



EVALUATION QUALITY ASSURANCE SYSTEM

Office Of Evaluation
Measuring Results, Sharing Lessons

TERMS OF REFERENCE CAMEROON: AN EVALUATION OF WFP'S PORTFOLIO (2012- MID 2017)

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1. Background

1. The purpose of these terms of reference (TOR) is to provide information to stakeholders about the proposed Cameroon Country Portfolio Evaluation (CPE) (2012- mid 2017), to guide the evaluation team and specify expectations during various phases of the evaluation. The TOR are structured as follows: Chapter 1 provides information on the context; Chapter 2 presents the rationale, objectives, stakeholders and main users of the evaluation; Chapter 3 presents the WFP portfolio and defines the evaluation scope; Chapter 4 identifies the evaluation questions, approach and methodology; Chapter 5 indicates how the evaluation will be organized. The annexes provide additional information such as a detailed timeline and map.

1.1. Introduction

2. Country Portfolio Evaluations (CPE) encompass the entirety of WFP activities during a specific period. They evaluate the performance and results of the portfolio as a whole and provide evaluative insights to make evidence-based decisions about positioning WFP in a country; and about strategic partnerships, programme design, and implementation.

3. In 2017, the Office of Evaluation (OEV) will be implementing a CPE in Cameroon, which was selected on the basis of country-related and WFP-specific criteria. It falls in the category of countries where WFP has a relatively important portfolio and the Country Office (CO) would benefit the most from a CPE for ongoing programming as well as implementation of the new country strategic plan (CSP). Cameroon is also a suitable country for a joint RBA collaboration on evaluation. The CPE will feed into a joint paper to be commissioned by the Rome-based agencies of the complementarity and coherence of their work with other actors and with each other in particular.¹

1.2. Country Context

4. Cameroon is a lower middle income country with a population of 23.3 million people. It shares borders with Nigeria, Chad, Central African Republic (CAR), Equatorial Guinea, Gabon and Republic of Congo. Two regions of Cameroon are Anglophone (the northwest and southwest regions) while the other regions are Francophone. Cameroon has enjoyed peace for decades in spite of its highly diverse population. However, there are security concerns due to recent conflicts within Nigeria and CAR displacing thousands of people into Cameroon. Boko Haram's attacks in Nigeria have provoked a humanitarian crisis in the Far North region of Cameroon.

5. Economically, Cameroon is endowed with significant natural resources, including oil and gas, high value timber species, minerals, and agricultural products such as cocoa. While over 46% of its population reside in rural areas, 70% of the population depend on agro-pastoral activities. About 10% live below the poverty line of USD 1.25 per day.² The country is ranked 153rd out of 188 on the Human Development Index. Between 2007 and 2014 the number of poor people increased by 12% to 8.1 million. Poverty rate is 39% increasingly concentrated in Cameroon's northern regions with an estimated 56% of the poor living in the North and Far North regions alone. In OCHA's

¹ RBAs include WFP, FAO and IFAD

² <http://www.worldbank.org/en/country/cameroon> 2017

recent Summary of Needs, 90% of those requiring humanitarian support reside in the Far North, North, Adamaoua and Eastern regions (OCHA, 2016).³

6. For 2015 the country's real GDP growth rate year was 5.8% and GDP per capita of USD \$3,330 driven by continued diversification of telecommunications and financial services which grew by 8.4%. Agriculture, the primary sector, grew by 4.9%. Oil production, which makes the country a net oil exporter, rose by an exceptional 28.3% as new fields began production. The construction sector also grew, by 7.3%.⁴ Employment for young people is a Government priority: the National Institute of Statistics (INS) estimates that 70% of the country's young people are underemployed.

7. The government has developed grand ambitions for its future, as reflected in its "Vision 2035" strategy. This document served as the anchor for the national Growth and Employment Strategy (*Document de stratégie pour la croissance et l'emploi – DSCE 2010-2020*), and envisions Cameroon as an "emerging nation, democratic and united in its diversity" by 2035. Its principle objectives include: i) reducing poverty to less than 10%; ii) becoming a middle-income country; iii) being considered an industrialized nation; and iv) consolidating democracy and national unity.⁵

Food Security and Livelihood

8. Agriculture is the backbone of the country's economy employing 70% of the labour force and represents 52% of the GDP. Cameroon is the sixth largest producer of cocoa in the world. However, farming activities are severely affected, particularly in the Far North region, by civil unrest that has spread from neighboring Nigeria and recurrent climate shocks. Livestock rearing activities have been affected by the crisis, with large numbers of cattle reported to be stolen, and illicit livestock trade. As a result, 35% of the Far-North region population and 20% of the North region population is food insecure and households lack access to inputs and productive assets.⁶ Since 2013, Cameroon has been experiencing a humanitarian crisis which has increased the number of food insecure people from 1.1 to 2.7 million.⁷ The 2015 Global Hunger Index (GHI) ranks Cameroon 68 out of 104 with a score of 24.2, placing it in the "serious" severity level of hunger.⁸ According to Unicef, 2.9 million people are in need of humanitarian assistance and 2.6 million are food insecure to the point of crisis or emergency levels, with 272,565 children under 5 facing acute malnutrition.⁹

Nutrition and Health

9. Malnutrition remains a concern, with 31.7% of children under 5 suffering from chronic malnutrition at the national level. The rate of malnutrition is particularly high (over 44%) in the North and Far North regions.¹⁰ Stunting is more pronounced in children living in the four most vulnerable regions of Cameroon where the rates are above the national average: Far North (41.9%), North (33.8%), Adamawa (37.8%) and East (35.8%).¹¹ The infant mortality rate is 53 per 1,000 live births and the maternal mortality ratio is 596 per 100,000 live births. About 4.8% of adults aged 15-49 are HIV

3 UNDP [Human Development Reports HDI](#) (2015)

4 <https://www.afdb.org/en/countries/central-africa/cameroon/cameroon-economic-outlook/>

5 <http://web.worldbank.org/archive/website>

6 Data source: EFSA 2016

7 FAO in Emergencies February 2017

8 <http://www1.wfp.org/countries/cameroon>

9 Unicef Humanitarian Action 2017

10 WHO Africa Regional Office Website: www.afro.who.int

11 <http://www1.wfp.org/countries/cameroon>

positive with a greater proportion of women (5.6%) affected compared to men (2.9%).¹² Communicable diseases include cholera, meningococcal cerebrospinal meningitis and yellow fever. The health system still suffers from shortages technical and managerial expertise; and information deficiencies; and a weak legal framework regulation of pharmaceuticals.¹³ The National Food and Nutrition Policy (NFNP 2015-2035) emphasises the need for a multi-sectoral and convergent approach to prevent malnutrition and complementary strategies to reduce non-communicable diseases. The Health Sector Strategy for (2016-2027) targets the prevention of malnutrition, through nutrition education programmes adapted to contexts of each region.

Education

10. Primary school enrolment rates are high for both boys and girls, and there have been significant improvements in secondary education enrolment rates which reached 50% in 2015.¹⁴ The potential to expand school feeding programmes is a national priority as it can contribute to the education of children and adolescent girls and boys school feeding is led by the Ministry of Basic Education.¹⁵

Gender

11. Although Cameroon's socioeconomic indicators point to freedom of choice for both women and men, the country ranks poorly regarding gender equality with a Gender Inequality Index of 0.879 placing it 132nd out of 188 countries.¹⁶ An estimated 65% of women are literate against 78% of men.¹⁷ Girls are being forced into early marriage and are often the victims of sexual abuse, while boys are detained on suspicion of being affiliated with Boko Haram.¹⁸ In early 2015, government decided that gender equality will be guided by the new National Gender Policy of Cameroon.

Internally-displaced persons (IDPs) and Refugees

12. Northern and eastern regions have been put under strain by the arrival of large numbers of refugees from neighbouring Nigeria and the C.A.R. As of October 2016, about 274, 000 refugees from the C.A.R were residing in North, East and Adamaoua regions, while 86,000 refugees from Nigeria, who entered the Far North Region following the deterioration of the security situation in Borno State in June 2013 and in mid-November 2016. The pressure on host communities has been in terms of limiting access to land and markets, thereby decreasing farm productivity and access to food including 589,000 vulnerable crisis affected resident and internally displaced people who are in need of food assistance that supports longer-term livelihood recovery.^{19, 20}

Protection and Humanitarian Access

13. A recent IOM report highlights that the threat posed by explosive hazards in this region continues to impede humanitarian access.²¹ Conflicts in northern Nigeria and north-western CAR exacerbated the poverty context by continuing to displace refugees

¹² WHO Cameroon Statistics 2015

¹³ WHO Country Cooperation Strategy 2014

¹⁴ UNWOMEN Statistics, 2016

¹⁵ Draft CSP for WFP Cameroon March 2017.

¹⁶ UNDP [Human Development Reports GII](#) (2015)

¹⁷ Gender Statistics Women 2016

¹⁸ Unicef Humanitarian Action 2017

¹⁹ <http://www.fao.org/giews/countrybrief/country.jsp?code=CMR> GIEWS Country Brief 2016

²⁰ [Stratégie Nationale du Secteur Protection au Cameroun 2016-2017](#).

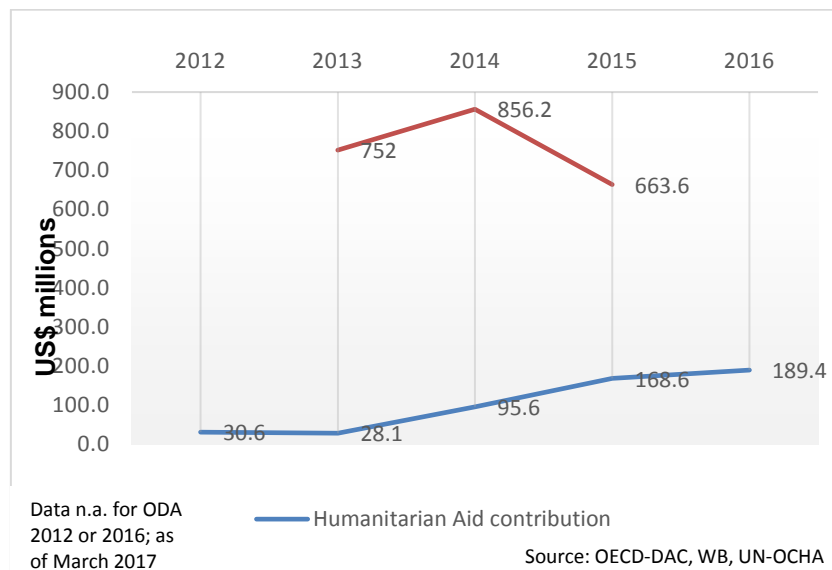
²¹ IOM Cameroon Compendium 2017

to Cameroon. Insecurity hampers humanitarian access in the Far North and along the CAR border in the east. Refugees from CAR have been fleeing armed conflict between mostly Muslim ex-Seleka and Christian anti-Balaka groups, and violence relating to transhumance activities. Nearly 1,100 civilians have been killed, and essential food, livestock and other livelihood assets looted. While joint military operations of the Cameroonian and Nigerian armies have led to the dispersion of Boko Haram fighters, sub-groups are now carrying out less predictable, isolated attacks rendering many areas hard to reach. Even in areas where security has improved sufficiently for populations to return, they are often exposed to protection risks.²²

International Assistance

14. The UNDAF, the United Nations strategic framework that guided development assistance for Cameroon in the period 2013- mid 2017, has three main areas of cooperation intervention, namely support for strong sustainable and inclusive growth, support for the promotion of decent working conditions, and support for governance and strategic State administration. The recently signed UNDAF (2018-2020) prioritises the UN’s “Delivering as One”,²³ Cameroon continues to face a three-pronged crisis with 2.9 million people in need of humanitarian assistance.²⁴ In 2014, Cameroon was recipient of net Official Development Assistance (ODA)²⁵ of USD \$856 million from *Agence Francaise de Development* (AFD), Canada, European Commission (ECHO and DEVCO), German, Japan International Cooperation Agency (JICA), Sweden, UK and US. ODA inflows to Cameroon have been declining after a peak in 2014, while humanitarian assistance have been rising.

Figure 1: International Assistance to Cameroon (2012-2016)



2. Reasons for the Evaluation

2.1. Rationale

15. The evaluation is an opportunity for the CO to benefit from an independent assessment of its country strategy and portfolio of operations during 2012- mid 2017.

²² UNOCHA ‘*Aperçu des Besoins Humanitaires*’ Yaoundé (2016)

²³ UNDAF (2018-20)

²⁴ <http://www.unocha.org/Cameroon/> Underfunded Emergencies (UFE): 2017 first allocation round.

