

Crisis response revision of Cameroon country strategic plan (2018–2020) and corresponding budget increase

	Current	Change	Revised
Duration	January 2018– December 2020	12-month extension	January 2018– December 2021
Beneficiaries	990 729	139 076	1 129 805
<i>(USD)</i>			
Total cost	285 926 653	161 376 757	447 303 410
Transfer	227 043 500	126 781 316	353 824 817
Implementation	28 794 676	16 827 229	45 621 905
Adjusted direct support costs	12 637 554	8 202 098	20 839 653
Subtotal	268 475 730	151 810 644	420 286 374
Indirect support costs <i>(6.5 percent)</i>	17 450 922	9 566 114	27 017 036

Gender and age marker code*: 2A¹

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

Rationale

1. This fourth budget revision to the 2018–2020 country strategic plan (CSP) is to respond to changes in the global, regional, and country context, necessitating technical adjustments to enable Cameroon country office to continue responding effectively and swiftly to the needs of targeted populations.
2. Cameroon continues to be confronted by three main and complex crises: the crisis in the Lake Chad Basin in the Far North, the consequences of the refugee influx from the Central African Republic in the East and hostilities between non-state armed groups and security forces in the North West (NW) and South West (SW) regions, resulting in continued displacements.
3. The conflict affecting the NW and SW regions continues to deteriorate. Humanitarian access has receded by one third as compared to 2019, the number of non-state armed groups having multiplied and splintered away from the political ideology, into financially driven organized crime. In the Far North, the number of predation attacks targeting civilian populations continues to increase in both scale and geographical scope. Security incidents along the Nigeria-Cameroon border are reported daily and have prevented returns as compared to previous years.

¹ The gender and age marker should be reviewed in case of a new strategic outcome or additional activity.



4. These crises are now compounded by the COVID-19 pandemic eroding resilience and extending vulnerability. Cameroon announced its first COVID-19 case on 6 March 2020. As at 29 July 2020, over 17,255 cases and 387 deaths were confirmed,² putting Cameroon among Africa’s most-affected countries.
5. The rapid, far-reaching impact of the global COVID-19 crisis is being felt strongly across the region, and no less in Cameroon, where the Government and partners are moving quickly to adjust their strategic orientation and operational posture. The pandemic is radically altering the preparation and timelines of Cameroon’s Common Country Analysis/United Nations sustainable development cooperation framework (UNSDCF) processes, now estimated to be completed in October 2020.
6. To ensure UNSDCF alignment, the Government has approved the extension of United Nations ExCOM agencies country programmes by one year to 2021. This will shift submission of WFP’s second-generation CSP to the November 2021 Executive Board session for approval, and a new start date of 1 January 2022 for the second-generation CSP.
7. The proposed budget revision is therefore required to cover:
 - the extension of the CSP duration by 12 months to 31 December 2021;
 - the maintenance of humanitarian assistance in NW/SW regions;
 - the response to the impact of the COVID-19 outbreak.

Changes

Strategic orientation

8. The proposed budget revision does not affect WFP’s strategic orientation in Cameroon as per the approved CSP, which remains focused on saving lives and protecting livelihoods, delivering an integrated food and nutrition assistance package, as part of a coherent United Nations country team support to the Government’s priorities and goals.
9. The budget revision reflects increased resource needs in crisis response to achieve strategic outcome 1 to cover the extended duration of the CSP to align with the new UNSDCF and government development priorities, and respond to the impact of the COVID-19 outbreak.

Strategic outcomes

10. The proposed budget review does not incur any changes in the formulation of outputs, or activities.³ The budget revision will enable the country office to continue to respond effectively to augmented needs, with a focus on unconditional assistance with food and cash transfers coupled with enhanced malnutrition prevention in targeted areas.

Targeting approach and beneficiary analysis

11. As the conflict continues in the NW and SW regions more households have been made food-insecure, as insecurity and massive internal displacement has caused a significant decline in agricultural production. By December, 473,000 more people in the NW/SW regions are expected to be food-insecure.⁴ The level of acute malnutrition in these two regions is not well known, however data collected using mid-upper arm circumference revealed wasting rates of 5.1 percent and 7.4 percent for the NW and SW regions respectively, with

² Ministry of Public Health: Cameroon COVID-19 Sitrep 36, 19 June 2020.

