levels.	The consortium and knowledge partners have contributed to strategy development for 2026-2028 and will provide input in a more results-based manner.

Lesson Learned (2024-2025)	Challenges	Application in 2026
Ensure a robust MEL system.	A robust MEL framework was lacking due to the complexity of the Soil Values program and its strategy to work through and leverage existing regional and national programs.	A new MEL system will be fully operational at the program and watershed levels, providing consistent guidance and feedback loops.
Address knowledge management beyond communication.	Communication to promote visibility and advocacy was effective, but internal knowledge management and data sharing were not sufficiently addressed yet.	A knowledge management system will be developed for joint data storage and analysis and secure information exchange between partners. Knowledge on soil health practices will also be harmonized with regional and national partners.
Agroecology Pathway		
Involve stakeholders in the watershed in the planning process, which will increase their commitment.	The previous Work Plan was primarily developed with key partners' priorities in mind, attempting to fill knowledge gaps and limiting local involvement and support for activities.	Soil Values and national partners jointly organized planning workshops at the watershed and national levels to gather input for this Work Plan. Activities for 2026 were designed and developed in collaboration with national partners.
Use spatiotemporal tools for data capture, delineation, and support of the MEL process.	The selection and delineation of watersheds took time due to the lack of spatial tools. The development of GeoPortal provided structure and focus, which will also benefit the MEL framework.	GeoPortal will be updated with MEL and participatory geographic information system (GIS) functionalities to support watershed-level planning and community engagement.
Inclusive Market Development and Enabling Environment Pathways		
Develop a partnership resource mobilization strategy that provides clarity about the collaboration.	While initial contact was made with other bilateral donors and regional and multilateral programs, there was no structured strategy. This led to fragmented activities and limited the expansion of resources.	Formal agreements have now been signed with all key partners. We have begun jointly designing and developing strategic core activities at the regional and national levels. A comprehensive leverage strategy to guide donor engagement and triple the operational budget will be designed following the completion of brokering and convening strategy development in 2025.

4 Program Strategy 2026-2028

4.1 Development of Pathways

Over the next three years (2026-2028), Soil Values will make significant progress toward achieving the outcomes described in the Theory of Change through its three pathways (agroecology, inclusive market development, and enabling environment). The 2027 Work Plan will incorporate adaptive management, and if necessary, the Theory of Change will be adjusted based on insights and experiences during program implementation. This will also depend on the success of Soil Values in aligning well with FSRP and ACReSAL and developments within those programs.

By the end of 2028, the program expects to achieve the following under the three pathways:

1. **Agroecology Pathway.** Focal area 1: Watersheds will have developed inclusive landscape management (ILM) plans that outline their needs. FSRP, ACReSAL, and other complementary national programs will have released funds for implementation of ISFM-based solutions, and community committees will be overseeing implementation of the plans. At the same time, ISFM technologies and practices will have been bundled and proven to have a positive impact on soil fertility. For each solution, multiple bundles will have been specifically tailored to different groups of farmers, including women, youth, and pastoralists, to overcome implementation limitations. The bundles will be financially feasible, socially acceptable, climate-resilient, supported by sufficient inputs and market access, and adopted by smallholder farmers in the watersheds.

   Focal area 2: ISFM-relevant technologies that are already catching the eye of communities will have been tested for their contribution to ecosystem restoration and productivity increase, validated and demonstrated, and then scaled via a cascading training of trainers (ToT) approach. This covers mineral and organic fertilizer combinations, farming systems that include nitrogen-fixing species in rotation, systems that mix cash and food crops with horticulture, agroforestry and other tree-based systems, soil and water conservation, and mechanized soil preparation (zaï, half moons).

   Digital, particularly geospatial, tools will be in place to visualize and monitor progress and change. All products and services will have been assessed on their gender-relevance, climate resilience, and crop-livestock integration opportunities.

2. **Inclusive Market Development Pathway.** Bundles and business models for ISFM technologies and practices will have been co-designed and co-developed with small and medium enterprises (SMEs), the higher-level private sector, and financial institutions. Soil Values will have completed the testing, adapting, and validating of bundle boxes with a focus on de-risking farmers. The private sector will regard smallholder farmers and communities as potential customers in a business-to-business (B2B) setting. The capacity of private sector actors will have been strengthened, where necessary, and they will be willing to scale up ISFM-relevant bundles beyond the watersheds.

3. **Enabling Environment Pathway.** Partnerships with key organizations, institutions, and programs in the region – FSRP, ACReSAL, the Regional Hub, L-PRES, Pro-ARIDES, PRAPS, ECOWAS, the Alliance of Sahel States (AES), West African Economic and Monetary Union (UEMOA), CORAF, CILSS, and others – will have become operational, with Soil Values acting as a catalyst. Support has been given to curriculum development and capacity strengthening on ISFM technologies. The national capacity of implementing agencies will have been strengthened, laying the foundation for institutionalized adoption

of ISFM. Concrete results have been realized on development and enforcement of ISFM-relevant regional and national policies, as a follow-up to the Lomé and Nairobi declarations.

4.2 Strategic Pillars

The pathways and choice of activities for 2026-2028 are supported by the strategic pillars described below.

4.2.1 ISFM Promotion: Community Engagement and Technology Testing

Community Engagement for ISFM-Relevant Bundles (ILM)



Soil Values has selected the community and watershed levels as the spatial and human units of intervention. ILM is the chosen approach to promote the sustainable use and restoration of natural resources through participatory planning and coordinated action across sectors, land users, and governance levels. ILM is rooted in inclusivity, ensuring that all stakeholders, including smallholder farmers, women, youth, traditional authorities, and local governments, are actively engaged in defining priorities and co-designing solutions that respond to their specific needs and opportunities. It is based on citizen science and involves testing and validation of jointly prioritized ISFM technologies and bundles. This will lead to the selection of best practices that can then be pre-scaled to test the effect on the larger community.

In 2025, Soil Values developed a facilitator manual to guide an inclusive ILM process, which will be used to pilot the ILM approach in selected watersheds in each country, led by national teams that will adapt the ILM framework to local contexts. The ILM process will guide the co-design of soil health and land restoration investments with communities and local governments. The approach ensures that these investments are technically sound, socially inclusive, and institutionally embedded. The resulting investment packages will be positioned for funding under FSRP, ACReSAL, and other complementary national programs. Through these pilots, Soil Values will validate and demonstrate a scalable model for integrating ILM into the national implementation strategies of FSRP, ACReSAL, and other programs. This should further strengthen coordination between sectors, align with institutional frameworks, and enable governments to adopt and scale the methodology for large-scale landscape restoration and resilient agricultural development.

In 2026, Soil Values country teams will implement ILM pilots in selected watersheds in the four target countries, in close collaboration with the FSRP and ACReSAL programs. The pilots will operationalize the ILM manual and serve as learning opportunities where national partners, local governments, and communities demonstrate how ILM can structure bottom-up investment planning aligned with national implementation systems. Building on the findings and lessons learned from the joint pilot, activities in 2027 and 2028 will focus on mainstreaming and scaling the ILM approach through integration into subsequent phases of the FSRP, ACReSAL, and other national soil health initiatives. The validated ILM model will guide the development and financing of soil health and fertility investments embedded within

existing government and partner programs. This will facilitate the transition from pilot landscapes to national implementation, strengthening the institutional capacity of local governments and development programs to plan, coordinate, and invest in soil restoration at scale while ensuring that communities remain at the center of decision-making and benefit from improved land productivity and resilience.

ISFM Technology Testing (TT)

The ILM approach will build an agroecological evidence base to prove whether ISFM technologies and bundles do the job of restoring ecosystems, improving soil health, and increasing productivity in GESI-relevant and climate-smart ways (see Level 3 in Figure 3). Experimentation in the watersheds will take place to build that evidence base. This encompasses field testing of traditional versus improved systems (including mineral plus organic fertilizers, phosphate rocks, rotations with leguminous species, soil and water conservation techniques, agroforestry, mechanized zaï, etc.), and monitoring improvement over time (2026-2034). GeoPortal functionalities will help build evidence based on sensor data and field verification.

Since technology use and testing is an ongoing process, technologies that are likely to be singled out by communities for further use and scaling will be subjected to demonstration and testing to build quantitative evidence on their role in ecosystem restoration and productivity increase. The location choice is based on Figure 3, where Level 1 and 2 mapping and sampling show the relevant heterogeneity of soil fertility. The testing of ISFM technologies (Level 3) is based on the knowledge obtained from work at the other two levels.