²⁵ <http://data.worldbank.org/indicator/DT.ODA.ALLD.CD>

Building on the two recent WFP operations evaluations in Cameroon, the timing of this CPE will enable the CO to use the evaluation evidence generated in its ongoing programming.²⁶

16. The evidence generated will be used to inform WFP programming decisions as the CO start implementing the new Cameroon Country Strategic Plan under the WFP's Integrated Road Map (IRM). The IRM is WFP's new integrated approach for implementation of the WFP Strategic Plan (2017-2021), taking into account the 2030 Agenda for Sustainable Development. There has been no previous evaluation of WFP's portfolio as a whole in Cameroon.²⁷ The RBA evaluation offices agreed to conduct a joint evaluation initiative at country level in 2017, assessing the extent of complementarity and coherence in their respective programmes in support of national needs and priorities. In support of Agenda 2030, the objective of the joint evaluative work is to offer an example of coordinated analysis and recommendations for enhanced complementarity and synergy between RBA policy and programme support to Cameroon.

2.2. Objectives

17. Evaluations serve the dual objectives of accountability and learning. As such, the CPE will:

- assess and report on the performance and results of the country portfolio in line with the WFP mandate and in response to humanitarian and development challenges in Cameroon (accountability); and
- determine the reasons for observed success or failure and draw lessons from experience to produce evidence-based findings that allow the CO to make informed decisions about its ongoing programming in Cameroon, form strategic partnerships, and improve programme design and implementation whenever possible (learning).

2.3. Stakeholders and Users of the Evaluation

18. The evaluation will seek the views of, and be useful to, a range of key WFP's internal and external stakeholders. The main stakeholder and users of the evaluation are the WFP CO, Regional Bureau in Dakar (RBD), Headquarters Management, the Executive Board (EB), the beneficiaries, the Government of Cameroon, Non-Governmental Organizations (NGOs), donors, and the UN Country Team. A matrix of stakeholders in Annex 4 includes their respective interests and roles in the CPE.

19. WFP works closely with the other two RBAs, Food and Agricultural Organization (FAO) and International Fund for Agricultural Development (IFAD). The RBAs will collaborate in a joint assessment of their recent past, present and future coordination, coherence and complementarity in Cameroon.

20. WFP also works with United Nations High Commissioner for Refugees (UNHCR), United Nations Development Programme (UNDP), United Nations Children's Fund (UNICEF), United Nations Population Fund (UNFPA), International Labour Organization (ILO), UN Country Team, the World Bank, International Committee of the Red Cross (ICRC), and International Organization for Migration (IOM).

²⁶ The current United Nations Development Assistance Framework covers the period 2013– mid 2017

²⁷ Previous relevant evaluations include evaluations of regional EMOP 200777 and national PRRO 200552 in Cameroon

21. In addition, WFP partners with multilateral and bilateral donors in the design, funding and coordination of delivery of food and technical assistance. They are important in the context of Cameroon as the CPE will give particular attention to how these agencies view the context and WFP's role in it. It should provide useful lessons for their own country portfolios and for enhancing synergy, coordination and collaboration. Cooperating partners are organizations with which WFP has collaborated directly in the implementation of its portfolio. They comprise a number of local authorities, civil society organizations as well as international and national NGOs. The evaluation is expected to enable them to enhance their strategy for collaboration and synergy with WFP, clarifying mandates and roles, and accelerating progress towards replication, hand-over and sustainability.

22. WFP beneficiaries are the most important stakeholder group comprising food insecure households, IDPs, refugees, children under five, pregnant and lactating women, farmers, school children. Data disaggregation by sex, gender sensitive stakeholder assessment and understanding of differences in gender roles are particularly important for the CPE. This will be done by systematic individual and group interviews with affected populations and beneficiaries.

23. National government partners comprise ministries and authorities such as the Ministry of Agriculture, Ministry of Basic Education, Ministry of Health, and Ministry of Ministry of Territorial Administration, Decentralization & Social Development, Ministry of Economy, Planning and Regional Development, and Ministry of Women Empowerment and Family. This CPE should enable national policy makers to sharpen their view of opportunities for synergies and coordination to support national strategy; and ensure that WFP's future contributions are best attuned to national need.

3. Subject of the Evaluation

3.1. WFP's Portfolio in Cameroon

24. WFP assistance in the Cameroon focuses on improving the food security and nutrition situation of the displaced and vulnerable populations through country program, PRRO, EMOPs and a Special Operations (SOs). There is no documented or approved country strategy, but operations during the evaluation period included:

25. **Regional EMOP 200777** (Jan. 2015- Dec. 2017): This Emergency Operation addresses critical food and nutrition needs of crisis-affected households in areas of the Far North region impacted by the Lake Chad Basin crisis, including Nigerian refugees, IDPs and targeted vulnerable local populations.

26. **The Country Program (CP) 200330** (Jan. 2013- Dec. 2017), implemented in the northern regions, aims to support the Government's efforts in addressing food security and nutrition challenges and mitigates the effects of climate shocks, supporting social safety nets and sustainable management of community grain stocks and promoting primary education, especially for girls.

27. **Protracted Relief and Recovery Operation (PRRO) 200552** (Oct. 2013-March 2016) aimed to provide relief assistance to refugees from Nigeria and CAR; treatment of moderate acute malnutrition through targeted supplementary feeding to children aged 6–59 months and pregnant and lactating women; prevent stunting through complementary feeding to children aged 6–23 months, and assist clients

following anti-retroviral therapy through supplementary food promoting therapy adherence and nutritional recovery; enhance livelihoods through food assistance for assets activities, for people affected by recurrent droughts, floods and the influx of refugees, with special attention to women.

28. Regional EMOP 200799 (Jan. 2015-Dec 2017) was intended to provide flexible seasonal support to moderately food-insecure households, supporting the restoration of access to basic services and human capital protection. WFP assists the host communities and severely affected local populations through complementing general food assistance (GFA) with cash-based transfers (CBTs). Nutrition activities includes blanket supplementary feeding for affected households with children aged 6-23 months, and treatment services for moderately acute malnourished children aged 6-59 months. It also supports refugee populations located along the border regions of Cameroon with C.A.R. (East, Adamawa and North regions) through food and CBT.

29. Special Operation 200934 (Jan.–Dec. 2016) aimed to allow WFP and the humanitarian community to optimize the use and capacity of the logistics corridors for the transportation of humanitarian cargo into C.A.R. through enhanced regional coordination as well as increase of storage, in-transit and transport capacity strategic locations. It has three components: establishment of three additional supply routes, respectively from Cameroon, D.R.C./Republic of Congo (R.o.C.), and potentially Chad, to C.A.R.; augmentation of logistics capacity, warehouse facilities and transport fleet in key positions along the newly established supply routes; regional coordination system to optimize the use of the humanitarian corridors.

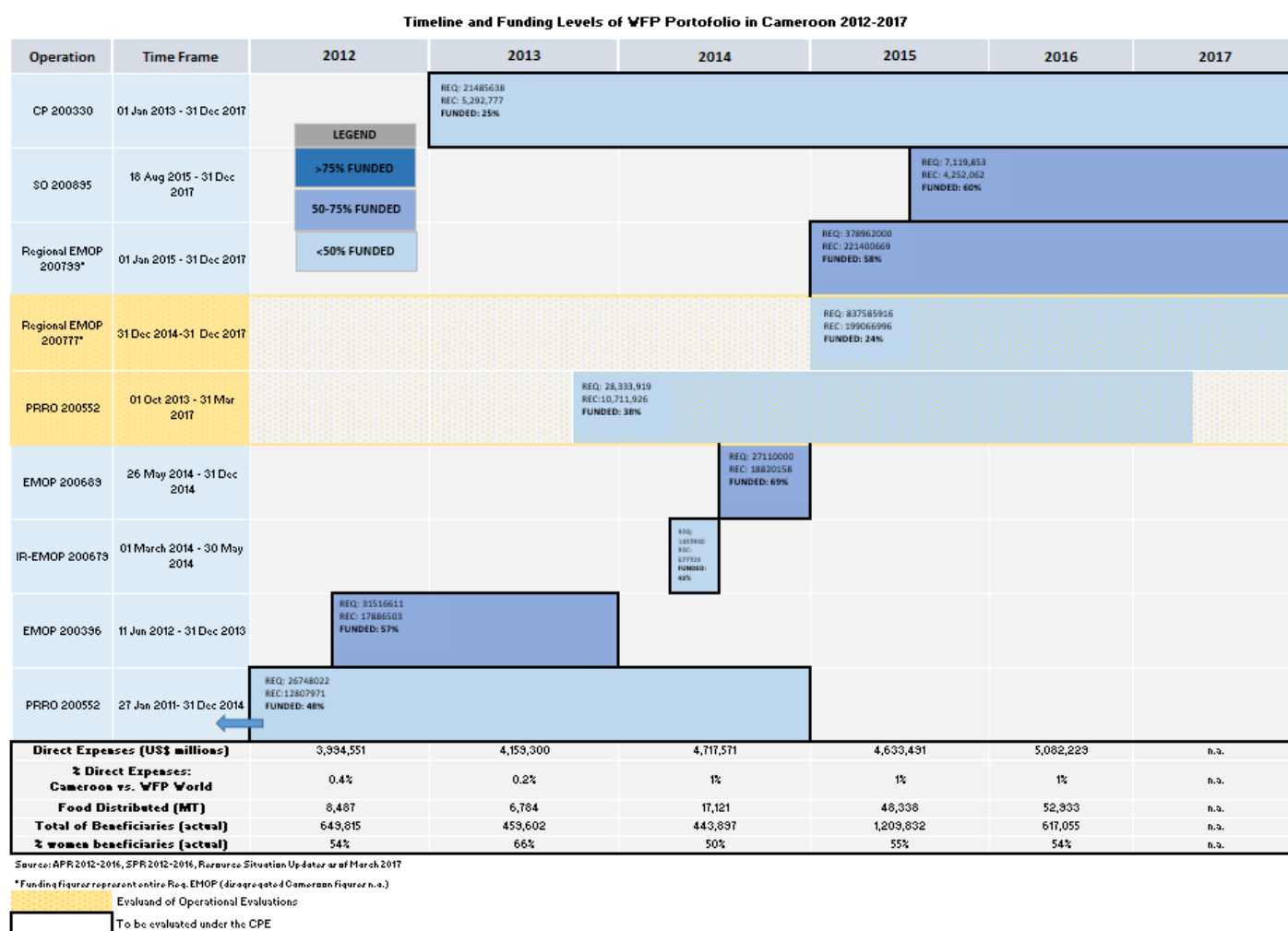
30. UNHAS Special Operation 200895: The UN Humanitarian air service operation ensures access and safe and reliable air transport services for 41 humanitarian agencies in Cameroon. The flights link Maroua, Ngaoundere and Garoua from its base in Yaoundé, as well as N'Djamena in Chad.

3.2 Scope of the Evaluation

31. This CPE will review WFP presence during the 5 years, 2012- mid 2017, and assess strategic positioning and alignment; and quality of strategic decision making.²⁸ The evaluation will also review and build on the two operation evaluations conducted in 2016 including Regional EMOP 200799 and a protracted relief and recovery operation (PRRO), and will assess a country program 2 emergency operations (EMOPs) and 2 (SOs). The evaluation will focus on emergency preparedness and response (GFA, logistic support), nutrition, resilience, school feeding, and innovative approaches, including CBTs, FFA and local purchase. Cross-cutting issues such as monitoring and evaluation, gender equality and women's empowerment, national capacity strengthening, protection, and humanitarian principles and access will be assessed.

28 OEV has requested the CO for documented or approved county strategy during the evaluation period for WFP in Cameroon

Table 1. WFP Portfolio in Cameroon (2012- mid 2017)



3. Evaluation Questions, Approach and Methodology

3.2. Evaluation Questions²⁹

32. The CPE will address the three main questions common to all CPE's. The sub-questions focus on specific issues of relevance to the Cameroon context, and relevant strategic, operational and technical issues for WFP's future positioning and programming. The evaluation team will develop the evaluation questions further in a detailed Evaluation Matrix during the Inception phase. The evaluation will consider gender issues particularly the differences in beneficiaries' roles disaggregated by sex and various age groups. Collectively, the questions aim at highlighting the key lessons from WFP's country presence and performance, which could inform ongoing programming decisions. Question 1 and 2 will be the largest part of the inquiry and evaluation report, as the two recently completed Operation Evaluation reports provide the bulk of the evidence on Questions 3.

33. Question 1: Alignment and Strategic Positioning of WFP's Country Strategy and Portfolio. Reflect on the extent to which: i) main objectives and related activities have been relevant to the population's humanitarian and development needs (including those of specific groups), priorities and capacities; ii)

²⁹ Evaluation Questions 1 and 2 may be adjusted during the inception phase to reflect agreements among FAO, IFAD and WFP.

objectives have been coherent with the stated national agenda and policies; iii) objectives have been coherent and harmonised with those of UN partners, bilateral partners and NGOs; iv) WFP has been strategic in its alignments and positioned itself where it can make the biggest difference; and v) there have been trade-offs between aligning with national needs and strategies and with WFP's mission, strategic plans and corporate policies (including humanitarian principles and protection policies).

