



EVALUATION QUALITY ASSURANCE SYSTEM

Office Of Evaluation
Measuring Results, Sharing Lessons

TERMS OF REFERENCE CAMEROON: AN EVALUATION OF WFP'S COUNTRY STRATEGIC PLAN (2017 - MID 2019)

TABLE OF CONTENTS

1. Background	2
1.1. Introduction	2
1.2. Country Context	2
2. Reasons for the Evaluation	6
2.1. Rationale	6
2.2. Objectives	7
2.3. Stakeholders and Users of the Evaluation	7
3. Subject of the Evaluation	7
3.1. WFP's Assistance in Cameroon	7
3.2. Scope of the Evaluation	10
4. Evaluation Questions, Approach and Methodology	10
4.1. Evaluation Questions	10
4.2. Evaluability Assessment	11
4.3. Methodology	12
4.4. Quality Assurance	13
5. Organization of the Evaluation	14
5.1. Phases and Deliverables	14
5.2. Evaluation Team Composition	14
5.3. Roles and Responsibilities	15
5.4. Communication	15
Annexes	16
Annex 1: Maps	16
Annex 2: Tentative evaluation timeline	18
Annex 3: Country factsheet	20
Annex 4: WFP activities	21
Annex 5: Evaluation team	24
Annex 6: Basic bibliography	25
Annex 7: Stakeholder analysis	29
Annex 8: Communication and learning plan	32
Annex 9: Cameroon CSP (2018 – 2020)	33
Annex 10: Evaluation Matrix Template	64
Acronyms	65

1. Background

1. The purpose of these Terms of Reference (TOR) is to provide key information to stakeholders about the evaluation, to guide the selection and the work of the evaluation team and specify expectations during the various phases of the evaluation. The TOR are structured as follows: Section 1 provides information on the context; Section 2 presents the rationale, objectives, stakeholders and main users of the evaluation; Section 3 presents WFP activities and defines the scope of the evaluation; Section 4 identifies the evaluation approach and methodology; Section 5 indicates how the evaluation will be organized. The annexes provide additional information.

1.1. Introduction

2. Country Strategic Plan Evaluations (CSPEs) encompass the entirety of WFP activities during a specific period. Their purpose is twofold: 1) to provide evaluation evidence and learning on WFP's performance for country level strategic decisions, specifically for developing the next Country Strategic Plan and 2) to provide accountability for results to WFP stakeholders. These evaluations are mandatory for all CSPs and are carried out in line with the WFP Policy on Country Strategic Plan¹

1.2. Country Context

3. Cameroon is a lower-middle-income country with a population of 23.3 million people. The country is often referred to as "Africa in miniature" for its geological and cultural diversity. The population is composed of 230 ethnic and linguistic groups living in five different agro-ecological zones. Official languages are French and English: eight out of the ten regions of Cameroon (representing 83% of the country's population) are primarily francophone, whilst two regions bordering the South of Nigeria and representing 17% of the population, are mainly Anglophone².
4. The country is currently facing three different crises:
 - a) **The Boko Haram Crisis** (Far North): Cameroon is the second most affected country by Boko Haram. The security situation in the region continues to deteriorate and almost 2 million people living in the Far North are in need of humanitarian assistance.
 - b) **The "Anglophone Crisis"** (also known as the North-West South-West emergency): since June 2018, separatist anglophone non-state armed groups have intensified their operations, not only in rural areas and at the Nigerian border, but also in towns. As a result, between March and October 2018, there was a tenfold increase in the number of IDPs in the country from 40,000 to 440,000.
 - c) **Influx of refugees from neighboring Central African Republic (CAR):** Cameroon is home to the largest community of refugees from the Central African Republic, mainly based in the East and Adamaoua region. Over 70% of them (175,000 out of 250,000 people) live in host communities and are further overstressing limited basic services.

1 See <https://documents.wfp.org/stellent/groups/public/documents/eb/wfp286746.pdf> for Country Strategic Plan policy and <http://documents.wfp.org/stellent/groups/public/documents/eb/wfp291538.pdf> for an overview of the Integrated Road Map of WFP.

2 See Annex 1 for maps

Socio-economic overview³

5. Cameroon has a very young population, with under 20s represent nearly 55% of the population, and a relatively high urban to rural ratio, as 55% of people live in urban areas. After the “golden age” in the 70s, Cameroon’s economy experienced a decade of crisis as a result of international economic conditions, drought, falling oil prices, and high levels of corruption and mismanagement. The structural adjustment programme adopted in the 90s has helped restore part of the economy, but growth has not been sufficient to offset the "social deficit" accumulated over the years of the crisis.
6. Since 2010, Cameroon’s economic performance has been significantly improving and in the period between 2010 and 2015 the average GDP growth rate was 4,7%. Over the years, the economy has diversified and 17% of the labor force is employed in services, 13% in industry (mainly oil and gas) and 70% in agriculture⁴.
7. Despite a decade of economic growth, because of all the crisis described above, OCHA estimates that humanitarian needs in Cameroon have never been greater⁵: 4.3 million people across the country (20% of the total population) need humanitarian assistance, an increase of more than 30% compared to 2018. Almost 40% of population lives below the poverty line and between 2007 and 2014, the Gini Index increased from 0,39 to 0,44, indicating an increase in inequalities. In fact, over the same period, whilst incidence of poverty decreased by 3.3 points in urban areas, it grew by 1.8 points in rural areas. In 2018, the country ranked 151 out of 188 in the Human Development Index.

Food Security and Nutrition

8. According to the 2018 UNDP Humanitarian Index Report, over one third of children under five are stunted and the situation is getting worse over time, with significant differences between urban centers and rural areas.
9. According to the Comprehensive Food Security and Vulnerability Analysis (CFSVA) published by WFP at the end of 2017, an average of 16% of households (22% in rural areas and 12.4% in urban centers) representing approximately 3.9 million people, were moderately or severe food insecure. An ongoing IPC⁶ Chronic Food Insecurity Analysis covering the North-West and South-West regions, seems to confirm that needs are going up: up to 485,000 people in the North West and South West regions were projected to be facing IPC Phase 3.

³ See Annex 3 for additional data.

⁴ In spite of the high levels of employment, agriculture only accounts for 16.7% of total GDP.

⁵ [2019 Cameroon Humanitarian Response Plan, OCHA](#)

⁶ The IPC classifies severity of Acute Food Insecurity into five phases based on common reference indicators: Phase 1- None/Minimal, Phase 2-Stressed, Phase 3-Crisis, Phase 4-Emergency, and Phase 5- Humanitarian Catastrophe/Famine.

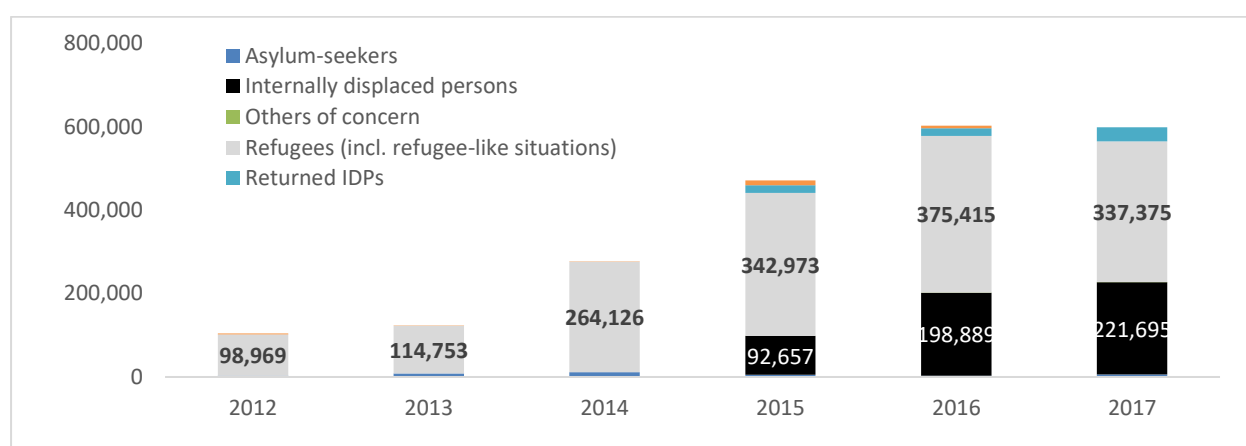
Education

10. Cameroon is making good progress in education: between 2004 and 2011, primary school net enrollment rates have reached 85.1%, primary completion rate have increased from 60% to 74.2% and literacy rate for the 15-24 age group have increased from 73.4% to 81.8%. However, significant differences still exist between regions, between rural and urban settings and between genders: women's literacy rates in rural areas are 17.4% in Far North, 26.7% in the North and 31.8% in the Adamaoua regions.

Internally Displaced People, Refugees and Returnees

11. As Figure 1 below shows, the number of refugees and especially Internally Displaced People (IDPs) has been increasing over time, especially since 2015. According to OCHA⁷, as of January 2019, the number of IDPs had risen to 665,000 (three times the numbers in 2017), and there are 385,000 refugees (mainly from CAR in the West and Nigeria in the East) and 92,000 returnees.

Figure 1: IDPs and refugee numbers (2012-2017)



Sources: UNHCR

Gender

12. Cameroon adopted a National Gender Policy in 2010⁸ and in 2016, the Ministry for the promotion of Women and Family approved the gender action plan⁹. Nonetheless, Cameroon still ranks 151st of 160 countries in the 2018 Gender Inequality Index. Women, for example, have much lower school attendance levels, with 4.7 years of schooling on average compared to 7.6 for men.¹⁰

13. Women and girls are estimated to make up the vast majority of IDPs (68% according to OCHA)¹¹, and are particularly vulnerable to sexual harassment and violence. Men and boys are at risk of being recruited or killed by armed groups.

7 https://reliefweb.int/sites/reliefweb.int/files/resources/2019_cmr_hrp_20190219_print.pdf

8 <http://plmi.cm/index.php/fr/genre/2016-06-30-05-50-41/politique-nationale-genre>

9 <http://www.minproff.cm/programme-571-promotion-de-la-femme-et-du-genre/>

10 [UNDP 2018 Human development Report](#)

11 CSP budget revision 1.

Protection, Humanitarian Principles and Access

14. According to the 2019 Human Rights Watch report¹², since 2018 there has been an important rise in serious human rights abuses, including soldiers using violence and abuse against asylum seekers in remote border regions and unlawful restrictions on movement in Cameroon's only official camp for Nigerian refugees. In October 2018, the UN activated a Protection Cluster, led by UNHCR, which coordinates the activities to two Sub-Clusters: Child Protection and Gender-based Violence (GBV).¹³

Government Framework

15. National policies and programmes for agriculture, food security and nutrition are guided by the Government's Vision 2035 – which is to turn Cameroon into an emerging economy by 2035 – and the Growth and Employment Strategy Paper (GESP), which, in the period 2010-2020, aims to achieve: i) a 5.5 % average annual growth, ii) a 33% reduction in underemployment, iii) a reduction of poverty rates to below 28% and iv) a doubling of agricultural production¹⁴.
16. Within this framework, the main policies which are most relevant for WFP's activities are the National Agricultural Investment Plan (2014-2020) (aimed at increasing agricultural production, improving living standards of rural producers, and facilitating their access to markets) and the National Food and Nutrition Policy (2015-2035), which is aligned with the principles of the Scaling Up Nutrition Movement¹⁵.

International Assistance¹⁶

17. During the period 2016-2017, Cameroon received a yearly average of USD 878 million of Net Official Development Assistance (ODA)¹⁷, of which 13% for humanitarian aid¹⁸. Assistance received in 2017, was equal to USD 1.3 billion, a 56% increase compared to 2016 and as a result, the share of net ODA over GNI (Gross National Income), increased from 2.2% to 3.5%. The top five donors were: France, the International Monetary Fund, the World Bank, Germany and the US.
18. In 2018, OCHA made an appeal for USD 320 million, which was only 44% funded. In 2019, the appeal has been similar in size (USD 299 million), but much more ambitious in terms of people it aims to assist: 2.3 million compared to 1.3 million in 2018.

12 <https://www.hrw.org/world-report/2019/country-chapters/cameroon#7ec34c>

13 <http://www.globalprotectioncluster.org/field-support/field-protection-clusters/cameroon/>

14 [Cameroon Country Strategic Plan 2018-2020](#)

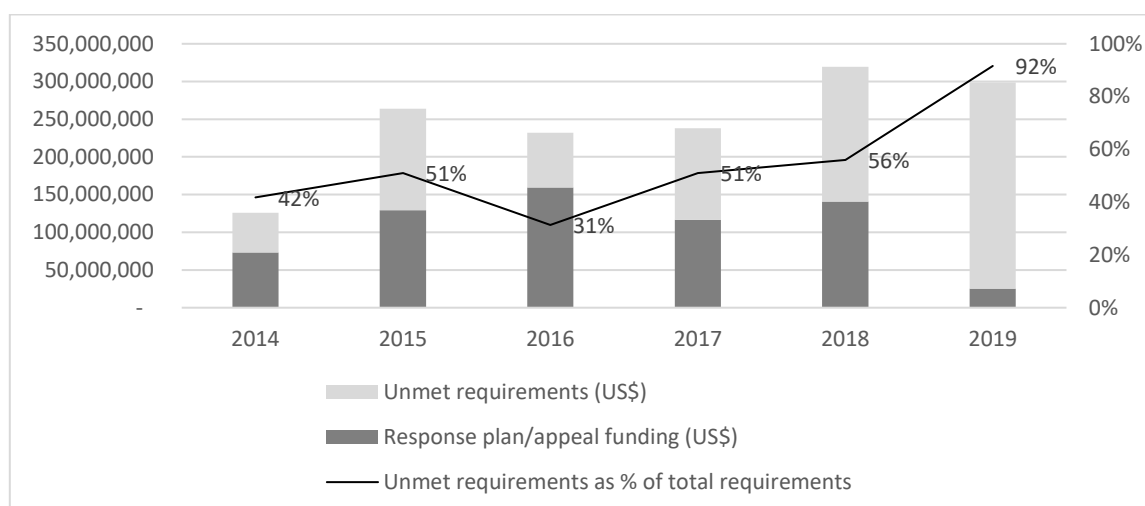
15 The SUN Movement was established in 2010 with the objective of ending malnutrition in all its forms, by bringing together governments, civil society, the United Nations, donors, businesses and researchers. For additional information, see also the [SUN Movement Strategy and Roadmap 2016-2020](#)

16 <http://www.oecd.org/dac/financing-sustainable-development/development-finance-data/aid-at-a-glance.htm>

17 https://public.tableau.com/views/OECDDACAidataglancebyrecipient_new/Recipients?%3Aembed=y&%3Adisplay_count=yes&%3AshowTabs=y&%3Atoolbar=no%3F&%3AshowVizHome=no

18 2016-2017 average

Figure 2: OCHA appeals and unmet requirements (2014-2019)



Source: OCHA, as at 28 February 2019¹⁹

United Nations Development Assistance Framework

19. The United Nations Development Assistance Framework (UNDAF) (2018-2020) is aligned with the Government' Growth and Employment Strategy Plan. It prioritizes the United Nations Delivering as One approach in supporting the Government in achieving the SDGs, focusing on four target regions (extreme North, Adamaoua, East and North) and coordinating the work of United Nations agencies to: 1) increase decent employment opportunities and measures to protect women, young people, children and socially vulnerable people in target areas; 2) improve the health of target populations and introduce measures to prevent child malnutrition in all its forms; 3) improve access to education and quality vocational training, especially for vulnerable groups; and 4) strengthen the resilience of target populations, including women, by addressing food insecurity and environmental, social and economic shocks. The WFP CSP includes activities linked to all four pillars.

2. Reasons for the Evaluation

2.1. Rationale

20. Country Strategic Plan Evaluations have been introduced by the WFP Policy on Country Strategic Plans approved by the Board in 2016²⁰, which states the following: "under the management of the Office of Evaluation, all CSPs, other than ICSPs, will undergo country portfolio evaluations towards the end of their implementation period, to assess progress and results against intended CSP outcomes and objectives, including towards gender equity and other cross-cutting corporate results; and to identify lessons for the design of subsequent country-level support". These evaluations are part of a wide body of evidence which is expected to feed into CSPs and which also includes decentralized evaluations and a mid-term review. The results of this evaluation will be used to inform the preparation of the new Country Strategic Plan, which will be presented at the November 2020 WFP Executive Board.

¹⁹ https://reliefweb.int/sites/reliefweb.int/files/resources/2019_cmr_hrp_20190219_print.pdf

²⁰ <https://www.wfp.org/content/policy-country-strategic-plans>

2.2. Objectives

21. Evaluations serve the dual objectives of accountability and learning. As such, the evaluation will: 1) provide evaluation evidence and learning on WFP's performance for country level strategic decisions, specifically for developing the next Country Strategic Plan and 2) provide accountability for results to WFP stakeholders.

2.3. Stakeholders and Users of the Evaluation

22. The evaluation will seek the views of, and be useful to, a broad range of WFP's internal and external stakeholders. It will present an opportunity for national, regional and corporate learning. The main stakeholder and users of the evaluation are the WFP Country Office, the Regional Bureau in Dakar (RBD), Headquarters technical divisions, the Executive Board (EB), the beneficiaries, the Government of Cameroon, Non-Governmental Organizations (NGOs), donors, the UN Country Team and OEV for synthesis and feeding into other evaluations. A matrix of stakeholders with their respective interests and roles in the CSPE is attached in Annex 7.²¹

3. Subject of the Evaluation

3.1. WFP's Assistance in Cameroon

General overview

23. WFP has been implementing a number of activities with the aim of reducing the impact of humanitarian crisis in the country as well as supporting the government's efforts towards achieving zero hunger. In December 2018, following the deterioration of the situation in the North-West and South-West regions, Cameroon was declared a WFP Level 2 Emergency, so as to facilitate the scaling-up of WFP activities. This was followed by a reassessment of needs and a significant increase in the CSP budget in April 2019.

Cameroon Country Strategic Plan (2018-2020)²²

24. Until the end of 2017, WFP activities in Cameroon were implemented through separate projects: mainly two regional emergency programmes, a small protracted relief operation and a small country programme (see Annex 4 for more details). In line with the WFP Strategic Plan (2017-2020)²³, in 2016 the country office started the preparation of a three-year Country Strategic Plan (2018-2020) which was approved by the Board in April 2017. It included 5 strategic objectives (SOs), 6 strategic outcomes and 12 activities with a mix of modalities (in-kind, cash and vouchers), for an overall budget of USD 182 million and a total of 519,430 planned beneficiaries per year (excluding "overlaps"²⁴). (see Table 1 and Annex 4 for more detailed information on budgets and beneficiaries).
25. This budget was marginally revised upwards in July 2018, from USD 182 million to USD 197.8 million (an increase of USD 14.8 million), as a result of the need to (i) exacerbations of the crisis in the North-West South-west regions, (ii) increase in the number of IDPs in Far-North region (iii) increase in the number of refugees from CAR. As needs kept increasing, Cameroon was

²¹ The evaluation team will be expected to prepare a more detailed and focused stakeholder's matrix as part of the Inception Report.

²² https://documents.wfp.org/stellent/groups/public/documents/eb/wfp291585.pdf?_ga=2.96969244.2068619544.1552915484-298114940.1499335392 and Annex 9 for full text of CSP.

