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SPR Reading Guidance



Provision of Humanitarian Air Services in Cameroon

Standard Project Report 2017

World Food Programme in Cameroon, Republic of (CM)

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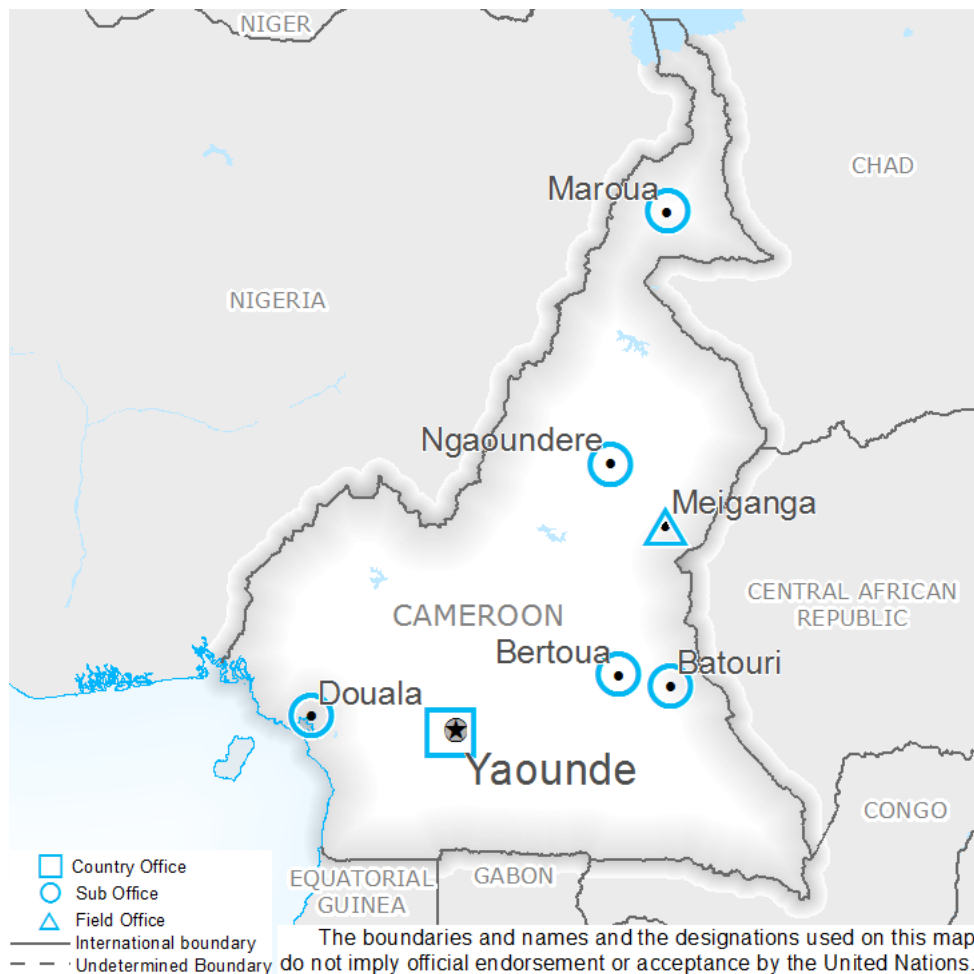
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Country Context and WFP Objectives



Achievements at Country Level

In 2017, WFP addressed the immediate food needs of 550,000 vulnerable, conflict-affected people each month in Cameroon. Refugees from Nigeria and the Central African Republic (C.A.R.) represented 190,000 of the 550,000 beneficiaries assisted, while 140,000 were internally displaced persons and 220,000 local vulnerable populations. The expansion of cash-based transfer modality lowered transportation and storage costs, as well as reducing operational overheads in the longer term, enabling WFP to make its operation more cost efficient and far-reaching.

In June 2017, Cameroon became the first West and Central African country to have a Country Strategic Plan (CSP) approved, implementing the organization's new way of working. The CSP is based on lessons learned and the result of discussions with the Government, donors and partners, as well as the Zero Hunger Strategic Review and an assessment of funding possibilities. The CSP provides a new planning and integrated framework to leverage WFP strengths and capacities in emergency, recovery and development responses. In order to efficiently use the resources planned under the CSP, WFP and the Office of the United Nations High Commissioner for Refugees (UNHCR) developed and agreed on a joint targeting strategy for assistance to C.A.R. refugees based on socio-economic vulnerability. The targeting approach will inform the identification of the most vulnerable among the C.A.R. refugees to be assisted in 2018 through the emergency component of the CSP.