34. Question 2: Factors influencing and Quality of Strategic Decision Making. Reflect on the extent to which WFP: i) has analysed or used existing analysis of the hunger challenges, the food security and nutrition issues in Cameroon - including gender equality and protection issues; ii) contributed to placing these issues on the national agenda, analysed appropriate response strategies, including developing national or partner capacity on these issues; and iii) identify the factors that determined existing choices (perceived comparative advantage, corporate strategies, national political factors, resources, organisational structure and staffing, monitoring information etc.) to understand these drivers of strategy, and how they were considered and managed; and iv) has analysed, or used existing assessment of security-related risks.

35. Question 3: Performance and Results of the WFP portfolio. Reflect on the level of: i) effectiveness, efficiency and sustainability of WFP programme activities (2012- mid 2017) and explanations including factors beyond WFP's control such as conflict and natural disasters; ii) WFP's contribution to the reduction of gender inequality gaps in relation to control over food, resources, and decision-making; iii) synergy and multiplying effect between portfolio activities; **iv) synergies and multiplying opportunities with partners, especially RBAs, UN, bilateral donors, and NGOs;** iv) "dynamism" in these operations and whether WFP activities have been developmental in approach; and v) effectiveness of risk mitigation measures.

3.3. Evaluability Assessment

Evaluability is the extent to which an activity or a programme can be evaluated in a reliable and credible fashion. It necessitates that a policy, intervention or operation provides: (a) a clear description of the situation before or at its start that can be used as reference point to determine or measure change; (b) a clear statement of intended outcomes, i.e. the desired changes that should be observable once implementation is under way or completed; (c) a set of clearly defined and appropriate indicators with which to measure changes; and (d) a defined timeframe by which outcomes should be occurring.

36. Based on desk review, an initial evaluability assessment indicates that relevant portfolio documents, monitoring data sets, standard performance reports (SPRs), two recent operation evaluation reports available for 2012- mid 2017, and analysis of the data generated by the toll free Beneficiary Complaint and Feedback Mechanism operated by LMT Group based in Yaoundé, and documents on WFP compliance with the principle of Accountability to Affected Populations (AAP). The CPE will complement these two reports, and will drill down into WFP's coordination, complementarity and coherence joint planning, resourcing, human resource capacity, AAP, nutrition, CBTs and resilience. The Special Operation aims at being supportive of the outcomes of the CP, EMOPs, PRROs and the objectives of wider humanitarian

community in Cameroon. They are evaluable at output levels, and, as part of their contribution to the efficiency and effectiveness.³⁰

37. A systematic longitudinal study can be challenging, especially with respect to evaluating efficiency, sustainability of WFP services and results, gender inequality issues, capacity development, resilience, humanitarian principles and protection issues. Complete and consistent trend data on these areas from 2012 and mid 2017 may not be available. The evaluation team is required to undertake further assessment of the adequacy and quality of data when developing the evaluation matrix and data collection strategy; identifying alternative approaches to analyse data rigorously.

38. The evaluation will benefit from additional documentation including, WFP's emergency preparedness and response (2015), the Global Logistics Cluster (2012), and review of the FFA evaluations, the Synthesis Report 'On the Impact of Food Assistance for Assets' and Technical Note on Key aspects to consider when evaluating FFA programmes. OEV will establish an e-library with bibliography list which the CPE team is expected to make effective use; particularly the data sets and SPRs.

3.4. Methodology

This evaluation will examine the extent to which gender and equity dimensions are integrated into WFP's policies, systems and processes.

39. CPEs primarily use a longitudinal design, relying on secondary quantitative data, and conduct primary qualitative data collection with stakeholders in the country. This CPE will be largely based on extensive desk review, complemented by selected interviews with national stakeholders. The evaluation team will employ relevant internationally agreed evaluation criteria including those of relevance, coherence (internal and external), efficiency, effectiveness, sustainability and connectedness. The CPE is expected to provide cost and timeliness analysis of delivering food assistance and identify cost drivers, validating comparative cost-efficiency³¹ and cost-effectiveness³² analyses of the different food assistance transfer modalities.

40. Cost efficiency compares in-kind procurement value and logistic costs (transport, storage and handling, quality control and salaries for logistic staff – LTSH) to transport the different commodities to the respective markets with the CBT local market prices at the same point in time. If sufficient data is available, a seasonal analysis should also be presented including the in-kind operational costs (partners, equipment and supplies, travel etc. – ODOC) with the equivalent CBT operational costs (C&V related costs: C&V delivery and C&V other). It will compare procuring locally vs procuring internationally (Import Parity Price analysis). Cost Effectiveness will focus on Omega value, e.g. the in-kind vs CBT costs per percent increase in households with adequate Food Consumption Score.

41. During the inception phase, the evaluation team will design the evaluation methodology to be presented in the inception report, with annexes covering data collection instruments. The evaluation team will deepen the review and critically

³⁰ This include outcomes such improving the timeliness and delivery of humanitarian assistance to address food insecurity.

³¹ A cost-efficiency analysis facilitates comparison of alternative transfer modalities in order to use available resources efficiently.

³² WFP uses the omega value, a ratio between the in-kind Nutrient Value Score (NVS) divided by the full cost for the in-kind delivery basket and the CBT NVS divided by the full cost of the full CBT basket.

assess technical feasibility and data and accessibility to inform its choice of evaluation methods, taking in to account the national context. The methodology should:

- Examine the logic of the portfolio based on the common objectives arising across operations;
- Be geared towards addressing the evaluation questions using triangulation of information and analysis of both quantitative and qualitative data. A model looking at groups of “main activities/sectors” across a number of operations rather than at individual operations should be adopted.
- Take into account the limitations to evaluability as well as budget and timing constraints. The evaluation team is required to have strong methodological competencies in designing feasible data capture and analysis plan for this CPE.

42. The methodology should demonstrate impartiality and lack of biases by relying on a cross-section of information sources (e.g. stakeholder groups, including beneficiaries disaggregated by sex and age, existing secondary data, etc.) and using a mixed method (e.g. quantitative, qualitative, participatory) to ensure triangulation of information through a variety of tools. The sampling technique to impartially select national stakeholders to be interviewed should be specified.

3.5. Quality Assurance

43. WFP’s evaluation quality assurance system (EQAS) is based on the UN Evaluation Group norms and standards and good practice of the international evaluation community (ALNAP and DAC). It sets out processes with in-built steps for quality assurance and templates for evaluation products. It also includes quality assurance of evaluation reports (inception, full and summary reports) based on standardised checklists. EQAS will be systematically applied during the course of this evaluation and relevant documents provided to the evaluation team. The OEV evaluation manager will conduct the first level quality assurance, and CPE Coordinator will conduct the second level review. This quality assurance process does not interfere with the views and independence of the evaluation team, but ensures the report provides the necessary evidence in a clear and convincing way and draws its conclusions on that basis. The evaluation team will be required to ensure the quality of data (validity, consistency and accuracy) throughout the analytical and reporting phases.

44. EQAS calls for carrying out gender responsive evaluations guided by WFP Gender Policy objectives and action plan. This includes the identification and disaggregated analyses of gender roles and dynamics, inequalities, discriminatory practices and unjust power relations. The CPE methodology will review the extent to which the portfolio of operations have appropriately analysed and integrated a contextual assessment of gender related gaps. In doing so, the CPE will apply OEV’s Technical Note for Gender Integration in WFP Evaluations and the UN System-Wide Action Plan (UNSWAP) on mainstreaming Gender Equality and Empowerment of Women. The evaluation team is expected to assess Inter-Agency Standing Committee (IASC) Gender Marker levels for the CO, and to systematically and appropriately reflect gender in findings, conclusions and recommendations. To enhance the quality and credibility of this evaluation, OEV will provide further quality checks on the draft the evaluation products, such as draft inception and draft evaluation reports.

4. Organization of the Evaluation

4.1. Phases and Deliverables

45. The evaluation is structured in five phases summarized in the table below. The three phases involving the evaluation team are: (i) Inception Phase, with a briefing of the evaluation team in Rome (May 29- June 2, 2017) producing inception report; (ii) Main Evaluation Mission³³ will focus on consultations with national stakeholders for 2-3 weeks in Yaoundé (July 10-21, 2017); and (iii) Reporting Phase concludes with draft CPE report by end of August 2017, final report by end of November 2017, and final evaluation report (a full report and SER) that will be presented for consideration to WFP's Executive Board in February 2018. Annex 2 presents a detailed timeline. The CO and RBD have been consulted on the timeframe to ensure good alignment with the CO programming and decision-making, so that the evidence generated by CPE can be used effectively.

Table 4: Provisional Timeline Overview

Phases	March – May 2017	June 2017	July 10-31, 2017	August- November 2017	November 2017- February 2018	Deliverables
Phase 1 (Preparation) Desk Review Preparation of ToR Stakeholder consultation	X					ToR (draft and final) Contracting evaluation team
Phase 2 (Inception) Briefing team at HQ Document review		X	X			Inception Report
Phase 3 (Fieldwork) Evaluation, data collection/analysis, exit debriefing, HQ Briefing			X			Exist Debriefing Aide-memoire/ HQ Briefing
Phase 4 (Reporting) Report drafting, comments and revision				X (August)		Draft Evaluation Report (D1); Learning workshop
				X October		Final report
RBA Joint workshop in Yaoundé					First week of December	Present findings, conclusions and recommendations to RBAs in Yaoundé
Phase 5 (Executive Board) EB Follow up Actions EB.1/February 2018					X	Presentation of SER to EB.1./2018 Management Response, Evaluation Brief

4.2. Evaluation Team Composition

46. As presented in annex 3, this CPE will be conducted by a team of 3 independent international and national consultants with relevant evaluation expertise and gender as listed in Annex 3. Team members must be fluent in English and working language of French. The team leader (TL) will have the responsibility for overall design, implementation, reporting and timely delivering of all evaluation products. The TL should have excellent synthesis and evaluation reporting writing skills in English.

³³ An internal exit debrief with the CO is planned on the last day of the Fieldwork

4.3. Roles and Responsibilities

47. This evaluation is managed by the WFP Office of Evaluation (OEV). Dawit Habtemariam has been appointed as Evaluation Manager (EM). The EM has not worked on issues associated with the subject of evaluation in the past. He is responsible for drafting the TOR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the review group; organizing the team briefing in HQ and the in-country learning workshop; assisting in the preparation of the field mission; conducting the 1st level quality assurance of the evaluation products and soliciting WFP stakeholders feedback on the various evaluation products. The EM will be the main interlocutor between the team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process. Second level quality assurance will be conducted by the OEV CPE Coordinator.

48. WFP stakeholders at CO, RBD and HQ levels are expected to provide information necessary to the evaluation; engage with the evaluation team to discuss the programme, its performance and results; facilitate the team's contacts with stakeholders in Cameroon; set up meetings and visits and provide logistic support during the fieldwork. A detailed consultation schedule will be presented by the evaluation team in the Inception Report. OEV will support the evaluation team in providing quality checks to the draft evaluation products. To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias stakeholder responses.

4.4. Communication

It is important that Evaluation Reports are accessible to a wide audience, as foreseen in the Evaluation Policy, to ensure the credibility of WFP – through transparent reporting – and the usefulness of evaluations. The dissemination strategy will consider from the stakeholder analysis who to disseminate to, involve and identify the users of the evaluation, duty bearers, implementers, beneficiaries, including gender perspectives.

49. All evaluation products will be produced in English. Should translators be required for fieldwork, OEV will make arrangements. A communication plan (see Annex 5) will be refined in consultation with the evaluation team during the inception phase to include a communication strategy. An internal reference group from WFP's stakeholders at HQ, RBD and CO, will be established to serve as contact point for communication with WFP stakeholders. They will be invited to provide comments on the main draft CPE deliverables. OEV will explore the feasibility of a workshop after the field work to discuss the draft preliminary findings and recommendations. The SER along with the management response to the evaluation recommendations will be presented to the WFP EB in February 2018. The final evaluation report will be posted on the public WFP website and OEV will ensure dissemination of lessons through its inclusion in the annual evaluation report. The CO and RBD are encouraged to circulate the final evaluation report with WFP external stakeholders.

4.5. Budget

50. The evaluation will be financed from OEV's budget which will cover all expenses related to consultant/company rates, international travels, logistics, stakeholder learning workshop and OEV staff travel.