²³ <https://www.wfp.org/content/wfp-strategic-plan-2017-2021>

²⁴ Data which includes "overlaps" counts the same beneficiaries more than once if they have received assistance through more than one activity or modality; in data that excludes overlaps, beneficiaries are only counted once – the number of activities in which they are involved is irrelevant. See also the [WFP beneficiary counting guidance](#).

declared a level 2 emergency in December 2018, and a revised budget of USD 292.1 million – 61% higher than the original budget - was approved in April 2019. The overall number of beneficiaries has almost doubled and is close to 1 million. Most of the increase is related to Strategic Object 1, which now accounts for 66% of total expenditure compared to 49% in the original budget and which wants to ensure that “population affected by disasters including refugees, IDPs returnees and host populations in Cameroon have safe access to adequate and nutritious food during and after crises”. The new total value of food and cash-based transfer is USD 129.7 million, of which 34% is expected to be delivered through the cash-based (CBT) modality.

Table 1: CSP strategic objectives, activities, modalities and budgets

SO #	Strategic Outcomes (SO)	Budget by SO (USD million)				% of SO weight on budget	
		Original budget	BR2 Budget	Change (USD million)	Change as % of original budget	Original budget	BR2 Budget
1	Population affected by disasters including refugees, IDPs returnees and host populations in Cameroon have safe access to adequate and nutritious food during and after crises	83.8	181.3	97.5	116%	49%	66%
2	Vulnerable households in protracted displacement and communities at risk in chronically food-insecure areas have safe year-round access to adequate and nutritious food, and increase their resilience to shocks	41.1	42.5	1.1	4%	24%	16%
3	Children aged 6-59 months and vulnerable women and men in food-insecure prioritized districts have reduced malnutrition rates in line with national standards by 2020	38.4	42.7	4.3	11%	23%	16%
4	Food-insecure smallholders, especially women, in priority districts of Far North, North, Adamaoua and Eastern regions have sustainably increased incomes to enhance their self-reliance and livelihoods and improve their productivity by 2020	0.9	0.9	(0)	0%	1%	0%
5	The Government's work to achieve zero hunger is supported by effective partnerships by 2030	5.2	5.6	0.4	7%	3%	2%
6	Provide safe and reliable air services for the humanitarian community until alternatives are available.	13.5	13.6	0.1	1%	8%	5%
	Total before indirect support costs	169.4	273.0	103.6	61%	100%	100%
	Indirect support costs (7%)	11.9	19.1	7.2	61%		
	Total needs-based budget	181.3	292.1	110.8	61%		
	Total beneficiaries (with overlap)	746,750	1,070,350	323,600	43%		
	Beneficiaries (without overlap)	519,430	990,729	471,299	91%		

Partnerships

26. WFP Cameroon works with a large number of partners, including government, other UN agencies and NGOs. Most notably, it has partnered with the International Fund for Agricultural

Development (IFAD) and the Food and Agriculture Organization (FAO) to provide technical assistance to small-scale farmers and cooperatives, in post-harvest management and value-chain opportunities. It also works with UNHCR, UN Women and FAO to assist people affected by the Boko Haram crisis in the Far-North, through an initiative aiming at improving food security as well as restoring livelihoods of refugees, IDPs, returnees and host populations. The initiative started in 2018 and targets 165,000 beneficiaries.

Programme Performance indicators and Monitoring

27. The CSP activities, its Logical Framework and its Theory of Change are described in detail in the CSP and its subsequent Budget Revisions. The country office uses WFP corporate systems to record data on beneficiaries, distributions, inventory, financial transactions, etc., in line with the Corporate Results Framework.²⁵ Programme monitoring is mainly performed in-house by WFP staff. However, third-party monitoring has sometimes been used in the past to carry out monitoring missions in areas which WFP staff are not allowed to access due to security reasons.

Findings from Country Portfolio Evaluation (2012- mid 2017)

28. The evaluation concluded that overall, WFP's strategy in country was appropriate and that operations were effective. Nonetheless, it was recommended that management consider the following actions:

1. Consolidate the shift in focus of nutrition activities towards an integrated prevention approach while maintaining the flexibility to allow scale-up of treatment when nutrition monitoring indicates increasing moderate and severe acute malnutrition.
2. Expand the programming capacity of the country office in the use and scale-up of CBT modalities.
3. Take the initiative to institutionalize partnerships for joint programming where benefits in terms of synergies and complementarity can be identified.
4. Continue to focus on the northern and eastern regions while gradually moving towards the re-establishment of early recovery activities.
5. Develop an evidence-based operational strategy for integrating gender considerations into programming, in line with WFP's gender policy and action plan.
6. Design and systematize an effective communication framework.
7. Develop a strategy for supporting the development of national and local capacities in food security monitoring, early warning and response

Funding

29. In 2018, WFP Cameroon was 71% funded: it recorded allocated contributions of USD 48 million compared to a request for USD 65 million. The largest donors were the US (45%), UN CERF (11%) and UK (9%)²⁶.

Staffing

30. As of February 2019, the Country Office had approximately 160 staff, 62% male and 38% female. Over one third of staff were based in the capital Yaoundé and the rest in several sub-offices and field offices. 87% of staff are on national contracts.

25 See <https://documents.wfp.org/stellent/groups/public/documents/eb/wfp286745.pdf>. for the original CRF and <https://docs.wfp.org/api/documents/WFP-0000099356/download/> for the revised CRF, approved at the November 2018 WFP Executive Board.

26 Data extracted from WFP systems on 9 January 2019.

3.2. Scope of the Evaluation

31. The evaluation will cover all of WFP's activities (including cross cutting results) for the period 1 January 2017 to 30 June 2019. The start of this period has been selected so as to enable a comparison with the type of activities and strategic direction before the introduction of the CSP. The evaluation team should ensure that it makes the most of the results of the last Country Portfolio Evaluation, which covered the period January 2012 to June 2017 and as such partly overlaps with the evaluation period of this assignment²⁷.
32. The unit of analysis is the Country Strategic Plan understood as the set of strategic outcomes, outputs, activities and inputs that were included in the CSP document approved by WFP Executive Board, as well as any subsequent approved budget revisions.
33. In this connection, the evaluation will focus on assessing WFP contributions to CSP strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment and the changes observed at the outcome level, including any unintended consequences, positive or negative. In so doing, the evaluation will also analyze WFP partnership strategy, including WFP strategic positioning in complex, dynamic contexts, particularly as relates to relations with national governments and the international community. The evaluation will also give attention to assessing adherence to humanitarian principles, protection issues and accountability to populations affected by WFP's assistance.

4. Evaluation Questions, Approach and Methodology

4.1. Evaluation Questions

34. The evaluation will be addressing the following four key questions and sub-questions, which will be tailored and expanded further by the evaluation team during the inception phase.

Question 1 - To what extent is WFP's strategic position, role and specific contribution based on country priorities and people's needs as well as WFP's strengths?	
1.1	To what extent is the CSP relevant to national policies, plans, strategies and goals, including achievement of the national Sustainable Development Goals?
1.2	To what extent did the CSP address the needs of the most vulnerable people in the country to ensure that no one is left behind?
1.3	To what extent has WFP's strategic positioning remained relevant throughout the implementation of the CSP in light of changing context, national capacities and needs?
1.4	To what extent is the CSP coherent and aligned with the wider UN and include appropriate strategic partnerships based on the comparative advantage of WFP in the country?
Question 2 - What is the extent and quality of WFP's specific contribution to CSP strategic outcomes in Cameroon?	
2.1	To what extent did WFP deliver expected outputs and contribute to the expected CSP strategic outcomes?
2.2	To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender equality and other equity considerations)?
2.3	To what extent are the achievements of the CSP likely to be sustainable?
2.4	In humanitarian contexts, to what extent did the CSP facilitate more strategic linkages between humanitarian, development and, where appropriate, peace work?
Question 3 - To what extent has WFP used its resources efficiently in contributing to CSP outputs and strategic outcomes?	

²⁷ All the public documents relating to this evaluation can be found at <https://www.wfp.org/content/cameroon-evaluation-wfps-portfolio-2012-2017>

3.1	To what extent were outputs delivered within the intended timeframe?
3.2	To what extent was coverage and targeting of interventions appropriate?
3.3	To what extent were WFP's activities cost-efficient in delivery of its assistance?
3.4	To what extent were alternative, more cost-effective measures considered?
Question 4 - What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?	
4.1	To what extent did WFP analyze or use existing evidence on the hunger challenges, the food security and nutrition issues in the country to develop the CSP
4.2	To what extent has WFP been able to mobilize adequate, predictable and flexible resources to finance the CSP?
4.3	To what extent did the CSP lead to partnerships and collaborations with other actors that positively influenced performance and results?
4.4	To what extent did the CSP provide greater flexibility in dynamic operational contexts and how did it affect results?
4.5	What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?

4.2. Evaluability Assessment²⁸

35. Several issues could have implications for the conduct of the CSP evaluation. Common evaluability challenges may relate to: relatively vague definitions of the expected outcomes, or outputs; the validity and measurability of indicators; the absence of baselines and or limited availability of monitoring data; the security situation of the country and its implications for the coverage of field visits during the main mission; the time frame covered by the evaluation. CSPE are meant to be final evaluations of a five-year or a three programme cycle, conducted during the penultimate year of the cycle. This has implications for the completeness of results reporting and attainment of expected outcomes.
36. During the inception phase, the evaluation team will be expected to perform an in-depth evaluability assessment and critically assess data availability, quality and gaps to inform its choice of evaluation methods. This will include an analysis of the results framework and related indicators to validate the pre-assessment made by OEV. At this stage the following evaluability challenges have been identified: 1) inconsistencies in data between 2017 (which uses the pre-CSP data format), 2018 (reporting following the new corporate results framework and systems) and 2019 (for which no formally approved outcome and output data will be available, except for detailed distribution data collected by the country office); 2) limitations in the availability of baselines; 3) limited period of implementation of new CSP activities, some of which did not start in January 2018, but later on in the year; 4) Security issues, which may restrict movement across the country at the time of the field visits.
37. The evaluation team will be expected to perform a more detailed assessment of evaluability limitations during the Inception Phase, and, in case of limitations, either propose potential solutions to deal with these limitations or provide a clear statement on the need to modify the scope of the assignment

²⁸ 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.

4.3. Methodology

38. The Agenda 2030 mainstreams the notion of sustainable development as a harmonious system of relations between nature and human beings, in which individuals are part of an inclusive society with peace and prosperity for all. In so doing, it conveys the global commitment to end poverty, hunger and inequality, encompassing humanitarian and development initiatives in the broader context of human progress. Against this backdrop, the economic, social and environmental dimensions of sustainable development cannot be addressed in isolation from one another. This calls for a systemic approach to development policies and programme design and implementation, as well as for a systemic perspective in analyzing development change. WFP assumes the conceptual perspective of Agenda 2030 as the overarching framework of its Strategic Plan 2017 -2021, with a focus on supporting countries to end hunger (SDG 2).
39. In so doing, it places emphasis on strengthening the humanitarian development nexus, which implies applying a development lens in humanitarian response and complementing humanitarian action with strengthening national institutional capacity.
40. The achievement of any SDG national target and of WFP's strategic outcomes is acknowledged to be the results of the interaction among multiple variables. In fact, there is an inverse proportional relation between the level of ambition at which any expected result is pitched and the degree of control over it by any single actor. From this perspective and in the context of the SDG, the attribution of net outcomes to any specific organization, including WFP, may be extremely challenging or sometimes impossible. By the same token, while attribution of results would not be appropriate at the outcome level, it should be pursued at the output and activity level, where WFP is meant to be in control of its own capacity to deliver.
41. To operationalize the above-mentioned systemic perspective, the CSPE will adopt a mixed methods approach; this should be intended as a methodological design in which data collection and analysis is informed by a feedback loop combining a deductive approach, which starts from predefined analytical categories, with an inductive approach that leaves space for unforeseen issues or lines of inquiry that had not been identified at the inception stage; this would eventually lead to capturing unintended outcomes of WFP operations, negative or positive. In line with this approach, data may be collected through a mix of primary and secondary sources with different techniques including²⁹: desk review, semi-structured or open-ended interviews, closed answers questionnaires, focus groups and direct observation. Systematic data triangulation across different sources and methods should be carried out to validate findings and avoid bias in the evaluative judgement.
42. It is also important that the evaluation team keeps ethical considerations in mind at all times and incorporates them into the evaluation methodology from the start. It is essential that those engaged in and informed by the evaluation are treated appropriately, and decisions about their treatment will influence the evaluation's design. The main ethical issues that are anticipated in this evaluation relate to the stakeholders that the evaluation team engage with, particularly affected communities, and involve considerations of confidentiality, data protection, protecting vulnerable respondents, and ensuring that the evaluation team avoids causing harm. Evaluation teams are expected to comply with the UNEG Code of Conduct³⁰ and with the UNEG Ethical Guidelines for Evaluation³¹.

29 There is no sequence or order of priority in the techniques listed.

30 <http://www.unevaluation.org/document/detail/100>

31 <http://www.unevaluation.org/document/detail/102>

43. During the inception phase, the evaluation team will be expected to develop a detailed methodological design, in line with the approach proposed in this TOR. The design will be presented in the inception report and informed by a thorough evaluability assessment. The latter should be based on desk review of key programming, monitoring and reporting documents and on some scoping interviews with the programme managers.
44. A key annex to the inception report will be an evaluation matrix (see Annex 10 for template) that operationalizes the unit of analysis of the evaluation into its different dimensions, operational component, lines of inquiry and indicators, where applicable, with corresponding data sources and collection techniques. In so doing, the evaluation matrix will constitute the analytical framework of the evaluation. The methodology should aim at data disaggregation by sex, age, nationality or ethnicity or other characteristics as relevant to, and feasible in specific contexts. Moreover, the selection of informants and site visits should ensure to the extent possible that all voices are heard. In this connection, it will be very important at the design stage to conduct a detailed and comprehensive stakeholder mapping and analysis to inform sampling techniques, either purposeful or statistical.
45. WFP's evaluation quality assurance system calls for carrying out gender responsive evaluations. For gender to be successfully integrated into an evaluation it is essential to assess the quality of the gender analysis that was undertaken before the CSP was designed and whether the results of the gender analysis were properly integrated into the CSP implementation. The gender dimensions may vary, depending on the nature of the CSP outcomes and activities being evaluated. The inception report should incorporate gender in the evaluation design and operation plan, including gender sensitive context analysis. Similarly, the draft final report should include gender-sensitive analysis, findings, results, factors, conclusions, recommendations (where appropriate); and technical annex.
46. The sources used in the preparation of these TORs are listed in Annex 6 of this report. The evaluation team will be expected to complement this basic bibliography with additional documents and data.
47. The following field missions are currently envisaged: 1) inception mission by the team leader with the OEV evaluation manager to the country office; 2) data collection mission to Yaoundé and three representative sub-offices.

4.4. Quality Assurance

48. The WFP Office of Evaluation has developed an evaluation quality assurance system (EQAS) based on the UNEG 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, to help guide both the evaluation team, and the OEV Evaluation Manager and Senior Evaluation Manager who will respectively conduct the first and second level quality assurance review. The evaluation team will be required to ensure the quality of data (validity, consistency and accuracy) throughout the analytical and reporting phases. This quality assurance process does not interfere with the views and independence of the evaluation team, but ensures the report provides the necessary evidence in a clear and convincing way and draws its conclusions on that basis.
49. All deliverables from the evaluation team should go through a thorough quality assurance review by the evaluation company prior to the submission to OEV, in line with EQAS guidance.

5. Organization of the Evaluation

5.1. Phases and Deliverables

50. The evaluation is structured in five phases, as summarized in the table below. The Country Office and the Regional Bureau have been consulted to ensure good alignment of the timeline with country office availability and with the deadlines for the preparation of the Country Strategic Plan. A more detailed timeline can be found in Annex 2.

Table 2: Summary timeline

Main Phases	Timeline	Tasks and Deliverables
1. Preparatory	January/June 2019	1. Draft and Final TOR 2. Evaluation Team and/or firm selection & contract.
2. Inception	June/August 2019	3. Document Review 4. Briefing in HQ (Rome) 5. Inception Mission to CO by team leader and evaluation manager 6. Inception report
3. Evaluation, including fieldwork	August 2019	7. Evaluation mission, data collection in country. 8. Exit debriefing 9. Analysis
4. Reporting	September/March 2020	10. Report Drafting ³² 11. Comments Process 12. Learning Workshop 13. Final evaluation report 14. Summary Evaluation Report
5. Dissemination	April 2020/November 2020	15. Management Response and Executive Board Preparation

5.2. Evaluation Team Composition

51. This CSPE will be conducted by a team of independent consultants with relevant evaluation expertise. The evaluation firm providing the evaluation team is responsible for proposing a mix of bi-lingual evaluators (English and French) who can effectively cover the areas of evaluation. The evaluation team will have strong methodological competencies in designing a feasible data capture and analysis plan for this CSPE.

52. All team members must have strong and proven evaluation competencies in designing and conducting data collection, analysis, synthesis and strong evaluation experience in the humanitarian and development sector, particularly in a similar context to that of the country and ideally in the UN; it is desirable that the majority of team members should have a very good knowledge of WFP operations. OEV would expect the team to include: a very strong team leader, at least three senior evaluators with in depths expertise in emergency response, food security and nutrition, a research assistant and a pool of experts able to provide technical assistance on specific topics, should none of the team members be experts in those fields themselves. Annex 5 includes a more description of roles and responsibilities and expertise required.

53. The team should also be gender and geographically balanced. It will be expected to work with local consultants throughout the process.

³² The full report should not exceed 28,000 words. Annexes should not exceed 150 pages and should include the following mandatory Annexes: Methodology (including evaluation matrix), List of people consulted, Bibliography, Mapping of findings, conclusions and recommendations, Acronyms and Summary Evaluation Report (inserted later by OEV). Additional Annexes could include: overview of portfolio/WFP activities and donor funding; Mission schedule; Data collection tools; Summary of survey or focus group discussions findings, other summary technical annexes as appropriate.

5.3. Roles and Responsibilities

54. An independent evaluation team will be responsible for carrying out all phases of the evaluation, from inception to report writing. In order to avoid any bias, WFP staff will not be part of the evaluation team or participate in meetings where their presence could influence the responses of other stakeholders.
55. This evaluation will be managed by Elena Figus, WFP Evaluation Officer in OEV, who has not worked on issues associated with the subject of evaluation in the past. The Evaluation Manager, supported by a Research Analyst, is responsible for drafting the TOR; selecting and contracting the evaluation team; preparing and managing the budget; setting-up the internal reference groups; organizing the briefing in HQ; participating in the inception phase; assisting in the preparation of all field missions; conducting the first level quality assurance of the evaluation products; drafting the Summary Evaluation Report; consolidating comments from stakeholders on the various deliverables and implementing the Communications Plan. The evaluation manager will be the main interlocutor between the team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process. Gaby Duffy, Senior Evaluation Officer, will provide second level quality assurance. Andrea Cook, Director of Evaluation, will approve the final drafts of the evaluation products and present the CSPE to the WFP Executive Board for consideration in November 2020.
56. An internal reference group (IRG) composed of selected WFP stakeholders from the country office, the regional bureau and HQ, will be expected to be available for interviews with the evaluation team and to review and comment on draft evaluation deliverables reports. The country office will facilitate the evaluation team's contacts with stakeholders in country; provide logistic support during the fieldwork and organize the in-country stakeholders learning workshop. The nomination of a WFP country office focal point will help in ensuring smooth communication with the evaluation manager and the CSPE team, and in setting up meetings and coordinating field visits in a timely manner.
57. The contracted firm will be responsible for ensuring the security of the evaluation team, and adequate arrangements for evacuation for medical or security reasons. The evaluation team must observe applicable United Nations Department of Safety and Security rules, including taking security training and attending in-country security briefings.

