

## Crisis response revision of Cameroon country strategic plan and corresponding budget increase

	Current	Change	Revised
<b>Duration</b>	<b>1 January 2018–31 December 2020</b>	<b>No change</b>	<b>No change</b>
<b>Beneficiaries</b>	<b>624 980</b>	<b>365 749</b>	<b>990 729</b>
<i>(USD)</i>			
<b>Total cost</b>	<b>197 755 397</b>	<b>86 682 316</b>	<b>284 437 713</b>
Transfer	153 671 011	72 639 717	226 310 729
Implementation	21 389 256	6 740 126	28 129 382
Adjusted direct support costs	10 625 552	2 012 002	12 637 554
<b>Subtotal</b>	<b>185 685 819</b>	<b>81 391 846</b>	<b>267 077 665</b>
Indirect support costs (6.5 percent)	12 069 578	5 290 470	17 360 048

Gender and age marker\* 2A

\* <http://gender.manuals.wfp.org/en/gender-toolkit/gender-in-programming/gender-and-age-marker/>.

### Rationale

1. The purpose of this second revision of the Cameroon country strategic plan is to enable the country office to make the necessary budget and technical adjustments to continue responding effectively and swiftly to the need of targeted populations. Specifically it aims to increase the beneficiary caseload from 50,000 to 350,000 to meet the needs of people affected by the North West/South West (NW/SW) crisis, and up to 50,000 newly arrived refugees into the Far North.
2. Continued tensions in the NW/SW have displaced about 438,000 people since 2017.<sup>1</sup> WFP has provided life-saving food assistance to more than 40,000 internally displaced persons (IDPs) in the SW since December 2018.
3. Between January and February 2019, villages in the Far North region received 35,000 children, women and men from Nigeria. Although the refugees were sent back early March 2019, 10,000 new refugees mainly women and children are reported to have returned to Cameroon.<sup>2</sup>
4. Furthermore, a rapid emergency food security and nutrition assessment in January 2019 revealed that 1.5 million people in the SW and NW (37 percent) are food insecure,<sup>3</sup> which

<sup>1</sup> OCHA Cameroon NW SW Crisis IDP estimates, 18 October 2018. Gender breakdown is estimated at 227,760 females and 209,240 males.

<sup>2</sup> <https://reliefweb.int/report/cameroon/rapid-needs-assessment-report-goura-logone-and-chari-division-far-north-region>.

<sup>3</sup> A rapid Emergency Food Security and Nutrition Assessment and two mobile vulnerability assessment and mapping exercises were conducted in January 2019 in NW/SW. Breakdown of food-insecure population: 900,000 in NW and 600,000 in SW with 370,000 (258,000 NW and 112,000 in the SW) severely food-insecure.



indicates a sharp increase from the 2017 prevalence (15 percent) in both regions.<sup>4</sup> Levels of food insecurity were found to be higher among IDPs than non-IDPs.

5. Preliminary results from the emergency food security and nutrition assessment conducted in January 2019<sup>5</sup> reveal a deterioration in nutrition status with global acute malnutrition rates of 5.6 percent in the South West and 4.4 percent in the North West. In the two regions, only 1.2 percent of children 6-23 months are receiving the minimal acceptable diet. This situation is compounded by limited access to health facilities.<sup>6</sup>
6. In order to ensure the continuity of interventions during 2019 while adjusting and scaling-up the relief assistance, WFP Cameroon needs to integrate and reflect its augmented response plan in the country strategic plan (CSP) through a budget revision.

## Changes

### Strategic orientation

7. This revision does not affect WFP's strategic orientation in Cameroon, which remains focused on saving lives and protecting livelihoods by delivering an integrated food and nutrition assistance package supporting the Government to achieve its priorities and goals.
8. The revision seeks primarily to respond effectively to augmented needs, with a focus on unconditional assistance and cash transfers coupled with enhanced malnutrition prevention in targeted areas.