Annex 1: Map of WFP Activities in Cameroon

WFP ACTIVITIES IN CAMEROON-February 2017

Legend

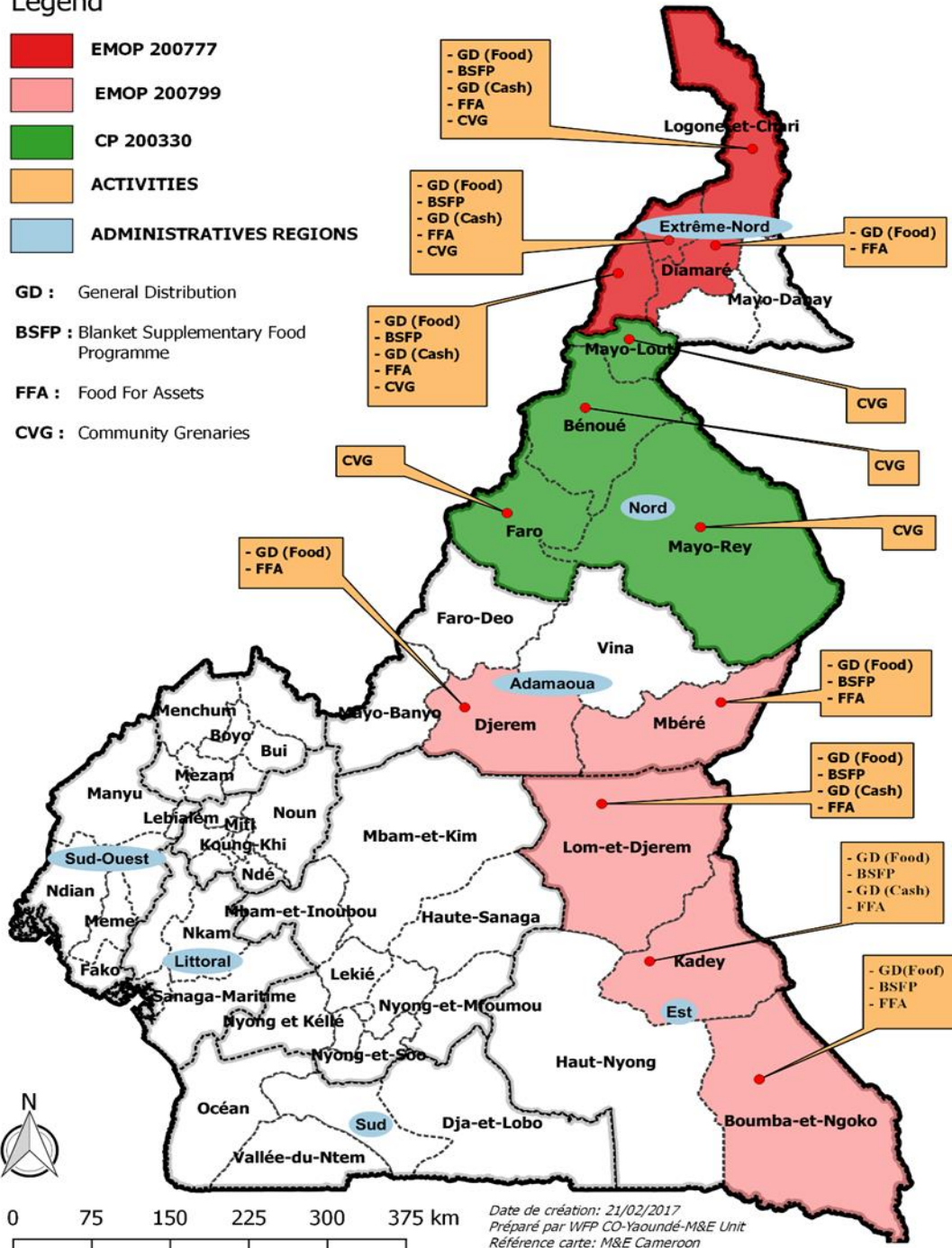
- EMOP 200777
- EMOP 200799
- CP 200330
- ACTIVITIES
- ADMINISTRATIVES REGIONS

GD : General Distribution

BSFP : Blanket Supplementary Food Programme

FFA : Food For Assets

CVG : Community Grenaries



*Date de création: 21/02/2017
 Préparé par WFP CO-Yaoundé-M&E Unit
 Référence carte: M&E Cameroon*

Annex 2: Tentative Timeline

	Cameroon Country Portfolio Evaluation	By Whom	Key Dates (deadlines)
Phase 1 - Preparation			
	Desk review. Draft TORs. OEV/D clearance for circulation in WFP	EM	March 22, 2017
	Review draft TOR based on WFP feedback	EM	April 15, 2017
	Final TOR sent to WFP Stakeholders	EM	May 10, 2017
	Contracting evaluation team	EM	May 31, 2017
Phase 2 - Inception			
	Team preparation prior to HQ briefing (reading Docs)	Team	
	HQ briefing (WFP Rome)	EM & Team	August 1-4, 2017
	Inception Mission in the country to be merged with Phase 3	EM + TL	
	Submit Draft Inception Report (IR) to OEV	TL	
	OEV quality assurance and feedback	EM	
	Submit revised IR	TL	
	Circulate final IR to WFP key Stakeholders for their information + post a copy on intranet.	EM	
Phase 3 - Evaluation Phase, including Fieldwork			
	Fieldwork & Desk Review. Field visits at CO Internal debriefing with the CO and RBD	Team	August 7-25 2017
	Exit Debrief (ppt) Preparation	TL	August 25, 2017
	Debriefing with HQ, RBD and COs Staff Via HQ Teleconference	EM&TL	September 8, 2017
Phase 4 - Reporting			
Draft 0	Submit draft Evaluation Report (ER) to OEV	TL	September 22, 2017
	OEV quality feedback sent to the team	EM	September 25, 2017
Draft 1	Submit revised draft ER to OEV	TL	September 29, 2017
	EM seeks OEV Director's clearance prior to circulating the ER to WFP Stakeholders. When cleared, OEV shares draft evaluation report with WFP stakeholders for their feedback.	EM	October 3, 2017
	OEV consolidate all WFP's comments (matrix), and share them with team. Team to consider them before in-country workshop	EM	October 20, 2017
	Stakeholders Learning workshop Yaoundé	TL/EM	October 25-26, 2017
Draft 2	Submit revised draft ER and Draft SER to OEV based on the comments, and team's comments on the matrix of comments.	TL	November 3, 2017
	Review matrix and ER and draft SER.	EM	November 3-6, 2017
	Seek for OEV Dir.'s clearance to send the Summary Evaluation Report (SER) to Executive Management.	EM	November 7-10, 2017
	OEV circulates the SER to WFP's Senior management for comments (upon clearance from OEV's Director)	EM	November 10, 2017
	OEV sends and discuss the comments on the SER to the team	EM	November 20, 2017
Draft 3	Submit final draft ER (with the revised SER) to OEV	TL	November 24, 2017
	Seek Final approval by OEV. Dir. Clarify last points/issues with the team if necessary	EM&TL	November 27, 2017
	Presentation at the RBA Joint Workshop	TL	December 4-8, 2017
Phase 5 Executive Board (EB) and follow-up			
	Submit SER/recommendations to RMP for management response + SER to EB Secretariat for editing and translation	EM	November 28, 2017
	Tail end actions, OEV websites posting, EB Round Table Etc.	EM	
	Presentation of Summary Evaluation Report to the EB	D/OEV	February 2018
	Presentation of management response to the EB	D/RMP	February 2018

Note: TL=Team Leader; EM=Evaluation Manager; OEV=Office of Evaluation. RMP = Performance Management and Monitoring Division

Annex 3: Summary of evaluation team and skills required

51. Under column 1 below; the team leader and each team member should have i) evaluation competencies in designing and conducting data collection, analysis, synthesis and reporting skills; ii) evaluation experience in lower middle income context; and iii) knowledge of the UN and WFP modalities, as well as design and delivery of food assistance in highly insecure, and changing environment.

Areas of CPE	Evaluation roles and tasks	Experience, knowledge and skills required
Team Leadership	Team leadership and management, strategic alignment/planning, leading the CPE implementation and reporting, country portfolio evaluation based on mixed methods, ability to resolve problems. Responsible for ensuring high quality analysis and synthesis in the main CPE products and their timely submission to OEV.	<ul style="list-style-type: none"> Strong experience in evaluating County office strategic positioning related to food assistance specialization in one of areas below; Knowledge and skills in gender analysis; Relevant knowledge and experience of Cameroon context; Experience in CPE analysis, synthesis and reporting skills..
	Evaluate the effectiveness and efficiency of WFP Special operations, EMOPs and PRRO in the areas of emergency preparedness, targeting, relevant M&E systems response, aviation, UN Air Service, WFP Special operations humanitarian protection, accountability to affected populations and adherence to humanitarian principles, assessment of capacity development and gender analysis, partnerships, and security/risk assessment.	<ul style="list-style-type: none"> Experience evaluating EPR, analysis, humanitarian response management, humanitarian policy with protection element, logistics/supply chain, infrastructure, customer services (aviation, UN Air Service, WFP Special operations) humanitarian protection. Efficiency analysis. Security/risk assessment, partnerships and gender analysis.
Food security, livelihoods and Resilience	<p>Evaluating food security and livelihoods, including , food security assessments, VAM, M&E systems</p> <p>P4P, market access and food value chain, cash based transfers, efficiency and cost effectiveness</p> <p>Targeting national food safety nets,, social protection, school feeding and</p> <p>FFA programmes, resilience, capacity development and gender analysis and partnerships.</p>	<ul style="list-style-type: none"> Experience in Vulnerability Assessment and Mapping (VAM), skills and experience in evaluating food assistance modalities (CBTs, FFA) and safety nets, P4P, market infrastructure, post-harvest value chain, local purchase, livelihood support. Skills in analysis of efficiency, capacity development, partnerships and gender analysis.
Nutrition, Health and/HIV/AIDS	Specialist in evaluation of nutrition, health, HIV/AIDS WFP, nutrition assessments and monitoring systems; programming in these sectors in Cameroon. Assessment of capacity development, gender analysis and partnerships.	<ul style="list-style-type: none"> Experience in evaluating nutrition, including knowledge in nutrition (Lancet 2008 & 2013 and SUN Movement), health, HIV/AIDS, WFP's shift to food assistance and WFP strategic positioning in nutrition. WFP school feeding programme, handover, emergency SF operations capacity development, partnerships and gender analysis.
Research Assistance	Focus on qualitative and quantitative research , documentation, formatting in support of the team's work evaluation products	<ul style="list-style-type: none"> Relevant understanding, fieldwork experience in providing research support to evaluation teams, data analyses, formatting, proof reading and presentation skills; knowledge of food assistance..

Annex 4: Stakeholder Analysis Matrix

Stakeholders	Interest in the evaluation	Participation in the evaluation
A. Internal (WFP) stakeholders		
Country Office	Primary stakeholder and responsible for country level planning and operations implementation, it has a direct stake in the evaluation and will be a primary user of its results in the development of the new Interim Country Strategic Plan, Country Programme and in programme implementation.	CO staff will be involved in planning, briefing, workshops/feedback sessions at the beginning, as key informants will be interviewed during the main mission, and they will have an opportunity to review and comment on the draft ER, and management response to the CPE.
Regional Bureau Dakar (RBD)	WFP Senior Management and the entire Regional Bureau (RBD) have an interest in learning from the evaluation results because of the strategic and technical importance of Cameroon in the RB's portfolio.	RBD will be key informants will be interviewed during the main mission provide comments on the Evaluation Report and SER and will participate in the debriefing at the end of the evaluation mission. It will have the opportunity to comment on the draft ER, and management response to the CPE
WFP Divisions	WFP technical units, including units dealing with programme policy, school feeding, nutrition, gender, cash and vouchers, vulnerability analysis, performance monitoring, gender and capacity development, resilience and prevention, climate and disaster risk, safety nets and social protection, partnerships and governance have an interest in lessons relevant to their mandates.	The CPE will seek information on WFP approaches, standards and success criteria from all units linked to main themes of the evaluation (extensively involved in initial briefing of the evaluation team) with a particular interest in improved reporting on results.
WFP Executive Board	Accountability role, but also an interest in potential wider lessons from Cameroon about evolving contexts and about WFP roles, strategy and performance.	Presentation of the evaluation results at the June 2017 session to inform Board members about the performance and outcome of WFP activities in Cameroon.