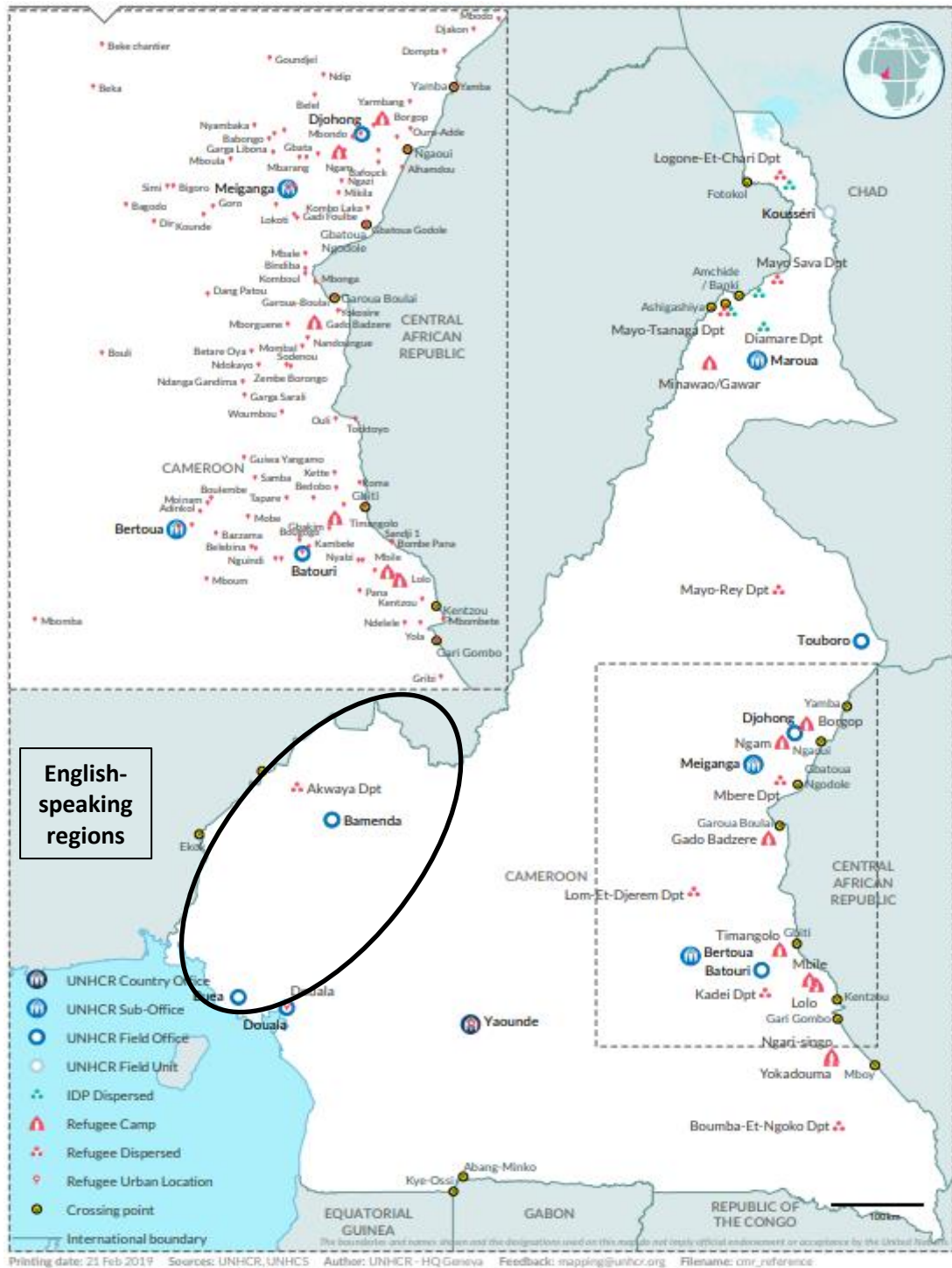
5.4. Communication

58. The key deliverables of the evaluation team will be in English. However, some key documents will also be available in French, to facilitate information sharing with key stakeholders: the debrief on preliminary findings and the in-country workshop (to be prepared by the evaluation team) and the summary terms of reference, summary evaluation report and evaluation brief (prepared by WFP).
59. A communication plan (see Annex 8 for initial draft) will be refined by the evaluation manager in consultation with the evaluation team during the inception phase.

Annexes

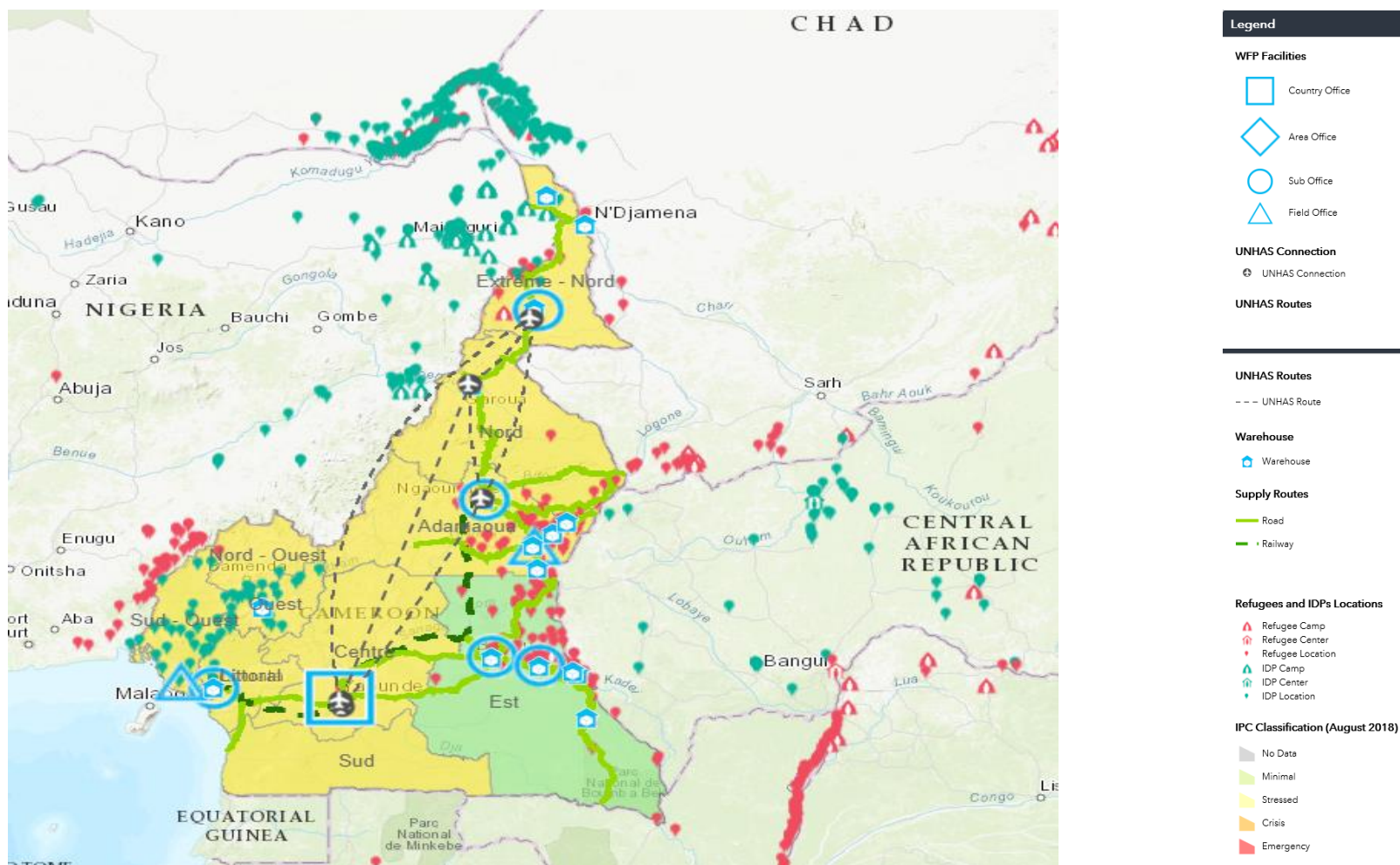
Annex 1: Maps

Figure 1: IDPs and refugees by location



Source: UNHCR 21 February 2019

Figure 2: WFP field offices



Source: WFP OPweb, accessed on 5 March 2019

Annex 2: Tentative evaluation timeline

	Task	Responsibility	Key Dates/deadlines	
Phase 1 - Preparation				
				June 2019
	1	Desk review. Draft TORs. DoE clearance for circulation in WFP (sent in draft to LTA firms)	EM/QA2/DoE	3 May
	2	Review draft TOR based on WFP stakeholders' feedback (due back on 13 th May)	EM	17 May
	3	Deadline for submission of LTA proposals		26 May
	4	Final TOR sent to WFP Stakeholders	EM	27 May
	5	Contracting evaluation team/firm	EM/Admin	27 May 14 June
Phase 2 - Inception				
			June 2019	August 2019
	1	Team preparation, literature review prior to HQ briefing	Team	3 June 14 June
	2	Mission to HQ Rome for briefing	EM & Team	17 June 19 June
	3	Inception Mission to CO	EM + TL	20 June 28 June
	4	Submit Inception Report (IR)	TL	12 July
	5	OEV quality assurance and feedback	EM/QA2/DoE	19 July
	6	Submit revised IR	TL	26 July
	7	Circulate final IR to WFP key Stakeholders for their information + post a copy on intranet.	EM	9 August
Phase 3 - Evaluation Phase, including Fieldwork				
			August 2019	August 2019
	1	Fieldwork & Desk Review. CO Field visit	Team	12 August 23 August
	2	Exit Debrief (ppt) Preparation	TL	23 August
Phase 4 - Reporting				
			September 2019	March 2020
Draft 0	1	Debriefing with HQ, RBC and CO	TL	6 September
	2	Submit draft ER to OEV after company's quality check	TL	11 October
	3	OEV quality feed-back sent to the team	EM	18 October
Draft 1	4	Submit revised ER to OEV	TL	25 October
	5	OEV/DoE clearance prior to circulating the ER to WFP Stakeholders.	EM/QA2/DoE	8 November
	6	Stakeholders Learning workshop in Country	TL/EM	18 November 21 November
	7	OEV Consolidates comments and share them with team.	EM	25 November
Draft 2	8	Submit revised draft ER based on the WFP's comments, with team's responses on the matrix of comments.	TL	10 January

		Task	Responsibility	Key Dates/deadlines	
	9	OEV quality feed-back sent to the team (report and matrix)	EM		17 January
	10	Submit final version of ER	TL		24 January
	11	Seek OEV DoE's final clearance. Clarify last points/issues with team if necessary	EM/QA2/DoE		7 February
SER	12	Draft SER	EM	10 February	14 February
	13	Seek OEV DoE's clearance for circulation with EMG (also shared with Evaluation Team for coherence check)	EM/QA2/DoE		21 February
	14	Finalization of SER and clearance	EM		27 March
Phase 5 Dissemination				April 2020	November 2020
	1	Submit SER/recommendations to RMP for management response + SER to EB Secretariat for editing and translation	EM		20 April 2020
	2	Tail end actions, OEV websites posting, EB Round Table Etc.	EM		
	3	Presentation of Summary Evaluation Report to the EB (same session as CSP)	D/OEV		November 2020
	4	Presentation of management response to the EB	D/RMP		

Annex 3: Country factsheet

General		
1	Population total	23,339,189
2	GDP per capita (USD PPP)	3,820
3	Median population age	18.3
4	% of urban population	55.8
5	Human Development Index	0.556 (151 st out of 189)
6	Government expenditure on education as % of GDP	2.8
Poverty		
7	Population living below income poverty line USD 1.90 a day (%)	37.5
8	Population in severe multidimensional poverty (%)	25.8
Health & Nutrition		
9	Life expectancy at birth	58.6
10	% of under age 5 with stunting	31.7
11	Maternal Mortality ratio (per 100,000 live births)	596
12	Prevalence of HIV, total (% of population ages 15-49)	3.8
13	Public expenditures on health (% of GDP)	5.1
Gender		
14	Gender Inequality Index	0.569 (141 st out of 160)
15	Population with at least some secondary education (% of aged 25 or older)	Female:32.5 Male:39.2
16	Labor force participation rate, total (% of total population ages 15+)	Female: 71.2 Male: 81.2

Sources: UNDP Human Development Index Report – 2018

Annex 4: WFP activities

Table 3: WFP Cameroon expenditure by project (2017)

Project type and code	Title	Start	Final end-date	2017 Needs based budget (USD)	2017 Actual expenditure (USD)	2017 Actual expenditure as % of plan
CP 200330	Country Programme-Cameroon-(2013-2017)	January 01, 2013	December 31, 2017	20,080,036	4,343,288	22%
Regional EMOP 200777	Providing life-saving support to households in Cameroon, Chad and Niger directly affected by insecurity in northern Nigeria	January 01, 2015	December 31, 2018	132,230,792	90,413,928	68%
Regional EMOP 200799	Critical support to populations affected by the ongoing crisis in Central African Republic and its regional impact	August 18, 2015	December 31, 2017	112,896,983	67,581,609	60%
PRRO 200552	Food and Nutrition Assistance to Nigerian and Central African Refugees and Host Populations in Cameroon	1 October 2013	31 March 2016	26,480,297	7,877,400	30%
Grand Total				291,688,107	170,216,225	58%

Source: OEV analysis on data from WFP systems. Please note that the numbers do not include any indirect costs nor accounting adjustments.

Table 4: CSP Beneficiaries by strategic outcomes and activity

Activity number	Activity description	Number of beneficiaries by activity/SO				% of total	
		Original Budget	Revised Budget (2)	Change	% change	Original Budget	Revised Budget (2)
SO1: Population affected by disasters including refugees, IDPs returnees and host populations in Cameroon have safe access to adequate and nutritious food during and after crises		209,750	665,000	455,250	217%	28%	62%
1	Provide food and CBTs for vulnerable households affected by disasters	209,750	665,000	455,250	217%	28%	62%
SO2: Vulnerable households in protracted displacement and communities at risk in chronically food-insecure areas have safe year-round access to adequate and nutritious food, and increase their resilience to shocks		298,000	140,800	-157,200	-53%	40%	13%
2	Provide food and vouchers for school feeding	84,800	84,800	0	0%	11%	8%
3	Provide targeted seasonal food assistance for food-insecure populations	56,000	56,000	0	0%	7%	5%
4	Provide food and CBTs for asset creation for early recovery	129,800				17%	0%
5	Provide food and CBTs for asset creation for resilience	27,400				4%	0%
R 4	<i>Revised Activity 4 - Provide food assistance to support early recovery and community resilience (budget revision 2 combined the old activity 4 and 5)</i>	157,200	350,266	193,066	123%	21%	33%
SO3: Children aged 6-59 months and vulnerable women and men in food-insecure prioritized districts have reduced malnutrition rates in line with national standards by 2020		239,550	264,550	25,000	10%	32%	25%
6	Provide BSF for children aged 6-23 months, treatment of MAM* for children aged 24-59 months and food by prescription for ART patients	239,550	264,550	25,000	10%	32%	25%
Total beneficiaries (including overlaps)		747,300	1,070,350	323,050	43%	100%	100%
Total beneficiaries excluding overlaps		519,430	990,729	471,299	91%		

Table 5: CSP beneficiaries by gender

Beneficiaries	Original Budget	Budget revision 1	Budget revision 2
Women	71,609	99,987	150,409
Men	78,873	107,745	163,282
Girls (0 to 18 years)	190,323	215,523	349,536
Boys (0 to 18 years)	178,625	201,725	327,501
Total (without overlap)	519,430	624,980	990,728
Women	14%	16%	15%
Men	15%	17%	16%
Girls (0 to 18 years)	37%	34%	35%
Boys (0 to 18 years)	34%	32%	33%
Total (without overlap)	100%	100%	100%
Adults as % of total	29%	33%	32%
Women as % of adults	48%	48%	48%

Source: Cameroon CSP and budget revisions

Annex 5: Evaluation team

Role	Responsibilities	Experience, knowledge and skills required
Team Leadership	<ul style="list-style-type: none"> • Team leadership, coordination, planning and management including ability to resolve problems. • Evaluate WFP country office strategic positioning/planning in country, ensuring high quality analysis and synthesis in the CSPE products and their timely submission to OEV. • Evaluation of ad-hoc sections of evaluation workplan based on personal technical expertise. 	<ul style="list-style-type: none"> • Strong management expertise with similar teams • Strong technical evaluation expertise • In-depth knowledge of the country and a proven track record of strategic evaluations in the context of UN operations (including UN reform, OCHA coordination, UN clusters, etc.). • <i>Bilingual English and French and very good English-writing skills</i>
Emergency Preparedness and Response	<ul style="list-style-type: none"> • Evaluate all emergency preparedness and response activities over time, including procurement, logistics, UNHAS, partnerships, cluster activities and use of corporate and UN tools enabling to call advanced funding or prepositioned goods. 	<ul style="list-style-type: none"> • Strong technical expertise in evaluating emergency and preparedness frameworks, logistics, procurement and capacity building in those fields in similar country context. • <i>Bilingual English and French</i>
Food security, livelihoods and resilience	<ul style="list-style-type: none"> • Evaluate food assistance activities (in-kind or through cash and vouchers, conditional and non-conditional) including strategic positioning, identification of needs, delivery, partnerships and government capacity building. 	<ul style="list-style-type: none"> • Strong technical expertise in resilience, which is one of the key drivers of the new CSP. • Strong familiarity with the humanitarian, development and peace nexus discourse. • Proven track record of evaluation of food assistance activities in the context of development and humanitarian interventions and through a variety of activities and modalities in similar country context. • <i>Bilingual English and French</i>
Nutrition and Health	<ul style="list-style-type: none"> • Evaluate all nutrition-related activities, including strategic positioning, identification of needs, delivery, partnerships and government capacity building. 	<ul style="list-style-type: none"> • Strong technical expertise in nutrition and proven track record of evaluation of nutrition activities in the context of development and humanitarian interventions in a similar context. • <i>Bilingual English and French</i>
Research Assistant	<ul style="list-style-type: none"> • Support the evaluation team – research and logistics. 	<ul style="list-style-type: none"> • Strong quantitative skills to support the team in the detailed analysis of planned vs actual beneficiaries by activity, modality and strategic objective, and detailed efficiency and effectiveness calculations. • <i>Bilingual English and French</i>
Other technical expertise needed by the team	<ul style="list-style-type: none"> • Carry out specific technical work or support core team members in the more detailed analysis of cross-functional outcomes and specific activities, should the core team does not already have these competencies, at an advanced level. 	<ul style="list-style-type: none"> • The additional technical competencies requested are: <ul style="list-style-type: none"> ○ Programme efficiency and effectiveness calculations ○ Safety nets ○ Gender ○ Humanitarian Principles and Protection ○ Access ○ Accountability to affected populations <p><i>Note: all activities and modalities will have to be assessed for their efficiency and effectiveness, their approach to gender and the extent to which humanitarian principles, protection and access are being addressed in line with WFP corporate policies</i></p>

Annex 6: Basic bibliography

WFP key policies

The table below includes the list of all the WFP policies approved by the Board and which are regarded as key for the implementation of the WFP Strategy. These policies are part of a formal compendium which is presented annually to the Board and which can be found on the Board Website³³, and which includes both the list of policies and a brief summary of each policy. All the policies listed below can be found through the following link: <https://executiveboard.wfp.org/meetings-documents>.

