

COUNTRY PORTFOLIO EVALUATION

Cameroon: An Evaluation of WFP's Portfolio

(2012-mid 2017)

Volume II: Annexes

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Annex 1 Terms of Reference



EVALUATION QUALITY ASSURANCE SYSTEM

Office Of Evaluation
Measuring Results, Sharing Lessons

1 Background

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

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.

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

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.

Economically, Cameroon is endowed with significant natural resources, including oil and gas, high value timber species, minerals, and agricultural products such as cocoa.

¹ RBAs include WFP, FAO and IFAD

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

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.

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

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

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

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

Nutrition and Health

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 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

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

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

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

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

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

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

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

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 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

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.

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

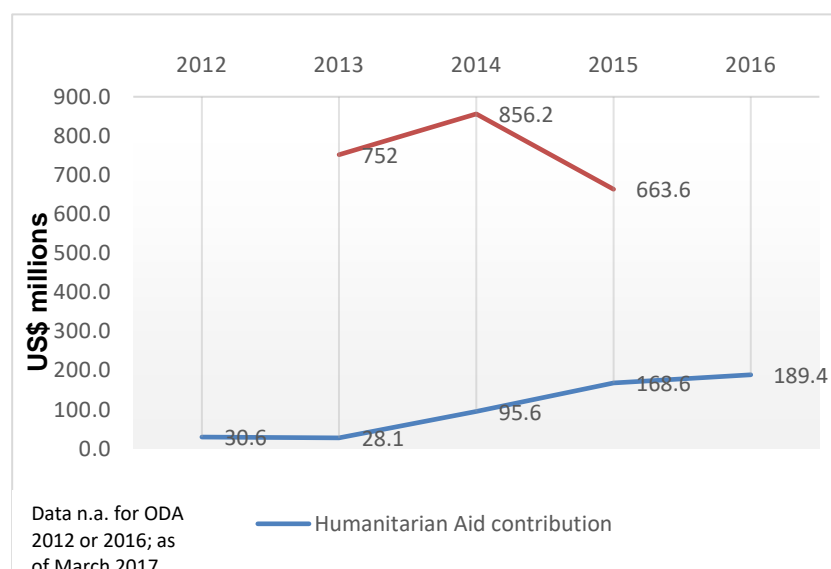
²² UNOCHA '[Aperçu des Besoins Humanitaires](#)' Yaoundé (2016)

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>

Figure 1 International Assistance to Cameroon (2012-2016)



Source: OECD-DAC, WB, UN-OCHA

2 Reasons for the Evaluation

2.1 Rationale

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. 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

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

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

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

- 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

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.

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.

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).

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.

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.

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

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:

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.

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 cereal banks and promoting primary education, especially for girls.

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.

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.

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.

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

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.

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

Timeline and Funding Levels of WFP Portfolio in Cameroon 2012-2017

Operation	Time Frame	2012	2013	2014	2015	2016	2017
CP 200330	01 Jan 2013 - 31 Dec 2017		REQ: 21485638 REC: 5,292,777 FUNDED: 25%				
		LEGEND					
		>75% FUNDED					
		50-75% FUNDED					
		<50% FUNDED					
SO 200835	18 Aug 2015 - 31 Dec 2017				REQ: 7,119,853 REC: 4,252,062 FUNDED: 60%		
Regional EMOP 200799*	01 Jan 2015 - 31 Dec 2017				REQ: 378962000 REC: 221400669 FUNDED: 58%		
Regional EMOP 200777*	31 Dec 2014-31 Dec 2017				REQ: 837585916 REC: 199066996 FUNDED: 24%		
PRRO 200552	01 Oct 2013 - 31 Mar 2017		REQ: 28,333,919 REC: 10,711,926 FUNDED: 38%				
EMOP 200683	26 May 2014 - 31 Dec 2014			REQ: 27110000 REC: 18820158 FUNDED: 69%			
IR-EMOP 200673	01 March 2014 - 30 May 2014			REQ: 1819900 REC: 97703 FUNDED: 60%			
EMOP 200336	11 Jun 2012 - 31 Dec 2013	REQ: 31516611 REC: 17886503 FUNDED: 57%					
PRRO 200552	27 Jan 2011- 31 Dec 2014	REQ: 26748022 REC: 12807971 FUNDED: 48%					
Direct Expenses (US\$ millions)		3,934,551	4,159,300	4,717,571	4,633,491	5,082,229	n.s.
% Direct Expenses: Cameroon vs. WFP World		0.4%	0.2%	1%	1%	1%	n.s.
Food Distributed (MT)		8,487	6,784	17,121	48,338	52,933	n.s.
Total of Beneficiaries (actual)		643,815	453,602	443,897	1,209,892	617,055	n.s.
% women beneficiaries (actual)		54%	66%	50%	55%	54%	n.s.

Source: AFR 2012-2016, SPR 2012-2016, Resource Situation Update as of March 2017
 *Funding figures represent entire Req. EMOP (4 years) and Cameroon figure n.s.)

Legend:
 Evaluation of Operational Evaluations
 To be evaluated under the CPE

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

3.3 Evaluation Questions, Approach and Methodology

Evaluation Questions²⁹

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.

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) 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).

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.

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.

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

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.

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

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.

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.

Methodology

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

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

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

identify cost drivers, validating comparative cost-efficiency³¹ and cost-effectiveness³² analyses of the different food assistance transfer modalities.

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.

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 assess technical feasibility and data and accessibility to inform its choice of evaluation methods, taking into 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.

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.

Quality Assurance

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

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.

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.

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

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 (August, 2017) producing inception report; (ii) Main Evaluation Mission³³ will focus on consultations with national stakeholders for 2-3 weeks in Yaoundé (August 7-25, 2017); and (iii) Reporting Phase concludes with draft CPE report by end of September 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 2 Provisional Timeline Overview

Phases	March – May 2017	August 2017	August-2017	Sep 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				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 (Sept)		Draft Evaluation Report (D1); Learning workshop

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

Phases	March – May 2017	August 2017	August-2017	Sep 2017	November 2017-February 2018	Deliverables
				X Nov.		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

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.

4.3 Roles and Responsibilities

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.

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.

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

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 2 Stakeholder Analysis – Interest and Participation in Country Portfolio

Primary stakes in country portfolio Stakeholder group	Country programmes, PRROs, IR-EMOPs EMOPs	Special operations	Food security information (FSI)	Humanitarian response coordination	Defining humanitarian and development agenda in Cameroon
Executive Board	Design, performance and results	Design, performance and results	Reliable and timely FSI	General interest	General interest
Direct beneficiaries (boys and girls, men and women, households, communities)	Design, performance and results, cooperation, capacity development		General interest	General interest	General interest
Ministry of Transport	Design, performance and results, capacity development	Design, performance and results	General interest	General interest – logistic working group	General interest
Ministry of Agriculture and Rural Development	Design, performance and results, capacity development	Design, performance and results	Reliable and timely FSI	General interest – food security working group	General interest
Ministry of Basic Education	Design, performance and results, capacity development	General interest	Reliable and timely FSI	General interest	General interest
Ministry of Social Affairs	Design, performance and results, capacity development	General interest	Reliable and timely FSI	General interest – CBT working group	General interest
Ministry of Livestock, Fisheries and Animal Industries	Design, performance and results, capacity development	General interest	Reliable and timely FSI	General interest	General interest
Ministry of Planning, Programming and Regional Development	Design, performance and results, capacity development	General interest	Reliable and timely FSI	General interest	General interest
Ministry of Women, Empowerment and Family	Design, performance and results, capacity development	General interest	Reliable and timely FSI	General interest	General interest
Ministry of Public Health	Design, performance and results, capacity development	Design, performance and results	Reliable and timely FSI	General interest – FS and nutrition working group	General interest

Primary stakes in country portfolio Stakeholder group	Country programmes, PRROs, IR-EMOPs EMOPs	Special operations	Food security information (FSI)	Humanitarian response coordination	Defining humanitarian and development agenda in Cameroon
Key donors USAID DFID European Union DG ECHO France	Performance and results	General interest	Reliable and timely FSI	General interest	General interest
United Nations agencies, and the cluster response: FAO/WFP committee	Design, performance and results, capacity development	Design, performance and results	Reliable and timely FSI	General interest – food security working group	General interest
Regional delegations of basic education, agriculture, health in North	Design, performance and results, capacity development	General interest	Reliable and timely FSI	General interest – regional working groups	General interest
International NGOs	Design, performance and results, cooperation	Facilitate country interventions	Reliable and timely FSI, cooperation	General interest – working groups	General interest
National NGOs	Design, performance and results, cooperation, capacity development	Facilitate country interventions	Reliable and timely FSI, cooperation and capacity development	General interest – working groups	General interest
Local NGOs	Design, performance and results, cooperation, capacity development	Facilitate country interventions	Reliable and timely FSI, cooperation and capacity development	General interest – regional working groups	General interest

Annex 3 Evaluation Matrix

Key Question 1: What is the level of alignment and strategic positioning of the WFP country strategy and portfolio?							
#	Sub-questions	Measure/ indicator benchmarks	Main sources of information	Data collection methods	Data analysis methods	Evidence quality	Importance for review criteria
1.1	<p>How appropriate have the main objectives and related activities been to the population's humanitarian and development needs, including the distinct needs of women, men, boys and girls from different groups?</p> <ul style="list-style-type: none"> • Operations based on relevant and timely needs assessment • Role of other lessons learned and recommendations (WFP evaluations and other) in design • Consideration of alternatives • Appropriateness of targeting criteria role of needs assessments (beneficiaries / geographically) • Are activities differentiated to specific contexts, how and why? • Role of partners, including RBAs, and beneficiaries in design • Role of resource awareness in design • GEEW considerations in design • Choice of focus areas: nutrition (incl. MAM/SAM, HIV/TB, maternal health), social protection (including school feeding), resilience (including FFA, P4P) • Choice of approaches and modalities: treatment/prevention, CBT/in-kind • Internal coherence of the portfolio 	<p>Basic indicators: health, nutrition, food security, education, household economy, status</p> <p>Possible benchmarks: HRP and UNDAF</p>	<p>Context information Needs assessment reports Humanitarian response plan UNDAF HDR General surveys (MICS/DHS 2011 and 2014) GIEWS country briefs (2011-2017) Operation documents: programme formulation, BRs, SPRs, final evaluations Feasibility studies Key informants</p>	<p>Desk review Key informant interviews with internal and external stakeholders</p>	<p>Qualitative comparative analysis Analysis of stakeholder involvement at formulation</p>	Medium to high	Relevance Effectiveness

Key Question 1: What is the level of alignment and strategic positioning of the WFP country strategy and portfolio?

#	Sub-questions	Measure/ indicator benchmarks	Main sources of information	Data collection methods	Data analysis methods	Evidence quality	Importance for review criteria
1.2	<p>Have objectives of the portfolio operations been coherent with the stated national agenda and policies?</p> <ul style="list-style-type: none"> National policies and strategies: nutrition, food security, gender, resilience, growth & employment, rural sector development strategy, relèvement et de consolidation de la paix Level of flexibility in country portfolio to adapt to changes in the national policy/strategy contexts 	<p>Key national policies and strategies: nutrition, food security, gender resilience, growth & employment, rural sector development strategy, relèvement et de consolidation de la paix</p> <p>Possible benchmarks: overlaps with sub-questions</p>	<p>Documented strategies and policies</p> <p>Government representatives (including line ministries and agencies representatives)</p>	<p>Desk review of portfolio operations and national policy and strategies</p> <p>Key informant interviews with government representatives</p>	<p>Qualitative comparative analysis</p> <p>Qualitative contribution analysis</p>	High	<p>Relevance</p> <p>Connectedness</p> <p>Coverage</p> <p>Coherence</p> <p>Sustainability</p>
1.3	<p>Was there coherence between the objectives of the operations in the portfolio and the strategies, policies, and programs of United Nations partners, bilateral partners and NGOs?</p> <ul style="list-style-type: none"> Joint assessments Role of RBA UNDAF Humanitarian Response Plans Partner participation, including RBA in design of operations Partner participation, including RBA in monitoring and evaluation of operations Partner participation, including RBA in design of CSP <p>Note: participation refers to level of participation, including resource sharing and formal agreements, e.g. for implementation</p>	<p>Documented description of relevant WFP partnerships for cooperation and alignment</p> <p>Documented overlaps</p> <p>Documented differences in objectives and approaches</p> <p>Trends in adjustment of WFP objectives</p> <p>Possible benchmarks: None relevant identified</p>	<p>Operation documents: programme formulation, BRs, SPRs, final evaluations</p> <p>Strategy and country programme documents of United Nations agencies, bilateral partners and NGOs</p>	<p>Desk review</p> <p>Interviews with key stakeholders</p>	<p>Qualitative comparative analysis</p> <p>Qualitative contribution analysis vis a vis RBA, UNDAF, and HRP</p>	High	<p>Relevance</p> <p>Efficiency</p> <p>Effectiveness</p> <p>Coherence</p> <p>Connectedness</p>

Key Question 1: What is the level of alignment and strategic positioning of the WFP country strategy and portfolio?