WFP engaged in South-South cooperation through a strategic partnership with the Governments of Israel and China for capacity strengthening and technology transfer to benefit Cameroonian experts in the fields of nutrition, agriculture and logistics. The partnership between Israel and WFP specifically provided an opportunity for executives from the Government of Cameroon and key WFP staff to participate in specialised training programmes,

focusing on the warehouses and storage management and nutrition. Through these partnerships 13 staff from the Government of Cameroon were trained in irrigation techniques and post-harvest management of cereals. WFP programme staff were also trained on major challenges linked with nutrition through the 'Changing Global Environment and Food Security in times of Climate Change' programme. It is expected that the trainees will transfer this knowledge to farmers cooperatives and strengthen capacities of other colleagues in the same field.

A cost-benefit analysis between the malnutrition treatment programme and the malnutrition prevention programme showed that the prevention programme allows WFP to reach 20 percent more beneficiaries while reducing the total programme costs by almost half. In 2017, WFP aligned the focus of its limited resources on preventing malnutrition and assisting the most vulnerable populations through supplementary feeding for all children aged 6-59 months, including those experiencing moderate acute malnutrition. In the meantime, children identified as severe acute malnutrition cases were referred to treatment centres. To maximise synergies and impacts, the preventive activities were integrated with the general food assistance (in-kind or cash) to affected households and conducted in close collaboration with the national health structures.

The malnutrition prevention programme has also resulted in an increased partnership with various actors for the implementation of multiple services to complement the nutritional food supplementation in order to maximise the humanitarian interventions and address underlying causes of malnutrition. Stronger coordination and collaboration among the different partners have led to minimal duplication of activities and joint advocacy campaigns. Positive results of the malnutrition prevention programme collected during a review by the Ministry of Public Health were decisive in encouraging the Government of Cameroon to replicate the same approach at a larger scale.

Country Context and Response of the Government

Despite a decade of economic growth in which Cameroon's gross domestic product (GDP) growth rate averaged 4.44 percent between 2003 and 2017, 40 percent of Cameroon's 23.7 million people are still living below the poverty line with the country positioned 153 out of 188 in the 2016 United Nations Development Programme (UNDP) Human Development Index. In the 2017 Global Hunger Index, Cameroon is ranked 74 out of 118 countries with a score of 22.1 indicating the severity of hunger to be "serious".

Cameroon is struggling to cope with the effects of three simultaneous crises: Boko Haram attacks in the Lake Chad Basin continue to cause large-scale displacement from Nigeria and within Cameroon's Far North region; the continued presence of refugees from the Central African Republic (C.A.R.) in the East and Adamaoua regions; and the high levels of food insecurity and malnutrition in the northern regions resulting from recurrent climate shocks, food production deficits, poverty and chronic vulnerability. Cameroon is host to 360,000 refugees from the crises in C.A.R. and Nigeria, as well as 200,000 internally displaced persons (IDPs) who have fled Boko Haram attacks along the Nigeria-Cameroon border.

According to the preliminary results of the Comprehensive Food Security and Vulnerability Analysis (CFSVA) conducted in May 2017, there are 3.9 million people food insecure, including 211,000 severely food insecure at the national level. The food security situation in the four priority regions of the Far North, North, Adamaoua and East remains alarming with 2.5 million people, 24 percent of households, facing "crisis" or "emergency" levels of food insecurity, compared with 23.6 percent in 2016. The Far North region, host to a large number of refugees and IDPs, is the most affected.

Chronic malnutrition remains a public health issue in Cameroon and is one of the main obstacles to achieving zero hunger by 2030. According to the Standardized Monitoring and Assessment of Relief and Transitions (SMART) survey conducted by the Ministry of Health and the United Nations Children's Fund (UNICEF) in 2017, it affects more than 31 percent of children aged 24-59 months. The 2016 Zero Hunger Strategic Review showed that, at the individual level, the main cause of malnutrition was the high incidence of diarrhoeal diseases which limit the bioavailability of nutrients. At the household and community levels, the main causes were low consumption of nutritious food by children, diarrhoeal diseases, limited access to clean water and sanitation, poor health coverage and limited access to vitamin A supplementation.

The SMART survey indicated that the global acute malnutrition (GAM) situation is poor in the North region (6.5 percent) and acceptable in the Far North, East and Adamaoua regions. The survey also presented that the prevalence of chronic malnutrition is at emergency level (> 40 percent) for the Far North, and alert level (between 30 and 40 percent) for Adamaoua and East. The North presents a seemingly precarious situation with 132,000 children, 27 percent, stunted.

Women in Cameroon, particularly in the northern and eastern regions, continue to face social gender norms, restricting their roles within society. The national gender inequality index of 0.568 places Cameroon 138 out of 188 countries in the 2016 UNDP Human Development Report. In 2014, the net primary school attendance rate was 60.5

percent for girls and 69.6 percent for boys in the Far North region [1].

Women are more affected by HIV than men with a prevalence of 5.6 percent against 2.9 percent at the national level [2]. In the East region, the prevalence of HIV is 8.8 percent for women against 3.7 percent for men. The 2011 vulnerability assessment of people living with HIV (PLHIV) in Cameroon cited the East and Adamaoua regions as among the highest in HIV prevalence rates (6.3 and 5.1 percent respectively). According to this study, 14.1 percent of PLHIV suffered from acute malnutrition. Cameroon has been recognised as one of the seven fast track countries in West and Central Africa with an urgent need to build on and scale up HIV prevention and control strategies.

