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Evaluation of Cameroon WFP Country Strategic Plan 2018-2020

Evaluation Report
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Programme

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Table of Contents

Executive summary	i
1. Introduction	1
1.1. Evaluation features.....	1
1.2. Country context	2
1.3. The WFP country strategic plan in Cameroon	4
2. Evaluation Findings	7
2.1. To what extent is the strategic position, role and specific contribution of WFP based on country priorities, people’s needs, and the organization’s strengths?.....	7
2.2. What is the extent and quality of the specific contribution of WFP to country strategic plan strategic outcomes in Cameroon?	16
2.3. To what extent has WFP used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes?.....	33
2.4. What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?	43
3. Conclusions and recommendations	53
3.1. Overall Assessment	53
3.2. Recommendations.....	57
Annexes	61
Annex 1: Evaluation Terms of Reference	61
Annex 2: List of Persons Interviewed	62
Annex 3: Bibliography.....	70
Annex 4: Evaluation Methodology	74
Annex 5: Evaluation Process and Timeline	77
Annex 6: Funding Environment in Cameroon	80
Annex 7: WFP Activities in Cameroon.....	81
Annex 8: Analysis of Cameroon Country Strategic Plan Theory of Change	87
Annex 9: Overview of Targeting Strategies - WFP Cameroon 2017-2020.....	89
Annex 10: WFP Outcome Indicators (2017–2020)	93
Annex 11: Effectiveness.....	95
Annex 12: Efficiency and Timeliness.....	109
Annex 13: Cumulative Financial Overview – September 2019.....	111
Annex 14: Food transfer matrix rates	118
Annex 15: Key Analytical Work with WFP Contribution or Leadership and Use for Programming.....	121
Annex 16: 2017 and 2018 Progress Towards Country Strategic Plan Outcome Indicators	123
Annex 17: Follow-up of 2017 Country Portfolio Evaluation Recommendations	130
Annex 18: Country Strategic Plan Adherence to WFP Corporate Policies and Commitments	141
Annex 19: Review of Country Strategic Plan 2018 and 2019 Annual Performance Plans...	143
Acronyms	150
Photo Credit.....	152

Figures

Figure 1: Cameroon context and WFP activities.....	6
Figure 2: WFP Cameroon unconditional transfer beneficiaries (food and cash) – Activities 1 and 3	16
Figure 3: WFP Cameroon food assistance for assets beneficiaries – Activities 4 and 5	16
Figure 4 WFP Cameroon school feeding beneficiaries – Activity 2	16
Figure 5 WFP Cameroon nutrition activities beneficiaries – Activity 3	16
Figure 6: Results of quarterly community mid upper-arm circumference screenings in the four regions (2018-2019)	22
Figure 7 : Cameroon Global Commodity Management Facility lead-time comparison, 2014-2019	37
Figure 8: Cameroon Global Commodity Management Facility, conventional purchases and in-kind support, 2012-2019.....	37
Figure 9: Actual versus planned net cost per beneficiary for transfer activities in 2018	39
Figure 10: Food transfer rates evolution over the 2017 -2019 period.....	39
Figure 11: Resource mobilization as of November 2019	45
Figure 12 Country strategic plan funding and expenditure: Jan 2018–Sept 2019.....	39
Figure 13: Contributions trend for top six donors	

Tables

Table 1: Country strategic plan strategic outcomes and key activities at design stage.....	5
Table 2: Relevance of strategic outcomes to identified food and nutrition security needs and overall coherence.....	10
Table 3: 2017 and 2018 progress towards outcome indicators.....	17
Table 4: Household coping strategy index scores and dietary diversity scores by region for 2018	18
Table 5: Satisfaction levels with the quality of food as at November 2018.....	18
Table 6: WFP contributions or missed opportunities to improve the prospects for peace in Cameroon.....	32
Table 7: Number of highly food insecure people and food assistance in the the Northwest and Southwest regions in 2019.....	35
Table 8: Number of vacant logistics positions in the September 2019 organigram	40
Table 9: Number of vacant positions in the September 2019 organigram	51

Boxes

Box 1: Food assistance for assets activities – Mama site.....	20
Box 2: Missed opportunities for nutrition mainstreaming.....	29
Box 3: Shifting from status-based targeting to vulnerability-based targeting for the response to the Central African Republic crisis	34
Box 4: Examples of positive influence of partnerships on performance and results	47
Box 5: Examples of partnerships initiatives which have not improved performance and results	48

Executive summary

INTRODUCTION

Evaluation features

1. The evaluation of the Cameroon country strategic plan (CSP) assessed WFP's strategic positioning and role; the extent and quality of WFP's specific contributions to CSP strategic outcomes; WFP's efficiency; the factors that explain WFP's performance and the extent to which WFP made the strategic shift expected, over the period 2017 to mid-2019.¹ It provides evidence from which conclusions regarding WFP's performance and lessons to inform the development of the next CSP may be drawn. It also facilitates accountability to WFP stakeholders. Commissioned by WFP's independent Office of Evaluation, the evaluation was conducted by an external team, with field work in Cameroon from 29 August to 13 September 2019. The evaluation follows a 2017 country portfolio evaluation that provided recommendations that informed CSP operationalization.

2. The evaluation relied on the review of secondary data, complemented by 147 key informant interviews, 13 focus group discussions with beneficiaries and direct observation during site visits to communities and refugee camps. It applied a gender-sensitive methodology covering CSP activities from 2018 onward and related operations in 2017. The evaluation team encountered some local access restrictions, but they did not affect the validity of the findings because the team was able to triangulate information sources.

Context

3. With a population of 25 million, Cameroon is a lower-middle-income country with a low rank on the Human Development Index (150th of 189 countries in 2019)² and growing income inequality (table 1).³ Economic development policy is guided by the Government's Vision 2035 and growth and employment strategy for the period 2010–2020. Cameroon has experienced instability as a result of Boko Haram activity in the Far-North region since 2014; conflict in the North-West and South-West regions between state forces and Anglophone groups seeking greater autonomy since 2017; and the influx of 250,000 refugees from the Central African Republic in the East and Adamaoua regions since 2013. In 2019, Cameroon participated in a voluntary national review that showed modest progress on the Sustainable Development Goals.

¹ The evaluation reviewed activities from 2017 that continued into 2018.

² United Nations Development Programme country classification.
http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/CMR.pdf.

³ The Gini index went from 0.39 in 2007 to 0.44 in 2014.

TABLE 1: SOCIOECONOMIC INDICATORS			
	Indicator	2017	2019
1	Total population ^a	24 566 045	25 216 237 (2018)
2	GDP per capita (USD PPP) ^a	3 645	3 785 (2018)
3	Percentage of urban population ^b	54.4 (2016)	55.8 (2018)
4	Human Development Index score ^b	0.556 (151 out of 189)	0.563 (150 out of 189)
5	Population living below the poverty line of PPP USD 1.90 a day (percentage) ^b	24 (2016)	23.8
6	Population in severe multidimensional poverty (percentage) ^b	25.8 (2016)	25.6
7	Life expectancy at birth ^b	58.6 years (2016)	58.9 years
8	Percentage of children under 5 with stunting ^b	31.7 (2010–2015) ^c	31.7 (2010–2016) ^c
9	Maternal mortality ratio (per 100 000 live births) ^b	596 (2016)	596
10	Prevalence of HIV, total (percentage of population age 15-49 years)	3.7	3.6 (2018)
11	Gender Inequality Index ^b	0.569 (141 out of 160)	0.566 (140 out of 160)
12	Population with at least secondary education (percentage of population aged 25 years or older) ^b	Female: 32.5 Male: 39.2 (2016)	Female: 32.7 Male: 40.9
13	Labour force participation rate, total (percentage of total population aged 15+ years) ^b	Female: 71.2 Male: 81.2 (2016)	Female: 71.2 Male: 81.4

Abbreviations: GDP = gross domestic product; PPP = purchasing power parity.

^a World Bank. World Development Indicators.

^b United Nations Development Programme. Human Development Reports for 2016, 2018 and 2019. Data extracted on 18 May 2020.

^c Data refer to the most recent year.

4. According to the national gender policy for 2011–2020, sociocultural gender norms are a major hurdle for the achievement of equal rights and opportunities. From 2017 to 2019, Cameroon's Gender Inequality Index score declined from 0.569 to 0.566 (from 140th to 141 out of 160 countries).⁴

5. The main donors of official development assistance include the European Union, France, Germany, the International Monetary Fund, the United States of America and the World Bank.⁵ For humanitarian assistance, the main donors are the Directorate-General for European Civil Protection and Humanitarian Aid Operations of the European Commission (ECHO), Germany, Japan, Sweden, the United Nations Central Emergency Response Fund and the United States.⁶

⁴ United Nations Development Programme. 2017–2019. Gender Inequality Index. <http://hdr.undp.org/en/data/>.