#	Sub-questions	Measure/ indicator benchmarks	Main sources of information	Data collection methods	Data analysis methods	Evidence quality	Importance for review criteria
1.4	<p>Have there been opportunities for streamlining/simplifying/re-organizing activities to achieve better coherence and complementarity with other stakeholders, including donors and partners?</p> <ul style="list-style-type: none"> • Flexibility in operations • Communication • Participation in knowledge sharing fora (e.g. working group on food security) • Joint assessments, monitoring and evaluation, and programming • Organization and participation in joint lessons-learned exercises • Joint resource mobilization • Joint advocacy 	<p>Identification of flexibility of operations</p> <p>Documented changes in partnership approaches</p> <p>Joint assessments</p> <p>Possible benchmarks: none identified</p>	<p>Operation documents</p> <p>Progress reports</p> <p>Key informants</p>	<p>Desk review</p> <p>Interviews with key stakeholders (United Nations, NGOs, Government, WFP)</p>	<p>Qualitative assessment</p>	<p>Medium to high</p>	<p>Relevance</p> <p>Efficiency</p> <p>Effectiveness</p> <p>Coherence</p> <p>Connectedness</p>
1.5	<p>At what level has WFP been strategic in its alignments and positioning of itself?</p> <ul style="list-style-type: none"> • Consideration as to where it can make the biggest difference • Innovative methods • Risk taking / embracing failure • Choice of partners • GEEW • Development and implementation of national strategies and policies • Strategic role of WFP in promoting RBA 	<p>Documented evidence of WFP role in national, regional, and local food security initiatives</p> <p>Possible benchmarks: none identified</p>	<p>Operation documents</p> <p>Country office management</p> <p>United Nations partners</p> <p>Donors, cooperating partners</p>	<p>Desk review</p> <p>Interviews</p>	<p>Qualitative assessment</p>	<p>Medium</p>	<p>Relevance</p> <p>Effectiveness</p> <p>Coherence</p> <p>Connectedness</p>

Key Question 1: What is the level of alignment and strategic positioning of the WFP country strategy and portfolio?							
#	Sub-questions	Measure/ indicator benchmarks	Main sources of information	Data collection methods	Data analysis methods	Evidence quality	Importance for review criteria
1.6	<p>Can any trade-offs (positive/negative) be identified between aligning with national needs and strategies and with the WFP mission, strategic plans and corporate policies (including humanitarian principles and protection policies)?</p> <ul style="list-style-type: none"> • Identification of unintended effects (positive/negative) • Any predominant sector • What have triggered unintended effects (positive /negative) 	<ol style="list-style-type: none"> 1. Evidence of non-planned effects 2. Documented evidence of complementarity / overlaps 3. 4. 5. 6. Possible benchmarks: none identified 	<ol style="list-style-type: none"> 7. Key informants : Country office management, United Nations partners, donors, cooperating partners 8. Operation evaluations 	<ol style="list-style-type: none"> 9. Desk review 10. Interviews with key informants 	<ol style="list-style-type: none"> 11. Qualitative assessment 	<ol style="list-style-type: none"> 12. Low to medium 	<ol style="list-style-type: none"> 13. Relevance 14. Coherence

Key Question 2: What are the factors influencing the strategic decision-making in the WFP country portfolio and what is the quality of the strategic decision-making?							
#	Sub-questions	Measure/ indicator	Main sources of information	Data collection methods	Data analysis methods	Evidence quality	Importance for review criteria
2.1	<p>To what extent has WFP analysed or used existing analysis of the zero-hunger challenge, the food security and nutrition issues in Cameroon - including gender equality and protection issues?</p> <ul style="list-style-type: none"> • Databases with relevant assessments and analyses • Joint needs assessments with RBA • Collaboration with women's machinery 	<p>Sources for baselines and monitoring of operations and strategy</p> <p>Possible benchmarks: none identified</p>	<p>Operation documents: programme formulation, BRs, SPRs, final evaluations</p> <p>Overview of assessments in Cameroon from Reliefweb, Humanitarian Response and OCHA</p>	<p>Desk review</p> <p>Interviews with key informants</p>	<p>Qualitative comparative analysis</p>	<p>Medium to high</p>	<p>Relevance</p> <p>Effectiveness</p> <p>Coherence</p>

Key Question 2: What are the factors influencing the strategic decision-making in the WFP country portfolio and what is the quality of the strategic decision-making?							
#	Sub-questions	Measure/ indicator	Main sources of information	Data collection methods	Data analysis methods	Evidence quality	Importance for review criteria
	<ul style="list-style-type: none"> Use of information from protection assessments for vulnerability assessments 		Partners WFP staff				
2.2	<p>To what extent has WFP contributed to placing the Zero-Hunger challenge, including malnutrition, protection, and gender equality issues on the national agenda?</p> <ul style="list-style-type: none"> Appropriate response strategies Advocacy Targeted communication Participation in development and implementation of national strategies and policies Capacity development of national partners (Government, NGOs, etc.) 	<p>Evidence of Zero-Hunger challenge issues in RCP, DSCE,</p> <p>Possible benchmarks: none identified</p>	<p>Draft RCP, DSCE, national nutrition strategy, SDG strategy,</p> <p>Key informants: Country office management, United Nations partners, Donors, cooperating partners</p>	<p>Desk review</p> <p>Interviews with government partners, United Nations partners, and WFP</p>	<p>Qualitative assessment</p> <p>Qualitative contribution analysis</p>	Low to medium	<p>Effectiveness</p> <p>Connectedness</p>
2.3	<p>How effective is the process for strategic decision making?</p> <ul style="list-style-type: none"> Who participates when and how: <ul style="list-style-type: none"> At portfolio level At operation level Linkage portfolio/operational level 	<p>Description of process</p> <p>Possible benchmarks: none identified</p>	WFP staff	Interviews with WFP staff	Qualitative assessment	Medium	Efficiency
2.4	<p>What is the level of strategic vs. ad hoc decisions?</p> <ul style="list-style-type: none"> At portfolio level At operation level 	<p>Description of decisions</p> <p>Possible benchmarks: none identified</p>	<p>WFP staff</p> <p>Final operation evaluations</p>	Interviews with WFP staff	Qualitative assessment	Medium	<p>Efficiency</p> <p>Effectiveness</p>

Key Question 2: What are the factors influencing the strategic decision-making in the WFP country portfolio and what is the quality of the strategic decision-making?							
#	Sub-questions	Measure/ indicator	Main sources of information	Data collection methods	Data analysis methods	Evidence quality	Importance for review criteria
2.6	<p>What are the key factors that determined the country portfolio?</p> <ul style="list-style-type: none"> • Level of food insecurity, including nutrition status • Level and functioning of basic social services • UNDAF, HRP • Perceived comparative advantage • Corporate strategies • National political, security, and policy factors • Resources • Organizational structure and staffing • Role of resource based vs. needs based 	<p>Evidence of justification of operations' objectives vs. needs</p> <p>Possible benchmarks: none identified</p>	<p>Operation documents: programme formulation, BRs, SPRs, final evaluations</p> <p>WFP staff</p>	<p>Desk review</p> <p>Interviews with WFP staff</p>	<p>Qualitative analysis</p>	<p>Low to medium</p>	<p>Efficiency</p>
2.7	<p>How has WFP identified key factors facilitating putting the zero-hunger challenge on the national agenda?</p> <ul style="list-style-type: none"> • Monitoring and lessons-learned 	<p>Evidence of use of lessons-learned in country office advocacy strategy</p> <p>Possible benchmarks: none identified</p>	<p>WFP staff</p>	<p>Interviews with WFP staff</p>	<p>Qualitative assessment</p>	<p>Low to medium</p>	<p>Relevance</p> <p>Efficiency</p> <p>Effectiveness</p>
2.8	<p>How has WFP analysed, or used existing assessments of security-related risks in strategic decision-making?</p> <ul style="list-style-type: none"> • Identification of key security risks • Timeliness of existing risk assessments 	<p>Sources and dates of risk assessments</p> <p>Possible benchmarks: none identified</p>	<p>Risk assessments in operation documents and country strategy</p> <p>Operation documents: programme formulation, BRs, SPRs</p>	<p>Desk review</p> <p>Interviews with WFP staff</p>	<p>Qualitative assessment</p>	<p>Low to medium</p>	<p>Efficiency</p>

Key Question 3: What is the performance and what are the results of the WFP country portfolio 2012–mid 2017?

#	Sub-questions	Measure/ indicator	Main sources of information	Data collection methods	Data analysis methods	Evidence quality	Importance for review criteria
3.1	<p>What is the effectiveness, efficiency, connectedness, and sustainability of WFP operations (2012–mid 2017)?</p> <ul style="list-style-type: none"> • Overall assessment of 11 operations that have been active 2012–2017 • Approaches, including prevention/treatment • Modalities, including CBT/in-kind 	<p>Ratings (1–5) for level of effectiveness, efficiency, connectedness and sustainability</p> <p>Possible benchmarks: similar operations in other countries</p>	<p>SPRs, BRs</p> <p>Independent evaluations of operations (CP 105300 – PRRO, EMOP 200777)</p> <p>Reports from cooperating partners</p>	<p>Desk review</p> <p>Interviews with WFP staff</p> <p>Interviews with cooperating partners</p>	<p>Qualitative assessment of qualitative and quantitative data</p>	<p>Medium to high (high for operations with independent evaluations)</p>	<p>Efficiency</p> <p>Effectiveness</p> <p>Connectedness</p> <p>Sustainability</p>
3.2	<p>What are the key explanations including factors beyond the control of WFP such as conflict and natural disasters that have influenced levels of efficiency, effectiveness, connectedness and sustainability?</p> <ul style="list-style-type: none"> • Natural calamities • Resources • Staffing • Knowledge management • Regional conflicts • Local insecurity • Political contexts • National policies • Corporate policies • Efficiency and effectiveness of partners 	<p>Description of influencing factors</p> <p>Possible benchmarks: none identified</p>	<p>SPRs, BRs</p> <p>Independent evaluations of operations (CP 105300 – PRRO, EMOP 200777)</p> <p>Reports from cooperating partners</p>	<p>Desk review</p> <p>Interviews with WFP staff</p> <p>Interviews with cooperating partners</p>	<p>Qualitative assessment of qualitative and quantitative data</p>	<p>Medium to high (high for operations with independent evaluations)</p>	<p>Efficiency</p> <p>Effectiveness</p>

Key Question 3: What is the performance and what are the results of the WFP country portfolio 2012–mid 2017?

#	Sub-questions	Measure/ indicator	Main sources of information	Data collection methods	Data analysis methods	Evidence quality	Importance for review criteria
3.3	<p>How has WFP contributed to the reduction of gender inequality gaps in relation to control over food, resources and decision-making?</p> <ul style="list-style-type: none"> • Choice of focus areas (including nutrition, resilience, food security) • Choice of approaches, including treatment/prevention • Choice of modalities, including CBT/in-kind • Women’s empowerment • Collaboration with women’s machinery • Gender analysis • Knowledge of local gender issues 	<p>Gender marker</p> <p>Gender gap in operation covered areas</p> <p>Description of concrete GEEW activities</p> <p>Possible benchmarks: WFP GEEW activities in other countries</p>	<p>Operation documents: programme formulation, BRs, SPRs, final evaluations</p> <p>WFP staff</p> <p>Government</p> <p>United Nations partners</p> <p>Cooperating partners</p>	<p>Desk review</p> <p>Interviews with key informants (WFP, Government, United Nations partners, cooperating partners)</p>	<p>Qualitative assessment</p>	<p>Medium</p>	<p>Relevance</p> <p>Efficiency</p> <p>Effectiveness</p> <p>Connectedness</p> <p>Sustainability</p>
3.4	<p>? What are the levels of synergy, multiplier and downstream effects among portfolio activities</p> <ul style="list-style-type: none"> • Among operations • Among focus areas 	<p>Description of concrete examples</p> <p>Possible benchmarks: none identified</p>	<p>Operation documents: programme formulation, BRs, SPRs, final evaluations</p> <p>WFP staff</p> <p>Cooperating partners</p>	<p>Desk review</p> <p>Interviews with key informants (WFP, cooperating partners)</p>	<p>Qualitative assessment</p>	<p>Low to medium</p>	<p>Efficiency</p> <p>Effectiveness</p> <p>Coherence</p>

Key Question 3: What is the performance and what are the results of the WFP country portfolio 2012–mid 2017?