### Strategic outcomes

9. In this context, the revision will augment emergency assistance and adjust the food basket to a full in-kind food basket for vulnerable Central African Republic refugees out of camp under strategic outcome (SO)1.
10. It will increase conditional assistance in areas bordering Nigeria where food prices are stabilizing and agricultural production prospects are good, and will transition to conditional food assistance for Central African Republic refugees in the East who are no longer considered extremely vulnerable.
11. It will provide complementary feeding through specialized nutritious foods integrated with general food distributions to stabilize global acute malnutrition rates under strategic outcome 3 for children 6–23 months.
12. In addition, the number of activities in the CSP will be reduced from 12 to 8 to support better work planning and budgetary management:<sup>7</sup>
  - SO2: Activities 4 and 5 will be merged into Activity 4: Provide food assistance to support early recovery and community resilience, environmental protection and adaptation in target communities;
  - SO3: Activities 6, 7 and 8 will be merged to into Activity 6: Malnutrition prevention activities, including blanket supplementary feeding programme, moderate acute malnutrition (MAM) treatment, caretakers of children in undertaking treatment for

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<sup>4</sup> Cameroon: comprehensive food security and vulnerability analysis, December 2017.

<sup>5</sup> Annex 2 WFP EFSNA SW/NW preliminary findings

<sup>6</sup> Some non-governmental organization (NGO) assessments indicate that up to a third of health facilities are abandoned or damaged.

<sup>7</sup> Activity 5 remains active until phased out and merged into Activity 4. (Timeframe tbc).



severe acute malnutrition, food by prescription for anti-retroviral treatment patients, and strengthening capacity;

- Under SO5, activities 10 and 11 will be merged into Activity 10: Provide technical expertise to Government and partners to plan and coordinate work for zero hunger, including early warning, preparedness and food security and nutrition response, national nutrition-sensitive, shock-responsive and gender-responsive safety net systems, and provide common management of information technology, warehouses and delivery corridors.
  - There will be no change under SO4 and SO6
13. The proposed changes will result in an increase in the total number of beneficiaries by 365,749 and the following budgetary adjustments:
- SO1 (crisis response) will increase by USD 67 million;
  - SO2 (resilience building) will increase by USD 5 million;
  - SO3 (resilience building) will increase by USD 6.7 million; and
  - SO4 (resilience building), SO5 (root causes), and SO6 (crisis response) will increase by a total of USD 0.7 million.
  - Overall, the total budget of the CSP will increase by USD 86.7 million, from USD 197.8 million to USD 284.5 million.

### **Beneficiary analysis**

14. All revisions to beneficiary figures are related to activities 1, 4 and 6 (as detailed in table 1).

### **Under Activity 1**

#### ***IDPs and refugees affected by the crisis in NW/SW and Far North regions***

- This number of beneficiaries in the NW/SW will increase from 50,000 to 350,000, and up to 50,000 newly arrived refugees into the Far North.
- The results of the rapid emergency food security and nutrition analysis conducted in January 2019 will inform planning needs for 2019.
- WFP will decrease the caseload of beneficiaries receiving cash from 30,000 to 15,000 in the Far North.

#### ***Central African Republic refugees***

15. WFP will:
- harmonize the food basket for vulnerable Central African Republic refugees outside of camps, providing a 100 percent ration, and will use the result of the 2018 joint assessment mission (JAM) to inform guidance for revision of rations in line with vulnerability levels;<sup>8</sup>

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<sup>8</sup> See JAM action plan 2019 for more details.



- reduce the overall caseload from 60,000 to 51,200 and increase the caseload receiving cash from 40,000 to 48,800; and
- establish a separate contingency caseload of 13,000 refugees from Nigeria and Central African Republic and 2,000 IDPs in the Far North.

#### **Under Activity 4<sup>9</sup>**

- Increase the number of refugees, host population and refugees benefiting from food for assets (FFA) in the East and Far North from 50,000 to 76,000, with cash-based transfers (CBTs) representing 52 percent of the caseload compared to 40 percent in 2018.
- Increase the number of local vulnerable population benefiting from FFA from 16,000 to 21,500.

#### **Under Activity 6<sup>10</sup>**

- Introduce blanket supplementary feeding for 25,000 children 6–23 months<sup>11</sup> in the NW and SW.

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<sup>9</sup> Newly merged activities 4 and 5.

<sup>10</sup> Newly merged activities 6,7, and 8.