The government response, operationalized through national policies and programmes for agriculture, food security and nutrition, is guided by the Vision 2035 and the Growth and Employment Strategic Plan (GESP). These plans aim to achieve average annual growth of 5.5 percent, a 33 percent reduction in underemployment, a reduction of poverty rates to below 28 percent by 2020 and a doubling of agricultural production.

The Government plans to create an enabling environment for increased agricultural production for export and national needs through the National Agricultural Investment Plan (2014–2020). A multi-sector approach to coordinating malnutrition prevention will also be provided through the National Food and Nutrition Policy (2015–2035). The Government, led by the Ministry of Basic Education and supported by the ministries of Agriculture and Rural Development and Health, has identified the need for a cross-sector business approach to school meals that links schools to producers.

The government response to gender in the domain of food security and nutrition can be perceived through the various institutions, policies and initiatives undertaken by the Ministry in charge of Women's Affairs and the family. The Cameroonian government adopted a National Gender Policy in 2015 as well as a 2016–2020 Multi-Sector Action Plan for the implementation of the National Policy.

The Policy and Action Plan lay emphasis on the education and empowerment of women, as tools to fight hunger, with several programmes in this regards. The Government has put in place specific programmes to educate women, men, boys and girls on the nutrition and health of women and girls. The Action Plan provides for several capacity development programmes for women in the conservation and transformation of agropastoral products. In addition, the Policy and Action plan promote women's access to land, agricultural equipment and markets. Programmes have been put in place to provide funds and capacity development for the entrepreneurship of women and for income-generating activities, which contribute to reducing food insecurity and malnutrition.

In its effort to fight against HIV/AIDS, in line with the Joint United Nations Programme on HIV/AIDS (UNAIDS) timelines and targets, the Government of Cameroon has taken a number of actions to help reverse the effect of the disease through its National Strategic Plan. This strategy has permitted the Government to identify gaps in the fight against HIV which are mainly at the programme, governance and implementation levels.

[1] Multiple Indicator Cluster Survey (MICS), 2014.

[2] Multiple Indicator Demographic and Health Survey (EDS-MICS), 2011.

WFP Objectives and Strategic Coordination

In 2017, WFP continued to respond to the increasingly complex crises in Cameroon through five operations. These operations prioritised the delivery of a combined food, nutrition and livelihood support to address immediate food needs and stimulate the early recovery of crisis-affected populations. WFP response targets refugees from the Central African Republic (C.A.R.) and Nigeria, internally displaced persons (IDPs), and vulnerable host and local communities whose livelihoods have been affected by the crises. WFP focused on the four northern and eastern regions of the country affected by insecurity, refugee influxes and displacements, where food insecurity and malnutrition levels are traditionally highest.

Regional EMOP 200777 supported vulnerable populations affected by the crisis across the Lake Chad Basin countries. In Cameroon, it responded to the growing needs in the Far North region which were a result of increased waves of population displacements and a significant deterioration of the food security situation.

Regional EMOP 200799 assisted vulnerable populations affected by the crisis in C.A.R. In Cameroon, WFP assisted refugees who fled from C.A.R. as well as vulnerable host populations affected by the refugee influx.

The **Country Programme 200330** was designed to support the government efforts to address hunger and malnutrition. The operation focused on mitigating the effects of climate shocks, supporting social safety nets and sustainable management of community grain stocks, and promoting primary education, especially for girls, in the chronically poor and food-insecure northern regions.

Through **Special Operation 200895**, WFP has managed a United Nations Humanitarian Air Service (UNHAS) in Cameroon since November 2015, which provides humanitarian actors with safe access to project implementation sites. Flights link Maroua, Ngaoundere and Garoua with the UNHAS base in Yaounde, and Douala and N'Djamena with support from UNHAS Chad.

Regional Special Operation 200934, launched in January 2016, complements the Regional EMOP 200799 through enhanced regional logistics coordination utilised by WFP and the humanitarian community. The operation sought to optimise the use and capacity of the logistics corridors into C.A.R. for the transportation of humanitarian cargo, as well as increasing storage and transport capacity in strategic locations.

In June 2017, WFP's three-year Country Strategic Plan (2018–2020) was approved, informed by the findings and recommendations of the Zero Hunger Strategic Review exercise. It constitutes the appropriate portfolio of programmes required to streamline food security and nutrition activities in both the humanitarian and development contexts. This includes a plan for further strengthening of local capacity and national ownership of social and economic investments that pursue Sustainable Development Goal (SDG) 2: end hunger, achieve food security, improved nutrition and promote sustainable agriculture.