#	Sub-questions	Measure/ indicator	Main sources of information	Data collection methods	Data analysis methods	Evidence quality	Importance for review criteria
3.5	<p>What are the synergies and multiplier opportunities that have been exploited in collaboration with partners, especially RBAs, United Nations agencies, bilateral donors, and NGOs?</p> <ul style="list-style-type: none"> • Concrete operations • Food security information • Advocacy • Resource mobilization • Logistics • Missed opportunities 	<p>Description of concrete examples of synergies and multipliers</p> <p>Possible benchmarks: none identified</p>	<p>Operation documents: programme formulation, BRs, SPRs, final evaluations</p> <p>WFP staff</p> <p>United Nations agencies, including RBA operations</p> <p>Donor strategies</p> <p>Cooperating partners</p>	<p>Desk review</p> <p>Interviews with key informants (WFP, RBA, United Nations, donors, cooperating partners)</p>	Qualitative assessment	Low to medium	<p>Efficiency</p> <p>Effectiveness</p> <p>Coherence</p>
3.6	<p>What is the “dynamism” and level of flexibility in the portfolio operations?</p> <ul style="list-style-type: none"> • Responsiveness • Level of risk taking • Innovation • Monitoring • Lessons learned 	<p>Rating (1–5) of level of flexibility and responsiveness to new changing demands</p> <p>Possible benchmarks: none identified</p>	<p>Operation documents, including SPRs and evaluations</p> <p>Key informants</p>	<p>Desk review</p> <p>Interviews with key informants (WFP and cooperating partners)</p>	Qualitative assessment	Medium	<p>Relevance</p> <p>Efficiency</p> <p>Effectiveness</p> <p>Connectedness</p> <p>Sustainability</p>
3.7	<p>Have WFP operations been developmental in approach?</p> <ul style="list-style-type: none"> • Connectedness • Alignment among CPs, PRRO, EMOPs, and SOs • Resilience application • LRRD • Connectedness with UNDAF 	<p>Rating (1–5) of approach (emergency – long term development)</p> <p>Possible benchmarks: none identified</p>	<p>Operation documents, including evaluations</p> <p>WFP staff</p>	<p>Desk review</p> <p>Interviews with key informants (WFP, cooperating partners, United Nations agencies)</p>	Qualitative assessment	<p>Low</p> <p>NB: rated low as there are no clear definitions of the concept</p>	<p>Relevance</p> <p>Efficiency</p> <p>Effectiveness</p> <p>Connectedness</p> <p>Sustainability</p>

Key Question 3: What is the performance and what are the results of the WFP country portfolio 2012–mid 2017?

#	Sub-questions	Measure/ indicator	Main sources of information	Data collection methods	Data analysis methods	Evidence quality	Importance for review criteria
			Cooperating partners			“developmental”	
3.8	What is the effectiveness of risk mitigation measures in the implementation of the country portfolio? <ul style="list-style-type: none"> • Changing risk contexts • Local differences • Identification of risk mitigation measures • Changing food security including nutrition status 	Rating (1-5) of effectiveness of risk mitigation Possible benchmarks: WFP operations in other countries	Operation documents, including SPRs and BRs WFP staff Cooperating partners	Desk review Interviews with key informants (WFP staff, cooperating partners)	Qualitative assessment	Low to medium	Efficiency Effectiveness Sustainability

Annex 4 Reviewed Documents

1. Africa Human Development Report 2016. Accelerating Gender Equality and Women's Empowerment in Africa. United Nations Development Programme, Regional Bureau for Africa. New York, USA.
2. An evaluation of WFP's Portfolio (2011-2016). South Sudan Inception Report. WFP Office of Evaluation Report number: OEV/2016/013. January 2017.
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Annex 5 List of People Interviewed

Name	Title	Organization
Rome and Dakar		
Dawit Habtemariam	Evaluation Officer	Office of Evaluation (OEV), WFP
Alexandria Novokowsky	Research Analyst	
Sally Burrows	Deputy Head and CPE Coordinator	
Andrea Cook	Director of Evaluation	
Anne Valand	Programme Officer, Vulnerability Assessment	Market Access Unit, WFP
Mutinta Hambayi	Chief, Nutrition (OSN)	WFP
Mark Gordon	Chief, Assets Creation & Livelihoods Unit	
Mari Honjo	Senior Donor Relation Officer	
Genny Bonomi	Project Evaluation Manager	Office of Evaluation (OED), Food and Agricultural Organisation (FAO), Rome
Sara Holst	Evaluation Officer	
Carlos Botta	Deputy Chief, Aviation	United Nations Humanitarian Air Service (UNHAS), Rome
Sarah Laughton	Chief, School Meals & Social Protection	WFP
Filippo Pompili (via Skype)	Regional Evaluation Officer	Regional Bureau Dakar, WFP
Veronique Stephen Sainte-Luce	Programme Advisor, Gender Office	WFP
Nadine Lombardo	Market Analyst	
Imed Khanfir	Programme Office	OSZIS, WFP
Sheila Grudem	Deputy Director of Emergency	WFP
Inka Himanen	Chief, Performance Management & Monitoring Division	
Bryungchul Lee	Data Analysis Specialist	
Matteo Perrone	Emergency Coordinator (
Yaoundé		
Elvira Pruscini	Deputy Director	WFP Cameroon
Abdoulaye Balde	Director	
Jean-Marie Mulonda	Head of Logistics and Procurement	
Jean-Claude Mebenga (via Skype)	Programme Policy Officer (M&E)	
Guy Luzitu	Chief Air Transport Officer, UNHAS	
Grace Omondi	Nutrition Officer	
Evelyne Ngwenyi	Assistant Nutrition Officer	French Embassy
Gaëlle Leroux	Head of Mission, Health and Humanitarian Assistance	

Name	Title	Organization
Sandrine Ducroix (via Skype)	Regional Technical Assistant Aviation & Logistic Coordinator	DG ECHO, Nairobi
Marianne Tinlot (via Skype)	Regional Food Assistance Expert	DG ECHO, Yaounde
Marie Schärli	Regional Humanitarian Programme Coordinator	Swiss Development Cooperation, N'djamena
Sophie Grumelard (via Skype)	Social Development Specialist	Social, Urban, Rural and Resilience, The World Bank, Washington
Keme Etame Rose E.	Programme Officer	Directorate General Humanitarian Aid and Civil Protection (DG ECHO)
Stephane Dufils	Food For Peace - West Africa Emergency Specialist	Office of U.S. Foreign Disaster Assistance (US/OFDA), Teleconference
Niels Bosson	Programme Officer	International Fund for Agricultural Development (IFAD), Regional office for Cameroon, Gabon, and Central Africa Republic
Allegra Maria Del Pilar Baiocchi	UNDP Representative United Nations Resident Coordinator United Nations Humanitarian Coordinator	United Nations Development Programme (UNDP)
Modibo Traore	Chief of the Bureau	United Nations Office for the Coordination of Humanitarian Affairs (OCHA)
Joseph Claude Amougou	Humanitarian Affairs Officer	
Antony Akumu Abogi	Senior Programme Officer, in charge of operations	United Nations High Commissioner for Refugees (UNHCR)
Felicitas Atanga	Assistant FAO Representative	Food and Agriculture Organization (FAO)
Celine Bernier	Nutrition Specialist	United Nations Children's Fund (UNICEF)
Njie Thomas Kinge	Director of North-South Cooperation and Multilateral Organizations	Ministry of Economy, Planning, and Land Management (MINEPAT)
Nicoline Namboo	Administrator	
Martine Ongola Atanga	Director	Ministry of Women's Empowerment and the Family
Georges Okala	Deputy Director, Nutrition	Ministry of Health
Group meeting	List of participants attached	Food Security Working group (PNSA)
Dominique Ateba Noa	Deputy Permanent Secretary	FAO/WFP Committee
Othon Matapit	Permanent Secretary	
Chatou Koneh	Study Division Officer	
Alexandre Nama	Chief, WFP Intervention Division	
Mira Gratier	Humanitarian Adviser	Department for International Development (DFID), United Kingdom
Hannah Gough	Programme Manager	
Jeanine Atanga Nkodo	Coordinator	National Food Security Programme (PNSA), Ministry of Agriculture & Rural Development (MINADER),
Jean Mukenga Kabongo	Country Programme Coordinator	International Medical Corps (IMC)

Name	Title	Organization
Roger Shambuyi Kadima	Country Director	
Aminata Nene Sow Thiam	Programme Support Manager	Plan Cameroon
Dr. Bell'Aube Houinato	Country Director	
Jean Jacques Kamsu	Disaster Risks Manager	
Faison Hilda Ntabe	Grants Support Manager	
Karen Marie Cerdena	Programme Manager, Emergency & Business Development	Catholic Relief Services (CRS), Yaounde
Kemengne Jean Marie	Country Programme Coordinator	Catholic Relief Services (CRS), Yaounde
Maroua		
Aliou Diongue	Chief Field Office Bureau	WFP Maroua
Flabert Nkwelle N.	Monitoring SCG/PAM	
Alain Kingnjock	Programme Assistant (M&E Focal Point)	
Augustin Ndongmo	Nutrition Programme	
Hamadou Paul	Monitoring	
Fadimatou Eldjouma Nkembe	Admin & Finance Assistant	
Apollinaire Adamou	Programme Officer	
Mbeyep Abdou	Field Coordinator, Mora	Plan International
Field visit – Mada Kolkoch	BSFP – Tokombere	Plan International /WFP
Field visit – Tokombere I	BSFP - Tokombere	Plan International /WFP
Cecilia Mann	Head of Sub-Office/Emergency Coordinator	International Organization for Migration (IOM)
Mame Ibrahima Tounkara	Chief, Sub-Delegation	International Committee of the Red Cross (ICRC)
Ibrahim Bah	Coordinateur Sécurité Alimentaire	
Ibrahim Laye Thiome	Délégué ECOSEC	
Mamady Fatta Kourouma	Head of the Sub Office, Humanitarian Coordinator	UNHCR
Rebecca Djao	Deputy Director	DRSP
Jean Pierre Biyong	In-charge of the E. North Office	FAO
Assan Bachiri	Programme Assistant	Public Concern
Djouleiha Oumarou	Financial Coordinator	Public Concern

Name	Title	Organization
Antoinette Bidjoco	Programme Officer	IEDA Relief
Franck Tohuexikam	Chef De Bureau	IEDA Relief
Timothe Patale	Focal Point	DRSP
Salifou Foren	Focal Point	CBS- Tokombere
Jonas Ayang	Deputy Sous-Prefet	Tokombere
Aissa Podoko	3rd Acting Maire	Tokombere
Dorine Djon	Coordinator BSFP	Plan International
Lizzy Kum	Field Officer	Global Health System Solution
Dr. Djao Rebecca	Regional Delegate	Delegation MINSANTE Far North
Garaoua		
Dia Djanabou Mamahat	Air Movement Assistant	WFP/UNHAS
Noel Matouke Egang	Head of Staff	Regional Delegation, Ministry of Health
Bello Lougga	Nutrition Regional Focal Point	Regional Delegation, Ministry of Health
Eloundou Jean Clovis Magloire	Head of Service, WFP Focal Point	Regional Delegation, Ministry of Basic Education
Bertoua & Gado		
Boniface Ngniado	Sr. Programme Assistant	WFP Bertoua Sub- Office
Pauline Manepi	Food Aid-Monitor	
Bertin Tchouaké	Assistant Logistician	
Andre Gerve Bilong	Camp Manager - Gado	Premiere Urgence
Simplice Amassosso	Field Officer	African Humanitarian Aid (AHA)
Letizia Nohomsy Size	Field Officer	Premiere Urgence
Achille Nguimnang Goune	Monitoring & Evaluation	Premiere Urgence
Jannette Djoda	Field Coordinator Officer	Lutheran Word Federation
Parfait Fousa	CBT Field Officer	Catholic Relief Service
Philippe Onaya	CBT Field Officer	CRS
Micheline Ngotigyo	Field Officer	International Medical Corps (IMC)

Name	Title	Organization
Salome Abomo	Field Officer	Catholic Relief Service
Amicet Momo	M&E Assistant	International Medical Corps (IMC)
Pascal Mougou	Field Coordinator Officer	Catholic Relief Service

Members of the Food Security Working Group (chaired by Ministry of Agriculture) who were with the Country portfolio evaluation team in Yaounde