4.2.2 Gender Equality and Social Inclusion (GESI)

The 2026-2028 GESI strategy focuses on strengthening institutional capacities and raising awareness, and strengthening the capacity of consortium partners, national partners (Pro-ARIDES, ACReSAL, L-PRES, PRAPS), relevant ministries, and local implementing partners on GESI. This will ensure coherent understanding among stakeholders and strengthen internal accountability and learning systems through participatory, inclusive documentation, enabling consistent tracking and sharing of GESI results. Institutions will be supported to internalize GESI principles and adopt conflict-sensitive and do-no-harm approaches. This will equip them to better engage marginalized groups, particularly women, youth, and pastoralists, who are key stakeholders in soil health.

The program actively empowers women and youth by improving their access to essential resources and opportunities for applying relevant ISFM technologies.

The program will ensure that these groups benefit from inclusive financial services, including tailored credit, savings, and insurance products. Access to these resources will enable them to embrace and invest in soil-improving practices, such as biochar production, composting, and organic fertilization.



Youth-specific activities in the watersheds include vocational training and development of digital skills. Job opportunities to be considered include sales of ISFM technology components, recording of change relevant to the MEL approach of Soil Values, connecting to the GeoPortal via smartphones and platforms, and field verification of data sets obtained from sensors.

4.2.3 Climate Resilience (CR)

The focus in 2026-2028 will be on integrating climate resilience into soil health practices. Together with national research and public and private extension systems, Soil Values will co-develop training curricula and extension materials that integrate proven climate-resilient ISFM practices to provide a coherent framework for capacity building. This approach not only harmonizes messages and practices across projects and partners but also enhances scalability and institutional ownership.

On the market side, Soil Values will work with processors to improve the aggregation, storage, and processing of resilient crops, such as millet, sorghum, cowpea, soybean, peanut, and sesame, to reduce post-harvest losses and improve product quality. To manage the risks of climate shocks, the program will introduce farmers and agro-pastoralists to existing weather-indexed insurance initiatives in the Sahel, savings schemes, and tailored microfinance products.

Together with the national implementing agencies of FSRP and ACReSAL and the Ministries of Agriculture, Soil Values will mainstream climate resilience into national and regional soil health strategies and policies, strengthen coordination among stakeholders, and institutionalize climate resilience in soil health measurement systems.

4.2.4 Crop-Livestock Interactions (CL)

From 2026 to 2028, Soil Values will focus on strengthening the synergy between crops, pastures, and livestock to improve soil fertility, thereby contributing to social cohesion and political stability, while ensuring the mobility of pastoralists so they can run a viable livestock sector. Soil Values will develop contextual solutions at the watershed, national, and international levels for the integration of agriculture and livestock. These solutions may include on-farm technologies, socioeconomic innovations, pasture production options, and models for coordinating agricultural and livestock activities at farm level (both within and outside the farm). At landscape level, Soil Values will prioritize reconnecting diverse land-user groups to each other. The program will create new communication opportunities by initiating intensive consultations and dialogues among all stakeholders (farmers, pastoralists, and others) to reduce conflict and overcome biases, discrimination, and marginalization.

4.2.5 Partner Leverage and Engagement (PLE)

Partnerships established in 2024 and 2025 will become fully operational in 2028, as Soil Values jointly plans and implements activities with various partners. In the coming three years, the program will engage in partnership strategies with regional institutions and programs to implement the recent declarations on soil health improvement (Lomé Declaration 2023 for ECOWAS, UEMOA, and CILSS member states and the Nairobi Declaration 2024 at the African Union level). Together with the FSRP and Regional Hub, Soil Values will co-develop national action plans and strengthen institutional capacity for implementing the Soil Health Agenda of the West Africa Committee for Fertilizer Control (WACoFeC) and the ECOWAS Secretariat through the placement of technical staff.

Soil Values' partnership with the AFFM and WASCAL focuses on de-risking smallholder farmers' agricultural investments and integrating climate-smart practices into core agricultural practices to increase climate resilience. The program's partnership with CORAF will focus on fostering private sector engagement and creating sustainable livelihood opportunities in the agricultural input sector. With AfricaRice, the goal is to scale the Smart-valleys approach for lowland rice development to Soil Values watersheds in all countries. The program's partnership with ACReSAL will focus on strategically targeting the revolving fund for smallholder farmers who are actively adopting and implementing sustainable ISFM practices. With AFIDA, Soil Values will collaborate to build an effective fertilizer network across Africa.

4.2.6 Private Sector Engagement and Business Development (PS)

In 2026-2028, Soil Values will focus on developing and piloting scalable pathways with the private sector. The private sector is one of the driving forces behind scaling innovations, as it can provide the resources, agility, and marketing and distribution networks needed to bring proven technologies and practices from small-scale pilots to widespread adoption. Soil Values will co-design and co-develop soil health practices bundles and business models with various private sector actors, including agricultural equipment and input suppliers, processors, aggregators, and financial institutions. The program will conduct pilots in selected watersheds and assess how the business models perform best in different environments for different farmer segments. Based on the results and experiences from the pilot projects, Soil Values will refine scalable pathways and support the private sector and other actors in rolling them out in the watersheds in the four target countries. The program will collaborate with larger companies to co-develop business models for public-private partnerships (PPPs) to implement the scalable pathways beyond the watersheds.

At the grassroots level, Soil Values will work with agribusiness dealers to co-develop business models to provide both agribusiness inputs and technical support to smallholder farmers and with aggregators serving as offtakers. To enable farmers to implement these practices, the program will collaborate with financial institutions and other providers, such as agribusiness insurance companies, guarantee companies, and carbon credit companies, to improve access to loans and financial mechanisms. Finally, Soil Values will work with digital solution providers to co-design customized digital business, marketing, and financial technology for farmers and agribusiness traders, enabling adoption and scaling for input and product markets.

At the same time, Soil Values will support the private sector and other actors in their advocacy efforts to resolve market and trade issues at the national and regional levels. The program will strengthen the capacity of national and regional trade associations to conduct policy and

regulatory reviews, organize multi-stakeholder dialogues, draft policy briefs, and develop other skills to successfully achieve policy change.

4.2.7 Capacity Strengthening (CS)

Learning is a continuous process and therefore needs deeper thinking than just training beneficiaries. ILM takes a citizen-science approach, where "sending" is just as important as "receiving." Knowledge management (Section 6) will also be organized in a flexible way, allowing new insights to be available for sharing and deepening.

In the 2026-2028 period, capacity strengthening will comprise the following components:

- Academic training through Ph.D. and M.Sc. students (ongoing).
- Capacity building at national level through knowledge hubs.
- Cascade training on ILM and ISFM technologies in watersheds, through the ToT approach, with the aim of scaling exponentially.
- Vocational training for young people to raise knowledge levels in domains that are directly or indirectly relevant to the spreading of ISFM technologies and increased productivity.
- Targeted trainings on GESI, climate resilience, business development, and digital skills.
- Workshops, when deemed relevant by partners.



4.2.8 Digital Agenda (DA)

For Soil Values to be successful and to scale rapidly, digital tools are indispensable. In the 2026-2028 period, digital literacy will be enhanced by linking communities to relevant tools and platforms, following the development steps in ILM, allowing refinement of bundle box options and connections with input and output markets.

A draft digital agenda was developed in 2025 and will be further worked out. It is made up of three groups:

- Geospatial tools, allowing monitoring of change and improvement. This is also a key component of the MEL framework.
- Digital advisory services on ISFM technologies – SMS services, mobile apps, and spatially explicit fertilizer recommendations. The services will lean on existing tools related to weather forecasting and crop protection.
- Youth-relevant digital tool development.

4.2.9 Legacy Harvesting and Scaling

Soil Values will also build on the work of Pro-ARIDES, and an inventory will be conducted on how Soil Values can contribute to the five trajectories of Pro-ARIDES in the shared watersheds/communes. Similar exercises will be done with HortiPlus (Burkina Faso). The relevant parts of the legacy of the Toward Sustainable Clusters in Agribusiness through Learning in Entrepreneurship (2SCALE) program will also be taken on board in 2026. The same holds for the prematurely terminated U.S. Agency for International Development

(USAID) programs Feed the Future Enhancing Growth through Regional Agricultural Input Systems (EnGRAIS) Project for West Africa and Space to Place (S2P).



Scaling will be centered throughout Soil Values and its pathways. In the 2026-2028 period, the conditions for widespread scaling in the second half of the program will be created. Generally, 2026 will focus on what and how to scale, 2027 on validating the 2026 findings in the field and with partners, and 2028 on scaling to more hectares and more beneficiaries, with market and institutional partners taking off concretely. From 2029 onward, proven successful products, services, and approaches should scale.