Stakeholders	Interest in the evaluation	Participation in the evaluation
<p>Beneficiary Groups (GFA recipients, FFA and FFT beneficiaries, institutional feeding recipients, school children, refugees, P4P participants, and people benefitting from nutrition programming)</p>	<p>As the ultimate recipients of food assistance, beneficiaries have a stake in WFP determining whether its assistance is appropriate and effective.</p>	<p>They will be interviewed and consulted during the field missions. Special arrangements will have to be made to meet school children.</p>
<p>C. UN Country Team (FAO, IFAD, OCHA, UNHCR, UNDP, UNICEF, WHO)</p> <p>D. Other International Organizations: ICRC, IOM, International NGOs</p>	<p>WFP collaborates technically with some other agencies, notably FAO, IFAD, (with whom a joint evaluative work will assess coherence, coordination and synergies of the RBAs in Cameroon), and UNICEF, UNHCR, OCHA, ICRC, and IOM.</p> <p>WFP also active in the UN Country Team and the Humanitarian Country Team, and specifically in the Food Security and Logistics Clusters</p> <p>WFP and FAO are joint co-ordinators of the Food Security and Resilience.</p> <p>The CPE can be used as inputs to improve collaboration, co-ordination and increase synergies within RBAs, and the UN system, and its partners.</p>	<p>The evaluation team will seek key informant interviews with the UN and partner agencies that have been most involved in food security, nutrition, education and capacity development issues.</p> <p>The CO will keep UN partners informed of the evaluation's progress.</p>
<p>E. Donors</p>	<p>WFP activities are supported by a number of donors. They all have an interest in knowing whether their funds have been spent efficiently and if WFP's work is effective in alleviating food insecurity of the most vulnerable.</p>	<p>Involvement in interviews, in reference group/feedback sessions/ report dissemination.</p>
<p>F. National Partners</p>		
<p>Ministry of Economy, Planning and Regional Development (MINEPAT)</p>	<p>Responsible for co-ordination of development activities to which WFP contributes through UNDAF, and for oversight of WFP collaboration with ministries.</p>	<p>Interviews both policy and technical levels and feedback sessions.</p>

Stakeholders	Interest in the evaluation	Participation in the evaluation
Ministry of Territorial Administration, Decentralization & Social Development	Key partner for WFP in implementation of food assistance within Social Protection.	Interviews both policy and technical levels and feedback sessions.
Ministry of Basic Education	This is WFP's government partner for school feeding.	Interviews both policy and technical levels and feedback sessions.
Ministry of Public Health	This WFP's key partner in nutrition and supplementary feeding programs.	Interviews both policy and technical levels and feedback sessions.
Bureau of Statistics	Plays an important role in food security and related data collection and analysis used by WFP for targeting purposes.	Interviews both policy and technical levels and feedback sessions.
Ministry of Women Empowerment and Family	This is WFP's government partner for gender.	Interviews both policy and technical levels and feedback sessions.
Ministry of Agriculture and Rural Development	WFP's cooperating partner in FFA activities.	Interviews both policy and technical levels and feedback sessions.
Cooperating partners and NGOs	WFP's cooperating partners in food assistance.	Interviews both policy and technical levels and feedback sessions.

Annex 5: Communication and learning plan – Cameroon - Internal (WFP) Communications

When Evaluation phase	What Communication product/ information	To whom Target group or individual	What level Organizational level of communication e.g. strategic, operational	From whom Lead OEV staff with name/position staff views.	How Communication means	When	Why Purpose of communication
Preparation		CO, RBD, HQ	Consultation	Dawit Habtemariam EM	Consultations, meetings, email	Jan-March 2017	Review/feedback For information
TOR	Draft ToR Final ToR	CO, RBD, HQ CO, RBD, HQ	Operational & Strategic	Dawit Habtemariam EM+ Sally Burrows , 2 nd level Quality Assurance	Emails Web	Mar. 2017	Review / feedback For information
HQ briefing	Draft IR Final IR	CO, RBD, HQ	Operational Operational & informative	Dawit Habtemariam EM	email	May 2017	Review/feedback For information
Desk review/ Analysis debrief/ In country consultation	Aide-memoire/PPT	CO, RBD, HQ	Operational	Dawit Habtemariam, EM	Email, Meeting at HQ + teleconference HQ	May 2017	Sharing preliminary findings. Opportunity for verbal clarification w/ evaluation team
Evaluation Report	D1 ER	CO, RBD, HQ	Operational & Strategic	Dawit Habtemariam EM+ Sally Burrows , 2 nd level Quality Assurance	email	July 2017	Review / feedback
Learning Workshop	D1 ER	CO, RBD, HQ	Operational & Strategic	Dawit Habtemariam EM	Workshop	August 2017	Enable/facilitate a process of joint review and discussion of findings, conclusions and recommendations from D1 ER
Evaluation Report	D2 ER + SER only	CO, RBD, HQ	Strategic	Dawit Habtemariam EM+ Sally Burrows , 2 nd level Quality Assurance	email	October 2017	Review / feedback (EMG on SER)
Post-report/EB	2-page evaluation brief	CO, RBD, HQ	Informative	Dawit Habtemariam EM+ Sally Burrows , 2 nd level Quality Assurance	email	February 2018	Dissemination of evaluation findings and conclusions
Throughout	Sections in brief/PPT or other briefing materials	CO, RBD, HQ	Informative & Strategic	Sally Burrows , CPE Coordinator	Email, interactions	As opportunit (roughly qua	Information about linkage to CPE Series

External Communications

When Evaluation phase plus planned month/year	What Communication product/ information	To whom Target organization or individual	From whom Evaluation management, evaluation team, etc.	How Communication means	Why Purpose of communication
TOR	Final ToR	Public	OEV	Website	Public information
Reporting, edited version Feb 2018	Final report (SER included) and Management Response	Public	OEV and RMP	Website	Public information
Evaluation Brief, Feb 2018	2-page evaluation brief	Board members and wider Public	OEV	Website	Public information
EB Annual Session, Feb 2018	SER	Board members	OEV & RMP	Formal presentation	For EB consideration

Annex 6: Core Indicators

Key Indicators for Country Context - Cameroon						
	Indicator	Year	Value		Source	
General	Population (total, millions)	2015	23		World Bank. WDI.	
		2011	21			
	Average annual growth (%)	2010-2015	2.5		UNDP HDR 2015	
		2000 - 2005	2.6			
	Urban Population (% of total)	2014	53.8%		UNDP HDR 2015	
Human Development Index	2014	0.51		UNDP HDR 2015		
	Rank	153				
Gender	Gender- Inequality index	2014	0.879		UNDP HDR 2015	
		Group	5			
	Maternal Mortality ratio (per 100,000 live births)	2013	590		UNDP HDR 2015	
	Seats in national parliament (% female)	2014	27.1		UNDP HDR 2015	
	Population with at least some secondary education, female, male (% aged 25 and above)	2005 - 2014	M	F		UNDP HDR 2015
			34.9	21.3		
	Births attended by skilled health personnel (% of total)	2014	64.7		World Bank. WDI.	
	Labour force participation rate (%)	2013	M	F		UNDP HDR 2015
			76.8	63.8		
Employees, agriculture, female (% of female employment)	n.a.	n.a		World Bank. WDI.		
Net enrolment ratio, primary	2014	91.60		World Bank. WDI.		
Economic	Income Gini Coefficient	2005-2013	40.7		UNDP HDR 2015	
	GDP per capita (current US\$)	2015	1,217		World Bank. WDI.	
		2011	1,259			
	Foreign direct investment net inflows (% of GDP)	2015	2.2		World Bank. WDI.	
2011		2.5				
Net official development assistance received (current US\$)	2014	852,290,000.00		World Bank. WDI.		
Poverty	Population living below \$1.25 a day (%)	2002-2012	26.7		UNDP HDR 2015	
	Population near multidimensional poverty (%)	2014	17.8		UNDP HDR 2015	
	Population in severe multidimensional poverty (%)	2014	27.1		UNDP HDR 2015	

Nutrition	Weight-for-height (Wasting), prevalence for < 5 (%)	2009 - 2013	Mod & Sev		UNICEF SOWC 2015
			6		
	Height-for-age(Stunting), prevalence for < 5 (%)	2009 - 2013	Mod & Sev		UNICEF SOWC 2015
			33		
Weight-for-age (Underweight), prevalence for < 5 (%)	2009 - 2013	Mod & Sev		UNICEF SOWC 2015	
		15			
< 5 mortality rate	1990	85		UNICEF SOWC 2015	
	2013	61			
Health	Maternal Mortality ratio (Lifetime risk of maternal death: 1 in:)	2013	34		UNICEF SOWC 2015
	Life expectancy at birth	2013	55		
	Estimated HIV Prevalence Rate	2015	4.5		UNAIDS 2015
		2011	4.8		
	Public expenditures on health (% of GDP)	2013	5.1		UNDP HDR 2015
Youth Literacy Rate (15-24 y) (%)	2009-2013	M	F	UNICEF SOWC 2015	
		85	76		
Education	Population with at least secondary education (% ages 25 and older)	2005-2013	28		UNDP HDR 2015
	Public expenditures on education (% of GDP)	2005 - 2014	3		UNDP HDR 2015
	School enrolment, primary (% gross)	2009-2013	92		UNICEF SOWC 2015
		2015	n.a		World Bank. WDI.
	Net attendance ratio, primary school (%)	2008-2013	M	F	UNICEF SOWC 2015
			87	82	
		2010	M	F	MICS 2010
	n.a	n.a.			
Net attendance ratio, secondary school (%)	2008-2013	M	F	UNICEF SOWC 2015	
		53	49		

Annex 7: Cameroon Portfolio Overview

Operation type	Operation number	Title	Time frame	US\$ Req.	US\$ Rec.	% Funded	Project Objectives
CP	200330	Country Programme Cameroon	01 Jan 2013 - 31 Dec 2017	21,485,638	5,292,777	25%	To improve the food and nutrition security of rural households affected by chronically low agricultural production and recurrent climatic shocks in the North and Far North regions. The specific objectives aimed to: i) promote primary education, particularly for girls; ii) improve household food security by enhancing resilience to recurrent climatic shocks; iii) reduce the prevalence of moderate acute malnutrition (MAM) among children aged 6-59 months and pregnant and lactating women (PLW); and iv) strengthen the capacity of the government to reduce hunger, including through a hand-over strategy and local purchase.
SO	200895	Provision of Humanitarian Air Services	18 Aug 2015 - 31 Dec 2017	7,119,853	4,252,062	60%	Objectives of the Special Operation are: To provide regular, safe, effective and efficient access to beneficiaries and project implementation sites for NGOs, UN agencies, donor organizations and diplomatic missions in Cameroon; 1) To transport light cargo such as medical supplies and high-energy foods; 2) To provide adequate capacity for evacuations of humanitarian staff.
Regional EMOP	200799	Critical support to populations affected by the ongoing crisis in Central African Republic and its regional impact	01 Jan 2015 - 31 Dec 2017	378,962,000	221,400,669	58%	(i) improve food consumption and access to markets; (ii) stabilize undernutrition; and (iii) restore access to basic services. Elements fostering social cohesion, investment in human capital, and support for agricultural production alongside partners are integrated into the life-saving response.
Regional EMOP	200777	Providing life-saving support to households in Cameroon, Chad and Niger directly affected by insecurity in northern Nigeria	31 Dec 2014 - 31 Dec 2017	837,585,916	199,066,996	24%	(i) Ensure the food needs of crisis-affected populations through flexible and context-specific responses; (ii) Stabilize the nutrition situation of crisis-affected children through robust prevention programmes adapted to nutrition indicators of population groups;
PRRO	200552	Food and nutrition assistance to Nigerian and Central African refugees and host populations in Cameroon	01 Oct 2013 - 31 Mar 2017	28,333,919	10,711,926	38%	The objectives were to: 1) Provide relief assistance to refugees from Nigeria and CAR (WFP Strategic Objective 1); 2) Treat moderate acute malnutrition (MAM) through targeted supplementary feeding to children aged 6-59 months and pregnant and lactating women (PLW) (WFP Strategic Objective 1); 3) Prevent stunting through complementary feeding to children aged 6-23 months, and assist clients following antiretroviral therapy through supplementary food promoting therapy adherence and nutritional recovery (WFP Strategic Objective 4); 4) Enhance livelihoods through food assistance for assets activities, under food, cash and voucher transfer modalities, for people affected by recurrent droughts, floods and the influx of refugees, with special attention to women (WFP Strategic Objective 3).
EMOP	200689	Emergency food and nutrition assistance to refugees newly arrived in Cameroon from Central African Republic and Nigeria	26 May 2014 - 31 Dec 2014	27,110,000	18,820,158	69%	1) ensure immediate and adequate food access and consumption for CAR refugees in camps and in transit at entry points; and 2) prevent and treat acute malnutrition among refugee children aged 6-59 months and pregnant and lactating women (PLW), and supplementary food through Food-by-Prescription (FbP).
IR-EMOP	200679	Food assistance to newly arrived refugees from CAR	01 March 2014 - 30 May 2014	1,437,930	577,723	40%	The aim of the IR-EMOP was to cover immediate needs through the provision of general food distributions (GFD) for a period of three months and was succeeded by the Emergency Operation (EMOP) 200689 in May 2014
EMOP	200396	Food Assistance to Drought-Affected Households in the Logone and Chari Division and Nutritionally Vulnerable Groups in the Far North Region of Cameroon	11 Jun 2012 - 31 Dec 2013	31,516,611	17,886,503	57%	(i) save lives and protect livelihoods of populations affected by drought through general food distributions; (ii) provide assistance in order to counter food insecurity for the population in the North and Far-North regions affected by the recent floods; (iii) reduce the prevalence of acute malnutrition through the treatment of children aged 6-59 months with moderate acute malnutrition (MAM) and malnourished pregnant and lactating women through a targeted supplementary feeding programme (TSFP).
PRRO	200053	Protecting and Rebuilding the Livelihoods of Central African Republic/Chad Refugees and Host Populations in Cameroon	27 Jan 2011 - 31 Dec 2014	26,748,022	12,807,971	48%	To save lives and to the protect livelihoods of food-insecure Central African Republic (CAR) and Chadian refugees (Strategic Objective 1) and restore and rebuild lives and livelihood of Central African refugees and host population (Strategic Objective 3).