Name	Title	Organization
Djounoumbi Emmanuel	M&E Officer	FAO
Flurimonde Ouedraogo	Programme Officer	International Emergency & Development Aide (IEDA Relief)
Atanga Nkodo Jeanine	Coordinator	National Programme for Food Security (PNSA) MINADER
Manuel Vaxellaire	Regional Development Officer	Action Against Hunger (ACF)
Nguembu Christian	VAM Assistant	WFP
Joseph Amougou	Humanitarian Affairs Officer	United Nations Office for Coordination of Humanitarian Affairs (OCHA)
Abate Ndoum Thomas	PNSA Officer	National Programme for Food Security (PNSA) MINADER
Hamadama Ousmann	PNSA Officer	National Programme for Food Security (PNSA) MINADER
Rosalie Ayissi	Director	Observatoire contre la faim, PNSA
Betsi Wilfried C.	Communication Officer & Reporting	DEMTOU Humanitaire
Elie Nzok Ngba	Programme Assistant	ADRA (Adventist Development and Relief Agency)
Keme Etame Rose E.	Programme Officer	ECHO
Mgba Mbane Daniel	M&E Manager	CG/FAO/PAM
Aliou Boly	Coordinator Pro-ActIPUI	Premiere Urgence
Anakeu Etienne	Policy Officer	MINADER (Ministry of Agriculture & Rural Development)

Annex 6 Data Collection Programme

Evaluation Team:

Lene Poulsen (LP) – Team Leader

Eric Donelli (ED) – Evaluator: Health & Nutrition

Serge Yakeu (SY) – Evaluator: Resilience, Livelihoods, Transfer Modalities

Dates	Location	Activity
1 – 3 August	Rome	ED & SY: <ul style="list-style-type: none"> • Briefing WFP Rome: <ul style="list-style-type: none"> ○ OEV ○ CBT ○ Resilience and Livelihoods ○ Donor Relations & Partnerships ○ FAO Evaluation – RBA Evaluation Collaboration ○ UNHAS) ○ RBD, CO Cameroon (teleconference) ○ Gender ○ P4P ○ Emergency Response ○ Performance Management and Monitoring ○ Risk Management
7 August	Yaoundé	ED & SY: <ul style="list-style-type: none"> • Briefing WFP Country Office: Director, Deputy Director, Nutrition, Pipeline, VAM, M&E • Planning of field visits • Security briefing (UNDP)
8 August	Yaoundé	ED & SY: <ul style="list-style-type: none"> • Donors: ECHO, US/OFDA • Partner: IFAD
9 August	Yaoundé	Full Team: <ul style="list-style-type: none"> • UNDP • OCHA • IOM • UNICEF/GT Nutrition • UNHCR/GT Protection • WFP CO Briefing
10 August	Yaoundé	Full Team: <ul style="list-style-type: none"> • Food Security Working Group (assistance at regular monthly meeting) • Ministry of Agriculture’s National Food Security Programme (PNSA) • WFP Country Director • WFP Deputy Country Director (follow-up to evaluation recommendations PRRO and EMOP 200777) LP & ED <ul style="list-style-type: none"> • Comité de Gestion FAO/WFP (Ministry of Agriculture) ED <p>Ministry of Public Health (MINSANTE)</p> LP & SY <ul style="list-style-type: none"> • Ministry of Economy, Planning and Regional Development (MINEPAT – Early Recovery)

Dates	Location	Activity
11 August	Yaoundé	<p>Full team:</p> <ul style="list-style-type: none"> • Team work <p>ED & SY: Cooperating partners: IMC, PLAN International, CRS</p> <p>LP:</p> <ul style="list-style-type: none"> • Security briefing (UNDP)
12 August	Yaoundé	<p>Full team:</p> <ul style="list-style-type: none"> • Donor: DFID • Team work
13 August	Yaoundé	<p>Full team:</p> <ul style="list-style-type: none"> • Team work
14 August	Maroua Mora	<p>Full team:</p> <ul style="list-style-type: none"> • Travel to Maroua • Security briefing (United Nations House) • Initial briefing with sub-office <ul style="list-style-type: none"> • Site visit: Mora: Plan International – support to IDPs (Distribution: GD, including CBT)
15 August	Maroua	<p>Full team:</p> <ul style="list-style-type: none"> • Maroua sub-office team • Global Health Systems Solution (HIV monitoring)
16 August	Tokombere Maroua Garoua	<p>ED & SY:</p> <ul style="list-style-type: none"> • Site visit: Tokombere: local authorities, WFP & Plan International: BSFP • Site visit: Mada Kolkoch: Plan International - BSFP <p>IOM, Maroua</p> <ul style="list-style-type: none"> • ICRC Maroua • UNHCR Maroua • NGOs: IEDA and Public Concern, Maroua <p>LP</p> <ul style="list-style-type: none"> • Transfer to Garoua • Regional delegation, North: nutrition • Regional delegation, North: agriculture • Regional delegation, North: basic education • Transfer to Yaoundé
17 August	Maroua Yaounde	<p>ED & SY:</p> <ul style="list-style-type: none"> • FAO, Maroua • Regional delegation, Far North: Ministry of Health • Transfer to Yaoundé <p>LP</p> <ul style="list-style-type: none"> • WFP Country Director • Donor: AFD (France) • WFP UNHAS • WFP Logistics • FAO

Dates	Location	Activity
18 August	Yaounde	Full team: <ul style="list-style-type: none"> • Team meeting • Auditor Committee de Gestion FAO/WFP • Follow-up WFP CO team - programmes • Debriefing at CO LP & SY <ul style="list-style-type: none"> • Ministry of Women's Empowerment and Family
19 August	Yaounde	Full team: <ul style="list-style-type: none"> • Team work
20 August	Yaounde	ED & SY <ul style="list-style-type: none"> • Transfer to Bertoua LP <ul style="list-style-type: none"> • End of mission
21 August	Gado Badzere	ED & SY <ul style="list-style-type: none"> • Site visit: Gado Badzere Refugees & IDPs Camp Cooperating partners: MTN, IMC, AHA, UNHCR, Lutheran World Federation, Premiere Urgence and CRS Traders Beneficiaries
22 August	Bertoua	ED & SY <ul style="list-style-type: none"> • WFP sub-office briefing (head of office, logistic, food aid monitor) • Transfer to Yaounde
23 August	Yaoundé	ED & SY <ul style="list-style-type: none"> • WFP country team: follow-up – programmes • WFP CO: communication unit • Team work
24 August	Yaoundé	ED & SY <ul style="list-style-type: none"> • WFP country team: follow-up – programmes • Workshop CBT – VAM & CBT team – Omega value • Team work
25 August	Yaoundé	ED & SY <ul style="list-style-type: none"> • End of mission

Annex 7 Food Security in Cameroon 2012–2017 and the WFP Operational Responses

1. 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.³⁴ The 2015 Global Hunger Index (GHI) ranks Cameroon 68 out of 104 countries with a score of 24.2, placing it in the “serious” severity level of hunger.³⁵ 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 273,000 children under 5 facing acute malnutrition.³⁶

Country Programme 105300 (2008-2012) supported food security in the regions Far North, North, and Adamaoua.

2. In 2012, the country was still in a relatively stable phase, but with high food insecurity and malnutrition concerns in the poor northern and eastern regions. Leading up to 2012, the major challenges to food security were floods and rain compromising food production, particularly in the north. The 2011 Comprehensive Food Security and Vulnerability Assessment (CFSVA),³⁷ showed high levels of food insecurity in the two northern regions with more than 15 percent of the households or about 615,000 people being food insecure while 4 percent were severely food insecure. In addition, the region suffered from high chronic and acute malnutrition rates; both of which were beyond the critical intervention levels identified by World Health Organization. As such, the northern regions in particular were highly vulnerable to food insecurity at the start of 2012.

PRRO 200053 was launched in January 2011 and extended until September 2013 to respond to the needs of Central African Republic and Chad refugees.

3. According to the country brief from the Global Information and Early Warning System (GIEWS), the price of maize was 42 percent higher in December 2011 than in December 2010, partly as a result of low rainfall in the production season and high demand from neighbouring countries. The situation was particularly severe in the north and two joint Government-WFP-FAO food security surveys in 2011 showed high levels of chronic and acute malnutrition with an estimated 20 percent of households being food insecure and 400,000 people affected by crop failures.³⁸

EMOP 200396 was launched in April 2012 to provide food assistance to drought-affected households in North to complement FAO support.

4. Excessive rains generally benefitted food security in the north in 2012. However, local damage³⁹ from floods affected 60,000 people leading to population displacement. The UNICEF Multiple Indicator Cluster Survey (MICS) from 2012 showed alarming rates of chronic malnutrition above 40 percent⁴⁰ in the northern regions⁴¹ with global acute malnutrition rates of 6.3 and 5.5 percent in Far North and North respectively, thus exceeding the “precarious” threshold level of 5 percent.

³⁴ FAO in Emergencies February 2017

³⁵ <http://www1.wfp.org/countries/cameroon>

³⁶ UNICEF Humanitarian Action 2017

³⁷ WFP “Comprehensive Food Security and Vulnerability Study – Cameroon” 2011.

³⁸ FAO Country Briefs: Cameroon <http://www.fao.org/giews/countrybrief/country.jsp?code=CMR>

³⁹ For instance, rupture of the Maga Dam in Far North.

⁴⁰ 40 percent is the emergency threshold for chronic malnutrition rates defined by World Health Organization (WHO) beyond which outside interventions are required.

⁴¹ UNICEF “Multiple Indicator Cluster Survey – Cameroon 2012”

5. The Government allocated USD 3 million to assist the affected population while the International Federation of Red Cross and Red Crescent (IFRC) disaster relief emergency fund allocated USD 330,000 to support the Cameroon Red Cross. Furthermore, an emergency appeal for USD 1.8 million was launched.

Country Programme 200330 (2013-2017) was designed to support food security in Far North, North, and Adamoua.

PRRO 200552 was launched in October 2013 to support Central African Republic and Nigerian refugees in northern and eastern regions.

6. The 2013 cropping season was characterized by abundant rain and relatively good production with an estimated 10 percent higher production than the 5 year average for preceding years. But heavy rains in the northern regions caused ruptures of two dams, displacing 9,000 people. Moreover, the northern regions received 15,000 Nigerian refugees in 2013 while the regions in the East continued to host around 17,000 Nigerian refugees. The crisis in the Central African Republic led to 5,000 Central African Republic refugees in East in 2013.

The regional EMOP 200777 was launched in 2014 to support households affected by the Lake Chad Basin humanitarian crisis. In Cameroon, it addressed Far North.

7. The 2014 agricultural production was around average compared to the five preceding years. The main events with significant impact on food security included the arrival of more than 84,000 Central African Republic refugees following the eruption of the sectarian violence in December 2013. By the end of 2014, an estimated 241,000 Central African Republic

refugees were in East and Adamaoua regions in addition to 60,000 refugees from Nigeria in the northern regions. Furthermore, the violent insecurity caused primarily by Boko Haram intensified in Cameroon along the border areas with Nigeria. By the end of 2014 it was estimated that there were 40,000 internally displaced persons in the northern regions.⁴² An inter-agency rapid assessment mission conducted in February 2014 showed that refugees had very limited resources and their nutritional status upon arrival in Cameroon was very poor after several weeks of flight. Their arrival caused further stress on host communities' scarce resources. Overall, 1.1 million people were food insecure at the end of 2014 with a concentration in the four regions: Far North, North, East, and Adamaoua. Twenty percent were severely food insecure. Seventy five percent of the refugees were classified as food insecure and 20 percent severely food insecure. Acute malnutrition rates were above the emergency threshold and around one third of children under 5 suffered acute malnutrition.

IR-EMOP 200679 was launched in March 2014 to provide immediate support to Central African Republic refugees in East. A corporate WFP L3 was activated in May 2014 in light of the Central African Republic refugee crisis.

8. The *Cameroon Strategic Response Plan 2014-2016* launched in January 2014 was scaled up in July 2014 to USD 126 million to provide assistance to 6.1 million vulnerable people in need of humanitarian assistance. The plan aimed to provide integrated and coordinated assistance, reduce the recovery period, and strengthen the knowledge on risks and vulnerability in vulnerable areas in Cameroon.⁴³

⁴² FAO (2014) "Global Information and Early Warning System Brief – Cameroon – February 2015"

⁴³ EHP Cameroon (2014) «2014-2016 Plan de Réponse Stratégique – Cameroun»

https://www.humanitarianresponse.info/system/files/documents/files/Revision_2014-2016_Cameroon_SRP_FR_July_2014.pdf

9. In 2015, the number of internally displaced persons continued to grow, reaching 120,000 in April. Likewise, the numbers of refugees from Nigeria and Central African Republic continued to increase, although the number of refugees from Central African Republic grew less, reflecting some improvement in the security situation in Central African Republic. On the other hand, insecurity in Far North continued to intensify and 60 percent of the farmers in that region faced major land access constraints.⁴⁴ By mid-2015 around 40 percent of the population in Far North was food insecure (47 and 44 percent among Nigerian refugees and internally displaced

A regional EMOP 200799 was launched in 2015 to provide critical support to populations affected by the ongoing crisis in Central African Republic and its regional impact.