<sup>11</sup> This was calculated based on a total number of IDPs of 400,000 as per the scale-up plan. The proportion of children 6–23 months is estimated at 7 percent, and coverage of 80 percent. To this figure was added the estimated number of MAM cases aged 24–59 months, calculated using the proportion of children aged 24–59 in the total population (about 10 percent) X MAM rate 6 percent X MAM conversion factor of 1.125 X estimated coverage of 80 percent.



TABLE 1: DIRECT BENEFICIARIES BY STRATEGIC OUTCOME, ACTIVITY AND MODALITY								
Strategic outcome	Activity	Transfer	Period	Women	Men	Girls	Boys	Total
				(18+ years)	(18+ years)	(0-18 years)	(0-18 years)	
1	1. Provide food and CBTs for vulnerable households affected by disasters	In-kind	Current	52 236	47 883	58 766	58 766	<b>217 651</b>
			Increase/decrease	83 652	76681	94 108	94 108	<b>348 549</b>
			Revised	135 888	124 564	152 874	152 874	<b>566 200</b>
		CBTs	Current	23 304	21 362	26,217	26 217	<b>97 100</b>
			Increase/decrease	-2 632	-2 127	-594	-847	<b>-6 200</b>
			Revised	20 672	19 235	25 623	25 370	<b>90 900</b>
2	2. Provide food and vouchers for school feeding for food-insecure populations	In-kind	Current			41 009	39 401	<b>80 410</b>
			Increase/decrease					
			Revised			41 009	39 401	<b>80 410</b>
		CBTs	Current			2 239	2 151	<b>4 390</b>
			Increase/decrease					
			Revised total			2 239	2 151	<b>4 390</b>
	3. Provide targeted seasonal food assistance	In-kind	Current	13 440	12 320	15 120	15 120	<b>56 000</b>
			Increase/decrease					
			Revised total	13 440	12 320	15 120	15 120	<b>56 000</b>
	4. Provide food assistance to support early recovery and community resilience*	In-kind	Current	21 744	19 932	24 462	24 462	<b>90 600</b>
			Increase/decrease	26 784	24 552	30 132	30 132	<b>111 600</b>
			<b>Revised</b>	48 528	44 484	54 594	54 594	<b>202 200</b>
		CBTs	Current	15 984	14 652	17 982	17 982	<b>66 600</b>
			Increase/decrease	27 856	15 926	18 487	19 197	<b>81 466</b>
			<b>Revised</b>	43 840	30 578	36 469	37 179	<b>148 066</b>
3	5. Malnutrition prevention activities, and strengthening capacity	In-kind	Current	1 048	1 502	120 870	116 130	<b>239 550</b>
			Increase/decrease			12 290	12 710	<b>25 000</b>
			<b>Revised</b>	1 048	1 502	133 160	128 840	<b>264 550</b>
<b>Total (without overlap)</b>			Current	99 987	107 745	215 523	201 725	<b>624 980</b>
			Increase	50 422	55 537	134 013	125 776	<b>365 749</b>
			<b>Revised</b>	<b>150 409</b>	<b>163 282</b>	<b>349 536</b>	<b>327 501</b>	<b>990 729</b>

\* For Activity 4, the “current” figures for the newly merged activities reflect the combined “revised” figures of the previous activities from the first budget revision.



<b>TABLE 2: FOOD RATION (g/person/day) or CASH-BASED TRANSFER VALUE (USD/person/day) BY STRATEGIC OUTCOME AND ACTIVITY</b>			
<b>Strategic outcome</b>	<b>Strategic outcome 1</b>		<b>Strategic outcome 3</b>
<b>Activity</b>	<b>Activity 1</b>		<b>Activity 6</b>
<b>Beneficiary type</b>	<b>IDPs, returnees, host</b>	<b>Additional Central African Republic refugees</b>	<b>Caretakers</b>
<b>Modality</b>	<b>Cash and food</b>	<b>Cash and food</b>	<b>Food</b>
Cereals	350	350	350
Pulses	100	100	100
Oil	35	35	35
Salt	5	5	5
Sugar			
SuperCereal	50	50	50
SuperCereal Plus			
Micronutrient powder			
total kcal/day (to be completed for food and cash modalities)	2 058	2 058	2 058
percent kcal from protein	12.2	12.2	12.2
Cash (USD/person/day)		0.62	
Multipurpose cash (USD/person/day)	0.644		
Multipurpose cash pass-through (USD/person/day)	0.644		
Number of feeding days per year	120	365	120

## Transfers

16. This revision foresees the following changes for transfers under Cameroon's CSP.

### Activity 1

- The ration for refugees will revert to the originally approved CSP general food distribution daily ration of 2,058 kcal for both in-kind and CBT.
- The composition of the food ration will be adjusted to match beneficiary preferences for rice.