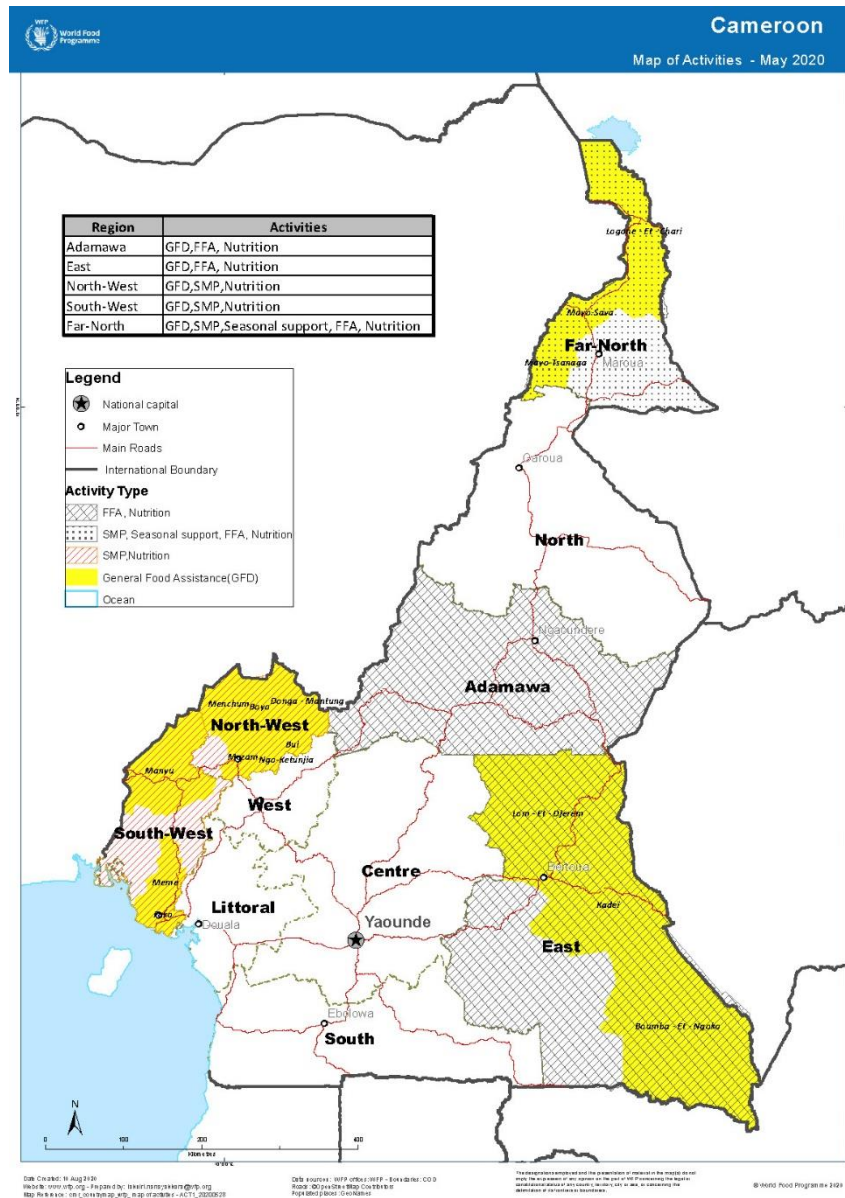
⁵ Organisation for Economic Co-operation and Development – Development Assistance Committee. <https://www.oecd.org/countries/cameroon/>

⁶ Office for the Coordination of Humanitarian Affairs. 2019. Cameroon country study. <https://www.alnap.org/help-library/cameroon-country-study-humanitarian-financing-task-team-output-iv>.

WFP in Cameroon

6. WFP's support for Cameroon started in the 1970s. During the review period, Cameroon experienced multiple crises, both internal and spilling over from neighbouring countries. In January 2019 the United Nations humanitarian response plan for the country estimated that there were 665,000 internally displaced persons (IDPs), 385,000 refugees, mainly from the Central African Republic and Nigeria, and 92,000 returnees. Figure 1 shows WFP activities in Cameroon in 2020.

Figure 1: WFP in Cameroon in 2020

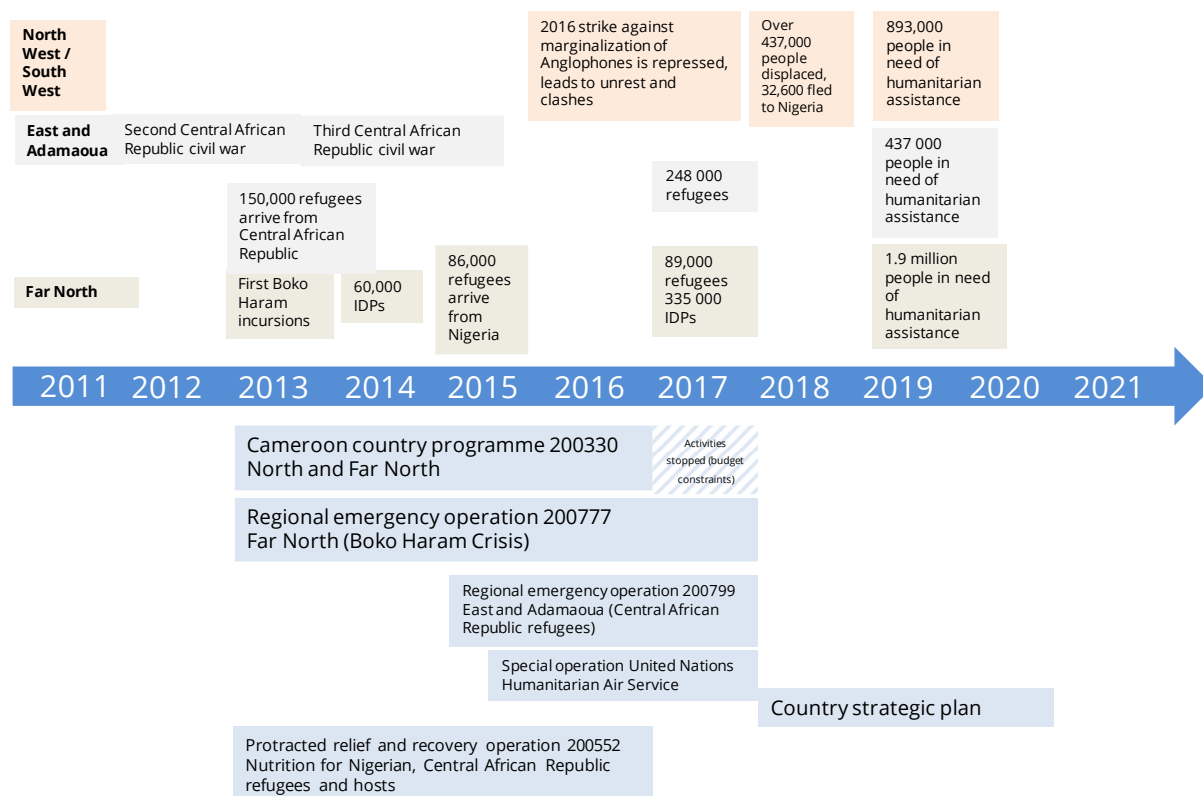


Source: WFP Geospatial Support Unit, May 2020.

Abbreviations: GFD = general food distribution; FFA = food for assets

7. From 2017 to mid-2019 WFP's portfolio in Cameroon comprised one country programme, two regional emergency operations (200777 and 200799), one special operation linked to the United Nations Humanitarian Air Service (UNHAS) (figure 2) and relief, recovery and development-oriented activities under the CSP. Supporting refugees, returnees, IDPs and host communities through food and cash-based transfers (CBTs), WFP assistance was concentrated in the North and East regions and the new NW/SW crisis area, which had the highest levels of poverty, food insecurity and humanitarian needs.

Figure 2: WFP portfolio overview (2017-2019)a



Source: OCHA, Aperçu des besoins humanitaires 2019, January 2019. IDPs = internally displaced persons

^a Source: United Nations Office for the Coordination of Humanitarian Affairs. 2019. Aperçu des besoins humanitaires 2019. <https://reliefweb.int/report/cameroon/cameroon-aper-u-des-besoins-humanitaires-2019-janvier-2019>.

8. The Cameroon CSP for 2018–2020 combines activities into a single document based on a new WFP strategic framework and the national zero hunger strategic review consultative process. This shift in approach puts more emphasis on community-led planning; national capacity strengthening in respect of safety nets; nutrition; gender equality; food security monitoring; and partnerships, especially with the Rome-based agencies. The three-year CSP is aimed at six strategic outcomes (table 2).

**TABLE 2: STRATEGIC OUTCOMES OF THE CAMEROON COUNTRY STRATEGIC PLAN
(2018–2020)**

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

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.

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.

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

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

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

FINDINGS

To what extent are WFP's strategic position, role and specific contribution based on country priorities and people's needs, as well as WFP's strengths?

Relevance to national policies, plans and strategies and strategic positioning

9. In 2016, the national zero hunger strategic review was an important tool for aligning the CSP with national sustainable development goals and relevant national policies and priorities, except in some cases such as prioritizing refugee resilience building. National stakeholders appreciated WFP's partnership, in particular with regard to its advocacy of development-oriented policy options, but saw a need for additional resources to address national food security and nutrition capacity and to pay greater attention to food safety, which is a national priority.

10. In an evolving and diverse context, WFP's analytical work identified and addressed a variety of food and nutrition security needs. The country office pursued a principled positioning of WFP in response to urgent needs in areas affected by conflict and displacement. It harnessed WFP's comparative advantages, highly acknowledged by stakeholders, namely, its logistical capacity and its broad operational network of suboffices that are well located to address refugees' and IDPs' needs.

11. WFP adapted well to the worsening situation in the North-West and South-West regions. WFP food assistance was appropriate to the population's needs, focusing on general food assistance, school feeding, nutrition through a blanket supplementary feeding programme, food for assets and related innovative approaches. However, its understanding of root causes and capacity needs was insufficient, and synergies across the CSP's six ambitious strategic outcomes and activities were limited. The 2017 country portfolio evaluation recommendations informed the design of the CSP, but the recommended internal and external synergies and stronger capacity strengthening efforts did not receive sufficient attention during CSP implementation. Within the relatively short implementation period, the design of the CSP underestimated risks associated with the low level of ownership and capacity of national and local institutions.

Alignment and coherence with the United Nations development assistance framework (UNDAF).

12. The CSP was well aligned with the UNDAF for Cameroon, leading to a timely and high degree of coherence between WFP and other United Nations agencies. This alignment stimulated operational sector coordination, such as the conduct of joint missions at the decentralized level and facilitated resource mobilization for resilience programming in the Far North and East regions. Still, within its mandate, WFP could have played a more prominent role with regard to the UNDAF and the United Nations country team. There was coordination between WFP and the other Rome-based agencies but it was not formalized. Collaboration with the United Nations Children’s Fund (UNICEF) and the Office of the United Nations High Commissioner for Refugees (UNHCR) on nutrition and targeting, respectively, was challenging. In contrast to the crucial role cooperating partners played in field implementation of the CSP, partnerships with non-governmental organizations (NGOs) were driven by short-term objectives, and WFP’s consideration of strategic engagement and leveraging of expertise with those partners was insufficient. There is potential for wider strategic partnerships with NGOs, international financial institutions and the private sector.

What is the extent and quality of WFP’s specific contribution to CSP strategic outcomes in Cameroon?

13. There was progress towards the six strategic outcomes of the CSP and with regard to cross-cutting issues. Overall, the country office performed well on output delivery. The CSP’s strategic outcomes were ambitious given its three-year timeframe, and the CSP itself did not allow for the demonstration of actual medium- or long-term changes in the food security of beneficiaries.