Special operation (UNHAS) SO – 200895 was launched in 2015 to facilitate humanitarian response in Far North and North; regions with difficult access.

persons respectively). By the end of 2015 there were 270,000 Central African Republic refugees, 71,000 Nigerian refugees and 160,000 internally displaced persons in Cameroon. The total number of food insecure individuals needing humanitarian assistance had grown to 1.3 million, with Far North being most severely affected. Around a third of the households had depleted their food stocks and relied on food assistance. Boko Haram insurgencies in Far North also impacted upon the possibility of carrying out food security assessments. WFP therefore introduced mobile Vulnerability Analysis and Mapping (mVAM) through a pilot in 2015, using mobile phones to monitor a limited number of indicators. The first round of mVAM showed that while 80 percent of internally displaced persons had acceptable food consumption, 60 percent of the households applied negative adaptation techniques to ensure sufficient food for the household.

10. The security situation deteriorated in 2016. Food production decreased further in the northern regions due to general insecurity and production was below average. In February 2016, there were 2.4 million food insecure people in need of food assistance; 203,000 were severely food insecure and 61,000 children under five were severely acutely malnourished. It was estimated that local production in the northern regions would only cover five months consumption.

A regional special operation, SO – 200234 was launched in January 2016 to strengthen corridor logistics for Cameroon, Central African Republic, Chad and DRC.

11. By the end of 2016 there were 216,000 food insecure people, of whom around 130,000 were located in Far North. Households applied negative adaptation strategies, including cutting the number of daily meals and switching to less nutritious food. It was estimated that there were 276,000 Central African Republic refugees, 85,000 Nigerian refugees and 192,000 internally displaced persons. A joint food security assessment WFP - PNSA⁴⁵ in September 2016 in the northern and eastern regions showed that 24 percent of the households were food insecure; a deterioration from 2015 when it was 19 percent. Three percent of the households were in a humanitarian emergency (IPC4)⁴⁶ and 21 percent of the households were in an acute food and livelihood crisis (IPC3).

⁴⁴ FAO/WFP (2015) «Cameroun - Extrême-Nord: Evaluation Rapide de la Sécurité Alimentaire en Situation d'Urgence, June 2015» <http://documents.wfp.org/stellent/groups/public/documents/ena/wfp283934.pdf>

⁴⁵ PNSA: Programme National de Sécurité Alimentaire – National Food Security Programme, under the Ministry of Agriculture and Rural Development (MINADER)

⁴⁶ Integrated Food Security Phase Classification (IPC). IPC is not operating in Cameroon. The joint food security assessment used the Consolidated Approach for Reporting Indicators of Food Security » (CARI)

12. In 2017 the weather conditions were favorable for a good agricultural production. However, the continuing insecurity in the northern and eastern regions led to pessimistic expectations for the October harvest. In March 2017, there were an estimated 2.6 million food insecure people in the northern and eastern regions.⁴⁷ As such, the number of food insecure households rose from 19 percent in 2013 to an estimated 39 percent. Households applied negative coping strategies: in December 2016, 22 percent of the households reduced the number of meals, 51 percent switched to less nutritious types of food, and 10 percent sold productive assets, including female livestock.

⁴⁷ OCHA "Cameroon: Food Security and Malnutrition (as of 01 March 2017). Updated estimates based on data from EFSA, SMART, and SENS surveys 2016.

Annex 8 Percentage of Planned vs. Actual Beneficiaries for the Portfolio Operations

Activity	Target	Operation	2012	2013	2014	2015	2016
School feeding	Girls	CP 105300	45%				
		PRRO 200552			31%	53%	
	Boys	CP 105300	49%				
		PRRO 200552			40%	53%	
FFA	Women	PRRO 200053	26%	19%			
		CP 200330		100%	74%	100%	
		PRRO 200552			17%	53%	19%
		Regional EMOP 200777					97%
	Men	PRRO 200053	34%	28%			
		CP 200330		100%	74%	100%	
		PRRO 200552			37%	54%	19%
		Regional EMOP 200777					97%
FFT	Women	PRRO 200053	31%	108%			
	Men	PRRO 200053	30%	61%			
GFD	Women	PRRO 200053	114%	92%			
		EMOP 200396	96%	103%			
		PRRO 200552		68%	193%		
		EMOP 200689			64%		
		IR-EMOP 200679			147%		
		Regional EMOP 200799				88%	108%
		Regional EMOP 200777				103%	100%
	Men	PRRO 200053	112%	112%			
		EMOP 200396	103%	111%			
		PRRO 200552		62%	193%		
		EMOP 200689			73%		
		IR-EMOP 200679			152%		
		Regional EMOP 200799				86%	102%
		Regional EMOP 200777				103%	100%
TSF	6-23 months	PRRO 200053	202%	117%			
		EMOP 200689			52%		
		EMOP 200396		108%			
		CP 200330			102%	181%	75%
		PRRO 200552		133%	85%	85%	35%
		Regional EMOP 200799				31%	50%
		Regional EMOP 200777				122%	103%
	24-59 months	CP 105300	84%				
		PRRO 200053	202%	117%			
		EMOP 200396	48%	48%			
		EMOP 200689			53%		
		CP 200330		80%	166%	181%	75%
		PRRO 200552			67%	67%	35%
		Regional EMOP 200799				134%	50%
	Regional EMOP 200777				122%	103%	
	PLW	CP 105300	84%				
		PRRO 200053	70%	96%			
		EMOP 200396	82%	512%			
		EMOP 200689			87%		
		CP 200330		161%	154%	268%	36%
		PRRO 200552		110%	127%	127%	70%
		Regional EMOP 200799				131%	71%
	Regional EMOP 200777				336%	1,518%	

Activity	Target	Operation	2012	2013	2014	2015	2016
BSF	6-23 months	CP 105300	84%				
		EMOP 200396	59%				
		EMOP 200689			58%		
		CP 200330		78%			
		PRRO 200552			80%	80%	73%
		Regional EMOP 200777				21%	95%
	24-59 months	EMOP 200689			58%		
		Regional EMOP 200799				116%	71%
		Regional EMOP 200777				21%	
	PLW	EMOP 200689			29%		
		Regional EMOP 200799				55%	
Regional EMOP 200777					18%		
FbP	Women	PRRO 200552			56%		
		EMOP 200689			62%		
	Men	PRRO 200552			33%		
		EMOP 200689			34%		
	ART clients	Regional EMOP 200799				116%	114%
Air service	Locations	SO 200895				83%	100%
	Passengers	SO 200895				63%	150%

Annex 9 WFP Food Security Information Products - Cameroon 2012-2017⁴⁸

Emergency assessments		
Assessment	Title	Date
Food Security Assessments (FSA)	Evaluation de la sécurité alimentaire dans les régions de l'Est, Adamaoua, Nord et de l'Extrême-Nord	09/2016
FSA	Evaluation de la sécurité alimentaire en situation d'urgence	09/2015
FSA	Extrême-Nord: Evaluation rapide de la sécurité alimentaire en situation d'urgence	06/2015
JAM	WFP/UNHCR Evaluation de l'assistance humanitaire et de la situation des réfugiés Centrafricains vivant au Cameroun	07/2013
JAM	Evaluation approfondie du programme d'assistance aux réfugiés Tchadiens de Langui (Nord) et Centrafricains dans les régions de l'Est et de l'Adamaoua du Cameroun	05/2012
Baselines		
CFSVA	Comprehensive Food Security and Vulnerability Analysis	09/2011 - Data collection finished Final version expected end 2017
Market assessments		
Market	Lake Chad Basin Crisis: Regional Market Assessment	06/2016
Market	Lake Chad Basin Crisis: Regional Market Assessment Preliminary Observations	03/2016
Market	Analyse des marchés dans la région de l'Est et de l'Adamaoua	04/2015
Market	The International Rise in Maize and Wheat Prices and its Potential Impact on Food Security in West Africa	08/2012
Monitoring, updates and bulletins on food security and markets		
FSMS	West and Central Africa - Markets Update	06/2017
FSMS	West and Central Africa - Markets Update	04/2017
FSMS	Bulletin No. 2: Suivi de la Sécurité Alimentaire	01/2017
FSMS	West and Central Africa - Markets Update	10/2016
FSMS	2e tour du mVAM	01/2016
FSMS	1er tour du mVAM dans l'Extrême-Nord	11/2015

⁴⁸ Information retrieved from http://vam.wfp.org/CountryPage_assessments.aspx?iso3=CMR and www.google.com 29 August 2017 and google.com

Crop and food security assessment missions		
CFSAM	Crop and Food Security Assessment in the East, Adamaoua, North, and Far North	11/2016
CFSAM	Crop and Food Security Assessment in the East, Adamaoua, North and Far North	12/2014
Miscellaneous		
	Desk Review: Socio-economic analysis of the Lake Chad Basin Region, with focus on regional environmental factors, armed conflict, gender and food security issues	04/2016

Annex 10 Output and Outcome Tables

ACT3 - Nutrition																					
Nutrition: Treatment of acute malnutrition																					
Output	Energy content of food distributed (kcal/person/day)	Energy content of food distributed - children under 5 (kcal/berson/day)	Energy content of food distributed - pregnant & lactating women (kcal/person/day)	Energy content of food distributed health & nutrition	Nr of beneficiaries/caregivers who received messages/training on health & nutrition	Nr of children under 5 who received micronutrient powders	Nr of bi-weekly or monthly distributions of individual food rations	Nr of health centres/sites assisted	Nr of pregnant / lactating women assisted	Nr of staff members/community health workers trained on modalities of food distribution	% of men exposed to nutrition messaging	% of women exposed to nutrition messaging	Nr of women exposed to nutrition messaging	% of men receiving nutrition counselling	% of women receiving nutrition counselling	Nr of cooking demonstrations for fortified foods, compl foods & special nutritional products	Nr of assets built, restored or maintained by target communities & individuals	Technical Assistance: WFP expenditure to strengthen national capacity USD	Technical Assistance: Nr of projects conducted to strengthen national capacity	Nr of timely food distributions as per planned distribution schedule	Nr of bi-weekly or monthly distributions of individual food rations
CP105300																					
	Planned	1,480			123,900		2	142	41,300											24	2
	Actual	1,480			99,728		2	0	30,141											18	2
	% Actual vs. planned	100%			80.5%		100%	0%	73%											75%	100%
CP200330																					
2013-2014-2015	Planned	2,520			1,824		16	426		386	100%	100%		100%				2,040,000	2	70	16
	Actual	2,520			848		16	426		371	100%	100%		100%				0	2	66	16
	% Actual vs. planned	100%			46%		100%	100%		96.40%	100%	100%		100%				0%	100%	94%	100%
PRRO 200053																					
	Planned					4,900		226	18,700												
	Actual					3,996		149	8023												
	% Actual vs. planned					81%		66%	43%												
PRRO 200552																					
	Planned							610			100%	100%	8,500	100%	100%	81	6				
	Actual							611			22.50%	90%	8,533	12.50%	95%	84	6				
	% Actual vs. planned							100%			23%	92%	100%	13%	95%	103.7%	100%				

ACT3 - Nutrition																					
Nutrition: Treatment of acute malnutrition																					
Output	Nf of bi-weekly or monthly distributions of individual food rations	Nf of timely food distributions as per planned distribution schedule	Technical Assistance: Nf of projects conducted to strengthen national capacity	Technical Assistance: WFP expenditure to strengthen national capacity USD	Nf of assets built, restored or maintained by target communities & individuals	Nf of cooking demonstrations for fortified foods, compl foods & special nutritional products	% of women receiving nutrition counselling	% of men receiving nutrition counselling	Nf of women exposed to nutrition messaging	% of women exposed to nutrition messaging	% of men exposed to nutrition messaging	Nf of staff members/community health workers trained on modalities of food distribution	Nf of pregnant / lactating women assisted	Nf of health centres/sites assisted	Nf of bi-weekly or monthly distributions of individual food rations	Nf of children under 5 who received micronutrient powders	Nf of beneficiaries/caregivers who received messages/training on health & nutrition	Energy content of food distributed - pregnant & lactating women (kcal/person/day)	Energy content of food distributed - children under 5 (kcal/person/day)	Energy content of food distributed (kcal/person/day)	
EMOP 200396																					
2012-2013-2014	Planned																				
	Actual	1,480	500	1,480	98,900			494	12,000	2,415											
	% Actual vs. planned	100%	100%	100%	60%			65%	128%	89%											
EMOP 200689																					
	Planned							113			100%	100%		100%	100%						
	Actual							81			15%	55%		10%	55%						
	% Actual vs. planned							72%			15%	55%		10%	55%						
EMOP 200799																					
	Planned							103			100%	100%		100%	100%						
	Actual							98			20%	77,50%		25%	75%						
	% Actual vs. planned							95%			20%	77.50%		25%	75%						
EMOP 200777																					
	Planned							452			100%	100%		100%	100%						
	Actual							438			25%	75%		5%	95%						
	% Actual vs. planned							96%			25%	75%		5%	95%						