### Activity 3

- The period of transfer will be brought forward to align with the lean season in the Far North.<sup>12</sup>

<b>TABLE 3: TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS AND VALUE</b>						
<b>Food type/cash-based transfers</b>	<b>Current budget</b>		<b>Increase</b>		<b>Revised budget</b>	
	<b>Total (mt)</b>	<b>Total (USD)</b>	<b>Total (mt)</b>	<b>Total (USD)</b>	<b>Total (mt)</b>	<b>Total (USD)</b>
Cereals	55 200	17 459 615	44 474	14 067 136	99 674	<b>31 526 751</b>
Pulses	15 771	8 235 899	12 707	6 635 628	28 478	<b>14 871 527</b>
Oil and fats	5 611	5 111 393	4 447	4 051 585	10 058	<b>9 162 978</b>
Mixed and blended	25 994	22 938 701	8 492	5 805 847	34 485	<b>28 744 548</b>
Others	825	162 596	635	125 163	1 461	<b>287 759</b>
<b>Total (food)</b>	<b>103 400</b>	<b>53 908 205</b>	<b>70 755</b>	<b>30 685 358</b>	<b>174 156</b>	<b>84 593 562</b>
Cash-based transfers		43 042 260		1 772 424		<b>44 814 684</b>
<b>Total (food and CBT value)</b>	<b>103 400</b>	<b>96 950 465</b>	<b>70 755</b>	<b>32 457 782</b>	<b>174 156</b>	<b>129 408246</b>

## Partners

17. WFP will coordinate the delivery of food assistance in the NW/SW through the food security cluster and the government-led humanitarian coordination platforms. Food assistance will be delivered working with NGOs familiar with the area, building on lessons learned so far and developing partners' skills, food assistance implementation and the humanitarian principles.

## Country office capacity

18. WFP will increase the number of staff in the South West field office established in October 2018 and set up an additional field office in the North West. Additional staff recruitment for roles in programme, security, logistics, monitoring and evaluation and CBT to support the scale-up and capacity strengthening of partners is underway.

<sup>12</sup> From June–November to May–October.

## Supply chain challenges

19. WFP has increased the Global Commodity Management Facility (GCMF) for the Douala corridor to position cargo earlier and developed long-term food supply agreements with suppliers in Cameroon.
20. Local, regional and GCMF purchases will be used to improve the cost-efficiency of WFP food assistance. Specialized nutritious products and other commodities that cannot be sourced locally or regionally will be received as in-kind contributions or purchased internationally.
21. In-country transport costs are high in NW/SW due to security risks and access challenges. WFP will use a combination of contracted commercial transporters and possibly fleet agreement to deliver food to beneficiaries. Warehousing in the NW/SW will be entrusted to local partners.
22. As lead of the logistics cluster, WFP will maintain an appropriate and inclusive coordination mechanism and conduct regular needs assessments and analysis of the logistics environment. WFP will also manage support on ICT-related issues for the humanitarian community and the Government, including on data protection and privacy, and provide common facilities where required.