Table 6:WFP Policy compendium

Year of Board approval	Topic, name of policy, subsequent updates and Board reference
2000	Participatory approaches <i>Participatory Approaches (WFP/EB.3/2000/3-D)</i>
2002	Urban food insecurity <i>Urban Food Insecurity: Strategies for WFP (WFP/EB.A/2002/5-B)</i>
2003	Food aid and livelihoods in emergencies <i>Food Aid and Livelihoods in Emergencies: Strategies for WFP (WFP/EB.A/2003/5-A)</i>
2004	Emergency needs assessment <i>Emergency Needs Assessments (WFP/EB.1/2004/4-A)</i>
2004	Humanitarian principles <i>Humanitarian Principles (WFP/EB.A/2004/5-C)</i>
2005	Definition of emergencies <i>Definition of Emergencies (WFP/EB.1/2005/4-A/Rev.1)</i>
2005	Exiting emergencies <i>Exiting Emergencies (WFP/EB.1/2005/4-B)</i>
2006	Targeting in emergencies <i>Targeting in Emergencies (WFP/EB.1/2006/5-A)</i>
2006	Humanitarian access <i>Note on Humanitarian Access and its Implications for WFP (WFP/EB.1/2006/5-B/Rev.1)</i>
2006	Food procurement in developing countries <i>Food Procurement in Developing Countries (WFP/EB.1/2006/5-C)</i>
2006	Economic analysis <i>The Role and Application of Economic Analysis in WFP (WFP/EB.A/2006/5-C)</i>
2008	Vouchers and cash transfers <i>Vouchers and Cash Transfers as Food Assistance Instruments: Opportunities and Challenges (WFP/EB.2/2008/4-B)</i>
2009	Capacity development <i>WFP Policy on Capacity Development (WFP/EB.2/2009/4-B)</i>
2010	HIV and AIDS <i>WFP HIV and AIDS Policy (WFP/EB.2/2010/4-A)</i>
2011	Disaster risk reduction and management <i>WFP Policy on Disaster Risk Reduction and Management (WFP/EB.2/2011/4-A)</i>
2012	Humanitarian protection <i>WFP Humanitarian Protection Policy (WFP/EB.1/2012/5-B/Rev.1)</i>
2012	Social protection and safety nets <i>Update of WFP's Safety Nets Policy (WFP/EB.A/2012/5-A)</i>
2013	Peacebuilding in transition settings <i>WFP's Role in Peacebuilding in Transition Settings (WFP/EB.2/2013/4-A/Rev.1).</i>
2013	School feeding <i>Revised School Feeding Policy (WFP/EB.2/2013/4-C)</i>
2014	Corporate partnership <i>WFP Corporate Partnership Strategy (2014–2017) (WFP/EB.A/2014/5-B)</i>

33 <https://docs.wfp.org/api/documents/275ecccb4a7e40c7ac68e16ed8742bf5/download/> for February 2018 and <https://docs.wfp.org/api/documents/WFP-0000099399/download/> for November 2018.

Year of Board approval	Topic, name of policy, subsequent updates and Board reference
2014	Workforce management <i>WFP People Strategy: A People Management Framework for Achieving WFP's Strategic Plan (2014–2017) (WFP/EB.2/2014/4-B)</i>
2015	Gender <i>Gender Policy (2015–2020) (WFP/EB.A/2015/5-A)</i>
2015	Enterprise risk management <i>Enterprise Risk Management Policy (WFP/EB.A/2015/5-B)</i> <i>Directive on the Corporate Risk Management Register (RM2012/004)</i> <i>Risk Appetite Statement (WFP/EB.1/2016/4-C)</i>
2015	Building resilience for food security and nutrition <i>Policy on Building Resilience for Food Security and Nutrition (WFP/EB.A/2015/5-C)</i>
2015	South–South and triangular cooperation <i>South–South and Triangular Cooperation Policy (WFP/EB.A/2015/5-D)</i>
2015	Fraud and corruption <i>Anti-Fraud and Anti-Corruption Policy (WFP/EB.A/2015/5-E/1)</i>
2015	Evaluation <i>Evaluation Policy (2016–2021) (WFP/EB.2/2015/4-A/Rev.1)</i>
2016	Country strategic plans <i>Policy on Country Strategic Plans (WFP/EB.2/2016/4-C/1/Rev.1)</i>
2017	Environment <i>Environmental Policy (WFP/EB.1/2017/4-B/Rev.1)</i>
2017	Climate change <i>Climate Change Policy (WFP/EB.1/2017/4-A/Rev.1)</i>
2017	Nutrition <i>Nutrition Policy (WFP/EB.1/2017/4-C)</i>
2017	Emergency preparedness <i>Emergency preparedness policy - Strengthening WFP emergency preparedness for effective response (WFP/EB.2/2017/4-B/Rev.1)</i>
2018	Oversight <i>WFP Oversight Framework (WFP/EB.A/2018/5-C)</i>

Websites with information on Cameroon

The table below includes links to the key websites that were consulted during the preparation of these TORs and where additional information on Cameroon and WFP can be found.

Table 7: Selected websites covering the Cameroon humanitarian response

WFP websites	Country websites	https://www1.wfp.org/countries/cameroon
	Board documents (including policies, CSPs, etc.)	https://executiveboard.wfp.org/meetings-documents
UN websites	OCHA appeals and activities	https://www.humanitarianresponse.info/en/operations/cameroon
	Funding info	https://fts.unocha.org/
	Refugees	http://reporting.unhcr.org/node/2525
Other	Relief web	https://reliefweb.int/country/cod
	Logistics cluster	https://logcluster.org/countries/CMR
	Protection cluster	https://www.humanitarianresponse.info/en/operations/cameroon/protection

	Food Security cluster	https://fscluster.org/cameroon
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Key documents relating to context, WFP Cameroon and WFP global

The table below includes the list of key documents that were consulted during the preparation of these TORs and that will be made available to the evaluation team at the start of the inception phase.

Table 8: Selected bibliography

Topic/document title/internet link	Author	Period covered
I. Government documents		
1. Cameroun Vision 2035	Government of Cameroon	2009-2035
2. Growth and Employment Strategy Paper	Government of Cameroon	2010-2020
II. UN Documents		
1. 2018-2020 Humanitarian Response Plan	OCHA	2018-2020
2. Trends in response plan appeal requirements	OCHA	2015-2019
3. Evaluation of FAO contribution in Cameroon	FAO	2013-2017
4. UNDAF Cameroon	UNDAF	2013-2017
5. Evaluation of UNDAF Cameroon 2013-2017	UN Delivering as One; Government of Cameroon	2013-2017
6. Rapid Response for enhancing resilience and conflict prevention in North West and South West Regions	UNDP	2015-2016
7. UNHCR Cameroon Factsheet and Operation Funding Update	UNHCR	February 2019
III. Other Sources		
1. Remote Monitoring Update	FEWSNET	February 2019
2. Cameroon Protection Cluster TORs	UN Cameroon	
IV. WFP Cameroon – strategy and operations		
1. Cameroon CSP 2018-2020	WFP	2018-2020
2. Cameroon CSP Line of Sight	WFP	2018-2020
3. Cameroon CSP Log frame	WFP	2018-2020
4. Cameroon Country Portfolio Budget with Explanation	WFP	2018-2020
5. Cameroon CPB Overview by Activity	WFP	2018-2020
6. Cameroon CSP Resource Mobilization Strategy	WFP	2018-2020
7. Cameroon Budget Revision 1 and 2	WFP	2018-2020
8. Cameroon 2018 Annual Country Report	WFP	2018
V. WFP Cameroon – other		
1. Cameroon Funding Overview since 2017	WFP	2017-2019
2. Cameroon Resource Situation in March 2019	WFP	2019
3. Cameroon Actual Beneficiaries since 2016	WFP	2016-2019
4. Cameroon 2018 Actual Beneficiaries	WFP	2018
5. Cameroon L2 emergency External Report and Taskforce minutes	WFP	2018-2019
6. Comprehensive Food Security and Vulnerability Analysis (CFSVA) Cameroon WFP VAM	WFP	2017
7. Evaluation reports: <ul style="list-style-type: none"> a. Cameroon CPE (2012 – mid June 2017) b. Cameroon Operational Evaluation (Regional EMOP 20077) c. Cameroon Operational Evaluation (PRRO 200552) d. Protection e. Resilience f. Humanitarian Principles and access g. Nutrition in Sahel 	WFP	Various

Topic/document title/internet link	Author	Period covered
h. Emergency Response		
VI. WFP Global		
1. WFP Strategic Plan 2017-2021	WFP	2017-2021
2. Revised Corporate Results Framework	WFP	2017-2021
3. Policy and Guidance on Country Strategic Plans	WFP	2017-2021
4. Integrated Road Map (brief, guidance, concept note)	WFP	2017-2021
5. Copies of key policies (e.g. gender, humanitarian principles, nutrition, etc.) included in the WFP Policy Compendium	WFP	Various
6. Copies of internal WFP guidelines, directives, etc.	WFP	Various

Source: OEV with the support of the CO and the RB

Annex 7: Stakeholder analysis

Stakeholders	Interest in the evaluation	Participation in the evaluation
A. Internal (WFP) stakeholders		
Country Office	The office has a direct stake in the evaluation and will be a primary user of its results in the development of the revised Country Strategic Plan and in programme implementation.	Country office staff will be involved in planning, briefing, workshops/feedback sessions from the inception phase. They will also be interviewed during the main mission, and they will have an opportunity to review and comment on the draft Terms of Reference, Evaluation Report and the management response to the evaluation report presented to the Board.
Regional Bureau	Given its oversight responsibilities, the Regional Bureau has an interest in learning from the evaluation for the specific country covered but also from the applicability of the lessons learned to the rest of the regional portfolio.	Regional Bureau staff will be key informants and interviewed during the inception mission. They will provide comments on the Evaluation Report and SER and will participate in the debriefing at the end of the evaluation mission. They will have the opportunity to comment on the draft terms of reference, on the draft evaluation report and in management response to the evaluation report presented to the Board.
WFP Divisions	WFP technical units, such as those dealing with programme, emergency response, policy, school feeding, nutrition, gender, cash and vouchers, vulnerability analysis, performance monitoring, capacity development, resilience, safety nets and social protection, partnerships and governance, protection, humanitarian principles and access, etc. have an interest in learning lessons relevant to their mandates.	The evaluation will seek information on WFP's approaches, standards and ultimate objectives from all units linked to the main themes of the evaluation.
WFP Executive Board	The Board is interested in the results of the evaluation from an accountability angle but could also benefit from potential wider lessons from the country about evolving contexts and about WFP role, strategy and performance.	The results of the evaluation are presented to the Board, together with management response to the recommendations.
B. Beneficiaries		
By place of residency (in their own normal place of residence, IDPs, refugees, returnees)	As the ultimate recipients of assistance, beneficiaries have a stake in WFP determining whether its assistance is appropriate and effective.	They will be interviewed and consulted during the field missions, in compliance with WFP's humanitarian principles, access and protection of affected populations.
By gender (male/female)		
By age (adults/children)		
By modality (in kind, cash)		
By activity (nutrition, general food distributions, etc.)		
By implementing partner type (NGO, government, financial institution, etc.)		
C. External stakeholders		
UN Country Team	The evaluation can be used as input to improve collaboration, co-ordination and increase synergies within the UN system, and its partners.	The evaluation team will seek key informant interviews with the UN and partner agencies that have been most involved with WFP. The country office will keep UN partners informed of the evaluation's progress.

Stakeholders	Interest in the evaluation	Participation in the evaluation
	<i>Relevant stakeholders already identified: UNDP, FAO, IFAD, UNHCR, OCHA, ILO, IOM, WHO, UN Women, UN AIDS, UNESCO, UNFPA, UNICEF.</i>	
Clusters and working groups	<p>The evaluation can help to clarify WFP's role and positioning in the wider development and humanitarian response. It can also be used as input to improve coordination and avoid overlaps in the assistance delivered by the various actors.</p> <p><i>Relevant stakeholders already identified: Logistics Cluster, , Food Security Cluster, Nutrition Cluster, Global Protection Cluster, Emergency Shelter/Non-Food Items (NFI) Cluster, Health Cluster, Education Cluster, Water Sanitation and Hygiene Cluster, Early Recovery Cluster, Cash Working Group, Logistics and Supply Working Group, Information Management Working Group.</i></p>	They will be interviewed and consulted during the inception phase and fieldwork.
Other International Organizations	<p>The evaluation can help to clarify WFP's role and positioning in the wider development and humanitarian response. It can also be used as input to improve coordination and avoid overlaps in the assistance delivered by the various actors.</p> <p><i>Relevant stakeholders already identified: World Bank, International Committee of the Red Cross (ICRC).</i></p>	They will be interviewed and consulted during the inception phase and fieldwork.
Donors	<p>Donors have an interest in knowing whether their funds have been spent efficiently and if WFP's work is effective in alleviating food insecurity of the most vulnerable.</p> <p><i>Relevant stakeholders already identified: USA, Japan, European Commission, UN CERF, China, UK, Germany, Canada, France, Denmark.</i></p>	They will be interviewed and consulted during the inception mission and the field missions.
D. National Partners		
National government	<p>The evaluation is expected to enhance collaboration and synergies with WFP, clarifying mandates and roles, and accelerating progress towards replication, hand-over and sustainability.</p> <p><i>Relevant stakeholders already identified: Ministry of Agriculture (Cash Working Group and Food Security Classification), Ministry of Basic Education (School Feeding activities), Ministry of Public Health, Ministry of Women and Family (gender); Ministry of Territorial Administration, Decentralization and Social Development (capacity strengthening)</i></p>	They will be interviewed and consulted during the inception mission and the field missions, at central and field level. Interviews will cover policy and technical issues and they will be involved in the feedback sessions.
Regional government institutions	<p>The evaluation is expected to help enhance and improve collaboration with WFP</p> <p><i>Relevant stakeholders to be identified.</i></p>	They will be interviewed and consulted during the inception mission and the fieldwork. Interviews will cover policy and technical issues and they will be involved in the feedback sessions.
Cooperating partners and NGOs	The evaluation is expected to help enhance and improve collaboration with WFP	They will be interviewed and consulted during the inception mission and the field missions, at central and field level.

Stakeholders	Interest in the evaluation	Participation in the evaluation
	<i>Relevant stakeholders already identified: African Humanitarian Action (AHA), IMC, Association d' Assistance au Development (ASAD),</i>	Interviews will cover policy and technical issues and they will be involved in the feedback sessions.
Commercial and private sector partners	The evaluation is expected to help enhance and improve collaboration with WFP <i>Relevant stakeholders to be identified</i>	A selection of managers and owners will be interviewed.

Source: OEV and information from the ICSP and the 2018 Annual Country Report

Annex 8: Communication and learning plan

When	What	To whom	From whom	How	Why/What level of communication
Internal Communication					
Preparation		CO, RB, HQ	EM	Consultations, meetings, email	Review/feedback For information <i>Consultation</i>
TOR	Draft ToR Final ToR	CO, RB, HQ	EM; QA2	Emails, Web	Review / feedback For information <i>Operational & Strategic</i>
Inception	Draft IR Final IR	CO, RB, HQ	EM	Email	Review/feedback For information <i>Operational & Informative</i>
Desk review/ Analysis debrief	PPT	CO, RB, HQ	EM	Teleconference with CO, RB and HQ	Sharing preliminary findings. Opportunity for verbal clarification with evaluation team <i>Operational</i>
Evaluation Report	D0 ER D1 ER	CO, RB, HQ	EM; QA2	Email	Review / feedback <i>Operational & Strategic</i>
Learning Workshop	D1 ER	CO, RB, HQ	EM	Email; Workshop	Enable/facilitate a process of joint review and discussion of findings, conclusions and recommendations from D1 ER <i>Operational & Strategic</i>
Evaluation Report & Summary Evaluation Report	D2 ER + D0 SER	CO, RB, HQ	EM; QA2	Email	Review / feedback (CO, RB, HQ and Executive Management Group) <i>Strategic</i>
Throughout	All documents	CO, RB, HQ	EM; QA2	Email, interactions	Information about linkage to CSPE Series as opportunities arise <i>Informative & Strategic</i>
External Communication					
TOR	Final ToR	Public	OEV	Website	Public information
Reporting,	Final report; SER; Management Response	Public	OEV and WFP Management (for management response)	Website	Public information
Evaluation Brief	2-pager brief	Board and Public	OEV	Website	Public information
Executive Board (EB)	SER	Board	OEV and WFP Management	Formal presentation	For consideration
After Executive Board	Innovative communication products	Public and internal stakeholders	OEV and Comms	Videos, Posters, etc.	Public information and learning

Source: OEV

Annex 9: Cameroon CSP (2018 - 2020)



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Agenda Item 7
WFP/EB.A/2017/8-A/1
Operational Matters

Executive Board documents are available on WFP's website (<http://executiveboard.wfp.org>)

Cameroon Country Strategic Plan (2018–2020)

Duration	1 January 2018–31 December 2020
Total cost to WFP	USD 182,882,650
Gender and age marker*	2A

* <https://www.humanitarianresponse.info/system/files/documents/files/gm-overview-en.pdf>

Executive Summary

WFP's country strategic plan for Cameroon (2018–2020) is based on lessons learned, discussions with the Government, donors and partners, the zero hunger strategic review and an assessment of funding possibilities.

To help Cameroon achieve zero hunger, WFP will work with the Government to establish long-term interventions to improve the resilience of vulnerable communities in Far North, North, Adamaoua and East regions. Community resilience-building will involve mutually reinforcing livelihood interventions to stabilize community productivity and nutrition, reduce post-harvest losses, improve gender and social inclusion and promote market opportunities for smallholders. These interventions will be reinforced by an emergency response capacity using social safety nets to support displaced people and refugees and protect host communities' long-term investments in resilience. After a crisis, WFP will return to supporting long-term resilience. Following an emergency in a stable locality, it will transition to early recovery.

WFP will extend its partnership with the Government to establish data monitoring and accountability systems for emergency preparedness and response, and will partner United Nations agencies, especially the Rome-based agencies, and other non-State actors.

Focal points:

Mr A. Dieng
Regional Director
West Africa
email: abdou.dieng@wfp.org

Mr A. Balde
Country Director
email: abdoulaye.balde@wfp.org

This country strategic plan supports achievement of the following strategic outcomes:

- i) Populations affected by disasters, including refugees, internally displaced persons and host populations in Far North, North, Adamaoua and Eastern regions, have safe access to adequate and nutritious food during and after crises.
- ii) Vulnerable households in protracted displacement and communities at risk in chronically food-insecure areas have safe year-round access to adequate and nutritious food, and increase their resilience to shocks.
- iii) Children aged 6–59 months and vulnerable women and men in food-insecure prioritized districts have reduced malnutrition rates in line with national standards by 2020.
- iv) Food-insecure smallholders, especially women, in priority districts of Far North, North, Adamaoua and Eastern regions have sustainably increased incomes to enhance their self-reliance and livelihoods and improve their productivity by 2020.
- v) The Government’s work to achieve zero hunger is supported by effective partnerships by 2030.
- vi) The humanitarian community in Cameroon has access to United Nations Humanitarian Air Services until satisfactory alternatives are available.

The Government is WFP’s primary partner, with the Food and Agriculture Organization of the United Nations, the International Fund for Agricultural Development, the United Nations Development Programme, the Office of the United Nations High Commissioner for Refugees, the Joint United Nations Programme on HIV, the United Nations Children’s Fund, UN Women, the Scaling Up Nutrition initiative and the World Bank.