ACT3 - Nutrition																	
Nutrition: Treatment of acute malnutrition																	
		Prevalence of acute malnutrition among children under 5 (weight for height as %)	Prevalence of acute malnutrition among children under 3 (weight for height as %)	Supplementary feeding death rate (%)	Supplementary feeding recovery rate (%)	Therapeutic feeding recovery rate (%)	Supplementary feeding default rate (%)	Supplementary feeding non-response rate (%)	MAM treatment default rate (%)	MAM treatment recovery rate (%)	MAM mortality rate (%)	MAM treatment non-response rate (%)	Average length of enrolment in supplementary feeding (days)	Proportion of children consuming a minimum acceptable diet (%)	Proportion of eligible population participating in programme (%)	% of households with acceptable food consumption score	Coverage rate of supplementary feeding (%)
CP105300																	
2012	Project end target																
	Base value	8,10		0.20	64	34.70	34.70										
	Previous follow-up	11.00															
	Latest follow-up	5.50		0.06	59	40.35	40.35										
CP200330																	
2013	Project end target																
	Base value	5.50		0.06		59.10	40.35										
	Previous follow-up																
	Latest follow-up	5.80		0.06		74.60	25.11										
2014	Project end target	10.00						15.00	75.00	3.00	15.00						
	Base value	5.80						25.20	74.74	0.06	0.00						
	Previous follow-up																
	Latest follow-up	6.70						27.00	72.51	0.16	0.33						
2015	Project end target							15.00	75.00	3.00	15.00						
	Base value							27.00	73.00	0.00	0.00						
	Previous follow-up							23.00	74.00	0.00	0.00						
	Latest follow-up							22.00	67.00	0.00	0.00						
PRRO 200053																	
2013	Project end target																
	Base value	11.60		0.48	82.10	13.00	13.00	4.40					120.00				
	Previous follow-up	15.80		0.24	71.17	27.11	27.11	0.53					86.00				
	Latest follow-up	17.00		0.27	81.22	17.95	17.95	0.56					85.00				

		ACT3 - Nutrition														
		Nutrition: Treatment of acute malnutrition														
		Coverage rate of supplementary feeding (%)	% of households with acceptable food consumption score	Proportion of eligible population participating in programme (%)	Proportion of children consuming a minimum acceptable diet (%)	Average length of enrolment in supplementary feeding (days)	MAM treatment non-response rate (%)	MAM treatment mortality rate (%)	MAM treatment recovery rate (%)	MAM treatment default rate (%)	Supplementary feeding non-response rate (%)	Supplementary feeding default rate (%)	Therapeutic feeding recovery rate (%)	Supplementary feeding recovery rate (%)	Supplementary feeding death rate (%)	Prevalence of acute malnutrition among children under 3 (weight for height as %)
PRRO 200552																
2013	Project end target															
	Base value	17.00		0.27	81.22	17.95	0.56						85.00			
	Previous follow-up			0.40	77.04	21.14	1.45									
	Latest follow-up															
2014	Project end target	10.00						15.00	75.00	3.00	15.00					100.00
	Base value	5.80						17.95	81.22	0.27	0.56					0.00
	Previous follow-up							21.40	77.40	0.40	1.45					93.00
	Latest follow-up	6.70						33.62	65.53	0.17	0.68					39.00
2015	Project end target		10.00					15.00	75.00	3.00	15.00		70.00	90.00		
	Base value		7.00					24.00	74.00	0.00	2.00		54.00	75.00		
	Previous follow-up		9.00					34.00	66.00	0.00	1.00		54.00	91.00		
	Latest follow-up		14.00					20.00	79.00	0.00	1.00		66.00	91.00		
2016	Project end target							15.00	75.00	3.00	15.00		70.00	70.00		
	Base value							20.00	79.00	0.00	1.00		54.00	84.00		
	Previous follow-up															
	Latest follow-up							20.29	78.05	0.12	1.54		54.00	54.00		
EMOP 200396																
2012	Project end target															
	Base value	12.40		0.20	64.00	34.70										
	Previous follow-up															
	Latest follow-up	6.30		0.80	82.70	17.20										
2013	Project end target															
	Base value	12.40		0.20	64.00	35.00	35.00								80.20	
	Previous follow-up	6.30		0.80	82.00	17.20	17.20									
	Latest follow-up	8.60		0.00	77.00	22.00	22.00								91.60	
EMOP 200689																
2014	Project end target			3.00				15.00	75.00		15.00				78.00	
	Base value			0.50				21.00	77.00		1.50				39.00	
	Previous follow-up			0.34				32.00	65.35		2.31					
	Latest follow-up			0.23				26.55	67.00		6.22				86.10	

ACT3 - Nutrition																	
Nutrition: Treatment of acute malnutrition																	
		Prevalence of acute malnutrition among children under 5 (weight for height as %)	Prevalence of acute malnutrition among children under 3 (weight for height as %)	Supplementary feeding death rate (%)	Supplementary feeding recovery rate (%)	Therapeutic feeding recovery rate (%)	Supplementary feeding default rate (%)	Supplementary feeding non-response rate (%)	MAM treatment default rate (%)	MAM treatment recovery rate (%)	MAM treatment mortality rate (%)	MAM treatment non-response rate (%)	Average length of enrolment in supplementary feeding (days)	Proportion of children consuming a minimum acceptable diet (%)	Proportion of eligible population participating in programme (%)	% of households with acceptable food consumption score	Coverage rate of supplementary feeding (%)
EMOP 200799																	
2015	Project end target								15.00	75.00	3.00	15.00				80.00	
	Base value								26.50	67.00	0.23	6.22				86.60	
	Previous follow-up								10.00	87.00	1.00	2.00				72.00	
	Latest follow-up								14.00	82.00	0.00	3.00				89.00	78.00
2016	Project end target								15.00	75.00	3.00	15.00					
	Base value								11.00	82.00	0.00	1.00					
	Previous follow-up								11.40	87.10	0.00	4.30					
	Latest follow-up								2.50	96.00	0.20	1.50					
EMOP 200777																	
2015	Project end target								15.00	75.00	3.00	15.00				80.00	
	Base value								34.00	66.00	0.00	1.00				90.80	
	Previous follow-up								21.00	77.00	0.00	1.00				62.00	
	Latest follow-up								25.00	73.00	0.00	1.00				57.14	
2016	Project end target								15.00	75.00	3.00	15.00					
	Base value								21.00	77.00	0.00	2.00					
	Previous follow-up								19.70	75.70	0.10	4.30					
	Latest follow-up								5.59	90.58	0.01	5.76					

ACT1 - Education Support for Girls								
School feeding								
Output	Kcal transferred to school children (kcal/child/day)	Nr of feeding days as % of actual school days	Number of months Take Home Rations were distributed	Nr of primary school boys assisted	Nr of primary school girls assisted	Nr of primary school children assisted	Nr of primary schools assisted	
CP105300								
2012	Planned	731	165	9		55,246	246	
	Actual	731	90	6		25,979	108	
	% Actual vs. planned	100%	54.5%	66.7%		47.0%	43.9%	
CP200330								
2013-2016	Planned	1,658	330		27,500	27,500	55,000	500
	Actual	1,658	42		11,082	8,377	19,459	168
	% Actual vs. planned	100%	13%		40.3%	30.5%	35.4%	34%

ACT3 - Nutrition										
School feeding										
Outcome	Ratio of girls to boys in WFP-assisted primary schools	Attendance rate in WFP-assisted primary schools (%)	Pass rate in WFP-assisted primary schools (%)	Drop-out rate in WFP-assisted primary schools (%)	Attendance rate in WFP-assisted secondary schools (%)	Enrolment (boys) average annual rate of change in nr of boys enrolled in WFP-assisted pre-schools (%)	Enrolment (girls) average annual rate of change in nr of girls enrolled in WFP-assisted pre-schools (%)	Food purchased from aggregation systems in which smallholders participate, as % of regional, national, and local purchases	Food purchased from regional, national, and local suppliers, as % of food distributed by WFP in-country	
CP105300										
	Project end target									
	Base value	1	90	65						
	Previous follow-up	0:75	98	67.50						
	Latest follow-up	0:74	90.16	74.90	4					
CP200330										
	Project end target	1			4	98	83	83	10.00	41.00
	Base value	0:74			4	98.50	87	87.40	0.00	
	Previous follow-up	1			3	98.00	87	87.30	0.00	0.00
	Latest follow-up	1			2.50	98.50	87.30	82.30	0.00	0.00

	Output				
	General food assistance (GFA)				
	Output	Nr of cereal banks established & functioning	Nr of refugees reached	Nr of beneficiaries receiving combination of cash & food	Nr of timely food distributions as per planned distribution schedule
CP105300					
2012	Planned	30			
	Actual				
	% Actual vs. planned				
CP200330					
2013-2014-2015	Planned	100			
	Actual	137			
	% Actual vs. planned	137%			
PRRO 200053					
2012-2013	Planned				33
	Actual				25
	% Actual vs. planned				75%
PRRO 200552					
2013-2014-2015-2016	Planned				103
	Actual				62
	% Actual vs. planned				60%
EMOP 200396					
2012-2013	Planned				2,788
	Actual				2,788
	% Actual vs. planned				75%
EMOP 200679					
2014	Planned				
	Actual		40,229	40,229	
	% Actual vs. planned		149%	149%	
EMOP 200777					
2015-2016	Planned			180,000	16
	Actual			162,747	16
	% Actual vs. lanned			90%	100%

	General food assistance	
	Outcome	Proportion of target population that participates in an adequate number of distributions (%)
PRRO 200552		
	Project end target	66
	Base value	90
	Previous follow-up	85
	Latest follow-up	84
EMOP 200689		
	Project end target	66
	Base value	0
	Previous follow-up	
	Latest follow-up	57

Food assistance for assets (FFA)																					
	Output	Nr of cereal banks established & functioning	Nr of assets built, restored or maintained by target communities & individuals	Nr of health centres assisted	Nr of assisted communities with improved infrastructure to mitigate impact of shocks	Nr of government counterparts trained in data collection & analysis on food & nutrition security	Nr of government staff trained by WFP in nutrition programme design, implementation & other nutrition-related areas	Nr of training sessions / workshops organized	Quantity of food purchased locally from pro-smallholder aggregation systems	Quantity of food purchased locally through local & regional purchases	Hectares (ha) of land cleared	Hectares (ha) of forest planted	Hectares (ha) of agricultural land benefiting from new irrigation schemes	Km of feeder roads rehabilitated & maintained	Nr of fish ponds constructed & maintained	Nr of community ponds for domestic use excavated	Nr of new nurseries established	Nr of households that received fuel-efficient stoves	Nr of tree seedlings produced	% of tree seedlings provided for individual households	% of tree seedlings used for afforestation, reforestation & vegetative stabilization
CP200330																					
2013-2014-2015	Planned	150	50			30	30	2	1,000	1,000											
	Actual	187	0			23	23	0	0	0											
	% Actual vs. planned	124%	0%			76.7%	76.7%	0%	0%	0%											
PRRO 20053																					
2012-2013	Planned										12			56	2			1,200	40,000	66%	33%
	Actual										10			37	2			1,200	36,000	29%	100%
	% Actual vs. planned										83%			66%	100%			100%	90%	43.90%	303%
PRRO 20052																					
2013-2016	Planned		13		10							4	72			20	2	800	13,000		
	Actual		13		10							4	72			20	2	900	13,000		
	% Actual vs. planned		100%		100%							100%	100%			100%	100%	112.50%	100%		
EMOP 200777																					
2016	Planned			3																	
	Actual			3																	
	% Actual vs. planned			100%																	

Food assistance for training (FFT)				
	Output	Nr of participants in beneficiary training sessions (livelihood-support/agriculture & farming/Income generating activities)	Nr of participants in beneficiary training sessions (health & nutrition)	Nr of participants in beneficiary training sessions (literacy)
CP200330				
2013-2014-2015	Planned	3,100		
	Actual	239		
	% Actual vs. planned	7.7%		
PRRO 200053				
2012-2013	Planned	9,360	620	4,720
	Actual	7,245	447	5,115
	% Actual vs. planned	77.0%	72%	108%

	Food assistance for assets								FFT
	Outcome	Food-assistance for-assets national capacity index	% of communities with increased asset score	Asset depletion coping strategy index (average)	% of households w reduced / stabilized coping strategy index	Nr of households reporting increased income as a result of improved agricultural/range lands	Nr of communities with increased access to markets from road construction/rehabilitation	Nr of assisted communities with improved access to clean & safe water	Proportion of FFT participants applying acquired skills
CP200330									
2013-2014-2015	Project end target	20.2	>80%						
	Base value	17.2	0						
	Previous follow-up								
	Latest follow-up		55%						
PRRO 200053									
2012	Project end target								
	Base value					0	0		0
	Previous follow-up								
	Latest follow-up					180	3		70%
2013	Project end target								
	Base value								0
	Previous follow-up						3		70%
	Latest follow-up						12		90%
2014	Project end target		80	100				50	
	Base value								
	Previous follow-up								
	Latest follow-up							37	
2015	Project end target		80	100					
	Base value		80						
	Previous follow-up								
	Latest follow-up		100	91					
PRRO 200552									
2016	Project end target		80		100				
	Base value		80		93				
	Previous follow-up		100		93				
	Latest follow-up		100		93				

Annex 11 Working Paper: Nutrition Interventions in the Portfolio

1. The objective of nutrition component under the country portfolio (CP 200330 January 2013 to 31 December 2017) was to address moderate acute malnutrition (MAM) in 15 health districts in the North region. This was accomplished by provision of supplementary food to health facilities for children aged 6-59 months and pregnant and lactating women in line with the national protocol on malnutrition. In parallel, UNICEF supported the Government of Cameroon in tackling severe acute malnutrition. The beneficiaries were identified by community facilitators performing routine screening at health centres. However, due to insufficient resources, the implementation period of the nutrition programme was limited in 2016, stretching over a period of six months (January to June) only. The nutrition activities covered 12 out of the 15 health districts planned. Children aged 6-59 months were assisted with a full ration of SuperCereal Plus, 200g/day, while pregnant and lactating women received a full ration composed of SuperCereal, 250g/day and oil, 25g/day.