To achieve the program's ambitious goals of improved soil health and productive capacity on 2 million hectares of agricultural land and resilience and well-being for 1.5 million small-scale food producers, Soil Values must scale proven ISFM-relevant innovations, technologies, and practices. Successful scaling means large-scale, sustained adoption, where beneficiaries continue to use technologies or practices that positively impact soil health and their livelihoods, captured in the agroecology and inclusive market development pathways. The program also aims for institutionalized adoption, where successful technologies or practices are fully adopted and integrated by an institution or community as the standard way of working, as described in the enabling environment pathway. A prominent assumption underpinning most scaling initiatives is that, if products, processes, or practices go to scale, (positive) impact will scale with it, hence the common approach of "find out what works (in one place) and do more of the same (elsewhere)." As scaling is never a linear process, Soil Values will use the adaptive scaling approach, based on the work of CGIAR's Scaling for Impact (S4I) program and adopt other approaches from literature that are known to be effective.

5 Program-Level Work Plan

5.1 Overview of the Work Planning Process

The process of developing the 2026 work plan involved inclusive and participatory consultations at the watershed and national levels, in collaboration with our regional and national partners, including the Ministries of Agriculture, FSRP, ACReSAL, PRAPS, L-PRES, and Pro-ARIDES. The process also took into account the results from several studies conducted in 2025, including the baseline study, ex-ante study, climate risk analysis, watershed characterization, and mapping of stakeholders and service providers, as well as lessons learned from the implementation of activities in 2024 and 2025.

In each country, the process began at the watershed level with community consultation workshops in August and early September 2025. These workshops brought together representatives of watershed stakeholders, including local authorities, extension agents, farmer groups, pastoralists, women and youth groups, agro-dealers, aggregators, and other relevant stakeholders. Discussions focused on the following six pillars: soil health and productivity, soil and water conservation, resilience and climate change adaptation, livelihoods and social

inclusion, natural resource governance, and conflict management and risk reduction. These consultations serve as the first step toward collaborative planning at the watershed level and contribute to ownership and buy-in for interventions.

National planning workshops were then held in in Burkina Faso and Niger (September 8-11, 2025) and in Mali and Nigeria (September 16-18, 2025). These workshops combined dialogue and operational planning, during which various stakeholders discussed lessons learned, risks and opportunities, and possible activities to improve soil health. Participants included representatives from the respective Ministry of Agriculture, regional and national programs (e.g., FSRP, PRAPS, Pro-ARIDES, ACReSAL, L-PRES, Horti-Nigeria, HortiPlus), watershed representatives, research institutes, private sector actors, and NGOs. Finally, in October 2025, all consortium and knowledge partners, country teams, and representatives of the Ministries of Agriculture and regional and national programs were convened to consolidate all action plans and discuss a medium-term strategy for several thematic areas, as described in Section 4.

The results were captured per pathway in:

- Regional activities that will be implemented at the regional level.
- Common country activities that will be implemented in each country.
- Country-specific activities that are unique to each country.

5.2 Regional Activities

Table 2 summarizes activities and outcomes planned for 2026 that reflect the major partnerships established in 2025. Memoranda of Understanding and Letters of Collaboration established the basis to move into mutually agreed, concrete joint activities with FSRP, the Regional Hub, AFFM, ICRAF, AfricaRice, and WASCAL. The activities mainly feed into the inclusive market development and enabling environment pathways, and their respective outcome indicators and result areas, as shown in Figure 1. In terms of strategic pillars, they largely cover sections 4.2.5 and 4.2.6 of this work plan.

Table 2. Regional-level activities 2026

Partners	Planned Activities	Expected Outcomes
FSRP	Activity 1: Stocktaking of progress since the Lomé Declaration; develop key performance indicators	A comprehensive review of progress made since the declaration's adoption is conducted and key performance indicators are developed.
	Activity 2: Establishment of the Secretariat of the Regional Fertilizer Quality Control Committee	A Secretariat of the WACoFeC is established.
	Activity 3: Support personnel of the ECOWAS soil health agenda (PPP Specialist and Coordinator positions)	A Coordinator from Soil Values and a PPP Specialist from FSRP are positioned at the ECOWAS Agriculture Department.
	Activity 4: Fertilizer sector reviews and national action plans	Fertilizer sectors in selected countries are reviewed, and action plans are developed.
	Activity 5: Documentation of lessons learned from EnGRAIS	A report on lessons learned from EnGRAIS developed and concrete follow-up is conducted.

Partners	Planned Activities	Expected Outcomes
Regional Hub for Fertilizer and Soil Health for West Africa and the Sahel	Inventory of soil testing laboratory capacity and needs in West Africa	A diagnostic study on soil lab capacity is done in selected countries and recommendations are proposed.
AFFM	Co-development of a 50% credit guarantee scheme targeting small and medium-size enterprises in the fertilizer value chain in Burkina Faso, Mali, and Niger	Four Smart-valleys demonstration sites are co-developed and operational, demonstrating improved soil fertility and water management practices.
CORAF	Co-design and piloting of a business model on experiencing an organic biostimulant to enhance crop resilience and soil health	A business model is developed and implemented.
	Development and implementation of a technical and entrepreneurial capacity building program for youth	A comprehensive technical and entrepreneurial capacity building program is designed to equip youth entrepreneurs with the skills to establish and manage viable agro-input enterprises.
	Revitalization of the Fertilizer and Seed Recommendations Map for West Africa (www.feserwam.org)	The FeSeRWAM platform is back online and functional.
AfricaRice	Demonstration plots of the Smart-valleys approach for lowland rice development in Burkina Faso and Mali	A full rice value chain incentive is ready for adoption by lowland farmers in the watersheds.
AFIDA/West African Fertilizer Association (WAFA)	Roundtable of the private sector (agro-inputs and agribusinesses) for private investments	Actionable outcome of the roundtable is prioritized for further follow-up.
WASCAL	Co-development of decision support tools and climate services that integrate seasonal forecasts and crop modeling	Decision support tools are developed and implemented in Soil Values focus countries.

5.3 Country Activities

Activities in 2026 at country level are listed in Table 3. They have been organized according to pathway and by the strategic pillar (abbreviations). They cover sets of activities taking place in every country and activities that are specific to each country (Burkina Faso, Mali, Niger, Nigeria). The activities all mirror FSRP, ACReSAL, and other partner program components to show how Soil Values attempts to be catalytic to what is already happening on the ground.

Table 3. Country-level activities 2026

Partner Program	Partner Program Components	Soil Health-Related Activities	Soil Values Activities	Expected Results	Strategic Pillar (See Section 4)	Lead	Supporting Partners	Timeline	Watershed/ Country
Agroecology									
FSRP/ ACReSAL	FSRP Component 1: Digital advisory services for agriculture and food crisis prevention and management	Supporting farmers in adopting ISFM technologies and services (climate-smart agriculture)	Establish farmer platforms and networks to share e-information (audio visual information)	Community information-sharing platforms developed in all countries	DA, CS	WUR	IITA, ICRAF, IWMI, ISRIC, national program partners, local implementing partners	January-November	All watersheds and Implementing Countries
			Disseminate audiovisual messages on ISFM technologies	Over 100,000 farmers reached by messages on ISFM	DA, CS	IFDC			
	FSRP Component 2: Sustainability and adaptive capacity of the food system's productive base ACReSAL: Dryland management (A) and community climate resilience (B)		Implement bundling box pilots	At least 4 bundling box pilots installed and tested	ILM	IFDC/WUR			
			Facilitate training of trainers for field teams on the ILM approach	Training of trainers approach for ILM adopted in selected watersheds	CS	SNV			
			Implement a pilot phase of the ILM plan in two watersheds with the FSRP and ACReSAL teams and communities	Two pilot ILM plans implemented in watersheds, co-conducted with communities	ILM				

Partner Program	Partner Program Components	Soil Health-Related Activities	Soil Values Activities	Expected Results	Strategic Pillar (See Section 4)	Lead	Supporting Partners	Timeline	Watershed/ Country
		Supporting farmers in adopting ISFM technologies and services (climate-smart agriculture)	Strengthen the capacity of farmers on ISFM practices, such as Zainer, biostimulant, organic amendment, plant nursery, through demonstration plots	Over 100,000 farmers are reached with practical training on ISFM and at least 80% are introducing new ISFM technologies	CS, TT	IFDC			All watersheds and Implementing Countries
FSRP/ ACReSAL	FSRP Component 2: Sustainability and adaptive capacity of the food system's productive base ACReSAL: Dryland management (A) and community climate resilience (B)		Strengthen the capacity of agro-pastoralists in crop-livestock integration practices	Over 5,000 agro-pastoralists and pastoralists are trained and introduced to forage cultivation and manure management	CL	WUR	PRAPS, IFDC, IITA, ICRAF, IWMI, ISRIC, national program partners, local implementing partners	January-November	
			Conduct soil fertility and degraded land mapping	Soil fertility maps are developed into tailored, evidence-based advisory services for farmers and land managers	DA	ISRIC	IFDC, IITA, ICRAF, IWMI, ISRIC, BUNASOLS, IER, INRAN, national program partners, local implementing partners		
FSRP	Component 1: Digital advisory services for	Strengthening of digital hydrometry and agricultural	Implement digital tools for soil	20,000 smallholder farmers are	ILM, TT	IFDC	WASCAL	Jan-Dec	Kou, Mouhoun, Nakanbé/ Burkina Faso