WFP's strategic coordination aimed to strengthen its collaboration with development partners to consolidate the cooperation and complementarity of its actions.

In 2017, WFP and the United Nations (UN) system supported the Government through the United Nations Development Assistance Framework (UNDAF) 2013–2017. WFP played a leading role in the Humanitarian Response Plan which consolidated humanitarian efforts under the coordination of the Government.

WFP collaborated with the line ministries involved in food security and early recovery. The inputs provided were instrumental in sectorial plans, such as nutrition and education.

Under the leadership of the Government, and with a strong coordination mechanism, the malnutrition prevention programme helped to elevate nutrition to a higher stance in Cameroon's national policy and development agenda by ensuring prevention activities were placed in the UNDAF 2018–2020. The decentralisation, scale-up and integration of the malnutrition prevention programme was facilitated through the collaboration of the Ministry of Public Health, WFP, United Nations Children's Fund (UNICEF), Office of the United Nations High Commissioner for Refugees (UNHCR) and cooperating partners. In addition, the Ministry of Public Health and WFP developed a joint action plan to better integrate their undertakings and complement each other's activities through a package of child survival interventions to prevent stunting. WFP coordinated with the Joint United Nations Programme on HIV/AIDS (UNAIDS) and the Ministry of Public Health to provide nutrition assistance to HIV patients under anti-retroviral therapy through nutrition assessment, counselling and support.

At the request of the humanitarian community, WFP Cameroon, alongside the International Rescue Committee, is co-leading the technical working group for cash-based transfer ensuring coordination, information sharing, learning and advocacy.

In order to prepare for a nationally owned school meals programme, WFP organized a capacity strengthening training for local authorities with a view to transfer skills and handover the programme to local institutions in the future.

As the majority of WFP's targeted beneficiaries are refugees, collaboration with UNHCR, the lead agency for the overall field coordination for refugee assistance, was essential to provide food assistance to these beneficiaries.

WFP, in conjunction with the Government, undertook the strategic review of food security and nutrition with a view to achieving zero hunger by 2030. A steering committee, made up of representatives of the Ministry of Economy, Planning and Regional Development, the Ministry of Agriculture and Rural Development, the Ministry of Public Health, the Ministry of Basic Education and the Ministry of Territorial Administration and Decentralization as well as the National Institute of Statistics, UNICEF, the Food and Agriculture Organization of the United Nations (FAO), WFP and the non-governmental organization (NGO) *Organisme de Développement, d'Etude, de Formation et de Conseils* (ODECO), regularly met to follow up on the review progress. Regional consultations with regional governors, prefects, sub-prefects, mayors and other officials, NGOs, civil society organizations, universities and the private sector were greatly appreciated. Furthermore, the participation of cooperatives and groups of producers and farmers made it possible to ascertain the realities on the ground, all of which influenced the conclusions and recommendations of this review.

Country Resources and Results

Resources for Results

In 2017, international and national attention remained centred on emergency assistance to address the magnitude of needs arising from the Lake Chad Basin and Central African Republic (C.A.R.) crises. The scale of the crises prompted donors, both traditional and emerging, to increase their contributions to humanitarian and early recovery programmes meaning the share of resources available for development initiatives remained insufficient. Consequently, activities under the Country Programme remained suspended throughout 2017. WFP continued to reach out to donors at local and central levels during the course of the year by regularly sharing situation reports, resourcing alerts, pipeline information and reports on results to elevate the awareness of resourcing requirements and demonstrate the impact of WFP operations in sustaining people in times of crises. These communication efforts were further enhanced by engagement of the media and donors, including the coordination of joint field visits.

In 2017, WFP's emergency response to the C.A.R refugee crisis, implemented under the Regional EMOP 200799, experienced a decline in funding as donor priorities increasingly shifted towards the Lake Chad Basin Crisis, implemented under the Regional EMOP 200777. Despite donor attention, both crises had funding shortfalls throughout 2017. WFP adapted its response to the Lake Chad Basin crisis under the Regional EMOP 200777 to the level of funding received. Accordingly, a 25 percent reduction of the standard food ration was applied to all targeted groups in the Far North region for seven months in 2017. However, with scarce resources for the C.A.R. crisis, WFP was forced to adjust the ration distributed to C.A.R. refugees to 50 percent between January and June and to 74 percent from July onwards. These constant adjustments threatened beneficiaries' nutritional and health status. Therefore, in preparation for the launch of the Country Strategic Plan (CSP) in 2018 and to address the funding challenge, WFP prepared a new targeting strategy in collaboration with the Office of the United Nations High Commissioner for Refugees (UNHCR). In 2018, only the most vulnerable people will be targeted in general food assistance requiring WFP's response to the C.A.R. crisis to be scaled back to 80,000 beneficiaries compared to 160,000 reached in 2017.