2. From 2016 onward, with the new nutrition approach, the beneficiaries and targeted sites are reflected in Table 1. Figures 1 and 2 show the areas of intervention of WFP, including those for nutrition activities.

Table 3: Beneficiaries, health districts and sites under the new nutrition approach from 2016

Regions in Cameroon	Number of children beneficiaries	Number of health districts	Number of BSFP sites
Far North	100,000 (51,000 women; 49,000 men)	13 (Goulfey, Kousseri, Mada, Makary, Kolofata, Mora, Tokombere, Koza, Mogode, Gazawa, Maroua 1, 2, 3 and Minawao Camp)	301
East and Adamawa regions	40,000 (20,400 women; 19,600 men)	11 (Batouri, Kette, Ndelele, Bertoua, Betare Oya, Garoua Boulai, Yakadouma, Meiganga, Djohong Tibati, and Ngaoundal)	93

Figure 2: WFP activities in Cameroon – February 2017

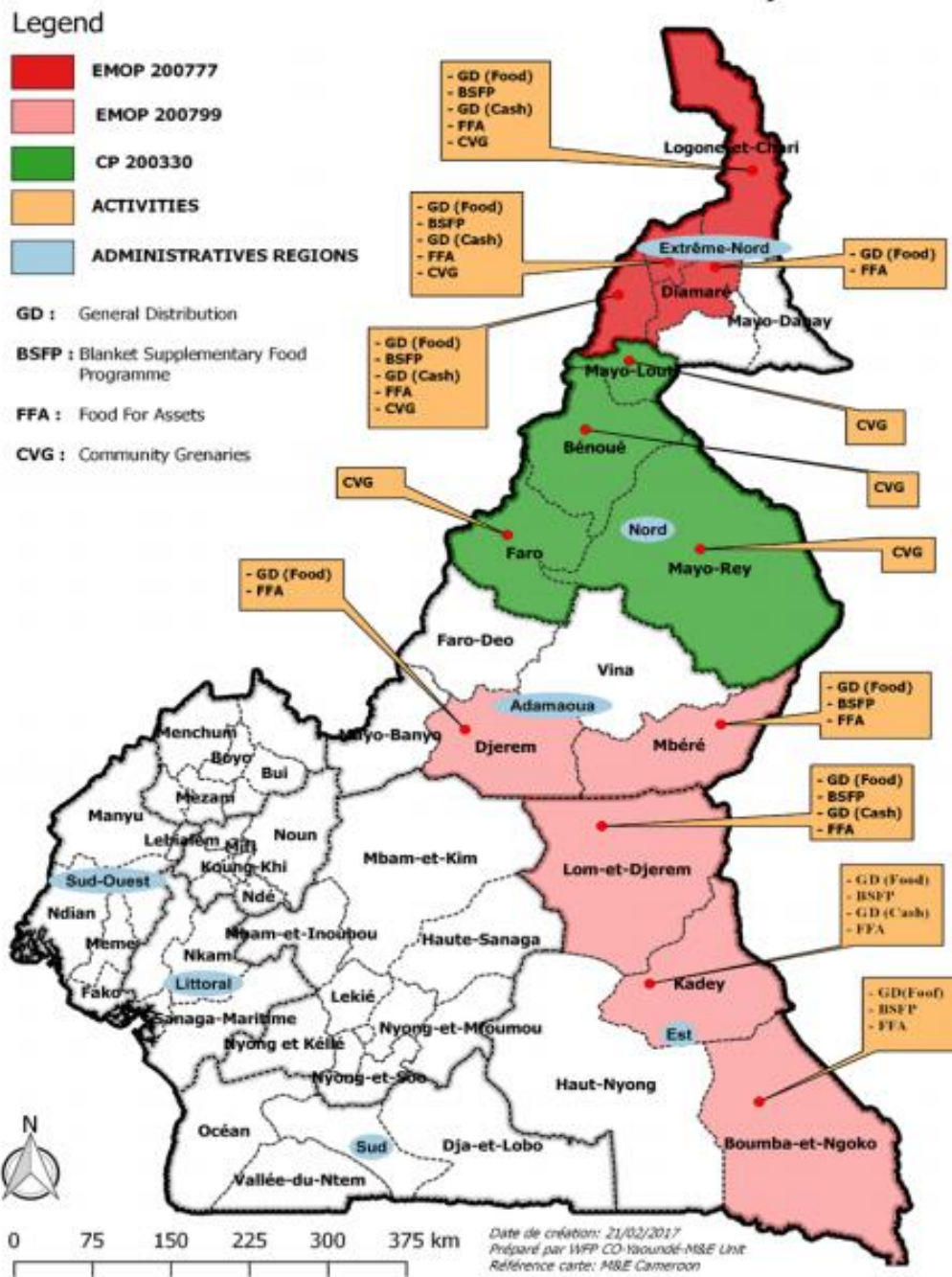
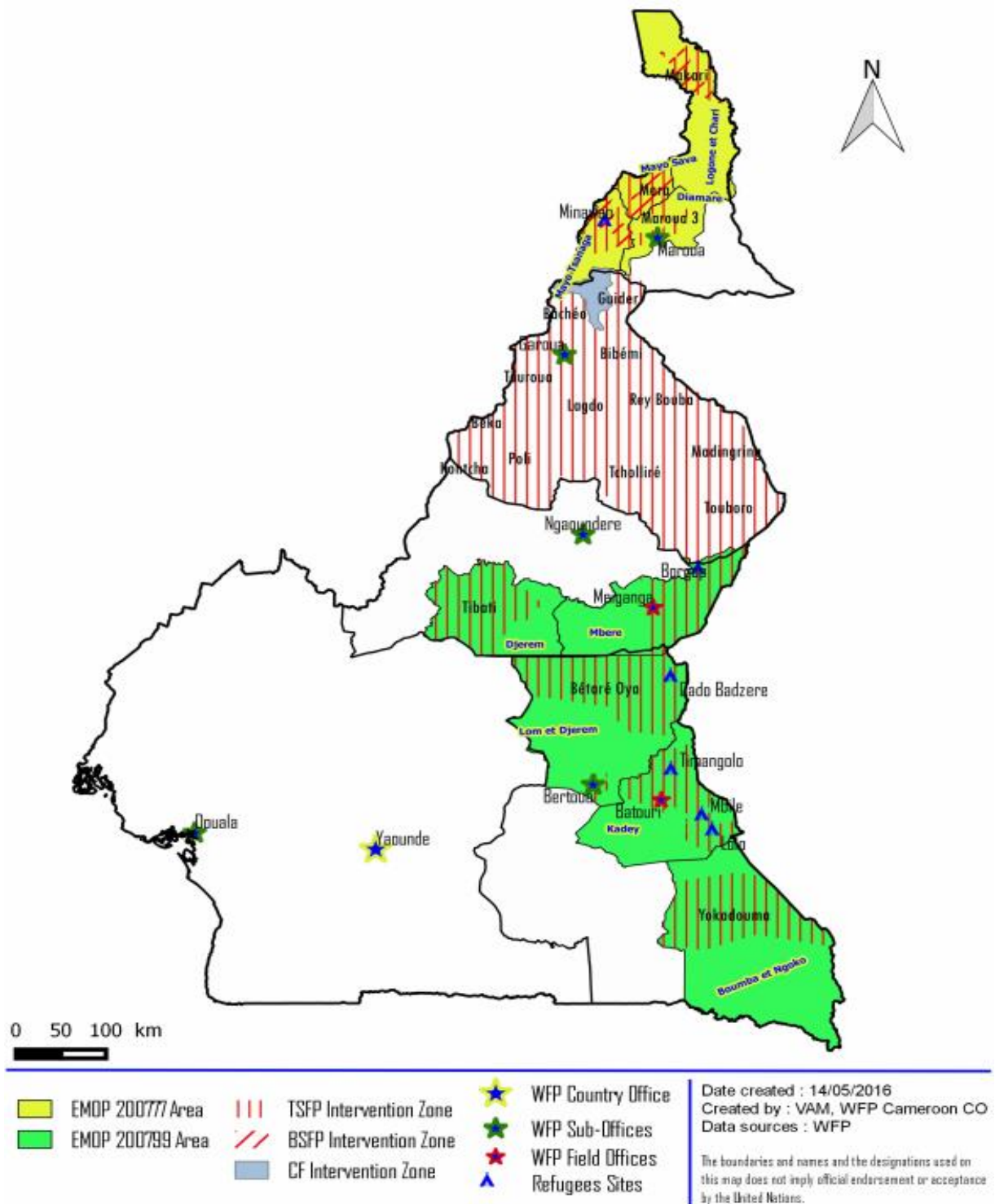


Figure 3: Nutrition intervention zone mid-2016



3. **Country programme (2008-2012) CP-105300.** The nutrition component was introduced in 2012 and aimed at providing treatment for children and malnourished pregnant and lactating women suffering from moderate acute malnutrition. The nutrition component included a targeted supplementary feeding programme, which provided treatment for children aged 6-59 months and malnourished pregnant and lactating women suffering from moderate acute malnutrition. The food basket included SuperCereal, oil and sugar for women and SuperCereal Plus for children. Due to a lack of funds and shortfalls in food commodities, not all planned beneficiaries could be reached. As a result, a lower quantity of food commodities was provided to health centres than required.

4. Out of the total of 123,900 beneficiaries planned, 99,728 (80.5 percent) were reached with nutrition interventions; 68,587 (actual vs. planned 84.2 percent) were children below 5 years of age and 30,141 (actual vs. planned 73 percent) were adults. The percentage of actual versus planned nutrition commodity distribution (corn-soya blend, dried fruit, sugar and vegetable oil) was 56.2 percent.⁴⁹

5. In terms of output indicators, the energy content of the distributed food (kcal/person/day) was exactly as per plan and also the number of every two weeks or monthly distributions of individual food rations reached 100 percent against plan. The actual coverage against plan was 73 percent for pregnant women and 75 percent for lactating women and 75 percent of food distributions, which were conducted timely and as per plan.

6. Performance against three outcome indicators (i) Supplementary feeding death rate; (ii) Prevalence of acute malnutrition among children under 5 (weight-for-height as percent); and (iii) Supplementary feeding recovery rate (%) has been fully successful, since the indicators rates at the end of the period were below the benchmark, which is the base value recorded at the start of the intervention. The outcome indicator for the supplementary feeding default rate was not achieved. The benchmark was set at 34.7 percent and the latest value measured 40.35 percent. This lack of achievement was caused by pipeline breaks in nutrition commodities experienced in 2012. As a result, treatment could not be continuously provided and mothers stopped bringing their children to the health centres. This contributed to a high defaulter rate and a lower than expected recovery rate. WFP will continue to work together with the Government and partners to ensure improved programme delivery of targeted supplementary feeding, aimed at limiting the prevalence of acute malnutrition. Unfortunately, data on indicators like stunting rate is not available, as data collection tools in health centres do not include the collection of such information to date.

7. **Country programme (2013-2017) CP-200330.** This country programme had three components. The third one was to “provide nutritional support for vulnerable groups, aimed at reducing the prevalence of moderate acute malnutrition among children between the ages of 6 and 59 months and in pregnant and lactating women in the north and far-north regions of the country. Thirty thousand women and 79,350 children were targeted as beneficiaries, and a total of 250 outpatient nutritional centers were targeted. Table 2 provides an insight into the moderate acute malnutrition actual recovery, mortality, default and non-response rate against plan.