General food assistance

14. In 2018 and 2019 WFP supported 1.6 million people, meeting acute food needs and reaching 89 percent of planned beneficiaries through food distributions and 77 percent through CBTs. At the outcome level, household coping strategy index scores increased, but improvements in diversity scores were mixed (table 3).

TABLE 3: HOUSEHOLD COPING STRATEGY INDEX AND DIETARY DIVERSITY SCORES, BY REGION								
Region	Modality	Gender	Coping strategy index score			Dietary diversity score		
			Base value	Latest follow-up (2018)	Year-end target (2018)	Base value	Latest follow-up (2018)	Year-end target (2018)
East	CBTs	Male	3.47	6.50	≤3	5.78	5.43	≥5
		Female	2.82	5.23	≤3	5.72	5.78	≥5
	Food	Male	6.91	8.36	≤3	5.57	4.85	≥5
		Female	8.10	7.51	≤3	5.47	5.23	≥5
Far-North	CBTs	Male	10.80	20.69	≤12	5.67	3.88	≥5
		Female	12.77	30.11	≤12	5.02	4.01	≥5
	Food	Male	19.78	26.70	≤10	3.82	3.92	≥5
		Female	20.50	35.01	≤10	3.79	3.93	≥5

Source: WFP. 2019. Cameroon annual country report 2018. <https://docs.wfp.org/api/documents/WFP-0000104204/download/>.

School feeding

15. With increased ownership by the Ministry of Education of the joint strategy developed in 2017, WFP performed well, assisting 140 schools and distributing meals to 99,936 pupils (125 percent of the planned number). In 2018 meals were provided to 76,000 pupils in 134 primary schools (over 90 percent of the planned number), with a female/male ratio of 0.93 (reaching the >0.7 target). Canteen management committees were established and trained, with the active participation of ministry officials, local authorities and WFP staff. There was an increase in enrolment and retention in WFP-assisted primary schools: enrolment increased from 94.2 to 97 percent, with minor differences between boys and girls, while retention increased from less than 50 percent globally to 74 percent for girls and 68 percent for boys, indicating a clear improvement in outcomes. In the Far-North region, 124 schools closed for security reasons and beneficiaries moved to more secure target areas. WFP support for school feeding activities was set to end in early 2020 because of limited funding.

Food assistance for assets (FFA)

16. Food assistance for assets showed improvement in terms of supporting more beneficiaries. In 2017, FFA activities supported 5,763 participants, 52 percent of which were women in the North and East regions. In 2018, with the introduction of the CSP, FFA reached 12,900 participants through 22 field-level agreements, contributing to early recovery and social cohesion with a gradual shift to a more “resilience-based” approach. Immediate results of FFA indicated a good diversity of crops, with participants shifting from mono-cash crops like tobacco to more diversified community-based farming.

Nutrition response

17. WFP brought blanket supplementary feeding activities closer to the most vulnerable populations through a community-based approach but did not significantly strengthen decentralized capacity. In the Far-North region a shift to CBTs and the introduction of FFA related to animal-food products and non-timber forest products allowed beneficiaries to obtain more diversified and nutritious food. Most WFP staff and management have a good understanding of the nutrition-sensitive approach, and awareness has been raised among partners. Yet, there was room to improve the visibility of nutrition-sensitive activities within the CSP, as well as the adaptation of activities to the local context and attention to the root causes of food insecurity and malnutrition.

National capacity strengthening

18. WFP provided uneven support for policy frameworks and partnership platforms prioritized in the CSP. Various training activities in food security and nutrition for government stakeholders were either insufficiently linked to implementation practices or had outcomes that were not well monitored. WFP played a key role in advancing coordinated national food security analysis systems covering regions in which WFP operates. Yet prospects for scaling up and sustainability were limited. Initially, the food security working group made slow progress due to limited government leadership and the limited effectiveness of the advisory roles played by WFP and the Food and Agriculture Organization of the United Nations (FAO). In 2019, joint Government-WFP-FAO missions were timely for reactivating this working group at a decentralized level. WFP co-led the food security cluster facilitating the response to the crisis in the North-West and South-West regions. WFP coordination of cash programming was highly appreciated by stakeholders at the national and decentralized levels.

UNHAS

19. UNHAS provided reliable and relevant passenger transport service in Cameroon and in Chad. In 2018, as planned, a total of 8,454 passengers and 22 metric tons of light cargo were transported on behalf of 50 organizations registered in Cameroon. User satisfaction was high. UNHAS proved critical to the success of humanitarian operations, including through the provision of medical and security evacuation services.⁷

Protection and accountability to affected populations

20. The country office made important progress in the set-up of complaint and feedback mechanisms. Beneficiary protection concerns with regard to refugee camps were systematically reported to UNHCR. However, the country office needs to pay more attention to concerns with the selection of transfer modalities, through continuous engagement with all relevant stakeholders, to make WFP assistance safer and more dignified. Most beneficiaries expressed preference for the in-kind or e-voucher modalities, which allow them both to choose their food and to reduce the risks of violence associated with cash.

Humanitarian principles and access

21. WFP's approach to access has been cautious in the area affected by the crisis in the North-West and South-West regions, where it was sometimes challenging to maintain operational independence from the Government and to be perceived as neutral. WFP did not negotiate directly with non-State armed groups, relying on cooperating partners for targeting, distribution of food assistance and integration of gender and protection issues, which limited full and direct access to the most vulnerable people in need of food assistance in target areas where non-State armed forces were active. The network of WFP suboffices facilitated access to the North and Far-North regions. Some communities in Nigeria were supported from Cameroon, with good cooperation between WFP offices. There was good community acceptance of WFP, which facilitated humanitarian access. Access issues due to insecurity and conflicts by non-State armed forces, together with security guidance and regulations, made it difficult for WFP staff to visit distribution sites and ensure that distributions reached the most vulnerable. This affected WFP's effective optimal adaptation and its ability to conduct deeper analysis of conflict to inform programming and ensure consistent application of targeting criteria and strategies.

Triple nexus

22. The country office developed operational strategies to address the development–humanitarian nexus but did not mainstream conflict sensitivity or peace work. It contributed to the triple nexus in Cameroon via the humanitarian–development nexus and the resilience agenda.

Gender equality and women's empowerment

23. Since 2017, improving the gender sensitivity of activities has been a resourced priority, focusing on the collection of gender-sensitive data and training of WFP staff and partners on gender equality and women's empowerment to prevent WFP activities from having a negative impact on women. Operationalization of gender mainstreaming criteria in targeting remained challenging. There were scattered efforts to better understand the context with regard to gender issues and the implications for WFP evidence-based programming. Overall, progress towards WFP's gender transformative objectives was slow.

Sustainability

⁷ ECHO Aviation evaluation report on UNHAS operation (2018), passengers' satisfaction survey 2018 (88 percent satisfaction) and interviews with a wide range of stakeholders. Evaluation of Humanitarian Logistics within EU Civil Protection and Humanitarian Action, 2013–2017 (a PDF document only).

24. The underlying vision of the CSP is that sustainability lies in national capacity development and long-term partnerships to improve food and nutrition security through community-based interventions. However, the sustainability of results remains uncertain because long-term partnerships, reliable funding and national ownership and capacity are limited.

To what extent did WFP use its resources efficiently in contributing to CSP outputs and strategic outcomes?

Coverage and geographic targeting

25. Coverage and geographic targeting adapted well to the evolving situation in Cameroon. WFP coverage of needs in the North-West and South-West regions in 2019 was low due to mixed fundraising success in this politically sensitive environment, as well as because of limited WFP preparedness to deliver at scale in an insecure context and limited previous experience with operational cooperating partners. However, in 2018 the limited guidance on targeting exposed WFP to credibility risks vis-à-vis external stakeholders. Application of targeting criteria was inconsistent and several data errors regarding CBT beneficiaries were made. Other factors affecting targeting, including security, physical access, presence of partners and potential for joint targeting, synergies and integration, were not given adequate consideration.

Timeliness and cost efficiency

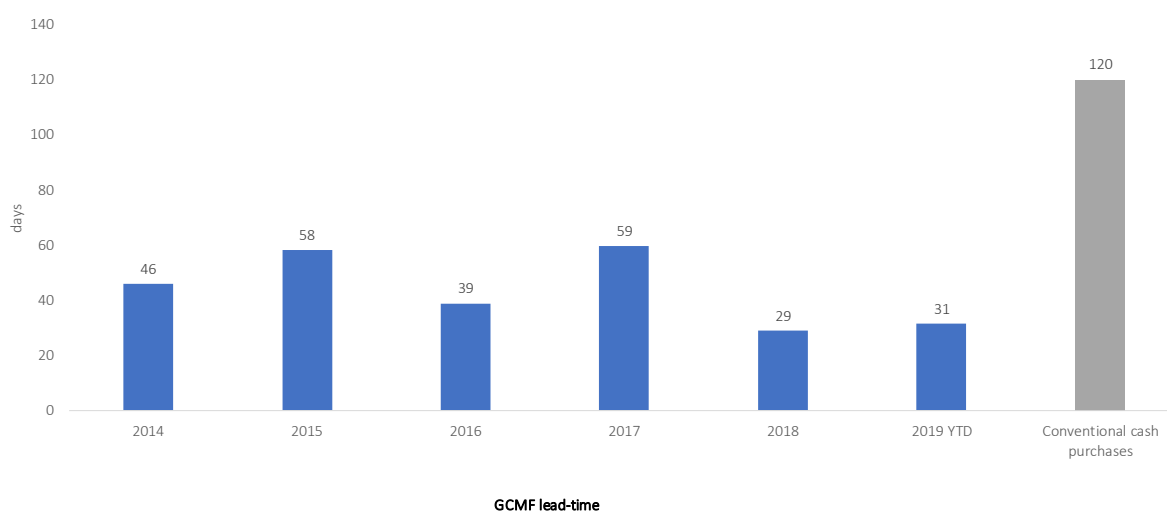
26. Targeting issues, combined with the slow rollout of WFP's beneficiary information and transfer management platform (SCOPE)⁸ and security and accessibility constraints, led to delays in food assistance delivery. The three crises, the dispersion and size of the operations and logistical and security constraints also made food assistance expensive to deliver. Logistics remained the dominant cost driver. Supply chain costs, especially in-country transport costs, remained high because of the remote location of many beneficiaries and the poor state of transportation infrastructure. Quality and continuity of supply chains were also affected by gaps in WFP's supply chain working group, limited flexibility in resource allocation and the low capacity of cooperating partners.