WFP was grateful for the generous support received from a large number of donors, including multilateral contributions which enabled food assistance to be provided through both Regional EMOPs and the provision of humanitarian air services in Cameroon under a Special Operation. Funds were also raised through the ShareTheMeal application, which engaged smartphone users around the world to fund WFP's school meals programme in Cameroon. The WFP's advance financing mechanism played a critical role in securing resources at an early stage, before donor pledges were confirmed, enabling WFP to swiftly procure food. This contributed to reducing lead time and mitigating resourcing shortfalls. Multi-year pledges allowed WFP to better plan activities ahead. Flexible and timely funding from donors remain key to maximising efficiency and effectiveness of resources and permitting a timely response.

With the resources received, WFP sought to improve organizational performance wherever possible while ensuring value for money. In 2017, WFP invested in green energy with the installation of a solar system in Maroua Logistic base and cost shared its premises in Douala with the United Nations Children's Fund (UNICEF), which contributed to the reduction of administrative costs. Furthermore, WFP endeavoured to find the least costly option for procuring the planned food type by purchasing locally and through the Global Commodity Management Facility (GCMF) reducing lead time and transport costs. WFP's continued focus and scale up of the malnutrition prevention programme allowed to reach more beneficiaries at a lower cost compared to the treatment approach.

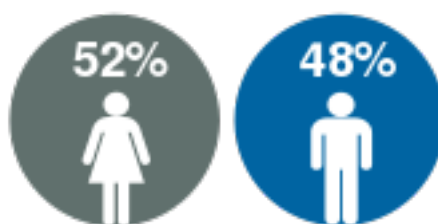
The expansion of cash-based transfer modality has lowered costs by cutting transportation and storage, as well as reducing overhead operational costs in the longer term, enabling WFP to make its operation more cost efficient and far-reaching. The increased competition between freight forwarders and transporters during the tendering process contributed to reducing the cost of transporting WFP cargo by 15 percent in 2017. WFP was able to negotiate with wholesalers to supply the retailers right at their shops. This resulted in reducing transport costs for retailers and timely delivery of food assistance.

With support from the United Nations Central Emergency Response Fund (CERF), WFP and partners piloted, for the first time in Cameroon, a multi-purpose cash project to address both food and non-food needs of displaced populations in the Far North region. This allowed greater flexibility in meeting beneficiary needs in terms of health, food, hygiene and sanitation while promoting livelihood opportunities.



Annual Country Beneficiaries

Beneficiaries	Male	Female	Total
Children (under 5 years)	98,570	103,832	202,402
Children (5-18 years)	107,487	112,882	220,369
Adults (18 years plus)	56,495	68,786	125,281
Total number of beneficiaries in 2017	262,552	285,500	548,052




Annual Food Distribution in Country (mt)

Project Type	Cereals	Oil	Pulses	Mix	Other	Total
Country Programme	-	-	-	-	-	-
Regional EMOP	28,687	2,719	7,416	7,449	399	46,671
Total Food Distributed in 2017	28,687	2,719	7,416	7,449	399	46,671



Cash Based Transfer and Commodity Voucher Distribution (USD)

Project Type	Cash	Value Voucher	Commodity Voucher
Regional EMOP	11,081,409	-	-
Total Distributed in 2017	11,081,409	-	-

Supply Chain

In 2017, WFP Cameroon continued to increase its cash-based transfer (CBT) activities, which were extended to three additional locations in the East region. The number of beneficiaries was increased from 40,000 to 80,000. This expansion was decided following an in-depth micro-assessment of the supply chain which confirmed the presence of functional markets in the areas.

Considering the increase in demand created by the CBT, WFP was required to identify more retailers. As such, WFP increased their retailers to a total of 113 which included an increase in women retailers (54 women and 59 men). All retailers were backed by competent wholesalers who were selected based on their logistical capacity and acceptance to supply the retailers right at their shops.

The main constraint faced with CBT was the price volatility of main food such as rice. With a close price monitoring, WFP could stabilize the supply of such products and ensure that the amount paid by its beneficiaries remained in line with prevailing market conditions. This stabilization of the supply could also be attributed to the involvement of wholesalers, whose capacity to deliver on time and accept delayed payments from retailers helped to avoid potential situations of stocks-out.

Supply Chain activities in 2017 included the organization and supervision of the transportation of food and non-food items earmarked for WFP projects not only in Cameroon, but also in neighbouring Chad, the Central African Republic (C.A.R.), Nigeria, the Democratic Republic of the Congo (DRC) and the Republic of the Congo (RoC).

The logistics set up implemented by WFP in the country was mainly centred around the port of Douala, which accounted for 90 percent of Cameroon's foreign trade, but is also the main gateway for goods to Chad and the C.A.R. In 2017, 100,000 mt of food was handled through the port of Douala, for Cameroon, Chad, C.A.R., Nigeria, DRC and RoC. WFP traffic through the port of Douala in 2017 represents 1 percent of the total traffic of the port of Douala. About 60 percent of this tonnage consisted of the Global Commodity Management Facility (GCMF) stocks, stored in a bonded warehouse outside the port. In addition, WFP contracted two freight forwarders to deliver the food to extended delivery points in neighbouring countries. Food was dispatched to Chad and northeastern Nigeria utilising rail and road transport networks, while deliveries to Cameroon, C.A.R., DRC and RoC were done by road.