The plan is aligned with Cameroon Vision 2035 and the Growth and Employment Strategy Paper (2010–2020); it is integrated with the United Nations Development Assistance Framework (2018–2020) and contributes to WFP Strategic Results 1, 2, 3, 5 and 8.

Draft decision*

The Board approves Cameroon Country Strategic Plan (2018–2020) (WFP/EB.A/2017/8-A/1), at a total cost to WFP of USD 182.9 million.

* This is a draft decision. For the final decision adopted by the Board, please refer to the Decisions and Recommendations document issued at the end of the session.

1. Country Analysis

1.1 Country Context

1. Cameroon is a lower-middle-income country with a population of 23.3 million people of 230 ethnic and linguistic groups; 80 percent of the people live in eight French-speaking regions, the remainder in two English-speaking regions; 54 percent live in urban areas. There are five agro-ecological zones. The country produces many agricultural goods and benefits from natural resources, including oil, gas, timber and minerals.
2. Cameroon is politically stable and peaceful, but it ranks 153rd of 188 countries in the Human Development Index.¹ Between 2007 and 2014, the number of poor people increased by 12 percent to 8.1 million.² The poverty rate is 39 percent, and poverty is concentrated in the Far North, North, Adamaoua and Eastern regions, where 90 percent of people requiring humanitarian support reside.³
3. Conflicts in northern Nigeria and northwestern Central African Republic exacerbate poverty by displacing refugees to Cameroon; insecurity hampers humanitarian access in Far North and along the border in the east.
4. Far North has been the target of Boko Haram attacks since 2013. Joint military operations by Cameroon and Nigeria have dispersed many of the fighters, but small groups still carry out unpredictable attacks that make many areas difficult to reach. Even in areas where security has improved sufficiently for populations to return, unexploded munitions pose a risk.
5. The national gender inequality index of 0.879 places Cameroon 132nd of 188 countries in the Human Development Report;⁴ 65 percent of women are literate compared with 78 percent of men. In 2015, primary school enrolment was 90 percent, and enrolment in secondary education was 50 percent for girls and boys.⁵

1.2 Progress Towards Sustainable Development Goal (SDG) 2

Progress on SDG 2 targets

6. *Access to food.* Food consumption rose from 2,200 kcal/person/day in 2011 to 2,550 kcal/person/day in 2015, above the Food and Agriculture Organization of the United Nations (FAO) minimum threshold for national food availability of 2,400 kcal/person/day. The Government has stabilized food prices since 2011 by building buffer stocks, setting up warehouses and introducing specialized markets under the *Mission de régulation des approvisionnements des produits de grande consommation*.⁶
7. Food insecurity increased from 19 percent in 2015 to 24 percent in 2016 in the target regions, where food production is limited by frequent droughts and flooding, poor roads and access to markets, land degradation, lack of technical services and institutional support, and property rights that disproportionately limit access for women. Limited access to food affects 25 percent of rural and 12 percent of urban households.⁷ In the target regions, 14 percent of households are headed by women, and 16 percent of these households are food insecure.

¹ UNDP. <http://hdr.undp.org/en/data>.

Human Development Reports HDI, <http://hdr.undp.org/en/data>.

² The data do not show gender disparity in areas affected by poverty.

³ OCHA. *Aperçu des Besoins humanitaires*:

https://www.humanitarianresponse.info/en/system/files/documents/files/hno_cameroun_2016.pdf

⁴ UNDP. Human Development Reports GII.

⁵ According to UN Women, the female/male ratios were 94/100 in primary education, 93/100 in secondary education and 88/100 in tertiary education.

⁶ *Mission de régulation des approvisionnements des produits de grande consommation*.

⁷ WFP Emergency Food Security Assessment 2016.

8. Insecurity compounds these problems: 200,000 people have been internally displaced by the Boko Haram crisis, and there are 65,000 Nigerian refugees in Far North and 259,000 refugees from the Central African Republic, who have been moving into Cameroon's Eastern region since 2008.
9. The arrival of displaced people in food-insecure areas affects host communities by reducing farm productivity and access to land and food markets.⁸ Food insecurity threatened 1.4 million people in Far North in 2016, where 180,000 people were severely food insecure;⁸ in Adamaoua, food insecurity increased unexpectedly to an alarming 39 percent, highlighting the lack of a robust evidence base to inform decision-makers.
10. *End malnutrition.* The 2014 multiple indicator cluster survey found that stunting affected 32 percent of children under 5, 13 percent of them severely.⁹ Of the 258,000 children under 5 affected by moderate acute malnutrition (MAM) – 14.8 percent of the total – 49 percent were boys and 51 percent girls. In Far North, 42 percent of children in this age group were stunted, in North 34 percent, in Adamaoua 38 percent and in Eastern 36 percent.¹⁰
11. The 2016 zero hunger strategic review showed that at the individual level the main cause of malnutrition was high incidence of diarrhoeal diseases limiting the bioavailability of nutrients. At the household and community levels, the main causes were low consumption of nutritious food by young children, diarrhoeal diseases, limited access to clean water and sanitation, poor health coverage and limited access to vitamin A treatment. Capacity constraints mean that 500,000 people living with HIV have no access to anti-retroviral treatment (ART); malnutrition is a major factor contributing to non-completion of ART.¹¹ Women are more affected by HIV than men: the prevalence among women aged 15–49 years is 5.6 percent compared with 2.9 percent among men. The 2011 vulnerability study of people living with HIV on ART showed that 14.1 percent suffered from acute malnutrition.
12. Treatment has not significantly reduced the prevalence of acute malnutrition and the associated mortality, largely because the coverage of treatment programmes for MAM is between 20 and 30 percent in rural areas, well below Sphere standards. The causes of infant malnutrition must be addressed as a matter of urgency.

Smallholder productivity and incomes

13. Per capita food availability is satisfactory, but 2 percent annual growth in agricultural production lags behind the 3 percent of population growth. Local production accounts for 74 percent of cereals and most livestock, but although urban food supplies are augmented by imports, provincial markets rely on smallholders, of whom 56 percent are poor. Productivity is low, with cereal yields averaging 1.68 mt/ha in 2014.¹²
14. The importance of smallholders to national food security is recognized,¹³ but increased productivity is hampered by the small size of farms, low level of mechanization, high labour demands, limited use of external inputs, and absence of soil conservation strategies. In addition, with 66 percent of cultivated land under customary control, access to land can be uncertain, giving smallholders little incentive to invest in their farming systems. Low productivity is compounded by an absence of an enabling agricultural infrastructure, and high post-harvest losses of 25 percent, making the sustainability of local food systems fragile and vulnerable to climate events.¹⁴

⁸ : *Stratégie Nationale du Secteur Protection au Cameroun 2016–2017.*

⁹ Multiple Indicator Cluster Survey.

¹⁰ Gender-disaggregated data on stunting are not available. The 2014 SMART survey in the four most food-insecure areas found stunting to be higher among boys than girls.

¹¹ UNAIDS estimates 4.5 percent HIV prevalence rate in Cameroon.

¹² FAOSTAT and World Bank Systematic Country Diagnostic. Productivity data are not disaggregated by gender or age or by commercial and smallholder status.

¹³ *Plan National d'Investissement Agricole* (2014).

¹⁴ World Bank Systematic Country Diagnostic.

15. Participation in markets¹⁵ is low because only 1.3 percent of smallholders are members of farmers' organizations, and only 4.4 percent of all farmers have access to financial support. Rural trade is informal and dominated by cross-border traders, most of whom are men, supplying Chad, Gabon and Nigeria, where demand for food imports is high.¹⁵ These factors limit the ability of rural producers, especially women, to innovate, organize or invest in production and marketing.¹⁶

Sustainable food systems

16. National investments focus on commercial productivity for export and national food supplies. There is little use of new varieties, fertilizers or machinery. Climate change is recognized as a challenge to food systems, particularly in North and Far North, but seasonal weather forecasts are unavailable and there is no national strategy to address this.¹⁷
17. There is no monitoring system to track progress towards SDG 2, and no multi-sector platform to develop national programmes for zero hunger: a gender-sensitive comprehensive food security and vulnerability assessment (CFSVA) is accordingly planned for mid-2017.

Macroeconomic environment

18. Per capita gross domestic product was USD 2,739 in 2013, and social indicators reflected low-income status;¹⁸ per capita income is currently lower than in the 1980s when structural reforms and currency devaluation caused public-sector wages to collapse by 50 percent. Wealth is unevenly distributed, particularly between the north and south, and underemployment is aggravated by insecurity and displacements. Women's 54.7 percent participation in economic activity is concentrated in the precarious informal sector because women's access to land, capital and financing is poor.
19. Gross domestic product is nonetheless expected to grow by an average of 5.6 percent a year over the coming years as a result of political stability, good terms of trade, urbanization and a large public investment programme, in line with the Growth and Employment Strategic Plan (GESP) (2010–2020). However, global prices, especially recent low oil prices, have put pressure on public debt repayments.

Cross-sector linkages

20. The Government intends to focus on the development of institutional partnerships for achieving SDG 17. The food and agriculture sectors provide opportunities to address underemployment and reduce poverty through improved social protection under SDG 1, particularly among women and young people. Women's increased participation in agricultural decision-making and organizations will contribute to gender equality.

1.3 Hunger Gaps and Challenges

21. An estimated 259,000 refugees require immediate food assistance, and 589,000 internally displaced persons (IDPs) and vulnerable residents affected by crisis require food assistance for long-term livelihood recovery.¹⁹ With the arrival of large numbers of refugees and IDPs in North, competition over resources has increased, which exacerbates tensions among pastoralists and farmers over transhumance routes and access to land and water.²⁰

¹⁵ Evaluation of the WFP Protracted Relief and Recovery Operation.

¹⁶ Cameroon Zero Hunger Country Strategic Review, Gender and Markets and Value Chain Analysis in the North and Far-North Regions of Cameroon and Gender and Markets Case Study for the Lake Chad Basin.

¹⁷ World Bank Policy Research Working Paper 4364.

¹⁸ <http://hdr.undp.org/en/countries/profiles/CMR>.

¹⁹ *Plan de Réponse Humanitaire*.

²⁰ *Stratégie Nationale du Secteur Protection au Cameroun 2016–2017*.

22. Global acute malnutrition in the target regions averages 6–7 percent. In the Logone department in Far North it is 10.9 percent, with 2 percent severe acute malnutrition – above the emergency threshold;²¹ severe acute malnutrition at 1.8 percent also affects Adamaoua. There are calls for a shift from treatment of malnutrition to long-term prevention through coordinated joint actions by all sectors to improve nutrition, health and food security, access to water, hygiene and protection.²²
23. The 2015/2016 zero hunger strategic review identified the requirements for achieving SDG 2 targets:
- A coherent regulatory and institutional framework for agriculture and food security;
 - A policy framework to rationalize food security programmes and initiatives;
 - Improved food security and nutrition monitoring in coordinated preparedness and response systems;
 - Regular production of agricultural statistics to support decision-making;
 - Commitment to the Scaling Up Nutrition (SUN) movement focusing on prevention of malnutrition;
 - Greater access to food through improvements in food storage and processing, and provision of social safety nets for poor households; and
 - Increased support for local production and diversification of nutritious foods in regions at risk of food insecurity, primarily Far North, North, Adamaoua and Eastern regions.

1.4 Country Priorities

Government

24. National policies and programmes for agriculture, food security and nutrition are guided by the Government's Vision 2035 and the GESP,²³ which aims to achieve 5.5 percent average annual growth, a 33 percent reduction in underemployment, a reduction of poverty rates to below 28 percent by 2020, and a doubling of agricultural production.
25. The National Agricultural Investment Plan (2014–2020)²⁴ will create an enabling environment for increased agricultural production for export and national needs through increased access to markets to improve the living standards of rural producers and increase investment in land and water resources. The Government has met its funding commitments to date but has so far raised only USD 950 million from external sources, leading to a USD 2.5 billion – 43 percent – funding gap.
26. The Government is examining social protection policies that take into account the rights of women and social safety nets that support women's increased participation in the national economy.
27. The National Food and Nutrition Policy (2015–2035) will provide a multi-sector approach to coordinating malnutrition prevention, in line with SUN.²⁵ It will introduce complementary strategies to reduce non-communicable diseases, increase the production and consumption of safe and nutritious foods and incorporate food and nutrition objectives into agricultural programmes with the support of the Strategy for the Health Sector (2016–2027) for prevention of malnutrition and provision of nutrition education.

²¹ UNICEF/MINSANTE. *Résultat Préliminaire Enquête Nutritionnelle SMART*.

²² OCHA. 2017. *Plan de Réponse Humanitaire*.

²³ *Cameroun Vision 2035*.

²⁴ *Plan National d'Investissement Agricole*.

²⁵ <http://scalingupnutrition.org/sun-countries/Cameroon/>

28. School feeding is led by the Ministry of Basic Education and supported by the ministries of agriculture and health. Under the Partnership for National Social Development Initiatives a government team visiting Brazil in 2014 identified the need for a cross-sector business approach to school feeding that links schools to producers.

United Nations and other partners

29. The United Nations country team will work with the Government in the GESP with a view to reducing the vulnerability of the most marginalized people by targeting "... support to geographical regions most at risk, while focusing on the development of social protection systems, access to social services, development of employment opportunities, and promotion of gender sensitive approaches that strengthen resilience and empower women".²⁶
30. The United Nations Development Assistance Framework (UNDAF) (2018–2020) prioritizes the United Nations Delivering as One approach in supporting the Government in achieving the SDGs, focusing on the four target regions and coordinating the work of United Nations agencies to:
- i) Increase decent employment opportunities and measures to protect women, young people, children and socially vulnerable people in target areas;
 - ii) Improve the health of target populations and introduce measures to prevent child malnutrition in all its forms;
 - iii) Improve access to education and quality vocational training, especially for vulnerable groups; and
 - iv) Strengthen the resilience of target populations, including women, by addressing food insecurity and environmental, social and economic shocks.

2. Strategic Implications for WFP

2.1 WFP's Experience and Lessons Learned

31. The 2016 evaluations of regional emergency operation 200777 and protracted relief and recovery operation 200552 recommended that WFP provide integrated, cross-cutting and scalable approaches to operational and technical assistance,²⁷ in line with the zero hunger strategic review and the UNDAF, which recommend that WFP adopt a flexible approach to accelerate the shift from emergency response to early recovery and long-term, gender-sensitive resilience approaches based on local needs, requests and capacities.
32. WFP will assist the Government in establishing institutional capacities to set up sustainable safety nets for food and nutrition security. There is evidence that in such an environment women participate more in decision-making²⁸ and vulnerable households have increased access to food and engage in community recovery activities that bring humanitarian, development and peacebuilding benefits.²⁹
33. WFP's experience in nutrition shows that targeted supplementary feeding alone is inadequate to address high rates of MAM and stunting; a package of nutrition support is therefore recommended along with support for communities to improve the management of water, sanitation, hygiene and food security.³¹
34. The achievement of zero hunger will rely on resilient farming communities that manage natural resources sustainably and equitably and increase productivity. WFP and FAO will therefore leverage a package of extended support through the three-pronged approach and *Communes de*

²⁶ UNDAF (2018–2020).

²⁷ Independent evaluations of PRRO 200552 and EMOP 200777 in 2016.

²⁸ West Africa gender and market initiative.

²⁹ The impact of cash transfers on nutrition in emergency and transitional contexts; The role of social safety nets in social protection: update of WFP's safety nets policy; Safety Nets Guidelines; From Protection to Production; and Cash transfers: what does the evidence say?

Convergence to achieve sustainable impacts:³⁰ this will include community-based participatory planning³¹ and modalities such as school voucher schemes that link smallholders to value chains.³²

35. The diverse needs of women, men, girls and boys, as well as whole communities, will be addressed in crisis, post-crisis and resilience-building periods on the basis of robust gender and economic analyses supported by effective data collection, monitoring and accountability systems with data disaggregated by sex and age and information sharing and response planning among countries and organizations. This will be supported by the enhancement of national partnerships and systems in all sectors to coordinate and deliver common approaches at all levels.
36. WFP's country portfolio evaluation and evaluations by FAO and the International Fund for Agricultural Development (IFAD) in 2017 will inform a common agenda for the Rome-based agencies (RBAs) that will explore community procurement and asset transfers to support market access and supply national-level data, monitoring and accountability systems to improve the evidence base for preparedness and response.

2.2 Opportunities for WFP

37. The zero hunger strategic review identified six recommendations for WFP. These involve strengthening national capacities to:
 - i) Increase access to school feeding using local produce;
 - ii) Expand social safety nets;
 - iii) Establish an early-warning and response system based on robust data monitoring;
 - iv) Support the reduction of post-harvest losses to improve household food availability;
 - v) Expand the processing and biofortification of food products; and
 - vi) Support the prevention of malnutrition through enhanced nutrition education.
38. The theory of change for WFP provides for long-term work to improve the resilience of vulnerable households and communities in target regions by enhancing their capacities to support community-led nutrition and livelihood interventions, establish infrastructure, stabilize productive resources, open market opportunities and improve social inclusion.
39. This will require flexible and mutually reinforcing interventions, including a preparedness and response capacity that supports displaced groups and refugees and protects the long-term resilience of host communities to ensure sustainability. After a crisis, WFP will focus on early recovery through disaster risk education and social safety nets for community resilience (see section 3.1).
40. Operations will be brought to scale through enhanced partnerships with the Government and the RBAs. WFP will support the Government in establishing an enabling environment in which multi-sector partnerships support a national social safety net system, the joint action plan for the prevention of malnutrition, improved information systems for disaster preparedness, contingency planning for emergency preparedness and response, and joint programming with the RBAs and non-governmental organizations (NGOs) to build community resilience.

2.3 Strategic Changes

41. WFP will use a community-led approach to address emergency response, early recovery, and resilience building. The expansion of social safety nets will link emergency support to early recovery: this will require a flexible approach using conditional or unconditional transfers of cash or food and seasonal support as required.

³⁰ Carucci, V. 2016. *Livelihood assets (FFA) for community resilience building in Cameroon*. Douala, WFP. See also: *Resilient Livelihoods: Disaster Risk Reduction for Food and Nutrition Security*; and *Increasing the Resilience of Agricultural Livelihoods*.

³¹ WFP's 3-Pronged Approach.

³² *Building Resilience through Asset Creation*.

42. Resilience strategies will be informed by participatory community-based plans developed under the three-pronged approach in which households and communities participate in decision-making.³³ Support will focus on the creation of sustainable assets, promotion of resilience and regeneration of ecosystems through improved management of water, land and forest resources that reduces the risk of conflict. WFP will work with local authorities, FAO, IFAD and other actors to synchronize activities and provide complementary inputs and support.³³
43. WFP will support the Government in setting up social protection systems that are nutrition-sensitive, equitable and shock-responsive, and in ensuring that social transfers are designed with measurable objectives to address the underlying causes of undernutrition and that future transfer systems address the causes of malnutrition, including gender inequalities.
44. Nutrition partners will advocate for strengthening national capacities in nutrition-related safety nets, in line with SUN, and for private-sector initiatives for food bio-fortification.
45. WFP will work with partners to strengthen government capacities to manage social safety nets to achieve SDG 2. South-South learning will involve countries in the Lake Chad basin and China, Brazil and Ethiopia in establishing a coherent policy framework for expanding safety nets using WFP's corporate digital beneficiary and transfer-management platform (SCOPE).³⁴ Gender considerations will be embedded in all initiatives.
46. By focusing on sound data, monitoring and accountability WFP will help to enhance the Government's capacities for early warning, preparedness and response and subregional food-security analyses that will inform evidence-based programming; the results will be made available to communities to enable them to engage in early recovery and resilience planning.
47. WFP will support the Government in working with FAO, IFAD and the food security cluster to integrate agency-led frameworks and develop a national monitoring and accountability system to optimize the evidence base and track progress towards SDG 2.