27. The service offered by the Global Commodity Management Facility mitigated delays by reducing the lead time for food imports and was especially crucial when time-sensitive funding was made available (figure 3). UNHAS aircraft cost-sharing between Cameroon and Chad proved to be very cost-effective and resulted in a 30 percent reduction in the operational costs per passenger between 2017 and 2018.⁹ The country office analysed the efficiency and effectiveness of alternative transfer modalities regularly but still lacked consistent cost-effectiveness analysis to inform decision making.

⁸ Eighty percent of CBT beneficiaries to be registered by end of 2019.

⁹ Cost per passenger: USD 425 in 2017 and USD 298 in 2018.

Figure 3: Cameroon Global Commodity Management Facility lead-time comparison



When purchasing from GCMF, Cameroon received its food after an average of **one month** as compared to the 120 days needed under the “conventional” procurement process (**74 percent lead-time gain**)

Abbreviations: YTD = year to date.

Source: Global Commodity Management Facility.

What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?

Mobilization of adequate, predictable and flexible resources

28. The country office was challenged to develop a multi-year funding approach while its main donors, including ECHO and the United States Agency for International Development (USAID), worked with a one-year funding cycle. The high level of donor earmarking within the CSP funding structure did not allow for the swapping of commodities. Other donors, such as Germany and the United Kingdom of Great Britain and Northern Ireland, were moving towards multi-year funding cycles. As a result, more predictable, flexible and diverse funding and engagement with cooperating partners on a long-term basis did not materialize.

Partnership and collaboration

29. The CSP provided greater attention to partnerships and introduced a dedicated outcome to improve partnerships. Active involvement of WFP in the resilience working group and a joint mission with other United Nations agencies in the East region led to effective resource mobilization for resilience programming. An intensive dialogue with FAO and the International Fund for Agricultural Development (IFAD) on support for smallholders’ and women’s cooperatives and increased access to markets gave visibility to WFP’s comparative advantage in these areas.

Human resource capacity and expertise

30. Human resource capacity and expertise for the implementation of the CSP fell short of what was needed given the scale of the CSP targets. Despite important recruitment efforts, 30 percent of the positions were still vacant in September 2019. Weaknesses in terms of management and leadership affected country office strategic positioning, the leveraging of strategic partnerships and funding and CSP integrated programming.

Monitoring and evaluation

31. The country office made an effort to deal with understaffing of the monitoring and evaluation units, which have a good knowledge of ongoing activities. Still, the monitoring and evaluation capacity was insufficient to effectively measure and report performance, which limited the availability and use of relevant products for evidence-based strategic programming. The monitoring and evaluation system is aligned with corporate requirements, yet fails to effectively capture, contextualize and attribute outcomes, most critically

on strategic outcomes 2, 3, 4 and 5. As a result, monitoring and evaluation information was underutilized in strategic decision making.

Conclusions

32. WFP's strategic direction and positioning were relevant to the food and nutrition needs of the population and broadly aligned with national food security, nutrition and social protection priorities, except in building resilience among refugees. The design of the CSP was informed by lessons from WFP's experience in Cameroon, assessed emerging needs and the national zero hunger consultation and was aligned with WFP corporate strategies. However, stronger internal and external operational synergies could have been developed and informed by deeper analysis and understanding of root causes, the contextual complexity of food insecurity and local conflicts and risk mitigation. The multiple crises in Cameroon to which WFP helped respond and the under-resourcing of capacity building activities affected WFP's capacity to pursue effective policy dialogue with government partners and limited national ownership.

33. WFP's core comparative advantages in Cameroon were most evident in its humanitarian response interventions. Those comparative advantages are WFP's food security analysis capacity, strong logistics capacity, experience in cash-based transfers, active support for humanitarian, food security and nutrition sector coordination, and access to communities in remote areas through an operational network of suboffices and cooperating partners. In addition, WFP's partners in Cameroon recognize UNHAS as a key enabler of the humanitarian response.

34. Adapting to evolving circumstances and needs, WFP performed well in emergency food assistance, supporting over 1.6 million people in 2018 and 2019. Despite its promising results school feeding is being scaled down due to funding shortages. Resilience activities received increased attention but remained implemented on a limited scale, which made it hard to assess their effectiveness and sustainability.

35. WFP's blanket supplementary feeding programme brought nutrition and health services closer to the most vulnerable but did not contribute significantly to strengthening the capacities of local structures, which are crucial for the quality and sustainability of service provision. Corporate guidance on nutrition-sensitive programming has only been partially implemented. Links with socioeconomic and agriculture sectors to help promote healthy diets remained weak.

36. WFP support for the implementation of activities aimed at achieving sustainable development goals by national partners was uneven and under-resourced. Progress was achieved in capacity strengthening in the area of food security analysis and in revitalizing food security and cash-programming coordination mechanisms; however, WFP did not pursue all its initial CSP priorities and corresponding outcomes in this domain.

37. WFP adhered to humanitarian principles and maintained its neutrality, although negotiating access to the most vulnerable people in need of food assistance has been challenging in the North-West and South-West regions. There were some serious protection concerns that would have required more attention from WFP, both in terms of the selection of food assistance modalities and deepening engagement with UNHCR. The country office developed operational strategies for linking humanitarian and development assistance but made little effort to mainstream conflict sensitivity into its interventions or to leverage food assistance and resilience activities to contribute to peacebuilding.

38. There was increased integration of gender considerations into programming, contributing to improved gender-sensitive targeting and data collection, but efforts to promote gender equality and women's empowerment were insufficiently broadened to achieve gender transformative outcomes. WFP had insufficient understanding of gender dynamics, including in connection with gender-based violence, and could have collaborated more with other United Nations agencies and civil society organizations on gender equality.

39. Programme efficiency was marked by slow programme delivery, high transaction costs and recurrent pipeline breaks, mainly due to human and financial resource constraints and severe contextual challenges. The use of the Global Commodity Management Facility was critical to mitigating lead-time management risks. The quality and continuity of supply chains were also affected by gaps in WFP's Supply Chain Working Group, limited flexibility in resource allocation and the low capacity of cooperating partners.

40. Partnerships were crucial to the effectiveness and continuity of WFP's programme. While WFP made sustained efforts to dialogue and coordinate with other United Nations agencies, particularly the Rome-based

agencies, on resilience building and value chain development priorities, it did not develop strategic partnerships with major donors or NGOs to support national capacity strengthening.

41. WFP's efforts to put in place the necessary human capacity were not proactive or commensurate with the demands of the CSP or the scale of emerging needs. The country office suffered from a lack of leadership and strategic management, while excessive delays in recruitment resulted in a misalignment between the workforce and programmatic needs.

42. Gaps in monitoring and evaluation limited the country office's ability to demonstrate the relevance and effectiveness of its interventions. The monitoring and evaluation system remained insufficient to enable the systematic measurement of WFP achievements and support evidence-based decision making.

43. Based on the above, the evaluation led to the conclusion that WFP only partially met the ambitious expectations for the shift away from project-based programming to country-level strategic planning and management. The CSP brought WFP's different interventions together under a single, more coherent strategic framework. It improved the alignment of WFP's strategic positioning with national policies and priorities and helped WFP to strengthen its collaboration with other United Nations agencies, particularly the Rome-based agencies. It also gradually led to better integration of gender equality and protection in all intervention areas.

44. On the other hand, the CSP did not fully prepare WFP for the complex crises in the country, which diverted attention and resources away from school feeding, resilience and national capacity building activities. The greater flexibility in funding and more long-term partnerships expected from the CSP approach did not materialize. Country office management did not react swiftly enough to staffing shortages, which impeded fluid and timely programme delivery in Cameroon's challenging context. These factors also limited capacity to deliver beyond the CSP's emergency response objectives and adequately monitor its achievements in other areas. As a result, WFP was not able to instigate a strong shift from "saving lives" to "changing lives", nor did it make significant progress in gradually transferring food security and nutrition support systems to the Government, as intended by the CSP. Both these elements are considered essential to reducing vulnerability and ensuring the sustainability of results.

RECOMMENDATIONS

45. This section presents six recommendations arising from the conclusions of the evaluation. Providing direction for ongoing programming and the design of WFP's next CSP for Cameroon, three of the recommendations are strategic while the others are operational. It is expected that these recommendations will be implemented by the country office, with support from the Regional Bureau for West Africa and headquarters.

	Recommendation	Type	Who	Level of prioritization	When
1.	Strengthen the strategic approaches to nutrition, resilience and capacity strengthening.	Strategic	Country office, with support from the regional bureau and headquarters (Nutrition Division, (OSN), Asset Creation and Livelihoods Unit (OSZPR), Country Capacity Strengthening Unit (OSZPC))	High	2020–2021
1.1	Nutrition <ul style="list-style-type: none"> i) Position WFP more clearly as a contributor to a government-led multi-stakeholder preventive strategy and implementation of a joint monitoring and evaluation system. ii) Strengthen the sustainability of nutrition-specific services in emergencies. iii) Reinforce nutrition-sensitive programming with: <ul style="list-style-type: none"> a) contextualized analyses of the underlying causes of malnutrition; b) systematic identification of opportunities in the next CSP; and c) reformulation of field-level agreements. 				

	Recommendation	Type	Who	Level of prioritization	When
1.2	<p>Resilience</p> <ul style="list-style-type: none"> i) Expand the rollout of community-based participatory planning for resilience programming. ii) Develop community-based integrated packages for resilience. iii) Strengthen the implementation of the 2018 multi-year FFA strategy linked with the WFP smallholder support strategy, in collaboration with the other Rome-based agencies. iv) Operationalize the triple nexus principles and priorities, learning from the effects of WFP actions in conflict dynamics and the “do no harm” principle. 				
1.3	<p>Capacity strengthening</p> <ul style="list-style-type: none"> i) Develop a capacity strengthening strategy at the organizational, enabling-environment and individual levels. ii) Prioritize WFP’s comparative advantages in Cameroon. iii) Define WFP’s role in strengthening national capacity in social safety nets, in partnership with: <ul style="list-style-type: none"> a) the World Bank and UNHCR on targeting and identification systems; b) UNICEF on school feeding for health and nutrition; and c) FAO on home-grown school feeding. 				