Deliveries to distribution sites in Cameroon were ensured by local transporters. Insecurity along the border with Nigeria and the poor state of the secondary road network, especially during the rainy season from June to October, were the main challenges. Transporters' efforts to deploy various means of transport (donkeys, motorcycles, multiple transshipments) enabled WFP to reach the most isolated localities.

Notwithstanding the difficult logistics context, compared to the previous year, the cost of transporting WFP cargo was reduced by 15 percent in 2017. This achievement should be credited to the increased competition between freight forwarders and transporters during the tendering process which led to the award of 2017 contracts (Agency Agreement and Inland Contracts). Despite the lower transport rates, the logistics service providers remained efficient, especially in terms of losses which were less than 1 percent of the overall tonnage handled.

The involvement of local carriers in delivery to distribution sites mobilized many labourers, thus contributing to providing livelihood opportunities for the local population in the targeted areas. This positive economic impact was reinforced by the numerous local and regional purchases made by WFP in the country. In 2017, 3,491 mt of miscellaneous foods were purchased, including a significant portion of GCMF commodities for neighbouring countries. A total of USD 49.6 million was spent in the local economy for logistics payments, CBT, food purchases, staffing costs and recurring expenses.



Annual Food Purchases for the Country (mt)

Commodity	Local	Regional/International	Total
Beans	164	-	164
Iodised Salt	378	-	378
Sorghum/Millet	2,949	-	2,949
Total	3,491	-	3,491
Percentage	100.0%	-	

Implementation of Evaluation Recommendations and Lessons Learned

In 2017, the Government officially published the report from the Zero Hunger Strategic Review carried out in Cameroon in mid-2016. The report, which contains specific recommendations towards achieving Zero Hunger in Cameroon, informed the WFP Country Strategic Plan (CSP) which was approved in June 2017. The recommendations will contribute to the formulation of a government-led food security and nutrition policy and action plan.

A country portfolio evaluation was conducted in 2017. The evaluation made five major recommendations to WFP:

- Refocus programming on nutrition approach, transfer modalities and Rome-based Agencies collaboration;
- Focus on the northern and eastern regions while gradually moving towards re-establishing early recovery activities;
- Develop an evidence-based operational strategy to integrate gender in programming in line with WFP's gender policy and action plan;
- Design an effective communication strategy; and
- Develop a strategy for supporting national and local capacity development for food security monitoring, early warning and response.

WFP Cameroon has already taken action on all five recommendations. WFP Cameroon has been implementing a nutrition response with a stronger focus towards the prevention of malnutrition since 2016. The malnutrition prevention programme was integrated into the nutrition sector plan activities, humanitarian response plan and the revised national nutrition guideline for prevention and treatment of acute malnutrition. The shift from emergency to early recovery and development is the core theme of the approved Cameroon CSP 2018–2020. Through the CSP, the country office is committed to carry out robust gender and economic analyses supported by effective data collection, monitoring and accountability systems. A Gender and Protection unit was opened in October 2017 and will be fully dedicated to facilitating the country office's work in the domain of gender integration in programming while strengthening partnerships with the Ministry of Women Empowerment and other relevant actors. The country office recruited a Communication and Partnership Officer in October 2017, and is working towards expanding the team, with the responsibility of designing and implementing a full communication and advocacy strategy.

WFP's previous learning in nutrition recommends a focus on prevention programme, using a blanket supplementary feeding as a medium for complementary services. In 2017, the country office continued with the strategic shift from treatment to prevention of malnutrition through a community-based approach, combining both nutrition-specific and nutrition-sensitive activities and ensuring better convergence of partner activities. Cash-based transfers were used to introduce a nutrition education and personal hygiene component to strengthen the promotion of correct nutrition practices and encourage beneficiaries to make healthy choices while purchasing food. Multi-purpose cash activities were also associated with sensitisation of beneficiaries on income-generating activities and management of household resources while several women groups were formed to work on resilience building projects.

A joint capacity needs assessment was organized in the course of 2017 between WFP, the nutrition department of the Ministry of Health and non-governmental organization (NGO) partners, with the objective to assess the health system's capacity needs to strengthen programmes to combat undernutrition through a multi-sectorial approach. Major recommendations addressed to WFP were to: widely disseminate the blanket supplementary feeding platform to other sectors (Ministry of Women Empowerment, Ministry of Social affairs, Ministry of Energy, Ministry of Youth and Civic Education); continue to strengthening the integration capacities of the different actors in the use of the blanket supplementary feeding platform (WFP, Ministry of Health); and enhance the capacity of government actors and community-based organizations on the blanket supplementary feeding (WFP, Ministry of Health). Concrete actions addressing these recommendations have already been incorporated into the 2018 nutrition action plan.