3. Strategic Orientation

3.1 Direction, Focus and Intended Impacts

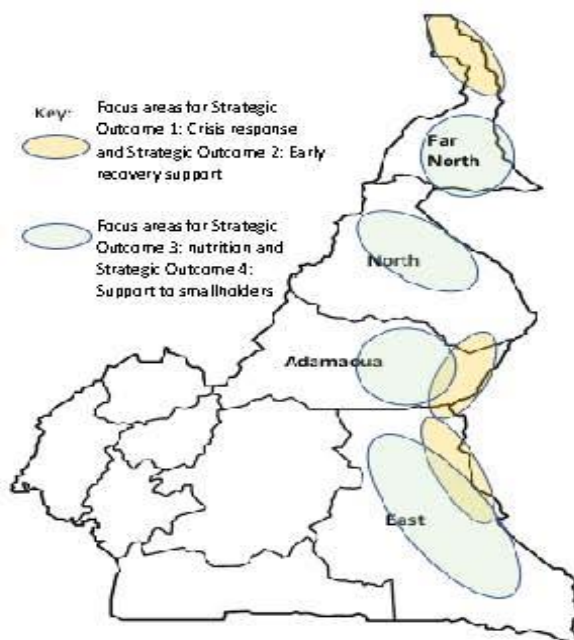
48. The UNDAF (2018–2020) and the 2016 zero hunger strategic review constitute the framework for WFP's contributions in six areas:
 - i) Ensuring that vulnerable refugees and IDPs have access to food during times of crisis;
 - ii) Supporting government training interventions for community-focused asset creation to help households and communities affected by crises to transition to early recovery and improve their resilience to shocks;
 - iii) Shifting from treatment of acute malnutrition to support for integrated approaches for prevention of acute and chronic malnutrition;
 - iv) Supporting the Government in linking activities to improve community assets, productivity and regeneration of ecosystems through management of natural resources that is sensitive to the risk of conflict, increased access to markets and a possible home-grown school feeding programme;
 - v) Helping the Government to shape national social safety nets and monitoring systems and enhance resource mobilization for achieving SDG 2; and
 - vi) Providing air services to enable the humanitarian community to reach beneficiaries as required.
49. Each area is linked to a strategic outcome of the country strategic plan (CSP). The strategic outcomes are mutually reinforcing and foster synergies and partnerships for a national agenda of gender-sensitive household and community resilience building.

³³ WFP's 3-Pronged Approach.

³⁴ The 2016 zero hunger strategic review and feedback from the Government and partners on the draft CSP.

50. Implementation of the CSP will focus on Far North, North, Adamaoua and East regions; the related strategic outcomes are shown in Figure 1. Some capacity strengthening and support for the development of social protection systems will be implemented at the national level.

Figure 1: Strategic outcomes: target regions and localities



51. Cross-cutting issues such as protection and accountability to affected populations are central to CSP operations. In accordance with the WFP Strategic Plan (2017–2021) and the Gender Policy (2015–2020) and Gender Action Plan, gender will be integrated throughout the design, implementation and monitoring of the CSP to ensure gender-transformative programmes and policies for a world free from hunger.
52. WFP will work with the Government and partners to ensure that a policy framework is in place that recognizes the contributions to food and nutrition security of women and men smallholders, promotes social safety nets and common approaches, and guarantees humanitarian access to beneficiary groups.

3.2 Strategic Outcomes, Focus Areas, Expected Outputs and Key Activities

Strategic outcome 1: Populations affected by disasters, including refugees, IDPs and host populations in Far North, North, Adamaoua and Eastern regions, have safe access to adequate and nutritious food during and after crises

53. WFP will continue to provide life-saving food assistance for populations affected by crises. Population displacements and returns are expected to continue, requiring immediate life-saving support and subsequent livelihood assistance. The number of beneficiaries is likely to fluctuate: major displacements are to be expected if Boko Haram attacks continue in Far North and the security situations in Nigeria and the Central African Republic deteriorate. WFP will adapt its approach to the evolving context.

Focus area

54. Strategic outcome 1 focuses on providing effective crisis response to refugees, IDPs and crisis-affected communities facing food insecurity.

Expected output

55. WFP assistance will contribute to strategic outcome 1 through one expected output:
- i) Women, men, girls, boys, communities at risk and refugees and IDPs (tier 1)³⁵ in crisis-affected areas receive food assistance to meet their basic food and nutrition requirements.

Key activities

56. *Activity 1: Provide unconditional food assistance with accompanying social and behavioural change communication for vulnerable households affected by disaster.* WFP will provide immediate emergency food assistance to prevent food insecurity among refugees and IDPs affected by shocks. The transfer modality will be adapted to the needs and preferences of target groups, taking into account age, gender, diversity, and economic and security-related changes. Community leaders will be sensitized to social and behavioural change messaging, which will be accompanied by awareness-raising on food and nutrition security and will focus on diversified food consumption, sanitation, hygiene and gender equality.
57. Vulnerable, recently displaced populations in the target regions will be assisted with a general food distribution package that includes SuperCereal. WFP will work with United Nations agencies, ministries, NGOs and civil society organizations to ensure that vulnerability-based targeting takes age, gender and diversity into account.
58. In line with WFP's commitment to protection, vulnerable groups will be identified through participatory gender and protection analyses. Feedback mechanisms will enable beneficiaries³⁶ to express their views, to which WFP will respond through SCOPE, adjusting operations accordingly.
59. WFP will adhere to data protection and privacy standards in beneficiary registrations and food or cash disbursements,³⁷ with attention to gender and protection issues such as the registration of polygamous households and households headed by women, and the risks associated with having a United Nations identification card. Staff, partners and contractors will be trained in protection from sexual exploitation and abuse.

Strategic outcome 2: Vulnerable households in protracted displacement and communities at risk in chronically food-insecure areas have safe year-round access to adequate and nutritious food, and increase their resilience to shocks

60. WFP will support the Government in intervening at an early stage with a community-centred approach that transitions to long-term resilience building to enable communities to sustain their assets through crisis periods to re-establish their livelihoods quickly. This shift enables WFP to work in partnership with state and non-state partners and United Nations agencies to implement asset creation activities alongside complementary food and nutrition interventions. Nutrition education will be introduced with food and cash-based transfers (CBTs) to support equitable livelihood opportunities for women and men refugees, IDPs and targeted residents.

Focus area

61. Strategic outcome 2 provides an early recovery response linked to a resilience-building approach that supports the livelihoods of refugee, IDP and host communities in protracted crises while building their resilience.

³⁵ Tier 1 beneficiaries are individuals – not institutions or systems – who benefit directly from WFP interventions. Those in tiers 2 and 3 benefit indirectly.

³⁶ See: WFP minimum standards.

³⁷ See: WFP Guide to personal data protection and privacy.

Expected outputs

62. WFP's assistance will contribute to strategic outcome 2 through four outputs:
- i) Food-insecure women, men, boys and girls in communities at risk (tier 1) receive food assistance to meet their basic food and nutrition requirements.
 - ii) Food-insecure women, men and communities emerging from crisis (tier 1) receive food assistance to enhance livelihoods, with a view to early recovery.
 - iii) Food-insecure women and men in target areas (tier 1) participate in asset creation during lean seasons in exchange for food or cash to meet short-term food gaps.
 - iv) Food-insecure women and men in target areas (tier 1) participate in asset creation and productive safety net programmes to improve their productivity and food security and, in the long term, to adapt to environmental changes and support the regeneration of ecosystems.

Key activities

63. *Activity 2. Provide school feeding and a home-grown school feeding pilot for primary schoolchildren in target regions.* WFP will implement a school feeding programme to complement the Government's education inputs and its work in addressing emergency needs, and to support the education of children affected by crises, particularly girls. It will provide incentives for children to enrol in schools to minimize the risk in Far North of forced recruitment into armed groups.
64. Schools will be identified for the pilot home-grown school feeding voucher scheme, which will enable schools to procure nutritious foods from local smallholders, thereby stimulating purchases from women and men smallholder farmers and establishing a value chain partnership with schools and linking school feeding to resilience building under strategic outcome 4. The pilot will inform the planned national school feeding programme, as outlined in the draft National School Feeding Policy.
65. Locally produced nutritious foods will be purchased, mainly from women smallholders many of whom will be mothers of schoolchildren. This will facilitate the women's market entry, technical transformation and economic empowerment.
66. *Activity 3. Provide targeted seasonal food assistance to food-insecure host populations during lean seasons to address short-term hunger gaps.* Vulnerable women, men, girls and boys in host communities in chronically food-insecure and shock-prone areas will receive food assistance during lean seasons to maintain their nutrition status and prevent negative coping strategies.
67. *Activity 4. Provide food assistance for asset creation in target communities to support early recovery.* Early-recovery activities will use food assistance for assets (FFA) to mitigate community stresses. Women and men will be equal participants, decision-makers and beneficiaries in food and cash-based support to enhance resilience and promote reconciliation between host and displaced communities. FFA activities will support low-risk, self-help technologies that can be managed by men and women and households and communities, in line with the recent joint strategy of WFP and the Office of the United Nations High Commissioner for Refugees (UNHCR) for enhancing self-reliance in food and nutrition security in protracted refugee situations.
68. *Activity 5. Provide food assistance to create productive assets and community market infrastructure, and support environmental protection and adaptation.* WFP, the Government and partners will support asset-building and income-generating activities that promote resilience and provide opportunities for women and men in vulnerable communities by synchronizing interventions with those of the RBAs, in line with the UNDAF.
69. To increase community productivity and resilience, WFP will provide technical assistance to complement the work of the Government and FAO in ways that increase production, stabilize degraded landscapes and promote environmental regeneration and ensure that women and men benefit equitably. This will complement emergency food security and livelihood support within

the FAO country programme framework.³⁸ Resilience strategies will be informed by seasonal livelihood programming and community-based participatory planning to ensure equitable leadership and decision-making.

70. The FFA programme will also be used to promote green enterprise initiatives led by IFAD that help women and young people to market products from agroforestry and multi-purpose nurseries to diversify their incomes. Priority will be given to products over which women have control, such as cereals, pulses, small ruminants, vegetables and fruit.

Strategic outcome 3. Children aged 6–59 months and vulnerable women and men in food-insecure prioritized districts have reduced malnutrition rates in line with national standards by 2020

71. WFP will prioritize integrated approaches for prevention of acute and chronic malnutrition over treatment of acute malnutrition, targeting children aged 6–23 months³⁹ and moderately malnourished children aged 24–59 months in food-insecure areas with high malnutrition rates. Blanket supplementary feeding (BSF) programmes will support complementary services provided by other agencies, in line with the Joint Action Plan for the Prevention of All Forms of Malnutrition and the United Nations Network for SUN. Working through health centres will help communities to take charge of malnutrition prevention and will reduce the distances beneficiaries have to cover to obtain assistance. Malnourished ART patients will receive food by prescription; general food distributions, FFA and school feeding under strategic outcomes 1 and 2 will provide nutrition-sensitive interventions and nutrition education.

Focus areas

72. This strategic outcome focuses on preventing malnutrition and contributes to the long-term resilience of individuals, households and communities.

Expected outputs

73. WFP's assistance contributes to this strategic outcome through three outputs:
- i) Targeted girls and boys aged 6–59 months and malnourished women and men on ART (tier 1) receive a comprehensive package for the prevention of malnutrition.
 - ii) Children aged 6–59 months, pregnant and lactating women and girls and malnourished people living with HIV on ART in target areas (tier 1) receive specialized nutritious foods and accompanying social and behavioural change communications to improve their nutrition status.
 - iii) Vulnerable populations using district health facilities (tier 2) benefit from the enhanced capacity of districts to deliver on the joint action plan for the prevention of malnutrition.

Key activities

74. *Activity 6. Implement malnutrition prevention activities including BSF for children aged 6–59 months, treatment of MAM for children aged 24–59 months and food by prescription for malnourished ART patients.* WFP will provide nutrition-specific interventions through BSF for children aged 6–23 months in target health districts; BSF will be integrated with general food distributions and support for children aged 6–59 months with MAM. Community health workers will identify severe acute malnutrition cases and refer them to health facilities for treatment.
75. The vehicle for partners' coordinated provision of complementary nutrition-sensitive services will be BSF programmes. Services will include promotion of improved water, sanitation and hygiene practices, family planning, early identification and treatment of infectious diseases, support for agriculture and food security initiatives, support for child protection and early development, capacity development for community infant and young child feeding groups, and nutrition education.

³⁸ Cameroon and FAO: *partnering for sustainable food and nutrition security*.

³⁹ Except those being treated with support from UNICEF.

76. These initiatives will have a social and behavioural change communications component to encourage mothers of young children to consume locally produced nutritious foods, diversify their diets, and adopt optimum infant and young child feeding practices such as exclusive breastfeeding of infants for the first six months, continued breastfeeding until 24 months of age, and use of micronutrient supplements.
77. Because malnutrition is a major reason for discontinuing ART, nutrition and food support will be integrated into HIV programmes. Research shows that severely malnourished individuals are six times more likely to die in the first three months of infection than those with normal nutrition status. Malnourished people living with HIV and on ART will, accordingly, receive food supplements through food by prescription to improve their nutrition status and adherence to treatment under the WFP/UNAIDS joint programme.
78. *Activity 7: Train community health workers in malnutrition prevention through multi-sectoral coordination systems and partnerships.* To maximize the effects of malnutrition prevention interventions and increase their scale, WFP will work with the United Nations Children's Fund (UNICEF), the Government and NGOs to train infant and young child feeding groups, community health workers and health centre staff, with a view to improving community-led malnutrition prevention and nutrition-sensitive interventions.
79. *Activity 8: Enhance capacities in health districts to implement the joint action plan and support SUN.* To maximize community outreach, WFP will focus on the Joint Action Plan for the Prevention of all forms of malnutrition, working with UNICEF to provide a training and support package for health districts, health centre staff and community health workers: this will establish health centres as the first tier for integrated and gender-transformative services. Communications will cover malnutrition prevention, and community health workers will receive coaching in screening by mid-upper arm circumference, timely referral of children with severe acute malnutrition to treatment centres, and support for infant and young child feeding groups.
80. To provide an enabling environment for the coordination and scale-up of malnutrition prevention, WFP will work with the Government and donors under the joint action plan and SUN. Multi-sectoral coordination will be enhanced, and nutrition monitoring and response systems will build on anticipated improvements in nutrition-related data, such as disaggregation by sex, age and other variables at the health area and district levels on the basis of community-level mid-upper arm circumference screening. WFP will work with SUN partners and private-sector food processors to develop fortified food products.

Strategic outcome 4. Food-insecure smallholders, especially women, in priority districts of Far North, North, Adamaoua and Eastern regions have sustainably increased incomes to enhance their self-reliance and livelihoods and improve their productivity by 2020

81. To enhance household and community resilience in secure areas of the target regions, WFP will work with the Government and the RBAs to increase the productivity of women and men smallholders through FFA implemented under strategic outcome 2, with technical and financial support for building and managing community infrastructure and grain stores. Smallholders with experience of marketing will be helped to develop local value chains using home-grown school feeding initiatives. WFP will purchase locally for FFA under strategic outcomes 1 and 2 and strengthen the capacities of smallholder cooperatives, prioritizing increased access for women.

Focus area

82. This strategic outcome builds the long-term resilience of smallholder households and communities living in stable areas of the CSP's four target regions.

Expected outputs

83. WFP assistance will contribute to this outcome through one output:
 - Women and men smallholders living in environments at risk (tier 1) have access to improved agricultural assets and practices to enhance their productivity and resilience and increase value chain opportunities.

Key activities

84. *Activity 9: Provide technical assistance for small-scale farmers and cooperatives – prioritizing women’s representation and leadership – in post-harvest management and value-chain opportunities, in collaboration with IFAD and FAO.* The capacities of 5,000 smallholder farmers in stable areas of the target regions will be strengthened to promote the production and use of nutritious crops and participation in markets. Activities will increase as the planning and implementation capacities of farmers’ associations improve.
85. WFP will work with local partners to increase smallholders’ engagement in local value chains, enabling communities to build on productivity increases, with emphasis on building women’s capacities to trade locally produced goods and improve their access to markets.⁴⁰ Technical and financial support will help the establishment of community crop storage facilities. This work will complement IFAD’s promotion of market opportunities and financial services for smallholders and rural entrepreneurs.
86. Home-grown school feeding will be piloted in selected schools under strategic outcome 2: a voucher procurement mechanism will enable the schools to purchase food directly from smallholder cooperatives.
87. WFP, the Government, the RBAs and NGOs will build smallholders’ capacities to engage in value chains by helping them to establish cooperatives and providing management and leadership training and skills for price negotiation. Value chain opportunities will be provided through local purchases from smallholder farmers, making communities both the producers and the consumers of nutritious foods in support of food assistance provided in the CSP.

Strategic outcome 5: The Government’s work to achieve zero hunger is supported by effective partnerships by 2030

88. WFP will promote a national partnership to increase the Government’s capacities to use safety nets to achieve SDG 2. South–South learning from African countries, Brazil and China will help to extend safety nets and establish national systems for cash transfers and home-grown school feeding.
89. WFP and its partners will integrate agency-led systems for data management, gender-responsive monitoring and accountability into a national framework to inform programming and track progress towards SDG 2. The 2017 CFSVA will be the baseline for the transfer of food security assessment skills to the Government. A cost-of-hunger study will inform future national policies and programmes and the decisions of donors and investors.⁴¹
90. WFP will continue to work with UNAIDS and UNICEF in support of the National AIDS Policy and assistance for people living with HIV (strategic outcome 3).

Focus areas

91. Strategic outcome 5 focuses on partnerships and strengthening national capacities for addressing the root causes of food insecurity and malnutrition.

Expected outputs

92. WFP assistance will contribute to strategic outcome 5 through three outputs:
- i) Food-insecure people in target areas (tier 3) benefit from the expansion of social safety nets in a national system for the elimination of hunger.
 - ii) Food-insecure populations in target areas (tier 3) benefit from improved supply chain management and common services provided by operational partnerships.
 - iii) Food-insecure populations in target areas (tier 3) benefit from improved national systems for data handling, monitoring and accountability to track progress towards SDG 2.

⁴⁰ Gender and Markets and Value Chain Analysis in the North and Far-North Regions of Cameroon; Gender and Markets Case Study for the Lake Chad Basin.

⁴¹ The cost of hunger in Malawi.