## Risk management

23. WFP has updated its country office risk management register and developed a separate risk management register for the NW/SW operation.
- 23-24. While initially it was requested by the Ministry of Territorial Administration (MINAT) to suspend WFP's activities in the NW/SW, this suspension was not implemented because during a subsequent meeting between MINAT and humanitarian actors held on 24 May 2019, WFP received approval from MINAT to continue its food assistance activities as planned.
- 24-25. The main risks in NW/SW Cameroon are strategic due to the complex and volatile security situation, which could lead to an increase in humanitarian needs and challenges to reach all the people in need. WFP will address this risk by putting contingency plans in place and adopting minimum preparedness and emergency readiness actions. WFP will work with other United Nations agencies to develop an access strategy that adheres to humanitarian principles and United Nations security regulations and standards to ensure the safety of staff in a volatile situation.
- 25-26. A major operational risk is the limited availability and capacity of cooperating partners in the NW/SW, which could compromise the quality and timeliness of programmes and reduce opportunities for scale-up. WFP will focus on strengthening cooperating partners' capacities for programme management, monitoring and reporting. At the same time, WFP will use its compliance mechanism to conduct checks, third-party monitors to ensure transparency and area offices to carry out performance evaluations. Other operational risks are the possibility of inadvertently inciting violence through the provision of food assistance to non-IDPs only, and exposure of beneficiary information, raising protection concerns especially for women and girls and marginalized groups such as the disabled, and the risk that food is diverted by armed groups. WFP will undertake protection analyses before the scale up of interventions in the NW/SW, develop a protection and access strategy, enhance gender- and protection-related capacities, collect relevant quantitative and qualitative data on the impact of WFP's activities, and take remedial action.
- 26-27. There is also a risk that food is diverted by armed groups. WFP has put in place measures to mitigate this risk, including careful monitoring of transport routes and delivery in small tranches. Should diversion occur, WFP will set up a system to ensure that any incident is recorded and appropriately verified and documented.

## Proposed exit strategy

[27-28](#). Food assistance and emergency nutrition activities will be phased out in the NW/SW once the food security and nutrition situation improves in targeted areas, which WFP is continuously monitoring. To the extent possible, WFP will transition to resilience-building activities to help affected populations rebuild their livelihoods.

## Cost breakdown

[28-29](#). The significant increase in caseload in the NW/SW crisis has resulted in an overall increase of USD 60 million under the food modality for Activity 1.

TABLE 4: COST BREAKDOWN OF THE REVISION ONLY (USD)							
	Strategic result 1	Strategic result 1	Strategic result 2	Strategic result 3	Strategic result 5	Strategic result 8	Total
	Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	Strategic outcome 4	Strategic outcome 5	Strategic outcome 6	
Focus area	crisis response	resilience building	resilience building	resilience building	root causes	crisis response	
Transfer	61 605 996	4 677 346	5 801 439	0	316 152	238 784	<b>72 639 717</b>
Implementation	5 389 238	335 267	914 949	0	100 672	0	<b>6 740 126</b>
Adjusted direct support costs							<b>2 012 002</b>
<b>Subtotal</b>							<b>81 391 846</b>
Indirect support costs (6.5 percent)							<b>5 290 470</b>
<b>Total</b>							<b>86 682 316</b>

**TABLE 5: OVERALL CSP COST BREAKDOWN, AFTER REVISION (USD)**

	Strategic result 1	Strategic result 1	Strategic result 2	Strategic result 3	Strategic result 5	Strategic result 8	Total
	Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	Strategic outcome 4	Strategic outcome 5	Strategic outcome 6	
<b>Focus area</b>	<b>crisis response</b>	<b>resilience building</b>	<b>resilience building</b>	<b>resilience building</b>	<b>root causes</b>	<b>crisis response</b>	
Transfer	145 996 867	30 350 970	32 991 458	821 958	4 769 558	11 379 917	<b>226 310 729</b>
Implementation	14 638 324	8 004 100	4 583 763	6 176	207 619	689 400	<b>28 129 382</b>
Adjusted direct support costs	7 749 316	2 003 062	1 943 857	44 026	257 560	639 734	<b>12 637 554</b>
<b>Subtotal</b>	<b>168 384 507</b>	<b>40 358 132</b>	<b>39 519 079</b>	<b>872 160</b>	<b>5 234 736</b>	<b>12 709 051</b>	<b>267 077 665</b>
Indirect support costs (6.5 percent)	10 944 993	2 623 279	2 568 740	56 690	340 258	826 088	<b>17 360 048</b>
<b>Total</b>	<b>179 329 500</b>	<b>42 981 411</b>	<b>42 087 819</b>	<b>928 850</b>	<b>5 574 994</b>	<b>13 535 140</b>	<b>284 437 713</b>

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### **Acronyms used in the document**

CBT	cash-based transfers
CSP	country strategic plan
IDP	Internally displaced person
MAM	Moderate acute malnutrition