* Data extracted from "Resource Situation" Report (External w/o forecasts) and SPRs and Proforma Project Document 301012

* Funding figures represent entire Reg. EMOP (disaggregated Cameroon figures n.a.)

Evaluand of Operational Evaluations

Annex 8: Portfolio Description

Portfolio Description - Cameroon 2012- 2017																
Operation	Project Number	Time Frame	Annual Average				Totals by project				% funded	Food Cost/ Total Cost	Objectives	SO's	MDG's	Activities
			MT		Beneficiaries		Food cost (USD, millions)		Total WFP Cost (USD, thousands)							
			P	A	P	A	P	A	P	A						
CP	200330	01 Jan 2013 - 31 Dec 2017	2,755	1,371	766,008	435,544	14,775,481	2,839,352	21,485,638	5,278,777	25%	19%	To improve the food and nutrition security of rural households affected by chronically low agricultural production and recurrent climatic shocks in the North and Far North regions. The specific objectives aimed to: i) promote primary education, particularly for girls; ii) improve household food security by enhancing resilience to recurrent climatic shocks; iii) reduce the prevalence of moderate acute malnutrition (MAM) among children aged 6-59 months and pregnant and lactating women (PLW); and iv) strengthen the capacity of the government to reduce hunger, including through a hand-over strategy and local purchase.	2,4,5,7	1,2,3,4,5,7	School Feeding Nutrition GFD FFA/FFT HIV/CBT
SO	200895	18 Aug 2015 - 31 Dec 2017	n.a	n.a	n.a	n.a	n.a	n.a	7,119,853	4,252,062	60%	n.a	Objectives of the Special Operation are: To provide regular, safe, effective and efficient access to beneficiaries and project implementation sites for NGOs, UN agencies, donor organizations and diplomatic missions in Cameroon; 1) To transport light cargo such as medical supplies and high-energy foods; 2) To provide adequate capacity for evacuations of humanitarian staff.	n.a	n.a	UNHAS
Reg. EMOP	200799	01 Jan 2015 - 31 Dec 2017	34,011	24,907	566,551	477,960	147,292,935	116,122,434	378,962,000	221,133,000	58%	79%	(i) improve food consumption and access to markets; (ii) stabilize undernutrition; and (iii) restore access to basic services. Elements fostering social cohesion, investment in human capital, and support for agricultural production alongside partners are integrated into the life-saving response.	1	n.a	Nutrition GFD HIV/TB
Regional EMOP	200777	31 Dec 2014 - 31 Dec 2017	33,561	23,510	749,057	720,765	502,104,869	137,821,521	837,585,916	199,253,644	24%	27%	(i) Ensure the food needs of crisis-affected populations through flexible and context-specific responses; (ii) Stabilize the nutrition situation of crisis-affected children through robust prevention programmes adapted to nutrition indicators of population groups;	1	n.a	
PRRO	200552	01 Oct 2013 - 31 Mar 2017	4,298	2,105	620,006	507,371	21,978,067	6,036,334	28,333,919	10,711,925	38%	27%	The objectives were to: 1) Provide relief assistance to refugees from Nigeria and CAR (WFP Strategic Objective 1); 2) Treat moderate acute malnutrition (MAM) through targeted supplementary feeding to children aged 6-59 months and pregnant and lactating women (PLW) (WFP Strategic Objective 1); 3) Prevent stunting through complementary feeding to children aged 6-23 months, and assist clients following antiretroviral therapy through supplementary food promoting therapy adherence and nutritional recovery (WFP Strategic Objective 4); 4) Enhance livelihoods through food assistance for assets activities, under food, cash and voucher transfer modalities, for people affected by recurrent droughts, floods and the influx of refugees, with special attention to women (WFP Strategic Objective 3).	1,2,3	1,3,4,5	Nutrition GFD FFA/FFT HIV/TB
EMOP	200689	26 May 2014 - 31 Dec 2014	21,249	9,186	427,364	261,601	21,268,688	14,170,812	27,110,000	18,820,158	69%	67%	1) ensure immediate and adequate food access and consumption for CAR refugees in camps and in transit at entry points; and 2) prevent and treat acute malnutrition among refugee children aged 6-59 months and pregnant and lactating women (PLW), and supplementary food through Food-by-Prescription (FBP).	1	n.a	Nutrition GFD
IR-EMOP	200679	01 March 2014 - 30 May 2014	1,349	492	27,000	40,299	1,057,104	863,473	1,437,930	577,723	40%	82%	The aim of the IR-EMOP was to cover immediate needs through the provision of general food distributions (GFD) for a period of three months and was succeeded by the Emergency Operation (EMOP) 200689 in May 2014	1	n.a	GFD
PRRO	200053	27 Jan 2011 - 31 Dec 2014	8,484	3,078	397,247	314,136	20,545,212	9,838,492	26,748,022	12,743,010	48%	48%	To save lives and to the protect livelihoods of food-insecure Central African Republic (CAR) and Chadian refugees (Strategic Objective 1) and restore and rebuild lives and livelihood of Central African refugees and host population (Strategic Objective 3).	1,3	n.a	GFD FFA Nutrition
EMOP	200396	11 Jun 2012 - 31 Dec 2013	11,971	6,626	776,212	757,813	25,808,742	3,543,893	31,516,611	17,886,502	57%	14%	(i) save lives and protect livelihoods of populations affected by drought through general food distributions; (ii) provide assistance in order to counter food insecurity for the population in the North and Far-North regions affected by the recent floods; (iii) reduce the prevalence of acute malnutrition through the treatment of children aged 6-59 months with moderate acute malnutrition (MAM) and malnourished pregnant and lactating women through a targeted supplementary feeding programme (TSFP).	1	1,2,3,4,5	Nutrition GFD

Source: SPRs (2012- 2016), Project Documents (2012-2016)

* Funding figures represent entire Reg. EMOP (disaggregated Cameroon figures n.a.)

Evaluated of 2016 Operational Evaluation

Annex 9: Beneficiaries by Activity and Operation

Activity Operation	School feeding	Nutrition	GFD	FFA/FFT	HIV/TB
200330	X	X		X	
200552		X	X	X	X
200689		X	X		X
200369		X	X		
200053		X	X	X	
200799		X	X		X
200777		X	X	X	
200679			X		
Total Planned Beneficiaries	304,500	2073122	1223890	723633	4300
% women beneficiaries VS total by activity (planned)	52%	58%	52%	51%	66%
Total Actual Beneficiaries	65749	1779275	1268998	397648	3819
% women beneficiaries VS total by activity (actual)	48%	60%	52%	49%	71%

Source: WFP Standard Project Reports 2012 - 2016, data for 2017 not available

Activity/ Operation	Planned					Actual				
	School feeding	Nutrition	GFD	FFA/FFT	HIV/TB	School feeding	Nutrition	GFD	FFA/FFT	HIV/TB
200330	304,500	96,008	0	365,500	0	65,749	122,975	0	246,820	0
200552	0	273,582	54,000	291,124	1,300	0	273,522	124,667	108,171	1,011
200689	0	272,780	153,584	0	1,000	0	156,261	104,834	0	506
200369	0	517,510	258,702	0	0	0	479,860	277,953	0	0
200053	0	291,638	58,600	47,009	0	0	230,812	60,147	23,177	0
200799	0	230,547	334,004	0	2,000	0	156,798	318,860	0	2,302
200777	0	391,057	338,000	20,000	0	0	359,047	342,238	19,480	0
200679	0	0	27,000	0	0	0	0	40,299	0	0
Planned % of Beneficiaries Reached	22%	86%	104%	55%	89%					

Source: WFP Standard Project Reports 2012 - 2016, data for 2017 not available

Annex 10: WFP portfolio 2012 – mid 2017 by Programme Category in Cameroon

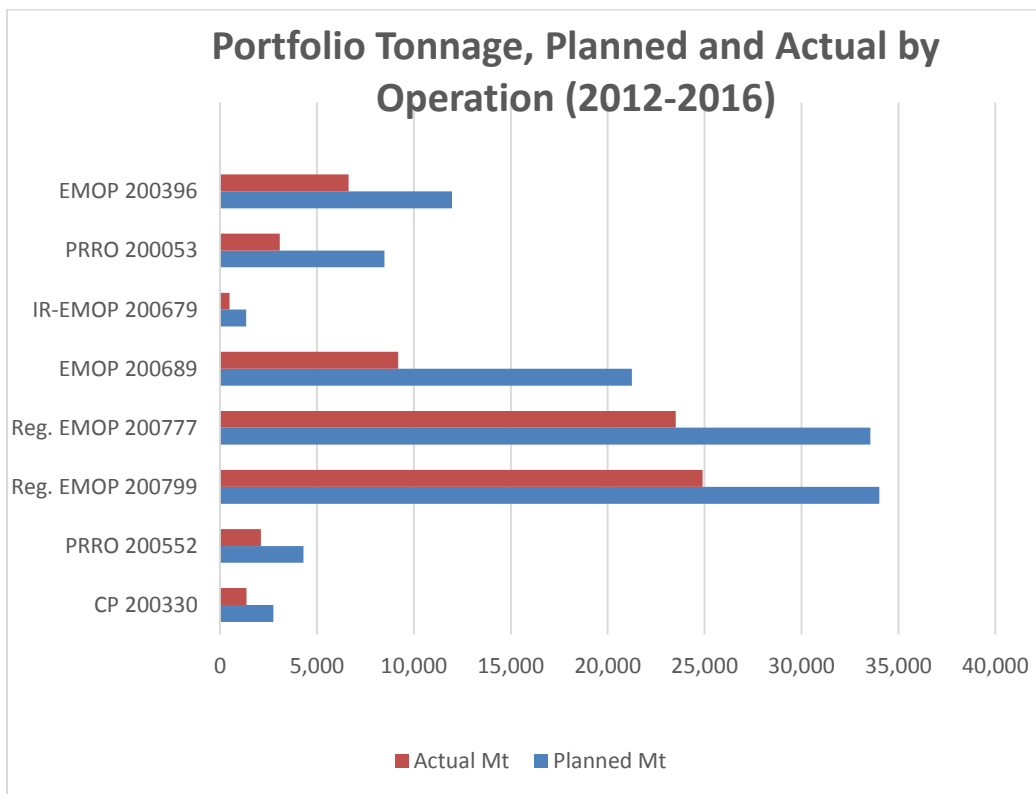
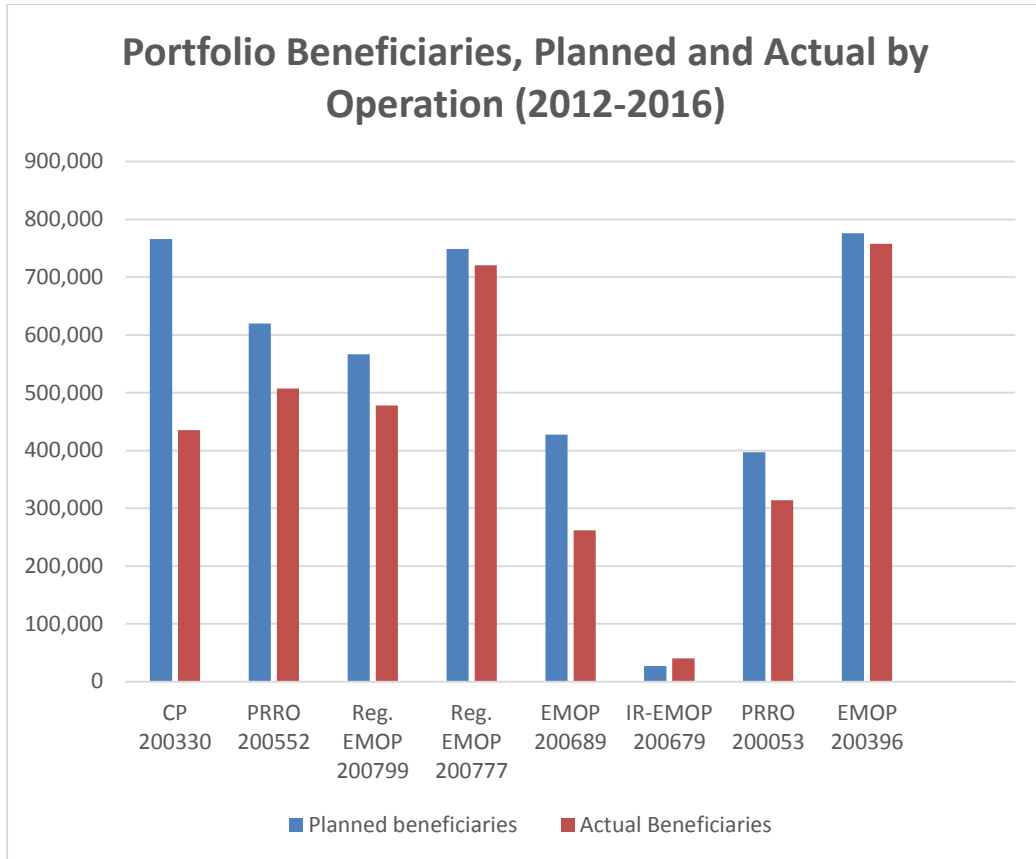
Table 1: WFP Cameroon Operations – Funding information

WFP Portfolio 2012 - 2016 by Programme Category in Cameroon					
Type of Operation	No. of operations	Requirements (US\$ thousand)	Actual received (US\$ million)	% Requirements vs Received	Shortfall %
Country Programme (CP)	1	21,485,638	5,278,777	25%	75%
Protracted Relief and Recovery Operations (PRRO)	2	55,081,941	23,454,935	43%	57%
Regional Emergency Operation (Reg. EMOP)*	2	1,216,547,916	420,386,644	35%	65%
Immediate Response Emergency Operation (IR-EMOP)	1	1,437,930	577,723	40%	60%
Emergency Operation (EMOP)	2	58,626,611	36,706,660	63%	37%
Special Operations (SO)	1	7,119,853	4,252,062	60%	40%
Total	9	1,360,299,889	490,656,801	36%	64%

Source: SPRs 2011-2016 (2017 data not available)

* Funding figures represent Reg. EMOP (disaggregated Cameroon figures n.a.)