Key activities

93. *Activity 10. Provide the Government with technical expertise to coordinate work for zero hunger and enhance early warning, preparedness and response planning.* WFP, the Government and partners will review policies for food security, nutrition, agriculture and resilience in support of the development of a national framework for achieving zero hunger. This inclusive and participatory process will inform the final evaluation of the CSP.
94. WFP and its partners will integrate agency-led data, monitoring and accountability systems into an evidence base to track progress towards SDG 2. This will draw on data from regular food security, nutrition, vulnerability, demographic and seasonal agricultural surveys, all of which integrate gender analysis, and from the 2017 CFSVA to provide the Government with baseline information on SDG 2 indicators.
95. WFP and its partners will enhance regional early warning, preparedness and response planning by collecting more detailed data, improving gender disaggregation and coordinating analyses of food security monitoring. Data will be integrated into an evidence base for regional contingency planning and decision-making, with real-time updates, to enable WFP and its partners to identify transition points between emergency response, early recovery, nutrition and resilience-building and enable the Government to adapt national contingency plans and reactivate the national rapid alert system.
96. Use of SCOPE will enable the Government and UNDAF partners to store and manage detailed information about beneficiaries, enable service partners to make safe and accurate transfers, and provide beneficiary feedback on activities.
97. *Activity 11. Provide technical expertise to partners and stakeholders in support of a national nutrition-sensitive, shock-responsive and gender-responsive safety net system, in collaboration with the World Bank, the International Labour Organization (ILO) and the Ministry of Territorial Administration and Decentralization, and provide common management of information technology, warehouses and delivery corridors.* WFP will set up partnerships for common services and supply chain management with the Government, United Nations agencies and private-sector actors to promote convergence, quality and cost-effectiveness in humanitarian services. It will partner the Government in supporting national resource mobilization for common services contributing to zero hunger.
98. To promote support for communities facing food and nutrition insecurity through a national social safety net system, WFP, the Government, UNICEF, ILO and the World Bank will develop policies and institutional arrangements to establish a support structure and provide the human and technical resources to administer and monitor national platforms, which will incorporate disaggregated data and gender analysis.
99. To improve the quality, cohesion and cost-effectiveness of common services, WFP will build partnerships for supply chain management with UNDAF agencies and public- and private-sector actors. As leader of the logistics cluster, WFP will provide logistics services to deliver food through corridors with linked distribution centres in the target regions, and will promote common warehouse services. The Government and private-sector actors will negotiate joint storage systems to streamline transport arrangements. WFP will manage United Nations telecommunications and provide SCOPE services.

Strategic outcome 6. The humanitarian community in Cameroon has access to UNHAS services until satisfactory alternatives are available

100. Given the lack of commercial air operators and the significant road distances and insecurity limiting humanitarian access to the target regions, WFP will operate the United Nations Humanitarian Air Service (UNHAS) to enable humanitarian actors to reach remote beneficiary groups and support achievement of Cameroon's SDG priorities. WFP will also work with national aviation authorities and operators to promote initiatives that will support eventual Government ownership of the air transport services.

Focus areas

101. This strategic outcome focuses on providing effective crisis response to refugees, IDPs and crisis-affected local populations in the Far North region.

Expected outputs

102. WFP assistance will contribute to strategic outcome 6 through two outputs:

- i) The humanitarian community (tier 2) has access to safe and cost-effective humanitarian air services to reach beneficiaries and implementation sites unhindered.
- ii) The humanitarian community (tier 2) has adequate air transport capacity to move staff and cargo for urgent humanitarian responses and medical and security evacuations.

Key activities

103. *Activity 12. Provide safe and reliable air services for the humanitarian community until alternatives are available.* UNHAS will give the humanitarian community rapid access to needy populations in the target regions. WFP will deploy aircraft adapted to local conditions to provide weekly flights to priority locations using its standard management structures and systems for bookings, customer services, flight tracking, and quality and safety management. UNHAS will provide transport for light cargo such as medical equipment, and medical and security evacuations as required.

104. WFP will organize meetings of user groups and steering committees, and carry out surveys to ensure that the service is aligned with needs.

4. Implementation Arrangements**4.1 Beneficiary Analysis**

Strategic outcome	Activity	Women	Men	Total
1	1. Provide food and CBTs for vulnerable households affected by disasters	106 973	102 778	209 750
2	2. Provide food and vouchers for school feeding	42 570	42 230	84 800
	3. Provide targeted seasonal food assistance for food-insecure populations	28 560	27 440	56 000
	4. Provide food and CBTs for asset creation for early recovery	66 198	63 602	129 800
	5. Provide food and CBTs for asset creation for resilience	13 974	13 426	27 400
3	6. Provide BSF for children aged 6–23 months, treatment of MAM* for children aged 24–59 months and food by prescription for ART patients	117,110	121,890	239,000
TOTAL*		261,932	257,498	519,430

* Without overlaps, so does not reflect column totals.

105. Refugees in the target regions and new IDPs will receive food assistance to address immediate needs. Food-insecure IDP and host-population households in chronically food-insecure and risk-prone areas will receive supplementary relief assistance during food deficits. Vulnerable women and men in communities in stable zones in crisis-affected areas will engage in community asset creation for early recovery and resilience-building. As the security situation and livelihood opportunities improve, the number of beneficiaries of general food distributions will fall while the numbers of beneficiaries of early recovery and resilience-building activities increase.
106. School feeding will assist 80,000 schoolchildren – of whom 50 percent will be girls – with flexibility to ensure that schools in crisis areas are targeted. Home-grown school feeding will be piloted in line with recommendations of the Systemic Approach for Better Education Results (SABER). School voucher procurements will incentivize purchases from men and women smallholders to create a value chain.
107. A package of nutrition-specific and nutrition-sensitive interventions in health districts with the highest global acute malnutrition and stunting rates will target children aged 6–23 months, children aged 24–59 months with MAM and women of reproductive age; beneficiary numbers will fall as nutrition rates improve. In year 3, WFP will begin to hand over the programme to the Government through the integration of services within existing health structures.

4.2. Transfers

Food and cash-based transfers

108. Rations for vulnerable refugees, IDPs and resident populations meet food and nutrition needs, are in line with the preferences of different age and gender groups and include fortified and blended foods. Refugees in camps will receive a 12-month general food ration; vulnerable residents will receive half rations during lean seasons. The rations will be regularly reviewed according to beneficiaries' food-security status.

	Strategic outcome 1		Strategic outcome 2				Strategic outcome 3		
	Activity 1		Activity 2	Activity 3	Activities 4 and 5		Activity 6		
	Refugees, IDPs, vulnerable host populations	Refugees, IDPs	School-age children	Seasonal assistance for vulnerable hosts	FFA	FFA	BSF – children 6–23 months	MAM treatment – children 24–59 months	ART patients
	Food	CBTs	Food	Food	Food	CBTs	Food	Food	Food
Cereals	350		140	140	350				
Pulses	100		40	40	100				
Vegetable oil	35		15	15	35				25
Salt	5		3	3	5				
Sugar									
SuperCereal	50		50	50					250
SuperCereal Plus							100	200	
Micronutrient powder									
Kcal/day	2 058		945	945	1 870		394	788	1 160
% kcal from protein	12.2				11.8		16.6	33.2	13.2
Cash (USD/person/day)		0.62				0.62			
Feeding days/month	30	30	18	30	20	20	30	30	30

109. The value of CBTs and food vouchers will be equivalent to the market value of daily food transfers. The choice of transfer modality will depend on assessments of food availability, preferences, protection risks, seasonal factors, price trends, cost-efficiency, and gender and protection considerations.
110. Children aged 6–23 months, those aged 24–59 months affected by MAM, and those referred from treatment for severe acute malnutrition will receive BSF rations of SuperCereal Plus. Malnourished people living with HIV on ART will receive a food by prescription ration for six months to support adherence to treatment.
111. School feeding will provide 43 percent of the recommended nutrient intake for children of primary school age. WFP and the Government will pilot the home-grown school feeding model in ten schools to improve the nutritional value of rations with locally produced foods.

TABLE 3: FOOD AND CASH-BASED TRANSFER REQUIREMENTS		
Food type/CBT	Total (mt)	Total (USD)
Cereals	53 184	16 822 068
Pulses	15 195	7 935 159
Oil and fat	5 421	4 938 941
Mixed and blended foods	26 074	22 966 767
Other	809	159 340
Total food	100 683	52 822 275
CBTs		26 387 135
Total food and CBTs	100 683	79 209 410

Capacity strengthening including South–South cooperation

112. WFP will build on the findings of the zero hunger strategic review, focusing on optimizing delivery systems and creating an enabling environment for zero hunger interventions in the five pathways outlined in WFP’s draft framework for country capacity strengthening:⁴²
- *Pathway 1: Policies and legislation.* WFP, the Government, United Nations agencies and the World Bank will ensure convergence in the design, coordination and delivery of national policies for gender-responsive social safety nets, which will include CBTs, nutrition-specific and nutrition-sensitive services and school feeding.
 - *Pathway 2: Institutional accountability.* Gender-sensitive management of national social safety nets will be supported by SCOPE. WFP will assist the Government in establishing logistics capacities and corridors to supply food through linked distribution centres and common warehouse services.
 - *Pathway 3: Strategic planning and financing.* WFP and its partners will improve the collection and analysis of data disaggregated by sex and age and enhance preparedness and response capacities in the National Food Security Programme. A cost-of-hunger study in partnership with the Government will inform future zero hunger programmes.
 - *Pathway 4: Stakeholder programme design and management.* WFP and UNICEF will enhance the capacities of the Government to design malnutrition prevention programmes for regional and district health authorities and coordinate nutrition services through health centres. Partnerships with the RBAs will focus on improving the design of interventions and related management capacities.

⁴² WFP Framework for Country Capacity Strengthening (CCS): The Zero Hunger Capacity (ZHC) Model; the Design And Implementation Of Technical Assistance And Capacity Development (2015).

- *Pathway 5: Engagement and participation of non-state actors.* WFP will enhance the capacities of the Government to design and implement social safety net programmes for zero hunger and will operate UNHAS.

113. Before the CSP starts, WFP will establish a baseline using the Zero Hunger Capacity Scorecard to assess capacities in the five pathways and identify opportunities for institutional capacity enhancement, including gender equality and women's empowerment.
114. South–South learning will focus on the formulation of a common approach to resilience in the Lake Chad basin⁴³ building on learning from WFP's China Centre of Excellence to set up safety net policies and programmes. The SABER collaboration with the Brazil Centre of Excellence will support the Government in nationalizing school feeding and pilot home-grown school feeding activities.

4.3 Supply Chain

115. WFP will use food transfers and CBTs under strategic outcomes 1, 2 and 3 to support households' access to food and promote equitable livelihood opportunities for women and men. Food will be purchased from local and regional suppliers or through the Global Commodity Management Facility to minimize delays; otherwise, it will be purchased internationally. WFP will sign agreements with traders, including former beneficiaries, to ensure that food is available for CBT beneficiaries and to strengthen local markets.
116. A superintendent will check the quality of food arriving in Cameroon. There will be periodic quality controls of transported and warehoused goods.⁴⁴ Laboratories in Yaoundé, Ngaoundéré and Douala are available to verify food quality if required.
117. WFP will continue to chair the National Humanitarian Supply and Logistics Working Group to: i) ensure that preparedness plans and rapid response capacities are in place; ii) deliver food assistance; and iii) ensure protection of and accountability to affected populations.⁴⁵ Logistics capacity assessments⁴⁶ will inform annual revisions to operations. Training needs will be addressed by the global logistics cluster.⁴⁷
118. WFP will provide a rail and road delivery corridor through Douala to Chad, the Central African Republic, the Congo, the Democratic Republic of the Congo and Nigeria.
119. WFP will support the use of private-sector providers of food and logistics, and will form a partnership with the International Committee of the Red Cross to address supply chain challenges within Cameroon. WFP's logistics capacities will be made available to partners on the basis of full cost recovery.

4.4 Country Office Capacity and Profile

120. To ensure readiness for the changes linked to the Integrated Road Map process and implementation of the CSP, WFP will: i) ensure that staff are aware of and ready for the transformation; ii) align responsibilities to support the Integrated Road Map; iii) ensure that appropriate skills are in place to meet objectives; and iv) develop staff skills in line with requirements for implementing the Integrated Road Map.
121. WFP will ensure that staff working on the CSP have the required information about the change process; the country office will assess the extent to which staff adopt the "winning as one" attitude.
122. WFP will identify new roles and responsibilities to ensure that the strategic outcomes are achieved and will optimize staff talents. It will utilize the local labour market and United Nations volunteers and publish detailed job descriptions to attract talent.

⁴³Global Alliance for Resilience – Sahel and West Africa.

⁴⁴Logistics Operational Guide.

⁴⁵SLWG *Compte Rendu* December 2016.

⁴⁶Logistics Capacity Assessments.

⁴⁷Logistics Cluster.

4.4 Partnerships

123. WFP's government partners for the implementation of early recovery, resilience, early warning, monitoring and response components are the *Programme National de Sécurité Alimentaire* and the Ministry of Agriculture and Rural Development. WFP's partnership with the Ministry of Territorial Administration and Decentralization and the Ministry of the Promotion of Women and the Family will expand social safety nets, including cash transfers. The Ministry of Public Health will be the principal partner for prevention of malnutrition. WFP will also sign long-term partnerships with NGOs and women's associations.
124. WFP's United Nations partners will include the RBAs for early recovery and resilience under strategic outcomes 2 and 4, UNICEF for nutrition and school feeding under strategic outcome 3, UNAIDS and UNICEF for nutrition under strategic outcome 3, ILO, UNHCR and UNICEF for coordination of social protection and mainstreaming of protection under strategic outcome 1, and UN Women for gender analysis and social inclusion under strategic outcomes 1 to 4.
125. WFP, the Government and United Nations focal points will develop an annual operational plan for each strategic outcome that will detail the gender commitments of each partner and align CSP activities and outcomes with the GESP and the UNDAF. Partners will be invited to join a national steering committee to oversee CSP delivery.

5. Performance Management and Evaluation

5.1 Monitoring and Evaluation Arrangements

126. The Government will track progress towards SDGs 2 and 17 using a contribution assessment system with technical support from WFP.⁴⁸ Baselines for each strategic outcome will be established in 2017 in a CFSVA disaggregated by region, gender and age. The country office will commission a decentralized evaluation at the end of 2018, and a WFP country portfolio evaluation will take place in 2019 to inform planning of the subsequent CSP and contribute to the evaluation of the UNDAF (2018–2020).
127. Alignment of the programmes of the RBAs will be supported by evaluations of their country programmes as part of the joint commitment to the 2030 Agenda. The RBAs and the Government will also assess their strategic positioning, complementarity, and policy and programme coherence. A joint paper will be published in late 2017 to coincide with a workshop held by the RBAs.
128. To ensure that monitoring and evaluation recommendations are implemented, monitoring, data collection, analysis and dissemination of results will be carried out by sub-offices. Analysis of output indicators will be enabled through COMET.⁴⁹ Monitoring results and lessons learned will inform validation of the theory of change, with interventions adapted accordingly.
129. Stunting prevention will be assessed in six-monthly surveys by WFP and the Ministry of Public Health in the target regions. A SABER exercise every two years will track the impacts of school feeding activities. The home-grown school feeding pilots will be evaluated in 2020 to inform scale-up by the Government. The relief and livelihood components of strategic outcomes 1, 2 and 4 and cross-cutting activities will be tracked every two months in post-distribution monitoring and through the food security and nutrition monitoring system.
130. Data will be collected and managed through WFP's open data kit mobile data collection system.⁵⁰ A third-party complaints and feedback mechanism will be set up that comprises complaints' committees at distribution sites and a hotline. WFP will train its partners in the use of digital platforms and monitoring techniques.

⁴⁸ WFP's contributions to achievement of the SDGs will be assessed annually by the Ministry of Economy and validated by a workshop for partners.

⁴⁹ Country Operation Management Enhancement Tool.

⁵⁰ Open Data Kit.

5.2. Risk Management

Contextual risks

131. Food and climate shocks and malnutrition could exacerbate current vulnerabilities, especially in northern regions. To mitigate the risks, the CSP focuses on long-term resilience-building as well as response to humanitarian needs.
132. Insecurity resulting from Boko Haram attacks in the subregion is expected to continue displacing populations: large-scale refugee and IDP movements will exacerbate competition over scarce natural resources, particularly in border areas of Far North and Eastern regions. The alignment of the CSP with WFP's Peace Building Policy (2013) will help to mitigate the risks.
133. WFP will work with the Government to maintain up-to-date contingency plans. Ensuring the security of staff and communities will involve compliance with minimum operating security standards, the use of UNHAS, the establishment of secure access and the use of military escorts as a last resort.

Programmatic risks

134. Implementation of the CSP will require political commitment to the resilience agenda and government support for the introduction of national programmes to address vulnerability using CBTs. CSP objectives are based on the zero hunger strategic review, peer reviews and other consultations.
135. The Government will require adequate financial resources and staff capacities. WFP will support the Government with training and support for its employees. Rigorous recruitment procedures will help to ensure compliance with humanitarian principles and commitments to gender equality, protection and accountability to affected populations.

6. Resources for Results

6.1 Country Portfolio Budget

136. Table 4 outlines the planned budget for implementing the CSP.

	Year 1 2018	Year 2 2019	Year 3 2020	Total
Strategic outcome 1	31 643,403	28,451,887	23,690,154	83,785,444
Strategic outcome 2	12 593 715	13 495 176	14 966 784	41 055 675
Strategic outcome 3	13 164 255	13 119 069	12 156 626	38 439 950
Strategic outcome 4	309 266	309 136	309 872	928 274
Strategic outcome 5	1 670 712	1 657 629	1 887 932	5 216 273
Strategic outcome 6	4 473 830	4 471 953	4 511 252	13 457 034
TOTAL	63 855 181	61 504 850	57 522 619	182 882 650

6.2 Resourcing Outlook

137. The estimated budget of this CSP for 2018–2020 is USD 182.9 million – an average annual cost of USD 60 million for six strategic outcomes, with a commitment to allocating 15 percent of funds to promoting gender equality. Past trends indicate that the emergency response, early recovery and nutrition components will continue to receive donor support. New funding sources will be explored to fund the resilience and capacity strengthening components.

138. WFP has received positive feedback from the *Agence Française de Développement*, the European Commission and the Japan International Cooperation Agency. Donors have expressed support for joint RBA projects for sustainable agriculture, access to markets, management of post-harvest losses and home-grown school feeding. Major donors in Cameroon recognize WFP's expertise in nutrition, working with the Government and UNICEF.
139. Donors are expected to be interested in funding the CSP because of its alignment with national priorities and planning cycles and the UNDAF. The Government's commitment to malnutrition prevention, school feeding and integration of early recovery with food security and resilience-building through SABER activities is also expected to attract donor support.

6.3 Resource Mobilization Strategy

140. To address the combination of CSP activities and position itself as the partner of choice, WFP will explore new long-term funding arrangements with traditional and non-traditional donors. If the anticipated decline in emergency funding materializes, WFP will consolidate its partnerships, diversify its donor base and explore new private and international funding streams, with a focus on in-kind and budget support from the Government, supported by donor and partnership mapping to identify further opportunities.