Partner Program	Partner Program Components	Soil Health-Related Activities	Soil Values Activities	Expected Results	Strategic Pillar (See Section 4)	Lead	Supporting Partners	Timeline	Watershed/ Country
	agriculture and food crisis prevention and management	advisory services for farmers	moisture deficits and crop health	reached to use decision support tools for improved soil and crop management					
FSRP	Component 2: Sustainability and adaptive capacity of the food system's productive base	Implementation of a carbon component	Restore degraded lands through agroforestry practices	1,000 hectares are under restoration through agroforestry	PLE	SNV/IFDC	Tree Aid, Environment Ministry, CNSF, Reach Italia, INERA	Jan-Dec	Kou, Mouhoun, Nakanbé/ Burkina Faso
		Supporting 500,000 farmers in adopting climate-smart agricultural technologies and services, 40% of whom are women	Conduct cascade training on ISFM techniques: anti-erosion, soil and water conservation (SWC), and land restoration practices Establish demonstration tools and women-run home gardens	20,000 farmers have increased knowledge and are applying ISFM practices About 20,000 hectares covered	CS, GESI		DRARAH, FESCOPAB, AGRODEV, ABC/DDTB, Chant de femme, REPAFER, CONAJEC, AFIIAS, Practica, Reach Italia		
HortiPlus Project African Biodigester Component (ABC)/SNV	Work Package 1: Improved business operations and access to finance and markets for cooperatives and SMEs	Strengthening the marketing and use of compost produced by SMEs	Characterize organic/biologic fertilizers	Quality standards for biofertilizers available to guide production and use	TT, PS		INERA, Ministry of Agriculture, BUNASOLS, UNB, CNABio		
PRAPS	Component 2: Sustainable landscape management and	Fodder production	Establish demonstration plots to promote fodder crop cultivation	Various fodder crops promoted to at least 10,000 farmers	TT	IFDC	DRARAH, FESCOPAB, AGRODEV, AAFIIAS,		

Partner Program	Partner Program Components	Soil Health-Related Activities	Soil Values Activities	Expected Results	Strategic Pillar (See Section 4)	Lead	Supporting Partners	Timeline	Watershed/ Country
	improved governance						Practica, Reach Italia		
FSRP	FSRP Component 2: Sustainability and adaptive capacity of the food system's productive base	Provision of agricultural equipment (harvesters, combine harvesters, and tillers)	Restore degraded lands through training on SWC technologies (stone bunds, live hedges, zaï, half-moons)	20,000 farmers and 20,000 hectares of farmland are reached with SWC techniques	TT, CR	IFDC/SNV	IITA, ICRAF, communities, local governments, DRA, PRDT, PAESOL	January-December	Niger Superior (Ségou), Haut Bani (Sikasso), Moyen Bani (San)/ Mali
		Training and equipping of plant protection agents and brigades	Contribute to reforestation and non-timber forest product (NTFP) processing	3,000 hectares of degraded farmland replanted and 9,000 women farmers trained in NTFP processing	TT, GESI, CS	IFDC	ICRAF, relay organizations, DRA, DREF		
				4,000 farmers strengthened in agro-pastoral integration practices	CS, CL		IITA, ICRAF, FITINE, CADJ, WUR		
African Biodigester Component (ABC/SNV)	Development of biodigester markets: (creating demand around the biodigester market)	Strengthening the marketing and use of compost produced by SMEs	Support producers in the installation of biodigesters and strengthening the capacities of users of compost derived from digestate to improve soil fertility	20 biodigesters are installed, and 1,000 users of digestate compost are trained on best practices for its use	TT, PS		National program partners, local implementing partners		

Partner Program	Partner Program Components	Soil Health-Related Activities	Soil Values Activities	Expected Results	Strategic Pillar (See Section 4)	Lead	Supporting Partners	Timeline	Watershed/ Country
Pro-ARIDES /PRAPS	Pro-ARIDES Trajectory 1: Improved food, farm and livestock management for more resilient production systems and better household nutrition PRAPS Component 2: Sustainable landscape management and improved governance	Pro-ARIDES: Improved systems and mechanisms put in place for family farm and herd management services, including in the area of nutrition PRAPS: Fodder production	Establish demonstration plots to promote fodder crop cultivation	Various fodder crops promoted to at least 2,000 farmers	TT, CL		IITA, ICRAF, DRPIA, DRA, DREF	January-December	Niger Superior (Ségou), Haut Bani (Sikasso), Moyen Bani (San)/ Mali
FSRP Pro-ARIDES PRAPS	FSRP Component 1: Digital advisory services for agriculture and food crisis prevention and management	Smallholder farmer registration on the RECA digital platform	Facilitate farmer registration on digital ISFM-relevant platform	15,000 farmers registered	DA	RECA	IDAN, INRAN, STD, MAG/EL, DGA	January-December	Goulbi, Korama, Maggia/ Niger
	FSRP Component 2: Sustainability and adaptive capacity of the food	Spreading threshold and water management (ponds, small streams, small irrigated areas)	Ensure protection of riverbanks and strengthen thresholds	1,500 hectares of riverbanks stabilized and soils protected from erosion	TT	Local implementing partner to be determined	STD, NGO partners	January-April	

Partner Program	Partner Program Components	Soil Health-Related Activities	Soil Values Activities	Expected Results	Strategic Pillar (See Section 4)	Lead	Supporting Partners	Timeline	Watershed/ Country
FSRP Pro-ARIDES PRAPS	system's productive base Pro-ARIDES Trajectory 1: Improved food, farm and livestock management for more resilient production systems and better household nutrition PRAPS Component 2: Sustainable landscape management and improved governance	FSRP: Restoration of 2,435 hectares and farmer field schools Pro-ARIDES: Restoration of grazing land PRAPS: Restoration of grazing land	Conduct training (ToT) on ISFM (agroforestry practices and SWC)	50 extension agents and 300 relay farmers trained, cascading down knowledge on agroforestry and SWC practices to 20,000 farmers	CS, CR	DGA	DRA, DDA, CDA, NGOs and STD, research relays	January-May	Goulbi, Korama, Maggia/ Niger
			Promote innovative ISFM technologies (biodigesters, multifunctional fodder species, SWC, assisted natural regeneration [ANR], improved varieties) through training and demonstration plots	At least 3,000 farmers are reached with innovative technologies At least 50 demonstration plots established	TT	DGA	DRA, DDA, CDA, relays	May-October	

Partner Program	Partner Program Components	Soil Health-Related Activities	Soil Values Activities	Expected Results	Strategic Pillar (See Section 4)	Lead	Supporting Partners	Timeline	Watershed/ Country
ACReSAL	ACReSAL: Component B: Community climate Component B2: Resilience community investments	Micro-watershed planning (200 micro-watersheds) Formation or strengthening of inclusive community groups	Facilitate restoration of riverbanks through ISFM practices	500 hectares of riverbank restored through ISFM practices	TT	ICRAF, SNV	Local Implementing Partners	March-June	Kamadougou, Yartiti/ Nigeria
			Develop and implement ILM platforms and plans	4 ILM platforms developed	ILM	SNV, IWMI	Local NGOs	January-April	
		Capacity building on landscape restoration and revegetation of degraded lands and rangelands SWC practices	Conduct farmer profiling and digital registration	100,000 farmers digitally registered and profiled for improved ISFM-relevant service delivery	DA	IFDC	CropIT	January-March	
			Strengthen the capacity of farmers on SWC	Through training, 40,000 farmers and 40,000 hectares of farmland are reached with SWC technologies	CS, CR		Local implementing partners, IWMI, ICRAF	January-December	
			Establish demonstration plots on ISFM and climate-smart agriculture practices to increase farmers' adoption of practices	At least 15 demonstration plots established to showcase technologies	ILM, TT, CR		Local implementing partners	April-December	

Partner Program	Partner Program Components	Soil Health-Related Activities	Soil Values Activities	Expected Results	Strategic Pillar (See Section 4)	Lead	Supporting Partners	Timeline	Watershed/ Country
			Train farmers on carbon credit generation and carbon sequestration	At least 1,500 hectares of land identified and brought under carbon sequestration practices	PS, TT		Tourba	March-November	
L-PRES	Component 3: Crisis prevention and conflict mitigation Subcomponent 3.1: Support to natural resources management and pasture improvement Subcomponent 3.2: Support to conflict mitigation	Building capacity for fodder value addition and strategic storage	Train farmers on crop-livestock integration	7,000 farmers trained on integrated crop-livestock practices	CS, CL		L-PRES, local partners	April-June	Kamadougou, Yartiti/ Nigeria
		Building local capacity for conflict resolution	Conduct conflict and governance sensitivity workshop	At least 100 stakeholders, including women and youth, are made aware of conflict prevention and conflict management techniques	CL, CS, GESI	SNV	Local implementing partner	April-May	
Inclusive Market Development									
FSRP/ ACReSAL	FSRP Component 3: Regional food market integration and trade	Support income-generating activities through the provision of agricultural product processing units	Support women-led cooperatives engaged in value-added enterprises	Support at least 20 women-led enterprises to enhance their business capacity, production facilities, and market	GESI, PS	SNV, IFDC	AGRA, National Program partners, Local implementing partners	February - November	All watersheds and Implementing Countries