Table 2: Tonnages and Beneficiary Levels



Annex 11: WFP Strategic Plan Objectives 2008-2013 and 2014-2017

Strategic Plan 2014 - 2017	
WFP Strategic Objectives	
Strategic Objective 1	Save lives and protect livelihoods in emergencies.
Strategic Objective 2	Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies.
Strategic Objective 3	Reduce risk and enable people, communities and countries to meet their own food and nutrition needs.
Strategic Objective 4	Reduce undernutrition and break the intergenerational cycle of hunger.
Note: Capacity development (previously under Strategic Objective 5) is mainstreamed into the four Strategic Objectives	
Source: WFP Strategic Plan 2014 - 2017	

Strategic Plan 2008 - 2013	
WFP Strategic Objectives	
Strategic Objective 1	Save lives and protect livelihoods in emergencies.
Strategic Objective 2	Prevent acute hunger and invest in disaster preparedness and mitigation measures.
Strategic Objective 3	Restore and rebuild lives and livelihoods in post-conflict, post disaster or transition situations.
Strategic Objective 4	Reduce chronic hunger and undernutrition.
Strategic Objective 5	Strengthen the capacities of countries to reduce hunger, including through hand-over strategies and local purchase.
Source: WFP Strategic Plan 2008 - 2013	

Annex 12: E-Library

CPE Cameroon Republic 2012-2016		
Folder name / File name	Author	Date
1.1 External Docs		
RBA Collaborative Evaluation Materials		
Lettre conjointe FAO-FIDA-PAM	WFP-FAO-IFAD	2017
Schema de collaboration	WFP-FAO-IFAD	2017
IFAD Evaluation Materials		
ESPP Cameroun doc d'orientation	IFAD	2017
IFAD Country Strategy and Programme Evaluations	IFAD	
IFAD Evaluation Manual FULL	IFAD	2015
IFAD Evaluation Manual Brief	IFAD	2015
Strategie du Portefeuille 2015-2019	IFAD	2014
Cameroon Country Brief	FAO	2016
African Economic Outlook Full Report	AEO	2016
Other		
Africa Human Development Report	UNDP	2016
Appercu des Besoins Humanitaires	OCHA	2016
Appui NEPAD-PDDAA	FAO	2004
CERF	UN CERF	2017
Doing Business Equal Opportunity for All	World Bank	2017
Human Development Report 2015 UNDP	UNDP	2015
Humanitarian Action for Children	UNICEF	2017
Humanitarian Response Plan 2016 French	OCHA	2016
PADC	Gvnmt of Cam.	2010
Strategie nationale du secteur protection au Cameroun 2016-2017	UNHCR	2015
Strategie de Developpment du Secteur Rural	Gvnmt of Cam.	2005
SUN Report Cameroon EN Annual Progress Report	SUN Mov.	2015
Cameroon Factsheet February 2017	UNHCR	2017
Planning Summary	UNHCR	2017
UNICEF Funding Appeal	UNICEF	2017
Vision Cameroun 2035	Gvnmt of Cam.	2009
World Health Organization Country Cooperation Strategy	WHO	2014
World Health Organization, World Health Statistics	WHO	2015

Women in agricultural production and food security in rural Cameroon	International Journal of Agricultural Policy and Research	2017
Cameroon Fiscal Policy for Growth and Development	World Bank	2010
Fostering Skills for Inclusive Workforce Development	World Bank	2015
Social Safety Nets 2019	World Bank	2012
1.2 - EQAS		
1.2.1. Guidance		
Guidance for process and content - CPE	WFP OEV	2016
Template for Inception Report - CPE	WFP OEV	2013
Quality Checklist for Summary Evaluation Report - CPE	WFP OEV	2014
Quality Checklist for Inception Report - CPE	WFP OEV	2014
Template for Evaluation Report - CPE	WFP OEV	2013
Quality Checklist for Summary Evaluation Report - CPE	WFP OEV	2014
Template for Summary Evaluation Report-CPE	WFP OEV	2014
1.2.2 Technical notes		
TN - ER Integrating Gender in Evaluation	WFP OEV	2014
TN - Conducting evaluations in situation of conflict & fragility	WFP OEV	2014
TN - Stakeholder Analysis	WFP OEV	2011-13
TN - Stakeholder Mapping	WFP OEV	2011-14
TN - Efficiency	WFP OEV	2013
TN- Template for Team Members Work Plan and Proposed Stakeholders Meeting	WFP OEV	2013
TN - Evaluation Criteria	WFP OEV	2013
TN - Evaluation Matrix	WFP OEV	2013
TN - ER Formatting Guidelines	WFP OEV	2013
TN - Logic Model Theory Of Change	WFP OEV	2013
TN - Evaluation Recommendations	WFP OEV	2013
TN - Example Evaluation Matrix for EQAS	WFP OEV	2013
1.2.3 Examples		
Evaluation Report Vol. II- Somalia	WFP OEV	2011-2015
Inception Report- Niger CPE	WFP OEV	2011-2015

Inception Report- Somalia CPE	WFP OEV	2011-2015
Inception Report- Tanzania CPE	WFP OEV	2011-2015
Management Response Niger CPEs	WFP OEV	2011-2015
Management Response Somalia CPEs	WFP OEV	2011-2015
Palestine CPE Inception Report Final	WFP OEV	2011-2015
SER -Niger CPE	WFP OEV	2012-2013
SER -Somalia CPE	WFP OEV	2012-2013
1.3. WFP Cameroon		
1.3.1 Operations		
CP 200330		
SPR 200330 -2013	WFP	2013
SPR 200330 -2014	WFP	2014
SPR 200330 -2015	WFP	2015
CSP		
Cameroon CSP Concept Note	WFP	2015
EMOP 200396		
SPR 200396 -2012	WFP	2012
SPR 200396 -2013	WFP	2013
SPR 200396-2014	WFP	2014
EMOP 200689		
SPR 200689 -2014	WFP	2014
SPR 200689 -2015	WFP	2015
IR EMOP 200679		
SPR 200679 -2014	WFP	2014
PRRO 200053		
SPR 200053 -2011	WFP	2011
SPR 200053 -2012	WFP	2012
SPR 200053 -2013	WFP	2013
SPR 200053 -2014	WFP	2014
PRRO 200552		
SPR 200552 -2013	WFP	2013
SPR 200552 -2014	WFP	2014
SPR 200552 -2015	WFP	2015
SO 200895		
SPR 200895 -2015	WFP	2015
1.3.2. Assessment Reports		
1.3.3. Executive Briefs		
1.3.4 Situation Reports and Country Briefs		

1.3.5 Early Warning Reports		
1.3.6. Evaluations		
Evaluation EMOP 200777	WFP	2016
OpEv Brief - Cameroon PRRO 200552	WFP	2016
OpEv Cameroon PRRO Evaluation - Final	WFP	2016
Regional EMOP 200777 final brief	WFP	2016
1.3.7. Capacity Development		
1.3.8. Logistics Cluster		
1.3.9. M & E		
1.3.10. Press Releases		
1.3.11. Gender		
1.3.12. Audit		
1.4. WFP POLICIES & DOCS		
1.4.1. Policies & Strategic Plans		
Annual Performance Reports		
WFP Annual Performance Report 2013	WFP	2014
WFP Annual Performance Report 2014	WFP	2015
WFP Annual Performance Report 2015	WFP	2016
Integrated Road Map	WFP	2013
1. CSP and ICSP Guidelines	WFP	2016
2. Strategic Review Guidelines	WFP	2016
3. Guidance on Strategic Outcomes	WFP	2016
4. Transitional ICSP Concept Note	WFP	2016
5. CSP sPRP discussion template	WFP	2016
6. CSP sPRP discussion template - Ecuador Example	WFP	2016
7. CSP sPRP discussion template- Zimbabwe Example	WFP	2016
8. Draft CSP Example - Ecuador	WFP	2016
9. Draft CSP Example - Laos	WFP	2016
10. Draft CSP Budget template	WFP	2016
11. CP Budget Guidance	WFP	2016
CSP Countries	WFP	2016
CSP Policy	WFP	2016
Implementation steps and guidance- CSP	WFP	2016
Implementation steps and guidance- ICSP	WFP	2016
Implementation steps and guidance- Wave 1A	WFP	2016
Implementation steps and guidance- Wave 1B	WFP	2016
Corporate Results Framework 2017-2021	WFP	2016
Financial Framework Review	WFP	2016
Strategic Plan 2017-2021	WFP	2016
Understanding IRM	WFP	2016
Misc. Policy Information		

Evaluation Policy 2016-2021	WFP	2015
Policy Compendium	WFP	2017
RBA Collaboration	WFP	2016
Updated People Strategy	WFP	2011
WFP management overview	WFP	2011
WFP Policy Formulation	WFP	2016
WFP Organigram (Management Overview)	WFP	2016
Past Strategic Plans	WFP	2013
Management Results Framework 2014- 2017	WFP	2013
Management Results Framework Overview	WFP	2013
Performance Management Policy 2014-2017	WFP	2013
Strategic Plan 2008-2013	WFP	2007
Strategic Plan 2014-2017	WFP	2013
Policy Compendium		
1.4.2. Nutrition		
2017 Nutrition Policy	WFP	2017
2017 Nutrition Policy - 2nd informal consultation	WFP	2017
Follow-Up to WFP Nutrition Policy	WFP	2012
Food and Nutrition Handbook	WFP	2000
Food and Nutrition Needs in Emergencies	WFP	2003
Guidelines for selective feeding - management of malnutrition in emergencies	WFP & UNCHR	2012
Measuring Nutrition Indicators in the Strategic Results Framework (2014-2017) Briefing Package	WFP	2014
Moderate Acute Malnutrition - A decision Tool for Emergencies	WFP	2012
Policy Evaluation- WFP Nutrition Policy	WFP	2015
Programming for Nutrition Specific Interventions	WFP	2012
Summary Evaluation Report, Nutrition Policy for 2012–2014 and Management Response	WFP	2015
Technical workshop on nutrition	WFP	2012
The Right Food at the Right Time	WFP	2012
Update on the Nutrition Policy	WFP	2013
WFP Nutrition Policy	WFP	2012
WFP-Fill the Nutrition Gap Tool	WFP	2016

WFP- Management Response - Policy Evaluation WFP Nutrition Policy	WFP	2015
WFP- Nutrition Approach	WFP	2009
WFP- Programming for Nutrition- Specific Interventions	WFP	2016
1.4.3. Emergency	WFP	
Definition of emergencies	WFP	2005
Exiting emergencies	WFP	2005
Food aid and livelihoods in emergencies strategies for WFP	WFP	2003
Impact Evaluations of the Contribution of Food Assistance to Durable Solutions in Protracted Refugee Situations reports & Management Response	WFP	2012-13
PREP Evaluation 2011-2014 - Evaluation Report vol. I and II	WFP	2014
PREP Evaluation report & Management Response	WFP	2015
Synthesis Report of the Evaluation Series of WFP's Emergency Preparedness and Response	WFP	2015
Targeting emergencies WFP policy	WFP	2006
Transition from relief to development	WFP	2004
WFP's use of Pooled Funds (2009-2013)	WFP	2014-15
WFP's use of Pooled Funds (2009-2013)-Management Response	WFP	2015
1.4.4. Gender		
Evaluation of WFP 2009 Gender Policy	WFP	2013
Gender mainstreaming from the ground up	WFP	2014
Gender Policy 2015-2020	WFP	2014
Gender Policy Brief	WFP	2009
Guidance for the WFP Gender Marker	WFP	2014
How to Manage Gender-Responsive Evaluation-UN Women	UN WOMEN	2015
Management Response to the Recommendations of the Summary Evaluation Report of the WFP Gender Policy (2008–2013)	WFP	2013-14
Revised UN SWAP Evaluation Technical Note and Scorecard	UNEG	2014
Summary Evaluation Report of the WFP Gender Policy (2008–2013)	WFP	2014