	Recommendation	Type	Who	Level of prioritization	When
2.	Enhance strategic partnerships, funding and advocacy.	Strategic	Country office with support from the regional bureau and headquarters (Public Partnerships and Resourcing Division (PPR), Private Sector Partnerships Division (PGP), Communications, Advocacy and Marketing Division (CAM))	High	2020–2021
2.1	Finalize the fundraising strategy, in line with the next CSP strategic priorities, focusing on: <ul style="list-style-type: none"> i) diversification of funding sources; ii) resource mobilization for national capacity strengthening; and iii) positioning of WFP as an implementing agency for programmes funded by the Government. 				
2.2	Deepen donor engagement in technical dialogue based on evidence and lessons learned from WFP's experience.				
2.3	Strengthen partnerships to support programming and strategic priorities in: <ul style="list-style-type: none"> i) FFA in refugee settings – UNHCR; ii) a joint implementation strategy to support smallholders using lessons learned on food systems – FAO and IFAD; iii) national capacity to implement an effective nutrition strategy – UNICEF; iv) the 2019 United Nations joint resilience programmes and lessons learned – resilience working group; v) mobilization of additional technical expertise on gender and protection – Plan International, the United Nations Entity for Gender Equality and the 				

	Recommendation	Type	Who	Level of prioritization	When
	Empowerment of Women (UN-Women), the United Nations Population Fund and the International Federation of Red Cross and Red Crescent Societies; and vi) national safety nets project and SCOPE – Ministry of Economy, Planning and Regional Development, the World Bank and UNHCR.				
3.	Invest in an evidence base to support the strategic focus and the CSP implementation strategy.	Strategic	Country office, with support from the regional bureau and headquarters (Research, Assessment and Monitoring Division (RAM), OSN, Emergency Operations Division (EME), Access to Food Service)	Medium	2020
3.1	In partnership with the food security working group and the nutrition multisector coordination group, consolidate a contextual analysis of underlying causes of food insecurity and malnutrition in order to: i) systematically consider gender and conflict dynamics; and ii) identify opportunities for WFP programming, recognizing Cameroon's diverse context.				
3.2	Elaborate a robust theory of change for the next CSP, in order to: i) strengthen the results-based management approach by outlining causal pathways in priority areas; ii) clarify and contextualize assumptions underpinning WFP contributions to expected outcomes; and iii) explicitly identify internal and external synergies of WFP programming.				
3.3	Develop a comprehensive CSP implementation strategy outlining: i) standard operating procedures for targeting, including prioritization criteria and key steps;				2020- mid 2021

	Recommendation	Type	Who	Level of prioritization	When
	ii) implementation plans by activity, explicitly clarifying interlinkages; and iii) explicit contingency planning procedures for protecting strategic investments from the redirection of resources to emergency needs.				
4.	Strengthen human capacity to implement ongoing priorities and prepare for the next CSP.	Operational	Country office, with support from the regional bureau and headquarters (Human Resources Division (HRM))	High	2020
4.1	Increase support for the country office in programming capacity for operational effectiveness.				
4.2	Accelerate recruitment in priority areas.				
4.3	Strengthen the human resources unit to implement human resource policy systematically.				
4.4	Adjust the organigram to align it with the upcoming CSP for better internal communication, coordination and integrated programming.				2021
5.	Improve emergency preparedness, supply chain and programme effectiveness and efficiency.	Operational	Country office, with support from the regional bureau and headquarters (EME, Logistics and Field Support Unit, Supply Chain Cash-based Transfers and Markets team)	Medium	2020–2021
5.1	Enhance WFP emergency preparedness mechanisms to enable appropriate Level 2 response through stronger contingency planning, emergency logistics capacity and capacity to support cooperating partners.				2020

	Recommendation	Type	Who	Level of prioritization	When
5.2	Strengthen food pipeline management for accurate food allocation by attracting more attention to and dedicated resources for: i) enforcement of commodity needs forecasts; and ii) call-forward procedures put in place through the Supply Chain Working Group.				
5.3	Improve the effectiveness and efficiency of ongoing operational partnerships, by: i) limiting the number of cooperating partners and reviewing their capacity to adopt multisectoral approaches and their cross-cutting theme expertise; and ii) optimizing the implementation of the field-level agreement system to minimize discontinuity between contracts.				
5.4	Finalize the comparative efficiency analysis to complement the ex-ante effectiveness analysis to inform modalities selection appropriate to contexts.				
6.	Strengthen monitoring and evaluation, knowledge-sharing and communication about results.	Operational	Country office, with support from the regional bureau and headquarters (RAM, Performance Management and Reporting Division (CPP-RMP), CAM)	Medium	2020–2021
6.1	Improve the effectiveness and timeliness of process and results measurement by: i) designing SMART (specific, measurable, attainable, relevant, time-bound) monitoring indicators for CSP outputs and outcomes; and ii) measuring consistent and coherent values for intermediate and final targets.				
6.2	Invest in monitoring and evaluation capacity to assess the cost-efficiency and cost-effectiveness of WFP support for Cameroon.				
6.3	Enhance the communication of programme evidence and lessons learned, by: i) ensuring the timely publication of survey and assessment reports;				

	Recommendation	Type	Who	Level of prioritization	When
	ii) setting up learning mechanisms to generate positive stories based on experience; and iii) facilitating regular exchanges among suboffices to enable learning and the proactive sharing of experiences.				

1. Introduction

1.1. EVALUATION FEATURES

1. The World Food Programme (WFP) Office of Evaluation (OEV) signed a contract with the Institute of Research and Application of development Methods (IRAM) to evaluate the implementation of the WFP Country Strategic Plan (CSP) in Cameroon (2018-mid 2019).¹⁰ The evaluation also assessed programme activities that continued after mid-2017 into the country strategic plan period. In mid-2017, the Office of Evaluation conducted the evaluation of the WFP Cameroon country portfolio (CPE) (2012 to mid-2017) to inform the operationalization of the country strategic plan and to contribute to enhanced collaboration and synergies among the Rome-based agencies.

Rationale, objectives, scope and users of the evaluation

2. Country strategic plan evaluations (CSPEs) were introduced by the WFP Policy on Country Strategic Plans approved by the Board in 2016. The purpose of CSPEs is twofold: i) to provide evidence and lessons learned on WFP performance for country level strategic decisions, in particular for the development of the next country strategic plan and ii) to enable accountability to WFP stakeholders. This evaluation aims to provide the WFP country office and stakeholders with an independent assessment of the operational performance of WFP and its cooperating partners in Cameroon.

3. The evaluation covered all WFP activities from mid-2017 to mid-2019, including one country programme, two regional emergency operations (EMOPs) (200777 and 200799) and one special operation linked to the United Nations Humanitarian Air Service (UNHAS). Moreover, the country strategic plan in Cameroon is one of the first batch of WFP pilot country strategic plans with a three year duration. The next country strategic plan will be planned to last for five years. Hence, this evaluation timeframe takes into account the relatively short period of the current country strategic plan. The evaluation addresses four evaluation questions based on the standard evaluation criteria of relevance, effectiveness, efficiency and sustainability, with appropriate considerations of gender equality and women's empowerment.

4. The intended stakeholders and users of the evaluation are the WFP country office, the regional bureau in Dakar (RBD), headquarters' technical divisions, the Executive Board, beneficiaries, the Government of Cameroon, non-governmental Organizations (NGOs), donors, United Nations agencies and the Office of Evaluation.

Evaluation process, quality assurance and limitations

5. This evaluation adopted a mixed-methods approach including both deductive and inductive reasoning, utilizing a combination of primary and secondary data-collection techniques. This included semi-structured key informant interviews with 147 informants, 13 focus group discussions with beneficiaries, direct observation during site visits to communities and refugee camps, and a desk review of relevant reports and data. Annex 4: **Evaluation Methodology** provides an overview of the evaluation methodology and the evaluation team. After the inception phase, a two-week mission enabled the team to collect information in Yaoundé, the Far North region, the East region, Douala, and the Northwest and Southwest regions (see Annex 5: **Evaluation Process and Timeline**). Preliminary findings were discussed with the country office in a debriefing session on September 13, 2019. Information was triangulated across the various sources to validate findings, using the evaluation matrix. An internal team workshop was organized immediately following the evaluation mission to allow further joint analysis by team members. Preliminary conclusions and recommendations were discussed with WFP internal stakeholders on October 10, 2019, and in Yaoundé during a workshop held on 22-23 January 2020.

6. The main limitations included unavailability of some staff during the inception mission,¹¹ supply chain data, and disaggregated beneficiary data for 2019. Final planned versus actual beneficiary data for 2017-

¹⁰ The CSPE reviewed activities from 2017 that continued into 2018.

¹¹ The evaluation team conducted remote interviews with certain WFP staff prior to the field mission to address this limitation.

2018¹² were inconsistent. In the Northwest and Southwest regions, travel restrictions were mitigated by meeting with staff in Douala, but the team could not gather direct information from beneficiaries or partners in the field. In the Far North, movement was limited to sites near Maroua and Minawao refugee camps that could be visited without an armed escort. Overall, these local access restrictions did not affect the general validity of findings, as the team could triangulate information provided by WFP through interviews with cooperating partners, government representatives, United Nations partners and beneficiaries from various WFP activities in the camp and accessible villages.

1.2. COUNTRY CONTEXT

7. A lower middle-income country, Cameroon is home to five agro-ecological zones and a broad diversity of populations, with 230 ethnic and linguistic groups. The official languages are French and English. Eight out of the ten regions are primarily Francophone (83 percent of the population), whilst the Northwest and Southwest (NW/SW), bordering the South of Nigeria are mainly Anglophone.¹³

8. Of the 24 million people living in Cameroon, 60 percent are under 25 years old. The population is mostly economically poor, with 40 percent living below the poverty line. About 70 percent of the workforce is in the agricultural sector, though employment in the service sector and the industrial sector, mainly oil and gas, is rising.¹⁴ Despite economic growth in the last decade, Cameroon still ranks low on the Human Development Index (151 out of 188),¹⁵ with increasing income inequality.¹⁶

9. Cameroon ranks 151st of 160 countries in the 2018 Gender Inequality Index. Women have much lower school attendance levels, with 4.7 years of schooling on average compared to 7.6 for men.¹⁷ Women and girls are estimated to make up 68 percent of internally displaced persons (IDPs) according to the Office for the Coordination of Humanitarian Affairs (OCHA). They are also particularly vulnerable to sexual harassment and violence. Men and boys are at risk of being recruited or killed by armed groups.