³ See the Line of Sight (Annex I) – budget revision 3.

⁴ *Cadre harmonisé*. March 2020.



further deterioration expected in the absence of a scaled-up nutrition response.⁵ Budget revision 4 will no longer phase out emergency food assistance in June 2020 as planned in budget revision 2 and will meet the needs of 350,000 people affected by the NW/SW crisis up to the end of the CSP. The results of the rapid emergency food security and nutrition analysis, *Cadre harmonisé* and Fill the Nutrient Gap analysis planned in 2020 will provide evidence to adjust the beneficiary numbers as the assistance needs escalate or recede and inform national programmes.

12. The Far North recorded 4,400 newly arrived refugees from January to June 2020 bringing the population in the camp to 66,978 Nigerian refugees⁶ of which 62 percent are children and 53 percent are women and girls. With the continued increase in security incidents along the Nigeria–Cameroon border, 3,000 additional refugees are expected by the end of the year. The budget revision 4 will address the need to readjust the caseload to 70,000 Nigerian refugees.
13. WFP's operational plan to respond to COVID-19 classifies Cameroon as a Category 1 country: "Highly fragile countries with weak health systems, low preparedness, low capacity to cope (lower income), weak logistics performance, and large-scale WFP life-saving operations."⁷
14. The spread of COVID-19 mainly in peri-urban and urban areas and regions with internal conflict (NW and SW) or those with refugees (the Far North, Adamaoua, and East regions) will further undermine the already fragile food security status of the affected and vulnerable populations and limit the access to livelihoods for urban poor people who have already noticed a decline in their income due to a slowdown in the economy. It is estimated that 423,000 people in urban or peri-urban regions will need immediate food assistance to mitigate the impact of the outbreak.⁸

Transfer modalities

15. WFP will continue using a combination of in-kind food and cash-based transfers (CBTs) depending on market conditions in the target areas, resource availability and where the security situation allows informed by comprehensive multi-sector assessments.
 - In NW and SW regions, pregnant and lactating women and girls (PLWGs), and beneficiaries with special needs⁹ will receive a multi-purpose cash transfer¹⁰ accompanied by social and behaviour change communication (SBCC), to complement the 50 percent in-kind assistance. A daily snack of high energy biscuits (HEBs) (ration 100g HEBs/day/person)¹¹ will be provided to 6,373 children in formal and non-formal schools once schools reopen. In addition, 3,253 monthly family take-home rations (family size of 5) will be provided to children that regularly attend classes in formal

⁵ Emergency food security assessment, October 2019.

⁶ Office of the United Nations High Commissioner for Refugees data of April 2020 <https://data2.unhcr.org/en/documents/details/76179>.

⁷ WFP operational plan global response to COVID-19, 22 March 2020.

⁸ Analysis conducted by the Ministry of Agriculture and Rural Development, supported by WFP and FAO based on *Cadre harmonisé* data.

⁹ These included people with disabilities, people with chronic illnesses, such as HIV/AIDS and the elderly.

¹⁰ The top-up enables groups with special needs to top-up the 50 percent in-kind ration with locally available nutritious foods and cover other costs such as transportation to and from the markets and health centres, firewood, phone charging costs. The CBT transfer value of USD 13.99 or XAF 8500 is calculated taking into account: i) the cost of 50 percent of the nutritionally acceptable food basket based on local market prices valued at USD 8.5, and ii) the cost of essential non-food items and services to support the special needs mainly transportation to and from the markets and health centres, firewood, phone charging costs, estimated at USD 5.4.

¹¹ HEBs are provided in the NW/SW regions given the level of insecurity and damage to school infrastructure making it difficult to access markets and cook food in schools.



schools and to 120 teachers/school administrators. Specialized nutritious foods will be integrated with general food distributions to target children 6–23 months, PLWGs, and introduce the treatment of moderate acute malnutrition for children 6-59 months in 2021. Activity 1 beneficiaries residing in rural and hard-to-reach areas will continue to receive 75 percent of the food ration, while those in urban and peri-urban locations will continue to receive 50 percent of the ration.