Update on the Implementation of the WFP Gender Policy: Corporate Action Plan (2010–2011)	WFP	2012
Update on the WFP Gender Policy 2014	WFP	2014
Update on the WFP Gender Policy 2016	WFP	2016
WFP gender policy corporate action plan 2010-2011	WFP	2009
WFP Gender Policy 2015-2020	WFP	2015
Women and WFP - Helping Women helping themselves	WFP	2011
1.4.5. Food security		
CARI Consolidated Approach to Reporting Indicators of Food Security	WFP	2015
Comparative Review of Market Assessments Methods Tools Approaches and Findings	WFP	2013
Comprehensive Food Security and Vulnerability Analysis Guidelines	WFP	2009
Emergency Food Security Assessment Handbook	WFP	2009
FAO-WFP Evaluation of Food Security Cluster in Humanitarian Action	WFP	2014
FAO-WFP Evaluation of Food Security Cluster Management Response	WFP	2014
Food consumption analysis - Calculation and use of the FCS in FS analysis	WFP	2008
Food distribution guideline	WFP	2006
Global Food Security Update (October 2015-July 2016)	VAM/WFP	2015-2016
Labour Market Analysis Guidance For Food Security Analysis and Decision-Making	WFP	2013
Market Analysis Framework - Tools and Applications for Food Security Analysis and Decision-Making	WFP	2011
Market Analysis Tool - How to Conduct a Food Commodity Value Chain Analysis	WFP	2010
Monitoring Food Security-Indicators Compendium	WFP	2010
Monitoring Food Security-Reporting Structure and Content	WFP	2012
Policy on Building Resilience for Food Security and Nutrition	WFP	2015
Technical Guidance - The Basics of Market Analysis for Food Security	WFP	2009

Technical Guidance Note - Calculation and Use of the Alert for Price Spikes (ALPS) Indicator	WFP	2014
The State of food insecurity in the World	WFP/FAO/IFAD	2015
1.4.6. School Feeding		
ODI Education in Emergencies	ODI	2015
ODI Investment for Education in Emergencies	ODI	2015
ODI the failed response to Syria education	ODI	2014
A common platform for education in emergencies and protracted crisis	ODI	2016
Taking on Inequality Poverty and Shared Prosperity	World Bank Group	2016
A Guidance Note to Develop a National Sustainability Strategy	WFP & WB	2012
How to develop the logic of school feeding projects	WFP	2013
Local Food for Children in School	WFP	2013
Overview presentation SF policy Part I & II	WFP	2012
Rethinking School Feeding Social Safety Nets, Child Development, and the Education Sector	WFP	2013
Revised school feeding policy	WB	2009
SABER. About and Methodology	WB	2016
SABER in Action. Overview	WB	2014
SABER School Feeding Brief	WB	2014
School Feeding Flier with links	WFP	2013
School Feeding Policy	WFP	2009
Update on the Implementation of WFP's School Feeding Policy	WFP	2011
School Feeding Policy Evaluation-Management Response	WFP	2012
School Feeding Policy Evaluation Report	WFP	2011-12
School-feeding and nutrition	WFP	2010
State of school feeding worldwide	WFP	2013
Sustainable school feeding, Lifting school children out of the hunger trap	WFP	2011
1.4.7. Capacity Development		
Capacity Development Kit	WFP	2012
Capacity Development Policy	WFP	2009

Capacity Gaps and Needs Assessment in Support of Projects to Strengthen National Capacity to End Hunger	WFP	2014
Evaluation of WFP's Capacity Development Policy and Operations	WFP	2014
Evaluation of WFP's Capacity Development Policy and Operations-Management Response	WFP	2008
Guideline on Technical Implementation for Capacity Development	WFP	2015
Inception Report - Policy Evaluation on Capacity Development	WFP	2016
Operational Guide to strengthen capacity of nations to reduce hunger	WFP	2008
National Capacity Index	WFP	2015
Operational Guide to strengthen capacity of nations to reduce hunger	WFP	2010
Guideline for Technical Assistance and Capacity Strengthening to End Hunger	WFP	2010
1.4.8. Partnerships		
Corporate Partnership Strategy 2014 - 2017	WFP	2013
Evaluation From Food Aid to Food Assistance Working in Partnership Volume I	WFP	2014
Inception Report - Policy Evaluation on Corporate Partnership Strategy	WFP	2016
PPP and fundraising strategy. Evaluation report Volume I	WFP	2012
Private-Sector Partnerships and Fundraising Strategy	WFP	2012
Private-Sector Partnerships and Fundraising Strategy	WFP	2008
Topics Partnerships - Working with NGOs	WFP	2013
1.4.9. DRR, Environment FFA, Resilience & Safety Nets		
Climate change and hunger - Towards a WFP Policy on Climate Change	WFP	2011
Disaster Risk Reduction		
An update of WFP interventions in disaster preparedness and mitigation	WFP	2007
Disaster mitigation. A strategic approach	WFP	2007
DRR Infographic	WFP	2015
Policy on Disaster Risk Reduction	WFP	2000
WFP policy on disaster risk reduction and management 2011	WFP	2009

Environment		
Environmental Policy	WFP	2017
Policy on Climate Change	WFP	2017
Update on Environmental Policy	WFP	2017
FFA		
FFA Evaluation Series 2002- 2011 (Evaluation Brief)	WFP	2012
FFA Evaluation Series 2002- 2011 (Management Response)	WFP	2012
FFA Evaluation Series 2002- 2011	WFP	2012
FFA Impact Evaluation - Management Response	WFP	2011
FFA Impact Evaluation Synthesis	WFP	2014
FFA Manual – Modules A, B, C, D, E	WFP	2014
FFA Theory of Change	WFP	2016
FFA Five Keys to Success	WFP	2016
SER Example- FFA evaluation in Senegal	WFP	2016
SER Example- FFA evaluation in Uganda	WFP	2016
WFP disaster risk reduction policy 2009	WFP	2014
TN Evaluating FFA Programmes	WFP	2017
Resilience	WFP	2014
Draft Policy on Building Resilience for Food Security And Nutrition		
Enabling Development - Progress report on the management response	WFP	2015
Enabling Development	WFP	2007
Implementation of the Enabling Development Policy	WFP	1999
Policy on building resilience for food security and nutrition	WFP	2000
WFP Programme design framework & WFP Contributing to Resilience Building	WFP	2015
Safety Nets		
Update of WFP Safety Nets Policy	WFP	2012
Urban Food Insecurity - Strategies for WFP	WFP	2012
WFP and food-based safety nets - Concepts & experiences	WFP	2002
WFP Safety Nets Guidelines (Annexes A-L)	WFP	2014
WFP Safety Nets Guidelines - Modules A to L	WFP	2004
WFP's Role in Social Protection and Safety Evaluation Report	WFP	2014
WFP's Role in Social Protection and Safety-Management Response	WFP	2011

1.4.10. Monitoring		
Beneficiaries, Targeting and Distribution Guidance	WFP	2011
Beneficiary definition & counting	WFP	2013
Chapter 2 - Country Office ME Strategy (APR14)	WFP	2005
Chapter 3 - Data Collection, Preparation and Analysis (APR14)	WFP	2015
Chapter 4 - Process Monitoring (APR14)	WFP	2015
Chapter 5 - Output Monitoring (APR14)	WFP	2015
Chapter 6 - Outcome Monitoring (APR 2014)	WFP	2015
COMET Design Modules - log frames design & results	WFP	2015
Counting Beneficiaries in WFP	WFP	2012
SOPs for Monitoring & Evaluation	WFP	2014
Third Party Monitoring Guidelines	WFP	2013
1.4.11. HIV	WFP	2014
Five minutes to learn about. Calculating outcome indicators from CP reports		
Food assistance in the context of HIV ration design guide	WFP	2013
Food assistance context of HIV	WFP	2008
Food Vouchers to Support People Living with HIV	WFP	2007
HIV in Humanitarian Settings	WFP	2013
Programming for HIV and TB	WFP	2013
Update on WFP's response to HIV and AIDS		2016
Update on WFP's response to HIV and AIDS	WFP	2014
Update on WFP's response to HIV and AIDS	WFP	2012
WFP HIV policy	WFP	2016
WFP HIV and TB Programme and M&E Guide 2014	WFP	2010
1.4.12. Cash & Voucher		
Cash & Voucher Policy update	WFP	2011
Cash & Voucher Policy	WFP	2008
Cash and Vouchers Manual Second Edition	WFP	2014
Cash and Voucher Policy Evaluation Report	WFP	2014
Cash and voucher policy evaluation-Management response	WFP	2015

Economic impact study - Vouchers programme in Lebanon	WFP	2014
Internal Audit of C&V Modalities in the Field - Distribution Cycle and Closure	WFP	2015
Internal Audit of C&V Modalities in the Field - Management Response	WFP	2015
Internal Audit of C&V Modalities in the Field - Project Design & Set up	WFP	2015
Operations and Finance Procedures for the use of C&V Transfers to Beneficiaries	WFP	2013
WFP Cash for change Initiative Distribution Models	WFP	2012
1.4.13. Logistics		
Evaluation of the Global Logistics Cluster Evaluation Report vol. I	WFP	2012
Evaluation of the Global Logistics Cluster Evaluation report vol. II	WFP	2012
Global Logistics Cluster Evaluation - Management Response	WFP	2012
Global Logistics Evaluation - SER	WFP	2012
WFP aviation - Operational snapshot Jan-June 2014	WFP	2014
WFP aviation in 2013	WFP	2014
1.4.14. Protection	WFP	
Protection Mission Reports	WFP	2014-2017
Update on the Implementation of the Protection Policy	WFP	2014
Update on WFP Role in Humanitarian Assistance System	WFP	2012
Update on WFP Role in Collective Humanitarian Response	WFP	2016
WFP Humanitarian Protection Policy	WFP	2012
WFP Role in Peacebuilding in Transition Settings	WFP	2013
1.5 Data		
1.7 Maps		
OpScen Map from March 2017	WFP	2017
1.7 Contacts		

Acronyms

AAP	Accountability to affected populations
AFD	Agence Francaise de Development
ART	Anti-retroviral
BCC	Behavioral change communication
BSF	Blanket supplementary feeding
CAR	Central African Republic
CARI	Consolidated approach for reporting indicators
CBPP	Community based participatory planning
CBT	Cash based transfers
CFSVA	Comprehensive food security and vulnerability assessment
CHW	Community health worker
COMET	Country Office Monitoring and Evaluation Tool
CSP	Country Strategic Plan
EFSA	Emergency food security assessment
EMOP	Emergency operation
ESF	Emergency school feeding
EU/DEVCO	European Commission,
FAO	Food and Agriculture Organization of the United Nations
FFA	Food assistance for assets
FbP	Food by prescription
GAM	Global acute malnutrition
GDP	Gross domestic product
GFA	General food assistance
GESP	Growth and Employment Strategy Paper
HDI	Human Development Index
HGSF	Home grown school feeding
IDP	internally displaced person
IFAD	International Fund for Agricultural Development
ILO	International labour organisation
IPC	Integrated phase classification
IYCF	Infant and young children feeding
JAM	Joint assessment mission

JICA	Japan International Cooperation Agency
MAM	Moderate acute malnutrition
MINADER	Ministry of Agriculture and Rural Development
MINATD	Ministry of Territorial Administration, Decentralization & Social Development
MINEDUB	Ministry of Basic Education
MINPROFF	Ministry of Promotion and Family Promotion
MINSANTE	Ministry of Public Health
MINUSCA	Multidimensional Integrated Stabilization Mission in the Central African Republic
MIRAP	Mission de régulation des approvisionnements de grande consommation
NAIP	National Agricultural Investment Plan
NRAS/SNAR	National Rapid Alert System.
NFNP	National Food and Nutrition Policy
NFSP	National Food Security Programme
NGO	Non-Governmental Organization
OCHA	Office for the Coordination of Humanitarian Affairs
PLHIV	People living with HIV
PLW	Pregnant and lactating women
PNSDI	Partnership for National Social Development Initiatives
PRRO	Protracted relief and recovery operation
RBA	Rome based agencies – FAO, WFP, IFAD
SABER	Systemic Approach for Better Education Results
SAM	Severe acute malnutrition
SCOPE	WFP's platform for beneficiary and transfer management for cash operations
SDG	Sustainable development goal
SLP	Seasonal livelihood programming
SMART	Standardized Monitoring and Assessment of Relief and Transitions
SUN	Scale up nutrition
TSF	Targeted supplementary feeding
UNCT	United Nations Country Team

UNDAF	United Nations Development Assistance Framework
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNDP	United Nations Development Programme
WASH	Water, sanitation and hygiene
ZHSR	Zero hunger strategic review