Partner Program	Partner Program Components	Soil Health-Related Activities	Soil Values Activities	Expected Results	Strategic Pillar (See Section 4)	Lead	Supporting Partners	Timeline	Watershed/ Country
FSRP/ ACReSAL	FSRP Component 3: Regional food market integration and trade	Improve business operations and access to finance and markets for cooperatives and SMEs	Scale the mobile one-stop agro-input shop to other communities in the four countries	At least 20 mobile one-stop agro-input shops are operationalized for last mile services delivery	PS	IFDC	National Program partners, Local implementing partners	February - November	All watersheds and Implementing Countries
			Create business linkages between aggregators, processors, and farmers of resilient crops	At least one platform is operationalized in each country among the different stakeholders to improve input and output markets	PS, CR				
			Strengthen youth-led agroecological enterprises in the field of agro-inputs and digital agricultural solutions	At least 20 youth-led agroecological enterprises are operationalized for service provisions	CS, DA	SNV, IFDC			
			Scale the Zainer business model with Practica to Mali, Niger, and Nigeria, based on the lessons learned from the pilot in Burkina Faso	At least three private sector parties are engaged in Zainer scaling	TT, PS	IFDC, IWMI			

Partner Program	Partner Program Components	Soil Health-Related Activities	Soil Values Activities	Expected Results	Strategic Pillar (See Section 4)	Lead	Supporting Partners	Timeline	Watershed/ Country
FSRP/ ACReSAL	FSRP Component 3: Regional food market integration and trade	Improve business operations and access to finance and markets for cooperatives and SMEs	Introduce suppliers of tools and equipment that improve soil health and mitigate climate shock risks in watersheds to promote their products	Demonstrate evidence of at least two tools for soil fertility improvement	TT, PS	IFDC, IITA	National Program partners, Local implementing partners	February - November	All watersheds and Implementing Countries
		Facilitate community revolving funds for community interest groups	Organize B2B meetings between financial sector actors and farmer organizations (cooperatives)	Broker between the formal financial sector and informal financial groups at watershed level	PS, GESI	IFDC			
FSRP	Component 2: Sustainability and adaptive capacity of the food system's productive base	Support 500,000 farmers, 40% of whom are women, in adopting climate-smart agricultural technologies and services	Organize B2B meetings between financial institutions, agro-dealers, and producer cooperatives on inclusive finance, financial incentives for farmers, and agro-inputs access	At least six formal partnerships established and 20 million FCFA in commitments mobilized	PS, CR	SNV, IFDC	IMF/banks, APROBER, FESCOPAB, AFIIAS DRARAH, FESCOPAB, Chant de Femme, CONAJEC	January-December	Kou, Mouhoun Inférieur, Nakanbé/ Burkina Faso

Partner Program	Partner Program Components	Soil Health-Related Activities	Soil Values Activities	Expected Results	Strategic Pillar (See Section 4)	Lead	Supporting Partners	Timeline	Watershed/ Country
HortiPlus	Work Package 2: Improvement of business operations and access to finance and markets	Seven cooperatives have strengthened their commercial activities	Establish networks linking SMEs, agro-dealers, producers, and consumers	At least three active networks established	PS, GESI			January-December	Kou, Mouhoun Inférieur, Nakanbé/ Burkina Faso
FSRP	Component 2: Sustainability and adaptive capacity of the food system's productive base	Implementation of productive alliance projects for the valorization of food products Implementation of site rehabilitation or redevelopment projects	Facilitate access to vegetable seed production and strengthen vegetable value chain	Strengthen the vegetable value chain by building capacity of 7,000 farmers in quality seed production 50 seed enterprises trained and supported	PS	SNV, IFDC	IITA, ICRAF, IWMI, ISRIC, IER, ICRISAT	January-December	Upper Bani (Sikasso)/ Mali
	Component 3: Regional food market integration and trade	Support income-generating activities through the provision of agricultural product processing units	Facilitate the development of financial products tailored to women's groups and cooperatives through the decentralized financial system	At least one financial product developed	PS, GESI	IFDC	SFD, AVEC, collectives SLDSES	January-December	Niger Superior/ National/ Mali
			Facilitate the development of a mechanism to ensure financing guarantees for producers through	At least one guarantee mechanism implemented	PS		SNV, AGRA	March-June	National/ Mali

Partner Program	Partner Program Components	Soil Health-Related Activities	Soil Values Activities	Expected Results	Strategic Pillar (See Section 4)	Lead	Supporting Partners	Timeline	Watershed/ Country
			private sector guarantee fund						
FSRP	Component 3: Regional food market integration and trade	Provision of agricultural equipment (harvesters, combine harvesters, and tillers) Purchase and distribution of seeds and biofertilizers	Facilitate access to credit for agricultural inputs and equipment for smallholder farmers	At least 1,000 farmers supported to access to financial credits	PS	IFDC	SNV, AGRA, communities, MFIs, NGOs	January-December	Niger Superior – Ségou /Mali
		Operationalization of 10 productive alliances at watershed level	Strengthen business relationships between Nigerien importers and suppliers of agricultural inputs and equipment from neighboring countries	At least one meeting organized to initiate and strengthen business relationship	PS	ANIDE, APPSN	MAGEL/ DGA, Ministry of Trade, ANIDE, APPSN, WAFA, FEPSAN	March-May	National/ Regional/ Niger
			Facilitate access to new markets for products processed/ preserved by women and youth through agricultural events/shows	At least three new markets or three market contracts signed/accessed by women and youth	PS, GESI	AB2M	DRA, DDA, CDA, relays, OP, ANIDE, APPSN	February-October-December	Goulbi, Korama, Maggia/ Niger
		Support income-generating activities through the provision of	Facilitate the establishment of warrantage systems to improve farmers'	Two warrantage systems	PS	AB2M	DRA, DDA, CDA, relays	June-August	Cross-cutting/ Niger

Partner Program	Partner Program Components	Soil Health-Related Activities	Soil Values Activities	Expected Results	Strategic Pillar (See Section 4)	Lead	Supporting Partners	Timeline	Watershed/ Country
		agricultural product processing units	access to credit, agro-inputs, and markets	established in the watersheds					
	Component 3: Regional food market integration and trade		Train and coach youth enterprises on business plan development for microenterprises on ISFM-related technologies	At least 30 business plans developed	CS, PS	AB2M, ICRISAT	ANIDE, APPSN, OP, DRA, DDA, CDA, relays	April-September	Goulbi, Korama, Maggia/ Niger
ACReSAL	Component B: Community climate Component B2: Resilience community	Constructing small-scale community storage and agro-processing facilities	Set up warehouse receipt systems at watershed level	At least four warehouses set up at the watersheds	PS	IFDC	StarAgric	March-November	Kamadougou, Yartiti/ Nigeria
			Organize private sector stakeholder workshop on inclusive finance and markets	One workshop organized with at least 30 private sector actors in attendance	PS, CS		AGRA	April	National Level Event/ Nigeria
		Establishment of revolving funds to finance the continuing operation of community investments	Train farmers on financial access and community savings and loans	Over 20,000 farmers reached	CS, PS		ACReSAL, local partners	April-September	Kamadougou, Yartiti/ Nigeria

Partner Program	Partner Program Components	Soil Health-Related Activities	Soil Values Activities	Expected Results	Strategic Pillar (See Section 4)	Lead	Supporting Partners	Timeline	Watershed/ Country
Enabling Environment									
FSRP/ ACReSAL	Institutional and policy strengthening, market integration, and regional trade in food and agricultural inputs	Support policy development on food to facilitate the regional trade integration	Organize field campaigns to advocate and raise awareness on soil health at the local level	At least one field campaign is organized in each country to increase awareness on soil degradation status	CS	AGRA	IFDC, national program partners, local implementing partners	March-December	All watersheds and Implementing Countries
			Participate and enhance the visibility of Soil Values during global, regional, and national events	Soil Values key results are presented during AFSH, Agroecology Days, etc., to advocate and showcase program interventions	PLE				
			Organize targeted advocacy sessions with local financial institutions to negotiate reduced entry barriers for women and youth (e.g., lower collateral requirements, simplified	Initial commitments are secured from financial institutions to pilot simplified procedures for women and youth	GESI, PS				