ANNEX

**LOGICAL FRAMEWORK OF CAMEROON
COUNTRY STRATEGIC PLAN 2018-2020**

Items formulated at the country level	Elements from the Strategic Plan	Categories and indicators from the Corporate Results Framework
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Country: Cameroon
CSP Start Date: 01/01/2018 CSP End Date: 31/12/2020

LOGICAL FRAMEWORK	
Strategic Goal 1 <i>Support countries to achieve zero hunger</i>	
Strategic Objective 1 <i>End hunger by protecting access to food</i>	
Strategic Result 1 <i>Everyone has access to food</i>	
National SDG targets and indicators: Commitment 1 of the 2016 Country Strategic Review of Food and Nutrition in Cameroon: Achieving Zero Hunger by 2030 – to secure 100 percent year-round access to adequate food for all. Commitments 1 and 3 of the National Food and Nutrition Policy (2015–2035) – to reduce undernutrition, and increase production and consumption of safe and nutritious foods.	
UNDAF priorities in Cameroon: Pillar 1 – Increase decent employment opportunities and measures to include and protect women, youth, children and socially vulnerable people in target areas; Pillar 4 – Strengthen the resilience of target populations to address food insecurity, and environmental, social and economic shocks.	
Strategic outcome 1: Populations affected by disasters, including refugees, IDPs and host populations in Far North, North, Adamaoua and Eastern Regions have safe access to adequate and nutritious food during and after crises. <i>Focus area: crisis response</i> <i>Nutrition-sensitive</i>	<i>Alignment to outcome category 1.1: Maintained/enhanced individual and household access to adequate food</i> Outcome indicator 1.1.1: Food consumption score, disaggregated by sex of household head Outcome indicator 1.1.2: Coping strategy index Outcome indicator 1.1.3: Food expenditure share Outcome indicator 1.1.5: Minimum dietary diversity – Women Outcome indicator 1.1.6: Food consumption score – Nutrition

LOGICAL FRAMEWORK	
Output 1.1: <i>Women, men, girls, boys, communities at risk and refugees and IDPs in crisis-affected areas receive food assistance to meet their basic food and nutrition requirements.</i>	<i>Alignment to output A1: Unconditional resources transferred</i> A.1 Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers A.2 Quantity of food provided A.3 Total amount of cash transferred to targeted beneficiaries A.4 Total value of vouchers (expressed in food/cash) redeemed by targeted beneficiaries A.5 Quantity of non-food items distributed by type A.7 Number of retailers participating in cash-based transfer programmes A.8 Number of rations provided E.2 Number of people exposed to WFP-supported nutrition messaging
Activity 1: <i>Provide unconditional food assistance with accompanying social and behavioural change communication for vulnerable households affected by disaster.</i>	<i>Alignment to activity category 1: Unconditional resource transfers to support access to food</i>
Strategic Goal 1 <i>Support countries to achieve zero hunger</i>	
Strategic Objective 1 <i>End hunger by protecting access to food</i>	
Strategic Result 1 <i>Everyone has access to food</i>	
National SDG targets and indicators: Commitment 1 of the 2016 Zero Hunger Strategic Review in Cameroon: Achieving Zero Hunger by 2030 – to secure 100 percent year-round access to adequate food for all. Commitments 1 and 3 of the National Food and Nutrition Policy (2015–2035) – to reduce undernutrition, and increase production and consumption of safe and nutritious foods.	
UNDAF priorities in Cameroon: Pillar 1 – Increase decent employment opportunities and measures to include and protect women, youth, children and socially vulnerable people in target areas; Pillar 3 – Improve access to education and quality vocational training, especially for vulnerable groups; and Pillar 4 – Strengthen the resilience of target populations to address food insecurity, and environmental, social and economic shocks.	

LOGICAL FRAMEWORK	
<p>Strategic outcome 2: Vulnerable households in protracted displacement and communities at risk in chronically food-insecure areas have safe year-round access to adequate and nutritious food, and increase their resilience to shocks.</p> <p><i>Focus area: resilience-building</i></p> <p><i>Nutrition-sensitive</i></p> <p>Output 2.1: Food-insecure women, men, boys and girls in communities at risk receive food assistance to meet their basic food and nutrition requirements.</p> <p>Output 3.1: Food-insecure women, men and communities emerging from crisis receive food assistance to enhance livelihoods, with a view to early recovery.</p>	<p><i>Alignment to outcome category 1.1: Maintained/enhanced individual and household access to adequate food</i></p> <p>Outcome indicator 1.1.1: Food consumption score, disaggregated by sex of household head</p> <p>Outcome indicator 1.1.2: Coping strategy index (food and livelihood)</p> <p>Outcome indicator 1.1.3: Food expenditure share</p> <p>Outcome indicator 1.1.4: Proportion of the population in targeted communities reporting benefits from an enhanced asset base</p> <p>Outcome indicator 1.1.5: Minimum dietary diversity – Women</p> <p>Outcome indicator 1.1.6: Food consumption score – Nutrition</p> <p>Country-specific indicators:</p> <p>Enrolment rate of boys and girls</p> <p>Retention rate of boys and girls</p> <p>Ratio of girls to boys</p> <p>Systemic Approach for Better Education Results (SABER)</p> <p><i>Alignment to output A1: Unconditional resources transferred</i></p> <p>A.1 Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers</p> <p>A.2 Quantity of food provided</p> <p>A.5 Quantity of non-food items distributed by type</p> <p>A.6 Number of institutional sites assisted</p> <p>A.7 Number of retailers participating in cash-based transfer programmes</p> <p>A.8 Number of rations provided</p> <p><i>Alignment to output A2: Conditional resources transferred</i></p> <p>A.1 Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers</p> <p>A.2 Quantity of food provided</p> <p>A.5 Quantity of non-food items distributed</p> <p>A.8 Number of rations provided</p>

LOGICAL FRAMEWORK	
<p>Output 4.1: Food-insecure women and men in target areas participate in asset creation during lean seasons in exchange for food or cash to meet short-term food gaps.</p> <p>Output 5.1: Food-insecure women and men in target areas participate in asset creation and productive safety net programmes to improve their productivity and food security and, in the long term, to adapt to environmental changes and support the regeneration of ecosystems.</p>	<p><i>Alignment to output A2: Conditional resources transferred</i></p> <p>A.1 Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers</p> <p>A.2 Quantity of food provided</p> <p>A.3 Total amount of cash transferred to targeted beneficiaries</p> <p>A.4 Total value of vouchers (expressed in food/cash) redeemed by targeted beneficiaries</p> <p>A.5 Quantity of non-food items distributed</p> <p>A.7 Number of retailers participating in cash-based transfer programmes</p> <p>A.8 Number of rations provided</p> <p><i>Alignment to output D: Assets created</i></p> <p>D.1 Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure</p> <p><i>Alignment to output A2: Conditional resources transferred</i></p> <p>A.1 Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers</p> <p>A.2 Quantity of food provided</p> <p>A.3 Total amount of cash transferred to targeted beneficiaries</p> <p>A.4 Total value of vouchers (expressed in food/cash) redeemed by targeted beneficiaries</p> <p>A.5 Quantity of non-food items distributed</p> <p>A.7 Number of retailers participating in cash-based transfer programmes</p> <p>A.8 Number of rations provided</p> <p><i>Alignment to output D: Assets created</i></p> <p>D.1 Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure</p>
<p>Activity 2: Provide school feeding and a home-grown school feeding pilot for primary schoolchildren in target regions.</p>	<p><i>Alignment to activity category 4: School meal activities</i></p>
<p>Activity 3: Provide targeted seasonal food assistance to food-insecure host populations during lean seasons to address short-term hunger gaps.</p>	<p><i>Alignment to activity category 1: Unconditional resource transfers to support access to food</i></p>

LOGICAL FRAMEWORK	
<i>Activity 4: Provide food assistance for asset creation in target communities to support early recovery.</i>	<i>Alignment to activity category 2: Asset creation and livelihood support activities</i>
<i>Activity 5: Provide food assistance to create productive assets and community market infrastructure, and support environmental protection and adaptation.</i>	<i>Alignment to activity category 2: Asset creation and livelihood support activities</i>
Strategic Goal 1 <i>Support countries to achieve zero hunger</i>	
Strategic Objective 2 <i>Improve nutrition</i>	
Strategic Result 2 <i>No one suffers from malnutrition</i>	
National SDG targets and indicators: Addresses all areas of the National Food and Nutrition Policy (2015–2035) and commitment 3 of the 2016 Country Strategic Review of Food and Nutrition in Cameroon: Achieving Zero Hunger by 2030: to eliminate stunting among children under two years of age.	
UNDAF priorities in Cameroon: Pillar 2 – Improve the health of target populations and prevent all forms of child malnutrition	
Strategic outcome 3: Children aged 6–59 months and vulnerable women and men in food-insecure prioritized districts have reduced malnutrition rates in line with national standards by 2020. <i>Focus area: resilience-building</i>	<i>Alignment to outcome category 2.1: Improved consumption of high-quality, nutrient-dense foods among targeted individuals</i> Outcome indicator 2.1.1: Proportion of eligible population that participates in programme (<i>coverage</i>) Outcome indicator 2.1.2: Proportion of target population that participates in an adequate number of distributions (<i>adherence</i>) Outcome indicator 2.1.3: Proportion of children 6–23 months of age who receive a minimum acceptable diet Outcome indicator 2.1.4: Moderate acute malnutrition (MAM) treatment performance: recovery, mortality, default and non-response rate Outcome indicator 2.1.5: Minimum Dietary Diversity – Women
Output 6.1: <i>Targeted girls and boys aged 6–59 months and malnourished women and men on ART receive a comprehensive package for the prevention of malnutrition.</i>	<i>Alignment to output B: Nutritious foods provided and</i> <i>Output A1: Unconditional resources transferred</i> B.1 Quantity of fortified food provided by type B.2 Quantity of specialized nutritious foods provided by type A.1 Number of women, men, boys and girls receiving food/cash-based transfers/commodity vouchers A.2 Quantity of food provided by type of commodities A.3 Number of institutional sites assisted Country specific: Number of sites that provide minimum prevention package

LOGICAL FRAMEWORK	
Output 7.1: <i>Children aged 6–59 months, pregnant and lactating women and girls and malnourished people living with HIV on ART in target areas receive specialized nutritious foods and accompanying social and behavioural change communications to improve their nutrition status.</i>	<i>Alignment to output H: Shared services and platforms provided</i> H.1 Number of shared services provided, by type H.2 Number of WFP-led clusters operational, by type H.10 Number of humanitarian workers provided health services, by agency and type Country-specific indicator: Number of complementary services provided, by type, and by organization
Output 8.1: <i>Vulnerable populations using district health facilities benefit from the enhanced capacity of districts to deliver on the joint action plan for the prevention of malnutrition.</i>	<i>Alignment to output E: Advocacy and education provided</i> E.3 Number of people (women, men, girls and boys) receiving WFP-supported nutrition counselling through social and behaviour change communication (SBCC) <i>Alignment to output C: Capacity development and technical support provided</i> C.1 Number of health district and community health workers trained in prevention of malnutrition C.2 Number of capacity development activities provided by type C.3 Number of technical support activities provided by type
Activity 6: <i>Implement malnutrition prevention activities including BSF for children aged 6–59 months, treatment of MAM for children aged 24–59 months and food by prescription for malnourished ART patients.</i>	<i>Alignment to activity category 6: Malnutrition prevention activities</i>
Activity 7: <i>Train community health workers in malnutrition prevention through multi-sectoral coordination systems and partnerships.</i>	<i>Alignment to activity category 8: Individual capacity-strengthening activities</i>
Activity 8: <i>Enhance capacities in health districts to implement the joint action plan and support SUN.</i>	<i>Alignment to activity category 9: Institutional capacity-strengthening activities</i>
Strategic Goal 1 <i>Support countries to achieve zero hunger</i>	
Strategic Objective 3 <i>Achieve food security</i>	
Strategic Result 3 <i>Smallholders have improved food security and nutrition through improved productivity and incomes</i>	
National SDG targets and indicators: Commitment 1 of the National Agricultural Investment Plan (2014–2020): to develop land and water resources and improve the standard of living of rural producers through improved access to inputs, finance and markets.	
UNDAF priorities in Cameroon: Pillar 4 – Strengthen the resilience of target populations to address food insecurity, and environmental, social and economic shocks.	

LOGICAL FRAMEWORK	
<p>Strategic outcome 4: Food-insecure smallholders, especially women, in priority districts of Far North, North, Adamaoua and Eastern regions have sustainably increased incomes to enhance their self-reliance and livelihoods and improve their productivity by 2020. <i>Focus area: resilience-building</i></p>	<p><i>Alignment to outcome category 3.1: Increased smallholder production and sales</i> Outcome indicator 3.1.2: Rate of post-harvest losses Outcome indicator 3.1.3: Value and volume of pro-smallholder sales through WFP-supported aggregation systems</p>
<p>Output 9.1: Women and men smallholders living in environments at risk have access to improved agricultural assets and practices to enhance their productivity and resilience and increase value chain opportunities.</p>	<p><i>Alignment to output F: Purchases from smallholders completed</i> F.1 Number of smallholder farmers supported/trained F.2 Quantity of fortified foods, complementary foods and specialized nutritious foods purchased from local suppliers</p>
<p>Activity 9: Provide technical assistance for small-scale farmers and cooperatives – prioritizing women’s representation and leadership – in post-harvest management and value-chain opportunities in collaboration with IFAD and FAO.</p>	<p><i>Alignment to activity category 8: Individual capacity-strengthening activities</i></p>
Cross-cutting results and indicators	
<p>C.1 Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences</p> <p>C.1 Indicators: C.1.1 Proportion of assisted people informed about the programme (who is included, what people will receive, length of assistance) C.1.2 Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements</p> <p>C.2 Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity</p> <p>C.2 Indicators: C.2.1 Proportion of targeted people accessing assistance without protection challenges</p> <p>C.3 Improved gender equality and women’s empowerment among WFP-assisted population</p> <p>C.3 Indicators C.3.1 Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality C.3.2 Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women C.3.3 Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex and type of activity</p> <p>C.4 Targeted communities benefit from WFP programmes in a manner that does not harm the environment</p> <p>C.4 Indicators C.4.1 Proportion of activities for which environmental risks have been screened and, as required, mitigation actions identified</p>	

LOGICAL FRAMEWORK	
Strategic Goal 2 Partner to support implementation of the SDGs	
Strategic Objective 4 Support SDG implementation	
Strategic Result 5 Developing countries have strengthened capacity to implement the SDGs (SDG target 17.9)	
National SDG targets and indicators: Commitment 4 of the National Food and Nutrition Policy (2015–2035): to establish a multi-sectoral system for the coordination of food security and nutrition activities effective at all levels.	
UNDAF priorities: All UNDAF Priorities in Cameroon (SDG 17)	
<p>Strategic outcome 5: The Government’s work to achieve zero hunger is supported by effective partnerships by 2030. <i>Focus area: root causes</i></p>	<p><i>Alignment to outcome category 5.2 (Partners’ demand for quality services fulfilled*)</i> Outcome indicator 5.2.1 User satisfaction rate Country-specific indicator: Zero Hunger Capacity Scorecard</p>
<p>Output 10.1: Food-insecure people in target areas benefit from the expansion of social safety nets in a national system for the elimination of hunger.</p> <p>Output 11.1: Food-insecure populations in target areas benefit from improved supply chain management and common services provided by operational partnerships.</p> <p>Output 11.2: Food-insecure populations in target areas benefit from improved national systems for data handling, monitoring and accountability to track progress towards SDG 2.</p>	<p><i>Alignment to output H: Shared services and platforms provided</i> H.11 Number of agencies using common cash-based transfer platforms</p> <p><i>Alignment to output M: National coordination mechanisms supported</i> M.1 National coordination mechanisms supported</p> <p><i>Alignment to output H: Shared services and platforms provided</i> H.1 Number of shared services provided, by type H.2 Number of WFP-led clusters operational, by type H.11 Number of agencies using WFP’s cash-based transfer platforms</p> <p>Country-specific indicators: Number of partners using WFP’s beneficiary complaints and feedback mechanism</p> <p><i>Alignment to output C: (Shared services and platforms provided)</i> C.1 Number of people trained C.2 Number of capacity development activities provided C.3 Number of technical support activities provided</p>
<p>Activity 10: Provide the Government with technical expertise to coordinate work for zero hunger and early warning, preparedness and response planning.</p>	<p><i>Alignment to activity category 9: Institutional capacity-strengthening activities</i></p>

LOGICAL FRAMEWORK	
<i>Activity 11: Provide technical expertise to partners and stakeholders in support of a national nutrition-sensitive, shock-responsive and gender-responsive safety net system, in collaboration with the World Bank, International Labour Organization (ILO) and the Ministry of Territorial Administration, Decentralization and Social Development, and provide common management of information technology, warehouses and delivery corridors.</i>	<i>Alignment to activity category 10: Service provision and platforms activities</i>
Strategic Goal 2 <i>Partner to support implementation of the SDGs</i>	
Strategic Objective 5 <i>Partner for SDG results</i>	
Strategic Result 8 <i>Sharing of knowledge, expertise and technology, strengthen global partnership support to country efforts to achieve the SDGs (SDG Target 17.16)</i>	
National SDG targets and indicators: N/A	
UNDAF priorities in Cameroon: N/A	
Strategic outcome 6: The humanitarian community in Cameroon has access to UNHAS services until alternative means of air transport are available. <i>Focus area: crisis response</i>	<i>Alignment to outcome category 8.1: Enhanced common coordination platforms*</i> Outcome indicator 8.1.1: User satisfaction rate
Output 6.1: <i>The humanitarian community has access to safe and cost-effective humanitarian air services to reach beneficiaries and implementation sites unhindered.</i>	<i>Alignment to output II: Shared services and platforms provided</i> H.7 Total number of passengers transported
Output 6.2: <i>The humanitarian community has adequate air transport capacity to move staff and cargo for urgent humanitarian responses and medical and security evacuations.</i>	<i>Alignment to output II: Shared services and platforms provided</i> H.4 Total volume of cargo transported
Activity 12: <i>Provide safe and reliable air services to the humanitarian community until satisfactory alternatives are available.</i>	<i>Alignment to activity category 10: Service provision and platforms activities</i>

* Includes coordination of logistics, emergency telecommunications and food security clusters.

Acronyms Used in the Document

ART	anti-retroviral treatment
BSF	blanket supplementary feeding
CBT	cash-based transfer
CFSVA	comprehensive food security and vulnerability assessment
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
FFA	food assistance for assets
GESP	Growth and Employment Strategic Plan
IDP	internally displaced person
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
MAM	moderate acute malnutrition
NGO	non-governmental organization
RBA	Rome-based agency
SABER	Systemic Approach for Better Education Results
SCOPE	WFP's corporate digital beneficiary and transfer-management platform
SDG	Sustainable Development Goal
SUN	Scaling Up Nutrition
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNDAF	United Nations Development Assistance Framework
UNHAS	United Nations Humanitarian Air Service
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund

Annex 10: Evaluation Matrix Template

Please fill out one table per each evaluation question. Subquestions are standardized in the ToR. You may add lines for dimensions of analysis as deemed appropriate.

Evaluation Question					
Sub questions	Dimensions of Analysis	Operational Component	Lines of inquiry and, or indicators as appropriate	Data source	Data collection technique

Acronyms

ALNAP	Active Learning Network for Accountability and Performance
CAR	Central African Republic
CBT	Cash Based Transfers
CFSVA	Comprehensive Food Security and Vulnerability Analysis
CRF	Corporate Results Framework
CSP	Country Strategic Plan
CSPE	Country Strategic Plan Evaluation
CERF	Central Emergency Revolving Fund (United Nations)
DAC	Development Assistance Committee of the OECD
DoE	Director of Evaluation
EM	Evaluation Manager
ER	Evaluation Report
FAO	Food and Agriculture Organization
GBV	Gender-based Violence
GDP	Gross Domestic Product
HQ	WFP Headquarters
IDP	Internally Displaced Person
IFAD	International Fund for Agricultural Development
IPC	Integrated Food Security Phase Classification
IR	Inception Report
IRG	Internal Reference Group
LTA	Long Term Agreement between OEV and evaluation firms
NGO	Non-Governmental Organization
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
ODA	Gross Official Development Assistance
OECD	Organization for Economic Co-operation and Development
OEV	Office of Evaluation
RB	Regional Bureau
SDG	Sustainable Development Goal
SER	Summary Evaluation Report
TL	Team Leader (of the evaluation team)
TOR	Terms of Reference

UNEG	United Nations Evaluation Group
UNICEF	United Nation Children's Fund
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNHCR	United Nations High Commissioner for Refugees
WFP	World Food Programme
WHO	World Health Organization