10. Cameroon has adopted the Agenda 2030 for Sustainable Development in 2015 and many targets related to the Sustainable Development Goals (SDG) are included in national policies and strategies. In 2019, Cameroon participated in a voluntary national review, which showed rather modest progress on the Sustainable Development Goals reviewed. This review did not include the Sustainable Development Goals 2, 5 or 6, which are the goals closest to WFP activities. Priorities determined from the review include increasing government ownership with dedicated budgets and strengthening statistical systems for monitoring.¹⁸

Humanitarian situation

11. The humanitarian situation in Cameroon is critical as a result of multiple crises, which have arisen not only internally but have also spilled over from neighbouring countries. The Government and its partners have been helping internally displaced persons, refugees from neighbouring countries, host communities, and returnees. In January 2019, the United Nations Humanitarian Response Plan (HRP) estimated that there are 665,000 internally displaced persons, 385,000 refugees mainly from the Central African Republic (CAR) and Nigeria, and 92,000 returnees.¹⁹ Three crises are currently unfolding:

1. **The Boko Haram crisis in the Far North region.** After Nigeria, Cameroon is the second most affected country by the Boko Haram/Lake Chad crisis, sheltering Nigerian refugees since 2014. Although Boko Haram incursions and suicide attacks decreased in 2018, the security situation in the region remains volatile with raids on villages and clashes along the Nigerian border. After a reduction of internally displaced person numbers in 2018, new displacements have occurred in 2019. Almost two million people living in the Far North region need humanitarian assistance.²⁰ With 74.3 percent

¹² The team noticed a discrepancy between number published in external reporting and number extracted from WFP internal databases. The numbers published mitigate the double-counting present in raw data extracted from WFP systems. The team could not access correct disaggregated data to avoid double-counting.

¹³ CSPE Cameroon - terms of reference.

¹⁴ Ibid

¹⁵ UNDP Country Classification.

¹⁶ The GINI index went from 0.39 in 2007 to 0.44 in 2014. Source: evaluation terms of reference.

¹⁷ UNDP 2018 Human development report.

¹⁸ SDGs Knowledge Platform, 2019. Cameroon Voluntary National Review.

¹⁹ UNHRP, January 2019.

²⁰ UNHRP, January 2019.

of the population living under the poverty line, the region is the poorest in Cameroon.²¹ Due to recurring shocks and stresses, basic health and social services were already under pressure before the Boko Haram crisis.

2. **The Northwest and Southwest (NW/SW) crisis.** Tensions between state forces and groups requesting more autonomy for the Anglophone population, dating back to the 1990s, have escalated since 2016. The situation in these regions is volatile and unpredictable. Non-state armed groups operate both in rural areas and in towns,²² and this calls for “ghost” days that lock down local communities. These groups target infrastructures such as schools and health centres. During the last 20 months, the conflict has left 1,850 people dead, 530,000 internally displaced persons and 35,000 people taking refuge in Nigeria.²³ The Government has elaborated its own humanitarian response plan for the crisis.²⁴
3. **The influx of refugees from the Central African Republic.** Cameroon hosts the largest community of refugees from the Central African Republic, mainly in East and Adamawa regions. Over 70 percent of the 250,000 refugees live in host communities and are overstressing limited basic services. According to preliminary results of the Central African Republic refugee poverty analysis,²⁵ 96 percent of the Central African Republic refugees in the East, Adamawa, and North regions live below the extreme poverty line. In the East region, levels of food insecurity have begun to improve since 2017.²⁶

Food security

12. Alarming levels of food insecurity persist in the Far North, Northwest and Southwest regions due to the violence and internal displacements. Agricultural production is hindered by limited and volatile access to fields, the destruction of storage infrastructures,²⁷ and financial contributions imposed by armed groups.²⁸ Food security is also affected by climate shocks, plant diseases, and epizootic diseases, notably in Adamawa, East, Far North, and North regions.²⁹ According to the latest “Cadre Harmonisé” (CH) food security analysis, during March–May 2019, 749,430 people were projected to be severely food insecure, while 227,000 children under five would suffer from global acute malnutrition in 2019.³⁰

13. Regular monitoring of the food security situation has been put in place since 2016 by the Ministry for Agriculture and Rural Development (Ministère de l’Agriculture et du Développement Rural - MINADER) and the National Food Security Programme (Programme National de Vulgarisation et de Renforcement de la Sécurité Alimentaire PNVRSA) with WFP support. The establishment of the Food Security Monitoring System (FSMS) in the four regions allows for a closer monitoring of the situation. In January 2019, an Emergency Food Security Assessment (EFSA) was conducted in the **Northwest and Southwest** regions, showing that 1.5 million people were food insecure: 906,461 (60 percent) in the Northwest and 600,952 (40 percent) in the Southwest.

Nutrition

14. The average diet is poorly diversified, with deficiencies in meat, fruit, pulses, milk and dairy products. Households in North and Far North regions have a less diverse diet than households in Adamawa and the East. The 2019 Emergency Food Security Assessment conducted in the Northwest and Southwest regions showed that severe acute malnutrition prevalence exceeded the 2 percent critical threshold in the Northwest region (at 2.8 percent), while global acute malnutrition (GAM) prevalence was poor in the Southwest (5.6 percent) and acceptable in the Northwest region (4.4 percent).

²¹ Programme Conjoint Résilience, Extrême Nord, July 2018.

²² Terms of reference of the evaluation.

²³ International Crisis Group, May 2019. Report n°272: Cameroon’s NW/SW Crisis: How to Get to Talks.

²⁴ Cameroon’s Anglophone Crisis: How to Get to Talks, Crisis Group Africa Report N°272, 2 May 2019, p4.

²⁵ American University of Beirut, 2018.

²⁶ The proportion of food insecure people went from 7 percent in October 2017, to 9 percent in 2018, to less than 6 percent in 2019: WFP 2018. Cameroon: Suivi de la sécurité alimentaire, Bulletin no. 4, Cadre Harmonisé Cameroun 11/03/2019.

²⁷ FAO 2018. GIEWS Country Brief.

²⁸ FEWS NET Cameroon Mise à jour du suivi à distance, June 2019.

²⁹ WFP Cameroon Suivi de la sécurité alimentaire Bulletin no. 4, February 2018.

³⁰ 2017 and 2018 SMART surveys.

15. Preliminary results from a 2018 nutrition survey indicated an increase of global acute malnutrition in the Far North region and a decrease in Adamawa, North, and the East. However, the prevalence of global acute malnutrition in the Far North region remains below the 10 percent of the World Health Organization (WHO) threshold for severe malnutrition.³¹ Children aged 6-23 months are more often malnourished than older children. In 2017, more than one out of three children under five were stunted, although in the North and in Adamawa the prevalence seemed to be receding compared to 2015 and 2016. Chronic malnutrition prevalence in the Far North was above 40 percent with almost no change over the last four years.³²

National policies

16. Cameroon Vision 2035 elaborates the Government's ambitions in terms of poverty reduction, economic development, human resources, social services, basic infrastructure, natural resources, and good governance. The 'Document de Stratégie pour la Croissance et l'Emploi' (2010-2020) guides the overall economic development.

17. In 2014, MINADER released its National Agriculture Investment Plan (2014-2020). It covers the development of the agricultural production sector (crops, livestock, fisheries and forestry) and the sustainable management of natural resources, with a focus on nutrition and environmental issues. A national plan on environmental management was released in 1996, and a National Climate Change Adaption Plan in 2015.

18. Cameroon adopted a National Gender Policy in 2010 and the Ministry for the Promotion of Women and Family approved a gender action plan in 2016. A national social protection policy is currently at the draft stage. At the decentralized level, the Programme National de Développement Participatif (PNDP) is a multi-donor programme that started in 2004 under the Ministry for Economy and Planning (Ministère de l'Économie, de la Planification et de l'Aménagement du Territoire – MINEPAT). It aimed to strengthen the decentralization process, improving local planning and access to social services at municipal levels.

19. In 2013, Cameroon's participation in the Scaling Up Nutrition (SUN) movement laid the foundations for a multisectoral approach to fight malnutrition. For the management of acute malnutrition, the Ministry of Health (MoH) guidelines³³ recommend a Protocol for Integrated Management of Acute Malnutrition (PCIMA) through health facilities including preventive activities.³⁴ In 2015, a national food and nutrition policy was drafted but has not been validated. The Government reviewed its development plan for the health sector³⁵ that focusses on maternal and infant child health and health system capacity development.

20. In line with the 2017 World Bank Humanitarian-Development-Peace Initiative (triple nexus), a Recovery and Peace Consolidation Strategy for Northern and East Cameroon (2018–2022) was developed with the support of the World Bank, the European Union (and the United Nations). A legal framework for refugee protection was adopted in 2005, and a decree to apply this framework was signed in 2011.

1.3. THE WFP COUNTRY STRATEGIC PLAN IN CAMEROON

21. The WFP Cameroon Country Strategic Plan (2018-2020) combined activities into a single document based on a new corporate strategic framework, the Zero Hunger Strategic Review (ZHSR) consultative process. It led to a shift in approaches, with more emphasis on: 1) community-led planning; 2) government capacity building, particularly in relation to safety nets; 3) nutrition; 4) gender inequalities; 5) food security monitoring; and 6) partnerships, particularly with Rome-based agencies (RBA). WFP operations and the country strategic plan are described in Annex 7: *WFP Activities in Cameroon*. Country strategic plan activities are articulated around six strategic outcomes (SO) presented in Table 1.

³¹ WHO threshold, based on prevalence of GAM for labelling the severity of the nutritional situation are: < 5 percent acceptable, 5-9.9 percent poor, 10-14.9 percent serious and equal or above 15 percent critical.

³³ Protocole Prise en Charge Intégrée de la Malnutrition Aiguë (PCIMA) Cameroon révision finale 2017.

³⁴ Standard preventive actions offered by health facilities include, among others: promotion of optimal breastfeeding and adequate complementary feeding; nutritional care for sick children; promotion of women's nutrition, and fight against micronutrient deficiencies.