Partner Program	Partner Program Components	Soil Health-Related Activities	Soil Values Activities	Expected Results	Strategic Pillar (See Section 4)	Lead	Supporting Partners	Timeline	Watershed/ Country
			procedures, and tailored financial products)						
FSRP/ ACReSAL	Institutional and policy strengthening, market integration, and regional trade in food and agricultural inputs	Support policy development on food to facilitate the regional trade integration	Organize structured multi-stakeholder meetings that bring together Soil Values and key public and private sector actors to identify collaboration opportunities and develop joint action plans	At least two joint action plans and a set of agreed collaboration priorities are developed with the stakeholders, resulting from a minimum of two multi-stakeholder meetings	PS	AGRA	IFDC, national program partners, local implementing partners	March-December	All watersheds and Implementing Countries
Ministry of Agriculture	Disseminate the national strategy for soil restoration, conservation, and recovery (SNRCRS/ DGADI)		Validation and dissemination of the national SWC strategy to guide the scaling of sustainable land and soil management practices	One validation workshop organized and national strategy document disseminated	CS	IFDC/AGRA	DGADI, MARAH	January-December	National/ Burkina Faso
FSRP	Component 3: Market integration and regional trade in food and agricultural inputs	Support policy development on food to facilitate regional trade integration.	Revitalization of local land commissions for conflict prevention and management Provide inducive environment to long-term investment	Four local land commissions revitalized	PLE	SNV	AGRA, Local Governments	January-December	Upper Bani Sikasso /Mali

Partner Program	Partner Program Components	Soil Health-Related Activities	Soil Values Activities	Expected Results	Strategic Pillar (See Section 4)	Lead	Supporting Partners	Timeline	Watershed/ Country
FSRP	Component 3: Market integration and regional trade in food and agricultural inputs	Support policy development on food to facilitate regional trade integration.	Support adoption of inter-ministerial decree on the law relating to the agricultural land tenure system	One inter-ministerial decree signed	PLE	SNV	AGRA, Local Governments	January-December	National /Mali
FSRP	Component 3: Regional food market integration and trade	Support policy development on food to facilitate the regional trade integration	Adopt and disseminate complementary regulatory framework for organic fertilizer production	At least one ministerial decree adopted and disseminated	PLE	DGA, MAG/ EL	Ministry of Environment, SwissAid, GIZ, RECA, FAO, IFDC, ANIDE, APPSN	April-August	National /Niger
			Adopt and disseminate the National Soil Strategy and operationalize the national technical committee for soil health	At least one strategy adopted and one national technical committee operational and functioning with five meetings organized	PLE	DGA/ MAGEL		March-April	National /Niger

Partner Program	Partner Program Components	Soil Health-Related Activities	Soil Values Activities	Expected Results	Strategic Pillar (See Section 4)	Lead	Supporting Partners	Timeline	Watershed/ Country
ACReSAL	Component C: Institutional strengthening and project management Component C1: Institutional and policy strengthening	Policy improvement (for innovations and institutionalization of integrated landscape/ watershed management) at federal and state levels	Organize a multi-stakeholder workshop on ISFM	One workshop conducted; 100 stakeholders in attendance One technical brief/guideline produced and disseminated	PLE, GESI	SNV	IITA	August	Kamadougou, Yartiti/ Nigeria

6 Monitoring, Evaluation, and Learning (MEL)

Soil Values requires a robust and comprehensive MEL methodology that reflects the systemic, partnership-driven, and watershed-focused approach. In 2026, the MEL methodology will be fully implemented at two distinct, yet integrated, levels: program and watershed.

The program-level MEL methodology is already operational, with output, outcome, and impact indicators defined based on the Theory of Change and the DGIS 2025 result framework (Section 3). In addition, existing tailored indicators will be used to support annual output monitoring and systematic tracking of progress over time. Soil Values conducted a baseline study and put in place a result and change measurement framework that links activities to impact pathways. Building on Inclusive Landscape Management (ILM) planned to be conducted during the first quarter of 2026 and the revised MEL framework, additional baseline studies will be undertaken to complement and strengthen the existing evidence base. This framework specifies how we will capture results beyond outputs, combining routine monitoring with results collection and contribution analysis. The methodology defines data flows, data quality controls, and reporting schedules, and explicitly integrates change measurement throughout the entire results collection process. A dashboard with up-to-date results is being developed and will be linked to GeoPortal, as described in Section 3.

At watershed level, Soil Values operates through a portfolio of regional, national, and local partnerships that stimulate context-specific change processes to improve soil health. Each partnership will operate with its own activities and targets aligned with the general strategy of Soil Values and partner organizations. The Soil Values country teams will play a key role in supporting these partnerships to ensure that their performance indicators are coherent and aligned with the overarching MELS framework.

In the last quarter of 2025, an external consultant will assist the Soil Vales MEL team in revising the MEL methodology, based in part on discussions with and guidance from the Netherlands Directorate-General for International Cooperation (DGIS). The revised MEL methodology is expected to be fully operational in the first quarter of 2026 and will consist of the following key elements:

- A program framework that provides reliable data and is operational, practical, and ready for implementation and rollout at all program levels.
- A watershed MEL framework that captures partnerships, collaboration, and power dynamics and clearly demonstrates how the partner-level MEL framework aligns with and responds to the program's Theory of Change.
- At program and watershed levels, a set of quantitative and qualitative indicators that enable consistent tracking and analysis.
- At program and watershed levels, integrated system transformation and systemic change as a key dimension of monitoring and learning, with a clear definition, objectives, and tools to capture underlying shifts in behaviors, relationships, and institutions.
- A plan for an in-depth MEL framework in two watersheds, focused on results and understanding the drivers and obstacles in systemic change processes.

- A framework for engaging and assessing the private sector's contributions, interests, expectations, and role in systemic change, with practical quantitative and qualitative tools and clear guidelines to enable consistent tracking and analysis.
- Full integration of pastoralism and agro-pastoralism into the MEL methodology, including the design of relevant tools to collect data on the indicators.
- A learning framework consisting of learning questions developed through a participatory process, which enables systematic documentation, reflection, and dissemination of insights and lessons learned. This ensures that knowledge is effectively shared and used among implementation partners and stakeholders.

Soil Values will use a mixed contribution- and attribution-based approach to demonstrate how the program supports and complements national initiatives. The focus will be on documenting the added value of Soil Values for sustainable soil management and related programs and capturing measurable short-term results, such as yield improvement and practical implementation, as well as long-term results, such as soil health restoration, landscape greening, and sustainable behavior change.

Contribution mapping, the key tool in this process, will enable the program to identify shared and program-specific activities, define expected outcomes, and portray results proportionally to each partner's role. Attributions remain a key component of the MEL framework to demonstrate causal links between interventions and observed results. The attribution strategy will focus on building a robust evidence base that allows for more accurate measurement of impact. The baseline survey and database will be central to this approach, linking farmer characteristics, agricultural practices, and participation in program interventions. Regular surveys will track adoption rates of soil health practices and progress on yields, soil health, and broader livelihood outcomes.

The remote sensing functionalities in GeoPortal will allow the monitoring of land use change and results of ISFM practices in the watersheds over the entire program period. A comparison can also be made between watersheds with interventions with those without. Moreover, this approach captures autonomous development in non-visited areas. Meanwhile, participatory MEL can provide good insights into the mindset development of communities with regard to the ILM-based interventions that will come to the fore. To monitor change, a selection will be made on indicators that capture with-without and before-after situations.

7 Communications and Knowledge Management

A communications and knowledge management strategy for Soil Values will be shared in the last quarter of 2025. The strategy's objectives are to inform, engage, and mobilize stakeholders to support and participate in the program, foster transparency and trust, and ultimately create impact through knowledge sharing, behavior change, and mainstreaming of soil health. Key objectives include raising awareness, building relationships, promoting community participation, ensuring accountability, and effectively disseminating project results and lessons learned.

7.1 Communications

The strategy will distinguish different target groups and objectives and identify key messages and means of communication. Key activities in 2026 for communications include the following:

- **Create awareness of soil health** to support any of the activities, including advocacy for policy reforms, changing behavior among farmers and communities, and stimulating investments in soil health.
- **Influence policy and investment**, targeting policymakers, regional and national programs, private sector actors, and others. Success stories will be documented and tailored advocacy packages will be developed to link program results to national and regional policy agendas, including regional and global events such as World Soil Day, International Women's Day, the United Nations Climate Change Conference (COP), the Africa Food Systems Forum and other AGRA-supported forums, etc.
- **Promote soil health practices** among farmers and communities at the watershed level. Support will be given to the team on visualizing and communicating harmonized soil health practices and making the materials accessible to various farmer groups.
- **Support knowledge sharing** among regional and national programs and partner organizations through regular communication and sharing of documented best practices, lessons learned, research results, etc.

Partner organizations' communication channels will be utilized as much as possible to maximize reach and increase the credibility of the messages.