- The contingency food basket for vulnerable new internally displaced persons (IDPs) (2,000) and Nigerian refugees (3,000) will be adjusted to a full (100 percent) 3-month food ration, with HEBs at the refugee reception centre.
- Unconditional food assistance using unrestricted cash transfers accompanied by SBCC will be introduced in urban and peri-urban areas in Far North, NW, SW, East and Adamaoua regions for 82,219 food-insecure people¹² out of 423,000 directly and severely impacted by COVID-19.¹³

16. The budget revision will result in an overall 139,076 increase in the total number of beneficiaries by December 2021, without overlap, mainly due to the increased caseload under strategic outcome 1.

Partnerships

17. In support of the national COVID-19 response, WFP is providing assistance to expand and complement national health and socioeconomic responses and systems. Food security monitoring will be scaled up using mobile vulnerability analysis and mapping and remote monitoring tools to increase understanding of changing vulnerabilities and design appropriate responses. WFP will expand its food assistance programmes to reach populations not currently covered and support Government with provision of food assistance to quarantine households and people in isolation centres. As the lead of the operations support and logistics pillar of the national COVID-19 response, WFP will offer common logistics services support to all humanitarian responders. WFP will also support the “Back to School” campaign in partnership with the United Nations Children’s Fund, ensuring that health and nutrition services are provided as incentives for the most vulnerable children to return to school. Food assistance for assets activities will contribute to protecting livelihoods for smallholder farmers, and moderately food-insecure refugees and IDPs.

Country office capacity

18. Additional staff recruitment is under way in programme and logistics to support scale-up of operations and government capacity strengthening as part of the COVID-19 response. Staffing needs will be reassessed periodically to ensure that WFP maintains capacity to continue effective implementation of the CSP while providing operations and logistics services to partners.

¹² Target groups will include refugees, migrants, IDPs and local populations made vulnerable due to loss of income, restricted movement, reduced access to markets, inflation and increased prices, as well as pregnant and lactating women (PLW), special needs persons (the elderly, people with disabilities and people with chronic illnesses including HIV and TB), orphans and vulnerable children benefiting from social assistance.

¹³ Refer to CSP budget revision 4 Annex 6 Covid-19 country office contingency plan Cameroon, 2 April 2020. Scenario 2 response plan adopted. Information available does not show significant impact on food insecurity due to stable food prices in all the regions except NW, SW and Far North and steps by the Government of Cameroon to maintain economic and supply chain activities at pre-COVID-19 levels. The Government also permitted businesses to operate and facilitated essential supply chain activities which enabled a reduction in the impact on livelihoods and food security.



Supply chain challenges

19. The continuing insecurity and resulting access constraints in the Far North and NW/SW regions pose challenges. A new customs system and COVID-19 preventive measures are also delaying food movements out of the Douala entry port. The logistics working group involving Government, humanitarian and private logistics actors meets regularly to tackle bottlenecks, while WFP is exploring increasing local sourcing and diversifying its service providers and reviewing their business continuity plans.

Monitoring and Evaluation

20. Face-to-face monitoring exercises which may expose beneficiaries and enumerators to unnecessary health risks will be replaced with remote monitoring. This arrangement will continue until mitigation for COVID-19 infection is identified. With regard to future decentralized evaluations, the country office will develop a new plan as part of the upcoming second-generation CSP, in line with emerging learning and evidence needs and based on recent findings and lessons from the recent CSP evaluation conducted in 2019/2020.

Risk management

21. WFP will continue to ensure strong compliance with internal controls and testing those of its partners. WFP has updated its risk register to capture changes in the environment and is adjusting corresponding risk mitigation measures. WFP will continue to improve community level acceptance and increase awareness of WFP's activities through partners in the NW, SW and Far North regions through visibility and community level engagement activities. Additional security personnel have been recruited as part of WFP's access strategy, working closely with programme staff to implement this strategy successfully. The capacity building of cooperating partners to increase security awareness is done through mission support and security incident management, in addition to quarterly training sessions and joint missions. WFP is dedicated to compliance with operational security standards throughout the operation. Reviews are conducted on a regular basis to ensure that staff have the equipment and training required in order to safely reach beneficiaries. Additionally, all partners have been requested to submit business continuity plans and are being supported to adapt programme delivery to the COVID-19 context.