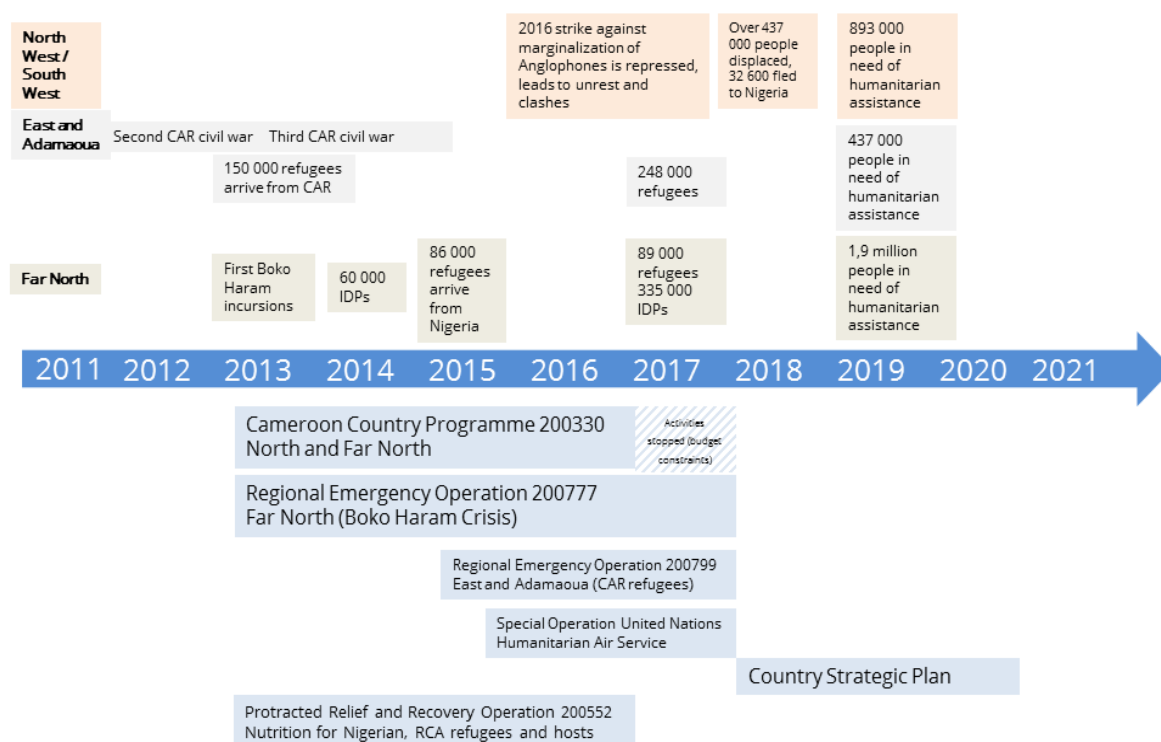
³⁵ Plan National de Développement Sanitaire (PNDS) 2016-2020.

Table 1: Country strategic plan strategic outcomes and key activities at design stage

<p>SO1: Populations affected by disasters, including refugees, IDPs and host populations in Cameroon have safe access to adequate and nutritious food during and after crises</p>	<p>Activity 1: Provide unconditional food assistance and social and behavioural change communication to vulnerable households impacted by disasters</p>
<p>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</p>	<p>Activity 2: Provide school meals (including a home-grown school feeding pilot) to primary school children Activity 3: Provide seasonal food assistance to food insecure vulnerable host populations during the lean season Activity 4: Provide food assistance for assets (FFA) in target communities to support early recovery Activity 5: Provide food assistance to create productive assets, community market infrastructure, and support environmental protection and adaptation</p>
<p>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</p>	<p>Activity 6: Implement malnutrition-prevention activities for children 6-23 months, MAM treatment for children 24-59 months and food by prescription for malnourished anti-retroviral treatment (ART) patients Activity 7: Provide capacity strengthening to community health workers in community malnutrition prevention practices through multi-sectoral coordination platforms and partnerships Activity 8: Provide capacity strengthening to health districts to implement the joint action plan including support of SUN (Activities 6, 7 and 8 were merged by Budget Revision 2)</p>
<p>SO4: Food-insecure smallholders, especially women, in priority districts of Far North, North, Adamaoua and East regions have sustainably increased incomes to enhance their self-reliance and livelihoods and improve their productivity by 2020</p>	<p>Activity 9: Provide technical assistance to small farmers and cooperatives, prioritizing women, to support post-harvest management and value chain opportunities in collaboration with the International Fund for Agricultural Development (IFAD) and Food and Agricultural Organization of the United Nations (FAO)</p>
<p>SO5: The Government's work to achieve zero hunger is supported by effective partnerships by 2030</p>	<p>Activity 10: Provide technical expertise to the government to develop a national platform for zero hunger coordination efforts including strengthening early warning, preparedness and response planning Activity 11: Provide technical expertise to support the establishment of a national nutrition and gender sensitive and shock and gender responsive social safety net platform in collaboration with the World Bank, the International Labour Organization (ILO) and the Ministry of Territorial Administration (MINATD), and provide common services support including information technology (IT), warehousing, and corridor management (Activities 10 and 11 were merged by Budget Revision 2)</p>
<p>SO6: The humanitarian community in Cameroon has access to United Nations Humanitarian Air Services until satisfactory alternatives are available</p>	<p>Activity 12: Provide safe and reliable air services to the humanitarian community until satisfactory alternatives are available</p>

22. WFP Cameroon implements activities using various in-kind food distributions, cash transfers and e-vouchers, assisting more than 600,000 people in 2017 and 2018. [Figure 1](#) provides an overview of WFP activities, national policies and key events.

Figure 1: Cameroon context and WFP activities



Source: OCHA, Aperçu des Besoins Humanitaires 2019, January 2019

23. **International assistance.** The main donors for official development assistance include France, the International Monetary Fund, the World Bank, Germany, the United States of America, and the European Union.³⁶ For humanitarian assistance, the main donors are the United States, the United Nations Central Emergency Response Fund (CERF), Sweden, Germany, European Civil Protection and Humanitarian Aid Operations (ECHO) and Japan.³⁷ Annex 6: Funding Environment in Cameroon provides details on the international funding. The 2018 OCHA appeal for USD 320 million was only 44 percent funded. The 2019 United Nations Development Assistance Framework (UNDAF) appealed for USD 299 million to support 2.3 million of the 4.3 million affected people nationwide, acknowledging that the limited resources would support only the most vulnerable.

³⁶ OECD. Development Assistance Committee.

³⁷ OCHA, 2019. Cameroon Country Study, Humanitarian Financing Task Team.

2. Evaluation Findings

2.1. TO WHAT EXTENT IS THE STRATEGIC POSITION, ROLE AND SPECIFIC CONTRIBUTION OF WFP BASED ON COUNTRY PRIORITIES, PEOPLE'S NEEDS, AND THE ORGANIZATION'S STRENGTHS?

2.1.1. To what extent is the country strategic plan relevant to national policies, plans, strategies and goals, including achievement of the national Sustainable Development Goals?

24. **The country strategic plan broadly aligns with relevant national policies and positions** (described in Section 1.2). In 2017, many of the sectoral policies were in draft stages,³⁸ making it difficult to align the country strategic plan with sector priorities and reinforcing the need for policy dialogue. In this context, the review of the Zero Hunger Challenge in 2016 was relevant. It increased WFP alignment with national policies and priorities especially the shift to resilience and enabled the country office to position itself beyond emergency responses.³⁹

25. Cameroon's overarching framework for development (Vision 2035) calls for poverty reduction and economic growth and prioritizes the development of agriculture and access to social services. Since 2017, WFP has put additional emphasis on social protection, in line with the draft national policy on social protection. Nevertheless, there is some doubt that sectoral ministries beyond the Ministry of Social Affairs (MINAS), the Ministry of Women Empowerment and Family (MINPROFF) and MINEPAT fully adhere to this new social protection policy, as the use of cash transfers towards the local population and refugees is considered by some as an unsustainable development approach.⁴⁰ The intended introduction by WFP of a home-grown school feeding (HGSF) initiative aligns with the government vision on school feeding.

26. The country strategic plan includes an integrated approach towards food security and nutrition (FSN), which aligns with the vision of the Government presented in the preliminary draft of the Food and Nutrition Policy (2015-2035)⁴¹ and the National Agriculture Investment Plan (PNIA) (2014-2020). The WFP preventive approach to malnutrition including the blanket supplementary feeding programme (BSFP) was introduced in the national nutrition guidelines for the management of acute malnutrition in 2017.⁴² However, the country strategic plan could have more clearly addressed food safety, which is a government priority⁴³ and could have been an area of convergence in terms of policy dialogue, considering the WFP comparative advantage in the area of food quality and safety.⁴⁴

27. **The country strategic plan is well aligned with the government commitments and priorities on Sustainable Development Goal 2**, building on priorities that emerged from the joint Zero Hunger Review. WFP support to the development of a national Sustainable Development Goal 2 monitoring system⁴⁵ contributed to this alignment. The country strategic plan prioritizes the Government's vision for Sustainable

³⁸ Social Protection Policy (Draft 2018) led by MINAS, MINPROFF and MINEPART, School Feeding Policy (Draft 2015), Food Security and Nutrition Policy (Draft 2015).

³⁹ Based on interviews with Government.

⁴⁰ Based on interviews with Government and UNICEF in Yaoundé, Government representatives in the East and CALP Mission (May 2019) report also acknowledging challenges with government acceptance of Cash transfers.

⁴¹ The draft 'Politique Nationale de l'Alimentation et de la Nutrition' (2015-2035) includes five axes of interventions: (i) complementary strategies to reduce under nutrition and over nutrition, (ii) complementary strategies to non-communicable diseases, (iii) increase the production and consumption of safe and nutritious foods, (iv) Sustainable coordination system for food and nutrition and (v) incorporate food and nutrition objectives into agricultural programmes.

⁴² The integration of the preventive platform as implemented by WFP has never been validated by other nutrition actors in the country. The nutrition community still uses a former version of the national protocol.

⁴³ The adoption of the Food Safety Law (Loi N°2018/020 du 11 Dec 2018 Portant Loi-Cadre Sur La Sécurité Sanitaire Des Aliments) was actively supported by FAO since 2009.

⁴⁴ The adoption of the Food Safety Law (Loi N°2018/020 du 11 Dec 2018 Portant Loi-Cadre Sur La Sécurité Sanitaire Des Aliments) was actively supported by FAO since 2009. It could have been an area of convergence in terms of policy dialogue, considering WFP's comparative advantage in the domain of food quality and safety.

⁴⁵ Under the leadership of FAO, and with support from WFP and IFAD.