8. In 2015 and 2016, the nutrition interventions of this country programme were reviewed⁵⁰ with increased focus on prevention support, in conformity with the *National*

⁴⁹ Standard Project Report 2012, Country Programme – Cameroon (2008-2012)

⁵⁰ (i) Population Reference Bureau, 2015; (ii) Emergency Food Security Assessment, 2015; (iii) Humanitarian Needs Overview, 2016 and (iv) Food security and Nutrition Strategic Review – Cameroon, 2016.

Food and Nutrition Policy 2015-2025, which builds on strategies defined through the Scaling Up Nutrition (SUN) movement. A joint WFP-UNICEF-Government work plan defines strategies geared towards reducing under-nutrition, especially stunting, in the Government's four priority regions. WFP worked with UNAIDS and other United Nations agencies to support the Government's efforts to scale up strategies of prevention and control of HIV. Together with UNAIDS, WFP supported the Government to strengthen capacity of the nutrition promoters working on HIV and psycho-social agents.

9. The nutrition component of the country portfolio log frame defines two strategic objectives: (i) Strategic objective 4: reduce chronic hunger and under nutrition and (ii) Strategic objective 5: strengthen the capacities of countries to reduce hunger, including through hand-over and local purchase. Each strategic objective had a set of defined outcome and output indicators. Performance of nutrition activities was measured against the number of discharged beneficiaries, treatment recovery rate, non-response rate, default rate and treatment death rate. The treatment death rate remained below the project target. However, the treatment recovery and default rates reported a slight increase compared to 2015, remaining above the project target. This could be related to funding constraints, which resulted in occasional supply breaks to health centres.⁵¹

Table 4: Performance of nutrition activity - CP 200330

Indicators	Project end target 2017	Base value 2013	Latest follow-up 2016
MAM treatment recovery rate (%)	>75	74.83	68.21
MAM treatment mortality rate (%)	<3	0.06	0.20
MAM treatment default rate (%)	<15	25.11	29.10
MAM treatment non-response rate (%)	<15	00	2.90

10. Two operational evaluations were conducted in 2016, comprising an evaluation of PRRO 200552, conducted in May, and an evaluation of EMOP 200777, conducted in June. For in-depth details refer to the evaluation reports. Below, some main findings related to the nutrition component are presented.

11. Regional EMOP 200777⁵²

(i) Relevance and coherence of the operation: The inclusion of the blanket

⁵¹ Due to insufficient resources, the implementation period of the nutrition programme was limited in 2016, stretching over a period of 6 months (January to June) only. Nutrition activities covered 12 out of the 15 health districts planned. Children aged 6-59 months were assisted with a full ration of SuperCereal Plus, 200g/day/children, while pregnant and lactating women received a full ration composed of SuperCereal, 250g/day and oil, 25g/day.

⁵² Other operations in progress during the operation (from initial documents Cameroon): CP 200330 (Jan. 2013 - Dec 2017). Estimated financial requirements at USD 21,485,638, covered at 28% in December 2015. 781 850 projected beneficiaries; PRRO 200552 (Oct. 2013 - March 2016). Estimated financial requirements at USD 28,333,918, covered at 39% in December 2015. 143,173 expected beneficiaries; EMOP 200729 (Jan. 2015 - Dec. 2016) Central African Refugees. Estimated financial requirements at USD 378,962,000, covered at 59.8% in July 2016. 1,647,800 expected beneficiaries; and SO 200895 (Nov. 2015 - Dec 2016) UNHAS. Estimated financial requirements at USD 7,119,853, covered at 43.4% in July 2016.

supplementary feeding programme in EMOP in addition to the targeted supplementary feeding programme in PRRO appeared to be justified and relevant in the operational contexts. The choice of the target groups (initially 6-59 months and pregnant and lactating women) has evolved, leading to a focus on the priority group of 6-23 months in 2016. The adopted strategy was found particularly questionable for the people most at risk in the area, in the absence of updated nutritional data and analysis. WFP relied on the PRRO and sought complementarity between the EMOP and the PRROs in regions affected by the crisis. Nevertheless, the overlapping of the two instruments has led to confusion at times, or even inconsistencies.

12. In a context of operational weakness for the majority of humanitarian actors, WFP has assumed a strong sectoral leadership role in the area of food security and has been heavily involved in the nutrition sector clusters. However, the intersectoral coordination mechanisms have suffered from a lack of clarity in leadership. Strategic thinking for the recovery phase lacked leadership and intersectoral coordination. The adoption of a new nutritional strategy, piloted in 2016 in the northeast of Cameroon, is interesting in a crisis context, while the coverage of TSFP is below SPHERE standards. However, questions remain about the mechanisms for monitoring and documenting this approach.

(ii) Nutrition results (effectiveness and efficiency): In the field of nutrition, the quality of implementation of BSFP activities varied, but there was a real desire to systematically link the BSFP to general food distribution (GFD). The quality of targeting of priority groups suffered from multiple constraints associated with the operational context. Mechanisms for monitoring and targeting controls were generally insufficient. The quality of the products distributed was satisfactory, but the quality of distribution processes outside the camps suffered from several weaknesses, some of which were highlighted by the WFP monitoring system. No specific effect indicator related to acute malnutrition prevention activities was included in the log frame. The nutrition component was largely absent from the monitoring mechanisms of the WFP regional EMOP, with the exception of Cameroon (TSFP performance indicators).

13. PRRO 20052

(i) Relevance and coherence of the operation: The geographical targeting of the majority of the PRRO's activities in North and Far North followed the findings of a series of surveys and was coherent with a gendered analysis of food and nutritional vulnerability. The evaluation found the specific targeting of children under 5 and pregnant and lactating women for nutritional support was particularly relevant to the context. Both the targeted supplementary feeding and the nutrition modalities were appropriate for treating and preventing moderate acute malnutrition among these groups. Each was in line with WFP strategic objectives and coherent with its nutrition policies, WHO nutrition protocols, the Cameroon Government's *United Nations Development Assistance Framework (2013–2017)*, its guidelines for the Integrated Management of Acute Malnutrition (IMAM), and membership of the Scaling-Up Nutrition movement (SUN).

(ii) Nutrition results (effectiveness and efficiency): Over the combined food assistance for assets and nutrition components, the PRRO achieved 111 percent of the revised beneficiary target of 143,173. However, the evaluation found no evidence that activities implemented under the PRRO reached refugee caseloads. With the targeted supplementary feeding and Complementary activities, the PRRO reached 70,559 children and 31,271 pregnant and lactating women, representing 79 percent and 132 percent of the respective targets. The programme also achieved 91 percent participation among eligible community members. Moderate acute malnutrition treatment recovery rates were in line with project targets and SPHERE standards, except for a dip in targeted supplementary

feeding recovery in 2014, when 60 percent of distributions were delayed due to under-resourcing of the food pipeline, insecurity, and an inadequate prepositioning of food stocks. As a consequence of targeted supplementary feeding delays and aggravated by the distances that remote community members had to travel to reach complementary feeding sites, the default rate was 15 percent, which is higher than SPHERE standards. Nevertheless, despite defaults, strong moderate acute malnutrition recovery rates were seen. These were valuable in the light of national nutritional surveillance data, which showed significant increases in moderate acute malnutrition prevalence in North and Far North at the time of the PRRO. Communities reported high levels of satisfaction with targeted supplementary feeding and Complementary feeding services with increased strength, weight and appetite, reduced illness and fewer stress in the household and community. Targeted supplementary feeding led to an increased use of health services and higher vaccination rates in health centres, where distributions took place. Women beneficiaries demonstrated better understanding of nutrition and childcare needs. Participants of community focus group discussions and key informant interviews with health centre staff and voluntary health workers emphasized the importance of the PRRO's early sensitization of community leaders and women in target villages at the programme's inception. This contributed to tackling social norms that require women to seek the authorization of their husbands and community leaders to visit health centres and distribution sites. However, while sensitization activities reached 95 percent of women, the PRRO reached only 5 percent of targeted men with behavioural change communication.

Table 5: Comparison of nutrition indicators between PRRO and R-EMOP

Indicator	PRRO-200552					R-EMOP-200777		
	Project target	Base value	2013	2014	2015	Project target	Base value	2015
MAM treatment default rate (%)	<15	24	21	33	20	<15	34	25
MAM treatment mortality rate (%)	<3	0	0.4	0.17	0	<3	0	0
MAM treatment non-response rate (%)	<15	2	1.45	0.68	1	<15	1	1
MAM treatment recovery rate (%)	>75	74	77.04	65.53	79	>75	66	73

Acronyms

ART	Antro-retroval
BR	Budget Revision
BSF (P)	Blanket Supplementary Feeding (Programme)
CAR	Central African Republic
CBT	Cash-Based Transfers
CEDAW	Convention on the Elimination of all forms of Discrimination Against Women
CEQAS	Centralized Evaluation Quality Assurance System
CFSAM	Crop and Food Security Assessment Missions
CFSVA	Comprehensive Food Security and Vulnerability Assessment
CO	Country Office
CP	Country Programme
CPE	Country Portfolio Evaluation
CSP	Country Strategic Plan
DAC	Development Assistance Committee
DFID	Department for International Development
DHS	Demographic Health Survey
DSCE	Growth and Employment Strategy Document
EB	Executive Board
ECHO	European Civil Protection and Humanitarian Aid Operations
DG-ECHO	Directorate-General for ECHO
EFSA	Emergency Food Security Assessment
EMOP	Emergency Operation
EPDC	Education Policy and Data Center
EQAS	External Quality Assurance Services
FAO	Food and Agriculture Organization of the United Nations

FbP	Food by Prescription
FEWS	Famine Early Warning System
FFA	Food Assistance for Assets
FFT	Food Assistance for Training
FSIN	Food Security Information Network
FSIS	Food Security Information System
FSMS	Food Security Monitoring System
FTS	Financial Tracking Service
GAM	Global Acute Malnutrition
GD	General Distribution
GDP	Gross Domestic Product
GEEW	Gender Equality and Empowerment of Women
GFA	General Food Assistance
GHI	Global Hunger Index
GIEWS	Global Information and Early Warning System
GII	Gender Inequality Index
GNI	Gross National Income
GNP	Gross National Product
HDI	Human Development Index
HDR	Human Development Report
HIV	Human Immunodeficiency Virus
HRP	Humanitarian Response Plan
IDP	Internally Displaced Person
IFAD	International Fund for Agricultural Development
IFRC	International Federation of Red Cross and Red Crescent
ILO	International Labour Organization
IOM	International Organization for Migration

IPC	Integrated Food Security Phase Classification
IR-EMOP	Immediate Response Emergency Operation
JAM	Joint Assessment Mission
JICA	Japan International Cooperation Agency
L3	Level 3 Emergency Response
MAM	Moderate Acute Malnutrition
MDG	Millennium Development Goal
MICS	Multiple Indicator Cluster Survey
MINADER	Ministry of Agriculture and Rural Development
MINAS	Ministry of Social Affairs
MINEDUB	Ministry of Basic Education
MINEPAT	Ministry of Planning and Land Management
MINSANTE	Ministry of Health
MPI	Multidimensional Poverty Index
mt	Metric Tons
mVAM	mobile Vulnerability Analysis and Mapping
NGO	Non-Governmental Organisation
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
OECD	Organization of Economic Cooperation and Development
OEV	Office of Evaluation
OPHI	Oxford Poverty and Human Development Initiative
OSZIS	Safety Nets and Social Protection Unit
P4P	Purchase for Progress
PLW	Pregnant and Lactating Women
PNSA	National Food Security Programme
PRRO	Protracted Relief and Recovery Operation

RBA	Rome Based Agencies (FAO, WFP, IFAD)
RCP	Recovery and Consolidation of Peace
SAM	Severe Acute Malnutrition
SDG	Sustainable Development Goal
SDRG	National Rural Development Strategy
SENS	Standardized Expanded Nutrition Survey
SIGI	Social Institutions and Gender Index
SMART	Standardized Monitoring and Assessment of Relief and Transitions
SO	Special Operation
SRP	Strategic Response Plan
SUN	Scaling Up Nutrition
ToR	Terms of Reference
TSF(P)	Targeted Supplementary Feeding (Programme)
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNFPA	United Nations Population Fund
UNHAS	United Nations Humanitarian Air Service
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development
USOFDA	United States Foreign Disaster Assistance
VAM	Vulnerability Assessment and Mapping
WASH	Water, Sanitation and Hygiene
WHO	World Health Organization

WFP United Nations World Food Programme

ZHSR Zero Hunger Strategic Review

Office of Evaluation
ww1.wfp.org/independent-evaluation



World Food Programme