Proposed transition/handover strategy

22. Unconditional food assistance and emergency nutrition activities will be phased out or reduced in the NW/SW regions, and COVID-19 impacted areas once the proportion of households that are food secure increase and acute malnutrition rates improve with better access to livelihoods and income-generating activities and basic health services. To the extent possible, WFP will transition to resilience building activities to help affected populations rebuild their livelihoods.



Beneficiary analysis

TABLE 1: DIRECT BENEFICIARIES BY STRATEGIC OUTCOME, ACTIVITY AND MODALITY									
Strategic outcome	Activity	Modality	Period	Women (18+ years)	Men (18+ years)	Girls (0-18 years)	Boys (0-18 years)	Total	
1	1	In-kind	Current	135 888	124 564	152 874	152 874	566 200	
			Increase/decrease	45 492	41 701	51 179	51 179	189 550	
			Revised	181 380	166 265	204 053	204 053	755 750	
		CBTs	Current	21 816	19 998	24 543	24 543	90 900	
			Increase/decrease	29 001	26 585	32 627	32 627	120 839	
			Revised	50 817	46 583	57 170	57 170	211 739	
2	2	In-kind	Current			41 009	39 401	80 410	
			Increase/decrease			14 415	13 849	28264	
			Revised			55 424	53 250	108 674	
		CBTs	Current			2 239	2 151	4 390	
			Increase/decrease	674	618	759	759	2 810	
			Revised	674	618	2 998	2 910	7 200	
		3	In-kind	Current	13 440	12 320	15 120	15 120	56 000
				Increase/decrease	-720	-660	-810	-810	-3000
				Revised	12 720	11 660	14 310	14 310	53 000
	4	In-kind	Current	48 528	44 484	54 594	54 594	202 200	
			Increase/decrease	-37 045	-33 958	-41 676	-41 676	-154 355	
			Revised	11 483	10 526	12 918	12 918	47 845	
			CBTs	Current	35 536	32 575	39 978	39 978	148 066
				Increase/decrease	-26 176	-23 995	-29 448	-29 448	-109 066
				Revised	9 360	8 580	10 530	10 530	39 000
3	6	In-kind	Current	1 058	1 587	133 598	128 307	264 550	
			Increase/decrease	212	318	26 743	25 684	52 956	
			Revised	1 270	1 905	160 340	153 990	317 506	
Total (without overlap)			Current	138 702	148 609	366 570	336 848	990 729	
			Increase/decrease	19 471	20 861	51 458	47 286	139 076	
			Revised	158 173	169 471	418 028	384 134	1 129 805	

Transfers

TABLE 2: FOOD RATION (g/person/day) OR CASH-BASED TRANSFER VALUE (USD/person/day) BY STRATEGIC OUTCOME AND ACTIVITY										
	Strategic outcome 1						Strategic outcome 2		Strategic outcome 3	
	Activity 1						Activity 2		Activity 6	
Beneficiary type	COVID-19 response	COVID-19 response	IDPs (NW/SW urban/ peri-urban)	IDPs (rural and difficult to reach)	IDPs (urban and semi-urban)	Refugees (Nigeria including contingency)	IDPs (school-age children - daily take home ration)	IDPs (teachers and school administrators)	Children 6-23 months	PLWGs
Modality	CBTs	CBTs	CBTs/multi-purpose cash transfer	Food	Food	Food	Food	Food	Food	Food
Cereals				262.5	175	350	333.33	333.33		
Pulses				75	50	100				
Oil				26.25	17.5	35	30.33	30.33		
Salt				3.75	2.5	5				
Sugar										
Super Cereal				37.5	25	50				
Super Cereal Plus									100	100
Micronutrient powder										
Total kcal/day				1 577	1 055	2 056	1 464	1 464	394	394
% kcal from protein				10.6	10.5	14.2	6	6	16.6	16.6
Cash-based transfers (USD/person/day)	0.277	0.333	0.472							
Number of feeding days per year	180	180	180	360	360	360	270	270	360	360