In collaboration with the WFP regional bureau, the country office conducted a gender and market analysis of food sectors in two target regions, to ensure innovative gender mainstreaming in the design of future market support activities. Monitoring and evaluation systems and tools have been strengthened, and complaints and feedback mechanisms have been rolled out in all project sites.

The learning generated by the implementation of the pilot multi-purpose cash project that was rolled out in 2017 is summarised below:

- Mobile Money is a viable and effective means of transferring cash to help households meet their basic needs. Payments made via mobile phone guarantee the security of the beneficiaries and the project as only the agents in charge of the transfers and the beneficiaries are informed of the payment dates and the beneficiaries can discreetly withdraw the money at the payment points of their choice in security.

- Since payment via mobile phone requires the combination of the efforts of several actors, good coordination and communication between these different actors are essential.
- It is important to always be sensitive to local cultural and ethnic sensitivities, for example separating the women and men groups in villages during focus group discussions can prove very effective because women are not allowed to speak in the presence of men. This method boosts women's participation and the collection of relevant data.
- It is important to plan activities taking into account the agricultural calendar so that beneficiaries of the project can use the money received to improve farming activities.

Story Worth Telling

Zenabou Shehou, 45, arrived in Cameroon in 2014 with her two-year-old daughter and pregnant with a second child. Zenabou found refuge in the Gado refugee camp with thousands of other refugees from the Central African Republic (C.A.R.) who moved in the eastern part of Cameroon following the recent years of unrest in C.A.R.

Zenabou was already struggling to feed her two-year-old daughter Hadidja when she gave birth to a boy, Seibou. At a time when the few foods that were available on the markets were too expensive for most of the families of refugees, Zenabou's children ended up suffering from malnutrition. "Hadidja became seriously ill, she developed problems with her vision and she had difficulties breathing. I was in despair," Zenabou recalled.

Chronic malnutrition remains a public health problem in Cameroon and a main obstacle to achieving zero hunger by 2030. It affects more than 31 percent of children aged 6-59 months. In the East region where Zenabou lives, chronic malnutrition is at a serious threshold with prevalence between 30 and 40 percent.

This is primarily resulting from low educational levels of mothers, poor feeding practices and limited access to basic health services – all within the context of overall household food insecurity. To deal with the simultaneous challenge of responding to emergency needs, while at the same time achieving long-term gains in terms of improved nutrition practices and reduced child stunting, WFP launched a malnutrition prevention programme with the aim to prevent deterioration of the nutritional status, rather than dealing with the devastating aftermath of malnutrition. The malnutrition prevention platform is an opportunity for delivery of complementary services targeting children aged 6-59 months, pregnant and lactating women and adolescent girls. Good nutrition is particularly essential during the first 1,000 days of a child's life so they can grow to become a healthy adult.

Multi-sector preventive platforms were organized on a monthly basis through two different set-ups: within the scope of health facilities, with a catchment area of 5 km around the centre, or within the community itself, for communities that were within 5 to 10 km from a health facility. "I went to the hospital with my children. They were enrolled in the nutrition programme," said Zenabou. Her children are among the 140,000 children assisted every month by the malnutrition prevention programme in 2017 thanks to funding received from WFP donors.

These platforms allow for the implementation of multiple services to complement the nutrition food supplementation, while strengthening coordination with other partners in order to maximise the humanitarian interventions and address underlying causes of malnutrition. The platform provides a package of services, including access to health care, immunisation, deworming, water, hygiene and sanitation (WASH), and social and behaviour change communication on infant and young child feeding (IYCF) practices and key family practices.

The treatment of malnutrition usually lasts several months and the frequency of visits varies according to the nutritional status in which the child enters the programme. However, the respect of the appointments is essential to obtaining optimal results and Zenabou understood the necessity of this. "Throughout the treatment, I have always honoured all my appointments." And now she has reasons to be proud: "My children have completely recovered today."

The malnutrition prevention activities were integrated into WFP food assistance (in-kind and/or cash) for maximum assistance and a better use of available resources. The provision of household food assistance was combined with the provision of an individual malnutrition prevention ration, targeting the most food-insecure populations. In addition to nutritional supplements for her children, composed of Super Cereal Plus, Zenabou received the WFP food basket through cash-based transfer. Nutrition counselling was included so that caregivers would favour the purchase and consumption of nutritious foods. WFP, in collaboration with the Ministry of Public Health, conducted a series of capacity strengthening sessions in favour of health staff and community health workers on prevention of malnutrition and on appropriate IYCF practices. The network of community health workers was engaged in nutrition counselling, promoting appropriate IYCF practices and home visits to beneficiaries. Thanks to nutrition counselling, when Zenabou receives her cash ration, she manages it considering the specific needs of her children: "I usually buy meat at least once a week. I also buy sardines, spaghetti, milk and sugar for my children because I know that these foods will keep them healthy," said Zenabou.