7.2 Knowledge Management

The recently developed GeoPortal is essential for managing the knowledge and data generated during the program period. The knowledge management strategy includes the following elements on data storage:

- **Knowledge and data inventory** that assesses the scope and types of data (soil science, field trials, economic and social data) generated by all partners, mapping the data type, owner, format, and volume estimates.
- **Storage and backup** that determines current and future data storage, synchronization, and secure backup needs for the next decade, including an analysis of existing SharePoint storage and scalability requirements.
- **Data governance policy** that defines the requirements for a draft policy on data access, sharing, licensing, and citations.
- **Knowledge translation function** that determines the need, scope, and resource requirements for a knowledge translation function to translate complex data and research findings into usable tools, processes, and information for farmers and communities.
- **Data demarcation, intellectual property (IP), and sharing requirements**, including:
    - **Public data definition** sets out clear requirements for an enforceable policy on public data (i.e., all data generated with public/donor funds) to ensure alignment with donor open access requirements.

- **Proprietary data demarcation** defines the requirements for categorizing private and organizational data (e.g., commercial information, proprietary algorithms) and establishing protocols for its protection and non-sharing.
- **IP and institutional agreements** stipulate the requirements for a clear IP structure that demarcates the IP generated by the project from IP belonging to institutions. This structure includes a framework to facilitate signed institutional agreements and build trust among partners.

8 Risks and Assumptions

The Soil Values 2026 field program will focus on 10 large watersheds in Burkina Faso, Mali, Niger, and Nigeria. The selection of the 2025 areas was based on the presence of partners (FSRP, PRAPS, Pro-ARIDES, ACReSAL, L-PRES), as well as the security situation in the area. Currently, Soil Values receives regular updates from IFDC staff responsible for security alerts. However, it is necessary to continuously weigh the risks of field work, both for Soil Values staff in the capital cities and for the implementing partners.

The limited civil society space in Burkina Faso, Mali, and Niger, characterized by NGO suspensions and stricter regulations, creates operational, reputational, and political risks for Soil Values. These risks could lead to program delays, disruptions, or cancellations. Security restrictions on mobility and humanitarian access, including mandatory military escorts in Niger and widespread insecurity in Burkina Faso and Mali, hamper rural operations, increase operational costs, and undermine organizational neutrality. The worsening security situation has increased the vulnerability of rural communities, risking food security and livelihoods.

These challenges require adaptive strategies, such as remote programming, local partnerships, and leveraging of community networks. Unlike the other countries, Nigeria, especially Kano, provides relative stability. This situation supports a resilience-focused strategy in the Sahel and a more proactive development-driven approach in Nigeria for Soil Values.

To mitigate the security situation, Soil Values will:

- Conduct regular, context-specific risk assessments, map risk zones, monitor political shifts, and develop contingency plans to protect staff and ensure business operations.
- Expand remote and decentralized programming and the use of digital tools and trusted local partners to bolster agricultural support while minimizing security risks.
- Build strong local partnerships with community organizations, cooperatives, and local NGOs to improve access, legitimacy, trust, and program monitoring in constrained areas.
- Adopt conflict-sensitive and resilience-oriented approaches that integrate agricultural development with humanitarian support and early warning measures to address vulnerabilities and adapt to volatile security conditions.
- Engage constructively with authorities, advocate for a neutral humanitarian mandate, and negotiate access to overcome constraints and ensure uninterrupted program implementation.
- Conduct regular staff training on security, conflict sensitivity, and operational protocols to enhance security, resilience, and program effectiveness in unstable environments.

The risk of disruption and security risks due to the presence of terrorists in Soil Values' watersheds should not be underestimated. Therefore, the outputs and results described in this document are expected to represent a context of sustained security levels, allowing Soil Values staff and implementing partners to be present in the field. Monthly security reports in 2026 will form the basis for decisions about field activities. If the need arises to reconsider the planned field program, Soil Values and IFDC management will contact DGIS and adjust the expected results accordingly. Relocation to safer areas may also be considered, even to the point of incorporating neighboring and/or safer countries in the region.

9 Operations

Soil Values has implemented governance changes following a series of recommendations from the Strategic Support Group (SSG) in May 2025. The revised organogram (Figure 4) includes a program management team with a director, three deputy directors (all from IFDC), and the Soil Values SNV lead. Technical advisors will still require job descriptions when the SSG is phased out in February 2026. Communications, MEL, and GESI functions can still be redeployed within the organogram if deemed more efficient. To strengthen the national teams, additional staff will be recruited for inclusive business development and communications, replacing ISFM (currently listed in the organizational chart). Instead, an ISFM expert will be placed with ECOWAS, as agreed with lead partner FSRP.

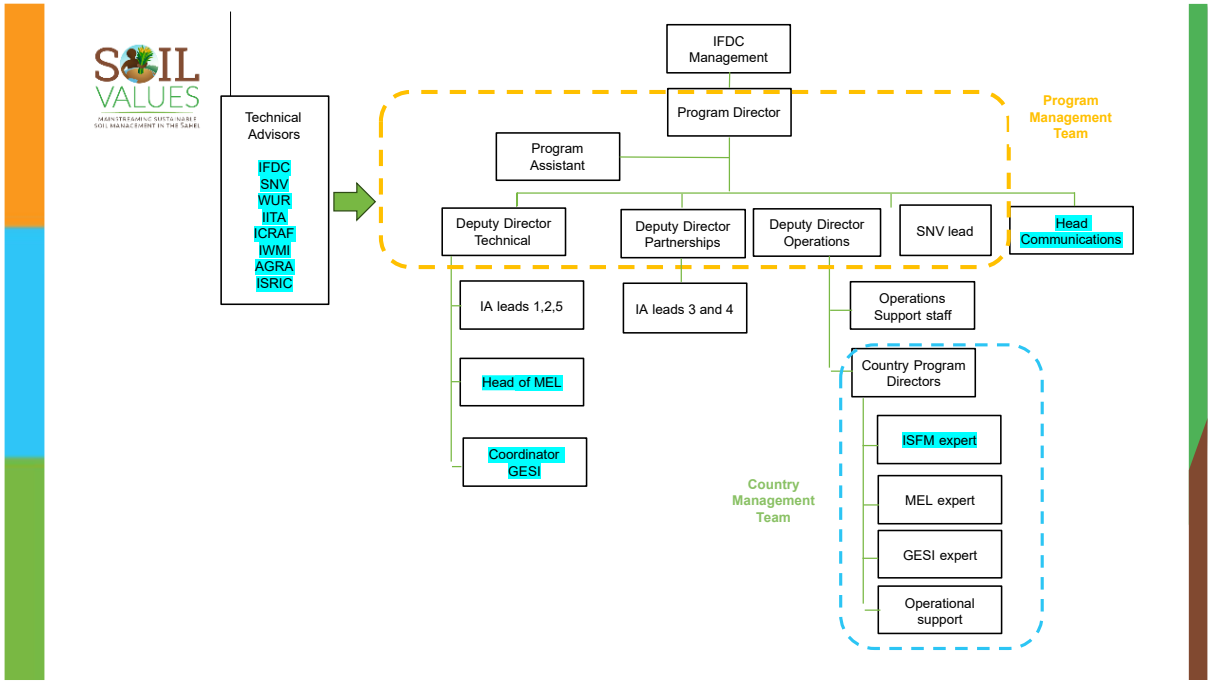


Figure 4. Revised Soil Values organogram

Soil Values operates according to a "One Program, One Team" approach, within a catalytic context involving key partners FSRP and ACReSAL. Eight consortium and knowledge partners, four country teams, and local implementation partners in the field work together as a team. IWMI is guiding the team on adaptive scaling approaches. IFDC, ISRIC, ICRAF, and IITA are jointly managing the ISFM technology evidence base of ILM, with IWMI specifically focusing on scaling Zainers (see Level 3 of Figure 3). ISRIC and IITA will oversee all soil-related work in collaboration with the Regional Hub. IWMI will do the same for work on water

resources, and ICRAF for agroforestry and carbon markets. AGRA is contributing to strategies across the entire inclusive market development pathway and (mainly) the enabling environment pathway, with a special emphasis on the follow-up to the Lomé Declaration, Africa Fertilizer and Soil Health Action Plan and continental (African Union) commitments, and the Africa Food Systems Forum. SNV is leading the development of GeoPortal, supported by IITA, ICRAF, WUR, and ISRIC.

The program will continue to offer opportunities to young interns and professionals through a carefully designed plan, so that they can start/develop their professional journeys and also contribute to the program.

Soil Values collaborates with local partners, such as community-based organizations, local NGOs, government agencies such as national agricultural research systems, and private sector organizations. These partners are essential for the program's anchoring, implementation, capacity building, and sustainability. A significant portion of the activities are managed through these local implementing partners. To improve the selection process for these partners, clear guidelines have been developed to accelerate the implementation of activities in practice. A workshop will be organized on program strategies and key activities before the end of 2025 to fully integrate local implementing partners in the Soil Values team.