TABLE 3: TOTAL FOOD/CASH-BASED TRANSFER REQUIREMENTS AND VALUE						
	Current budget		Increase		Revised budget	
	Total (mt)	Total (USD)	Total (mt)	Total (USD)	Total (mt)	Total (USD)
Cereals	99 674	31 526 751	76 455	28 835 343	176 129	60 362 094
Pulses	28 478	14 871 527	23 731	11 173 292	52 210	26 044 819
Oil and fats	10 058	9 162 978	7 652	6 899 038	17 710	16 062 016
Mixed and blended foods	34 485	28 744 548	11 964	12 018 270	46 449	40 762 818
Other	1 461	287 759	1 095	227 847	2 556	515 606
Total (food)	174 156	84 593 562	120 898	59 153 790	295 054	143 747 352
Cash-based transfers		44 814 684		18 539 547		63 354 231
Total (food and CBT value)	174 156	129 408 246	120 898	77 693 337	295 054	207 101 583

Transfers

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

Under Activity 1

- Rations for SW and NW IDPs will be provided at 1,570 kcal in rural and difficult to reach areas and 1,053 kcal in urban and peri-urban areas.
- Contingency rations in Far North will be provided at 2,090 kcal.
- Super Cereal pipeline break will be addressed by the provision of a 1-1 compensation ration with pulses, equivalent to 188 kcal (or around 50g of pulses).

Cost breakdown

24. There being no changes to the formulation of the existing Line of Sight; budget revision 4 requires the following budgetary adjustments:

- strategic outcome 1 (crisis response) budget increased by USD 119,356,368;
- strategic outcome 2 (resilience building) budget increased by USD 8,281,282;
- strategic outcomes 3 and 4 (resilience building) budget increased by USD 5,880,552;
- strategic outcome 5 (root causes) budget increased by USD 8,610;
- strategic outcome 6 (crisis response) budget increased by USD 10,081,733;
- Overall, the total budget of the CSP will increase by USD 161,376,757, from USD 285,926,653 to USD 447,303,410.

25. These adjustments also consider lessons learned from the first year of CSP implementation and aim to align cost categories to actual and anticipated expenditure trends from January 2020 through December 2021. These adjustments are reflected in Table 4.

TABLE 4: COST BREAKDOWN OF THE REVISION ONLY (USD)							
	Strategic result 1 (SDG 2.1)	Strategic result 1 (SDG 2.1)	Strategic result 2 (SDG 2.2)	Strategic result 4 (SDG 2.4)	Strategic result 5 (SDG 17.9)	Strategic result 8 (SDG 17.16)	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	105 431 367	7 213 222	4 014 042	550 110	3 943	9 568 633	126 781 316
Implementation	13 925 001	1 068 060	1 314 289	2 112	4 667	513 100	16 827 229
Adjusted direct support costs							8 202 098
Subtotal							151 810 644
Indirect support costs (6.5 percent)							9 566 114
Total							161 376 757

TABLE 5: OVERALL CSP COST BREAKDOWN, AFTER REVISION (USD)							
	Strategic result 1 (SDG 2.1)	Strategic result 1 (SDG 2.1)	Strategic result 2 (SDG 2.2)	Strategic result 4 (SDG 2.4)	Strategic result 5 (SDG 17.9)	Strategic result 8 (SDG 17.16)	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	251 428 234	37 564 192	37 005 500	1 372 068	4 761 273	21 693 550	353 824 817
Implementation	28 504 923	9 067 054	5 892 740	8 288	212 286	1 936 613	45 621 905
Adjusted direct support costs	14 485 882	2 488 942	2 246 812	78 294	267 365	1 272 357	20 839 653
Subtotal	294 419 040	49 120 188	45 145 052	1 458 650	5 240 924	24 902 521	420 286 374
Indirect support costs (6.5 percent)	19 137 238	3 192 812	2 934 428	94 812	340 660	1 317 086	27 017 036
Total	313 556 277	52 313 000	48 079 480	1 553 462	5 581 584	26 219 606	447 303 410



Acronyms

CBTs	cash-based transfers
CSP	country strategic plan
HEBs	high energy biscuits
IDPs	internally displaced persons
NW	North West region
PLWGs	pregnant and lactating women and girls
SBCC	social and behaviour change communication
SW	South West region
UNSDCF	United Nations sustainable development cooperation framework

