Evaluation of Cameroon
WFP Country Strategic Plan 2018-2020

WFP Office of Evaluation
Q1 To what extent are WFP’s strategic position, role and specific contributions based on country priorities and people’s needs, as well as WFP’s strengths?

- Good alignment of the CSP with national policies, plans and strategies
- Informed by the 2016 national Zero Hunger Strategic Review
- Some gaps in prioritizing resilience-building in refugees settings
- National stakeholders appreciated WFP’s partnership
- WFP's analytical work identified and addressed food and nutrition security
- WFP pursued a principled positioning and harnessed comparative advantages
- Timely alignment with the UNDAF led to a high degree of coherence of WFP partnerships with other the United Nations agencies
Q2 What is the extent and quality of WFP’s specific contribution to CSP strategic outcomes in Cameroon?

- High performance on outputs delivery supporting 1.6 million people in need
- Progress in the set-up of complaints and feedback mechanisms
- Protection concerns related to the selection of transfer modalities
- WFP was challenged to maintain operational independence and neutrality
- The CSP contributed to the triple nexus, but did not mainstream conflict sensitivity and peace work
Q2 What is the extent and quality of WFP’s specific contribution to CSP strategic outcomes in Cameroon?

- Improved the gender sensitivity of activities as resourced priority
- Slow progress towards WFP’s gender transformative objectives
- Sustainability of results remains uncertain in light of limited:
  - Long-term partnerships
  - Reliable funding
  - National ownership and capacities
Q3 To what extent did WFP use its resources efficiently in contributing to CSP outputs and strategic outcomes?

- Coverage and geographic targeting has adapted well to the evolving situation
- Application of targeting criteria was inconsistent
- Programme delays due to targeting issues, inaccessibility and slow roll-out of SCOPE
- WFP lacked a consistent cost-effectiveness analysis to inform decision-making
- UNHAS has proven critical to the success of humanitarian operations
Q4 What are the factors that explain WFP’s performance and the extent to which it has made the strategic shift expected by the CSP?

- Challenges to mobilization of adequate, predictable and flexible resource
- Limited partnerships and collaborations
- Gaps in human resource capacity and expertise
- Inadequate capacity of monitoring and evaluation to effectively measure and report performance
Conclusions

WFP has only partially met the ambitious expectations from the strategic shift. The CSP improved the alignment of WFP’s strategic positioning with national policies and helped WFP to strengthen its collaboration with other United Nations agencies, in particular the Rome-based agencies.

The CSP did not fully prepare WFP for the complex crises which diverted its attention and resources away from recovery-oriented activities and the triple nexus.

The higher flexibility in funding and longer-term partnerships expected from the CSP approach have not materialized.
Conclusions

Country office management did not react swiftly enough to address staffing shortages, which impeded effective and timely programme delivery.

Programme efficiency was marked by slow programme delivery, high transaction costs and recurrent pipeline breaks.

The monitoring and evaluation system remained inadequate to enable systematic measurement of WFP achievements and support evidence-based decision-making.
Recommendations

1. Strengthen the strategic approaches to nutrition, resilience and capacities
2. Enhance strategic partnerships, funding and advocacy
3. Invest on evidence base to support the strategic focus and the CSP implementation strategy
4. Strengthen human resources capacity to implement ongoing priorities and prepare for the next CSP
5. Improve emergency preparedness, supply chain and programme effectiveness and efficiency
6. Strengthen M&E, knowledge sharing and communication around results