10 Budget

The 2026 budget is based on actual requirements gathered during a series of consultation meetings with all partners, from the watershed level to strategic partners, including FSRP, ACReSAL, ECOWAS, and others (Table 4). The planned budget for 2026 is €11,828,899. Of this, 33% will be used for staff, 48% for direct activities, 7% for operational costs, and 12% for indirect costs (overhead expenses). The estimated budget for 2026 is 3.9% higher than the proposed budget in the contract agreement with DGIS. This change is necessary to accelerate implementation, and the amount will be offset in subsequent years.

Table 4. Budget summary per category

Cost Category	Amount (€)	Percentage of Total Budget
Staffing	3,927,954	33.2
Direct program cost	5,704,898	48.2
Office operations	810,441	6.9
Indirect cost	1,385,606	11.7
Total	**11,828,899**	**100.0**

The following are key points to consider:

- The program expects (based on the forecast) a budget utilization of 90-93% in 2025 and therefore expects an underspending of 7-10% (approximately €1.1-1.5 million). This is due to the following factors:
    - The revised budget for 2025 included a significant carryover from 2024. Due to the delay in the audit process, the final figures for 2024 were not made available until after the field activities for 2025 had begun. Therefore, it was not possible to process the entire carryover from 2024.

- The IITA budget in the proposal was only for three years. However, IITA's role in the program on climate resilience is crucial until its end. An adjustment was made to spread the IITA budget over eight years, forcing IITA to reduce its planned budget in 2025 from €1.4 million to €792,596.
- Due to the delayed start of the Ph.D. program necessitated by the complicated visa process, candidates for the Ph.D. program were unable to start on time. Only one candidate started, resulting in significant underspending.

- Based on the audit report in early 2026, the 2025 underspend will be added to 2026. The program management team will create an inventory of activities that can be carried out. This inventory will be approved by the Supervisory Board.
- Compared to the proposal staffing budget, staffing costs for 2026 will be slightly higher. This is due to the need to strengthen local capacity by deploying additional staff for ISFM/scaling, GeoPortal, community engagement, business development, communication, and partnership development.
- GeoPortal activities were not included in the original proposal. The costs for the activities (i.e., hardware, software, development, training, and management) have been added to the 2026 budget. The staffing cost will mostly be covered by SNV and IITA from the underspending of 2025, while for activities, IFDC will cover a significant portion of the cost, added to the two IFDC budget lines ***Mapping & Modelling – Bundling*** and ***Monitoring, Evaluation, and Auditing (MEL IFDC)***. The activity budget for GeoPortal under IFDC's line will be around €200,000. This will be financed by reallocating budget from different lines (from activity and operation lines) within the IFDC budget.
- In line with the implementation strategy of the program, 73% of the direct specific activity budget (excluding cross-cutting activity costs like GeoPortal, Monitoring and Evaluation, and travel-related costs) will be used in complementarity to the major partner program priorities as co-agreed during the annual planning process in all watersheds and country plannings. Soil Values will invest € 3,353,245 directly to specific activities with partner programs. The detailed budget per activity and partner program along with the expected result is provided as a separate document along with the other detailed annual budget files.

Appendix 1. Outcome and Impact Indicators

The annual target distribution follows an exponential scale function, adjusted based on the starting year(s) of each indicator and the expected rate of implementation or system change. Not all indicators start in the same year. Some, such as the number of beneficiaries of water management plans and the number of producers with resilient livelihoods, start in Year 4 after the preparatory phases are completed. The approach assumes that growth is initially slow during the pilot and system establishment years (Years 2-4), accelerates sharply in the medium term as validated approaches are scaled and institutionalized (Years 5-8), and stabilizes toward full achievement as saturation occurs (Years 9-10). The model ensures that each indicator reaches its indicative target by Year 10, with indicators that start early contributing around 1-5% of the target in the early years, reaching 35-70% in the medium term, and consolidating to 90-100% in the final years. Indicators for later starts follow a steeper seven-year exponential curve reaching the same end point.

Indicator	2026	2027	2028	2029	2030	2031	2032	2033	Indicative Target (Y10)	Comment
B.2.1. Number of SSFPs directly reached with activities aimed at structural/systemic improvement of their agricultural performance	15,000	30,000	105,000	225,000	300,000	375,000	300,000	150,000	1,500,000	Initiated after preparatory mapping and pilot validation; early growth remains modest, followed by rapid acceleration from mid-term as watershed-based approaches are scaled and adoption becomes institutionalized, before consolidation toward the endline target.
C.2.1. Number of hectares of farmland directly reached with activities aimed at structural/systemic improvement of agro-ecological sustainability	20,000	40,000	140,000	300,000	400,000	500,000	400,000	200,000	2,000,000	Early hectares reflect pilot landscapes and initial restoration packages; rapid expansion occurs from mid-term as integrated landscape plans and multi-actor platforms mature, with consolidation as basin coverage approaches saturation.
B.1.1 Number of small-scale food producers who progressively increase farming net income	15,000	30,000	105,000	225,000	300,000	375,000	300,000	150,000	1,500,000	Income effects emerge gradually following early productivity gains; acceleration occurs from mid-term as input bundling, market access, and value-chain integration are scaled, stabilizing as adoption reaches maturity.
B.1.2. Number of small-scale food producers	15,000	30,000	105,000	225,000	300,000	375,000	300,000	150,000	1,500,000	Yield-gap reduction follows a delayed response curve, with limited early gains

Indicator	2026	2027	2028	2029	2030	2031	2032	2033	Indicative Target (Y10)	Comment
who progressively decrease the yield gap										during training phases, rapid improvements from mid-term as ISFM practices scale, and consolidation toward endline.
C.1.2. Number of hectares of farmland that agro-ecologically became more resilient to shocks	20,000	40,000	140,000	300,000	400,000	500,000	400,000	200,000	2,000,000	Initial gains reflect targeted conservation pilots; accelerated growth occurs as soil and water conservation practices are scaled across watersheds, with consolidation as resilient land-use practices become widespread.
B.1.3. Number of female small scale food producers who become progressively empowered	8,000	16,000	56,000	120,000	160,000	200,000	160,000	80,000	1,500,000	Starts after institutional and basin-level planning phases; growth accelerates from mid-term as gender-responsive interventions are embedded in operational plans, followed by consolidation toward the target.
C.1.1. Number of hectares of farmland under at least 2 conservation practices	20,000	40,000	140,000	300,000	400,000	500,000	400,000	200,000	2,000,000	Progressive expansion linked to phased rollout of ILM plans; acceleration occurs as additional basins are integrated annually, with stabilization as coverage nears full watershed scope.

Indicator	2026	2027	2028	2029	2030	2031	2032	2033	Indicative Target (Y10)	Comment
B.1.4. Number of small-scale food producers whose livelihood became more resilient to shocks	15,000	30,000	105,000	225,000	300,000	375,000	300,000	150,000	1,500,000	Resilience outcomes appear after early diversification and adaptive practice adoption; strong acceleration from mid-term as multiple risk-reduction mechanisms combine, then stabilize toward endline.
D.1. Number of small-scale food producers applying new technologies/practices that aim to transform food systems towards desirable outcomes	15,000	30,000	105,000	225,000	300,000	375,000	300,000	150,000	1,500,000	Adoption follows the general scaling curve, with early pilots and demonstrations, rapid uptake from mid-term as enabling policies and systems align, and consolidation as practices become mainstream.
D.2. Number of FNS-relevant knowledge and extension institutions reached with interventions that aim to strengthen their capacity	-	-	-	-	-	-	-	-	-	Institutional reach is sequenced separately from farmer scaling, reflecting targeted engagement cycles rather than exponential expansion.
E.1. Number of reforms/improvements in major (inter)national FNS policies/laws/regulations	-	-	-	-	-	-	-	-	-	Policy and regulatory outcomes follow a non-linear trajectory, progressing incrementally based on learning, advocacy maturity, and cross-country coordination rather than annual numeric scaling.

Indicator	2026	2027	2028	2029	2030	2031	2032	2033	Indicative Target (Y10)	Comment
Index of resilience and adaptive capacity for small-scale food producers	0.3	0.3	0.4	0.5	0.5	0.6	0.6	0.7	0.7	Builds progressively on the baseline, with index values reflecting cumulative and gradual system-level change. Improvements increase steadily as adaptive practices, diversification strategies, and risk-management mechanisms are scaled and sustained over time.
Soil fertility index	-	0.6	0.6	0.7	0.7	0.8	0.8	0.8	0.8	Builds progressively on the baseline, with stepwise improvements reflecting biological soil processes; gains accelerate after mid-term as ISFM and organic matter practices reach scale, then stabilize.