The cost analysis between the malnutrition treatment programme and the malnutrition prevention programme showed that the prevention programme allowed WFP to reach more beneficiaries at a lower cost. The positive results obtained by the malnutrition prevention programme were decisive in replicating the same approach at a larger scale.

There is, however, a continuing need to strengthen the capacity of health workers to be able to conduct supportive supervision and monitoring to most of the prevention sites, while scaling down the outside support from WFP and cooperating partners. WFP provided motorcycles to district medical officers and nutrition focal points in 2017 for monitoring and collection of data from the field.

Project Results

Activities and Operational Partnerships

In 2017, the United Nations Humanitarian Air Service (UNHAS) provided regular weekly flights to Yaoundé, Garoua, Maroua and N'Djamena for 48 user organizations in Cameroon. In addition to its regular scheduled flights, UNHAS conducted and supported ad hoc missions for the United Nations Department of Safety and Security (UNDSS), a visiting delegation from the Food and Agriculture Organization of the United Nations (FAO) Guinea-Bissau mission and the WFP Executive Director and the Special Representative of the Secretary General to the United Nations Regional Office for Central Africa (UNOCA).

The project was implemented through the standard WFP management structures and support systems, and regularly reviewed in order to minimise risks and ensure operational efficiency. An Aviation Security evaluation was conducted by WFP in August 2017 to warrant effective management, quality and safety of the operations.

To ensure activities remained aligned with users' demands and needs, WFP conducted a Passenger Satisfaction Survey targeting UNHAS passengers, and a Needs Assessment Survey which targeted heads of organizations and aimed to forecast user needs.

UNHAS was directly operated by WFP. However, in aligning the operation with other humanitarian activities in the country, the UNHAS team worked closely with relevant stakeholders, including non-governmental organizations (NGOs), donors and other United Nations agencies, especially the Office for the Coordination of Humanitarian Affairs (OCHA). UNHAS actively sought opportunities for collaboration with local authorities.

Results

Through the services provided in 2017, the United Nations Humanitarian Air Service (UNHAS) guaranteed a safe, reliable and cost-effective air transport service that enabled the humanitarian community to provide assistance to populations in need.

Based on data monitoring, users feedback and expression of needs, the weekly flight schedule was adjusted in June 2017 and the 19-seater aircraft was replaced by a regional 37-seater jet shared with UNHAS Chad. This has led to a reduction in the duration of the flights between locations. The average monthly number of passengers increased from 570 with the 19-seater aircraft to 675 with the 37-seater capacity, an increase of 20 percent in passengers traffic. UNHAS transported 7,467 passengers.

UNHAS improved the ability of the humanitarian community to transport light cargo and effectuate medical and security evacuations. In this regard, 24.1 mt of light cargo was transported in 2017, while 8 medical evacuations were performed, making it possible to mitigate risks for humanitarian personnel and save the lives of those affected.

The flight services proved vital in ensuring access to beneficiaries and project sites located in hard-to-reach areas, thus improving the implementation of the Humanitarian Response Plan. The regular flights enabled humanitarian organizations to better plan and implement life-saving activities in a more effective way, as well as ensuring adequate monitoring of projects. The flexibility of the UNHAS schedule facilitated several ad hoc missions, including high-level donor field missions. This helped to increase international support and visibility for the humanitarian response as well as raising awareness for the affected populations.

Performance Monitoring

The Performance Management Tool (PMT) enabled timely monitoring of the United Nations Humanitarian Air Service (UNHAS) Cameroon passenger and cargo traffic trends. The tool allowed the UNHAS team to identify and analyse the strategic and operational gaps for improvement. Ten Users Group Committee and four Steering Committee meetings were organized in 2017. Surveys for collection of feedback from users on service performance and user demands were conducted with the aim of improving the quality of service rendered. For instance, in response to users demands, the connection to N'Djamena was realigned to integrate interchangeability of aircraft with the N'Djamena based fleet and hence, provided more flexibility to absorb demands in peak times.

Figures and Indicators

Data Notes

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Humanitarian workers boarding the UNHAS plane in Cameroon.

Project Indicators

Output Indicators

Output	Unit	Planned	Actual	% Actual vs. Planned
SO1: Special Operation (Air Ops)				
Number of agencies and organizations using humanitarian air services	agency/organization	30	50	166.7%
Number of locations served	site	4	4	100.0%
Number of needs assessments carried out	assessment	2	2	100.0%
Number of passengers transported monthly against planned (passengers transported)	individual	350	608	173.7%
Number of requests for medical and security evacuations fulfilled duly	%	100	100	100.0%
Percentage of passenger bookings served	%	95	89	93.7%
Tonnage of light cargo transported monthly	Mt	1	2	200.0%