Development Goal 17,⁴⁶ to revitalize South-South and triangular cooperation, and mobilize private-sector contributions.

28. **In relation to longer term development objectives, government stakeholders appreciate partnership with WFP, in particular for its advocacy on policy options, but they see the need for providing additional resources to support national capacities** in nutrition, food security and nutrition analysis, and coordination.⁴⁷ While the Ministry of Agriculture considers WFP as a main partner in food security analysis, it calls for more capacity development-oriented support. At the decentralized level, WFP collaboration with agricultural technical services⁴⁸ is critical for the implementation of the food assistance for assets approach. The Ministry of Health perceives WFP as a key partner although effectiveness of the collaboration depended on coordination between the different United Nations agencies and sufficient country office strategic leadership. On the other hand, scaling up the new BSFP approach was handicapped by, among other factors, irregular input supply, funding shortfalls and pipeline breaks. WFP is seen as a less important partner in education compared to other actors (World Bank, China cooperation), which have a much larger financial presence. MINEPAT services at the decentralized level are appreciative of WFP support, although this varies by region, and with a less effective contribution to improved multisectoral community-based planning. Limited collaboration with MINEPROFF and MINAS affected WFP focus on policy priorities such as gender and social protection.

29. **Overall, there is good adherence to WFP corporate policies.** The country strategic plan and its structure are aligned with the WFP Corporate Strategic Framework (2017-2021), sharing the same strategic goals and objectives, and incorporating indicators from the revised corporate results framework. As presented in Annex 18: Country Strategic Plan Adherence to WFP Corporate Policies and Commitments, the evaluation found notable alignment with recent WFP corporate guidance and positions: (i) mainstreaming cross-cutting issues such as gender, protection, and accountability to affected populations (AAP); (ii) adopting a resilience approach and operationalizing it through food assistance for assets and smallholder agriculture market support (SAMS) initiatives; and (iii) scaling-up cash-based transfers. Other areas suffered from insufficient guidance, either because corporate guidance was only available at a later stage (for example, for nutrition-sensitive programming and capacity strengthening), or because the country office received limited internal support (for example, for school feeding and scaling up resilience programming). Timely support of the country office from relevant focal points in the regional bureau of Dakar (RBD) and headquarters facilitated this alignment.

30. **WFP has taken a principled positioning in response to urgent needs in areas affected by migration and conflicts.** Both government strategies and the country strategic plan recognize the vulnerabilities and challenges of the North, Far North, East, and Adamawa regions of Cameroon.⁴⁹ The prioritization of support to refugees and internally displaced persons was aligned with the Government's overall commitment to welcome refugees and the international legal framework governing the treatment of refugees and internally displaced persons.⁵⁰ However, some representatives of local authorities expressed reluctance to prioritize support to refugees in the Far North and East regions. The positioning of WFP in response to the civil conflict in the Northwest and Southwest regions is more sensitive. The Government agreed to the adoption of a humanitarian response plan for 2018-2019, including the Northwest and Southwest regions. WFP referred to the EFSA 2019 results rather than the government-led Cadre Harmonisé to prepare the budget revision related to the Northwest and Southwest crisis response.

Conclusions

- **WFP strategic positioning broadly aligns with government stated policy priorities, including with regards to Sustainable Development Goal 2**
- **Country strategic plan strategic orientations are relevant to WFP policies, but corporate guidance on capacity strengthening and nutrition-sensitive programming is insufficient**

⁴⁶ SDGs Knowledge Platform, 2019. Cameroon Voluntary National Review.

⁴⁷ Based on Evaluation Team interviews with government staff at centralized and decentralized levels.

⁴⁸ Although livestock expertise is insufficiently mobilized.

⁴⁹ As evidenced by the recent Recovery and Peace Consolidation Strategy (2017).

⁵⁰ World Bank, 2018. Social Safety Nets for Crisis Response. 1951 Convention, 1967 Protocol, and 1969 OAU Convention, promulgation of a refugee law in 2005. Cameroon acceded to the Kampala Convention for IDP protection in April 2015, but has yet to translate it into law.

2.1.2. To what extent did the country strategic plan address the needs of the most vulnerable people in the country to ensure that no one is left behind?

31. **Diverse analytical work prior to the country strategic plan design, and during implementation, identified and addressed a variety of food and nutrition security needs in an evolving context.** The ZHSR and contextual data on food security and nutrition, including the 2017 Comprehensive Food Security and Vulnerability Analysis (CFSVA) and Standardized Monitoring and Assessment of Relief and Transitions (SMART) surveys for the four regions, helped to build an analysis and mapping of the situation. Yet, WFP did not look specifically at how conflict/security dynamics could affect its positioning and whether its operations would positively or negatively affect local dynamics. During the country strategic plan implementation, WFP conducted or contributed to several food security and nutrition and market assessments focused on specific groups determined by status or location. It included a conflict analysis in the Northwest and Southwest regions, which informed the targeting strategy as well as access and sensitization issues (see Annex 15: Key Analytical Work with WFP Contribution or Leadership and Use for Programming).

32. Targeting processes improved understanding of the needs of the most vulnerable. In the East and Adamawa regions, targeting processes conducted in 2017-2018 with UNHCR introduced vulnerability analyses (See Section 2.3.1, Box 3). In the Northwest and Southwest regions, the ongoing targeting process includes collection of additional vulnerability information⁵¹ (see Section 2.3.1). Feasibility studies on cash transfers were initiated in 2017 and 2019 to adapt food assistance modalities. As per the Gender and Protection Action Plan, gender and age analysis, as well as protection and access analysis, became a prerequisite for targeting.

33. Analytical work prior to country strategic plan programming, including the ZHSR and vulnerability analysis and mapping-led studies, was done in consultation with women and paid attention to the particular circumstances and needs of the men, women, boys and girls of the country. Country strategic plan programming could have benefitted from more specific and contextualized analysis of gender dynamics and underlying causes in the different contexts.^{52,53} Community-based participatory planning exercises (CBPP)⁵⁴ have contributed to the analysis of vulnerabilities and resilience-building needs of communities, linking country strategic plan programming with PNDP priorities and Community development Planning Process. By mid-2019, it had taken place in four village clusters but with rather limited influence on programming, except for the selection of assets.⁵⁵

34. The analytical work would have required: 1) joint analysis of the food security and nutrition situation and, to the extent possible, disaggregation by livelihood zones, which will be facilitated in the future under the framework of the Cadre Harmonisé;⁵⁶ 2) an in-depth analysis of drivers of food insecurity and malnutrition, including conflict dynamics; and 3) a deeper understanding of gender and resilience dynamics⁵⁷ by target beneficiaries such as refugees, internally displaced persons and host populations. It could have better leveraged analysis of policy opportunities included in the Zero Hunger Review process, and included a more in-depth analysis of the capacity development needs of national and local institutions.

35. Overall, assessments and studies conducted by WFP and other actors were rather fragmented.⁵⁸ WFP, as adviser of the Groupe de Travail de Sécurité Alimentaire (GTSA) and leader of the Cash Working Group (CWG), has a key role to play in terms of facilitating access to food security data and analysis and cash-related studies, and could have played this role in a more active manner. Internally, some country office staff

⁵¹ As recommended in the WFP, 2019. Mission report: Scale up Implementation Plan: Access, Protection and Programme Design.

⁵² Such as the WFP, 2017. Agricultural Value Chains and Gender study.

⁵³ For example, in NW/SW, WFP is not using the recent Rapid Gender Analysis conducted by Care in April/May 2019.

⁵⁴ Daram (Far North), Beyala (Adamawa), Boulemebe and Nyabi (East), following the 3PA approach.

⁵⁵ In Boulemebe, a project proposal based on the results of the CBPP was submitted for funding to KOICA.

⁵⁶ This is partially happening with the Cadre Harmonisé including nutrition data (with limitations in terms of integration) and is soon to be informed by an updated mapping of livelihood zones (supported by Fews Net, ongoing).

⁵⁷ Including types of shocks and stressors and capacities adopted in the face of these shocks and stressors.

⁵⁸ Confirmed also the Cameroon Country Study, Humanitarian Financing Task Team Output Iv, April 2019.

appeared insufficiently aware of and/or made limited use of available assessments and studies to inform programme designs.⁵⁹

36. **Relevance of the country strategic plan to identified food and nutrition security needs is mixed, and its architecture shows limited comprehensive coherence**, as highlighted in Table 2.

Table 2: Relevance of strategic outcomes to identified food and nutrition security needs and overall coherence

<p>SO1 focus: meeting immediate food and nutrition needs of crisis-affected populations</p> <ul style="list-style-type: none"> + SO1 is critically needed to respond to acute food needs of the populations affected by displacement and conflicts, particularly the sudden crisis in NW/SW. Reorienting funding towards SO1 and activating a Level 2 response was relevant, but was insufficient to respond at scale (see Section 2.3.1 on coverage) and on time (see Section 2.3.2) - Response to immediate nutritional needs is insufficiently considered. Integration with SO3 is unclear + WFP scale-up use of cash-based transfers (CBT) provides flexibility to beneficiaries and responds better to their diet diversity needs⁶⁰
<p>SO2 focus: supporting the livelihoods of people in protracted crisis as a contribution to their resilience pathways</p> <ul style="list-style-type: none"> + The FFA approach is considered as relevant to chronic food insecurity needs⁶¹ in stable areas of the North and East. It contributes to different dimensions of resilience building, yet only if accompanied with a careful understanding of resilience dynamics + The employment of the FFA approach in support of the Central African Republic refugees meets an urgent need in terms of transitioning + The intended pilot of a home-grown school feeding initiative is coherent with existing local production capacities, and clearly connects with SO4⁶² - Activity 3 falls under SO2, still focuses on the response to short-term food needs of the host population, which falls under SO1
<p>SO3 focus: a preventive nutrition strategy, following international guidelines and WFP corporate policy</p> <ul style="list-style-type: none"> + This outcome shifts away from an approach dominated by treatment by: 1) improving access to health care and nutrition services for the most remote populations; and 2) fostering complementarity between sectors and actors + Though globally this strategic shift is aligned with international and global WFP recommendations, it is not based on a better understanding of the drivers of malnutrition in the country and country-specific evidence, and presents some weaknesses in its implementation. A greater demand for severe acute malnutrition (SAM) services has been observed, due mainly to the active screening and referral system associated with the platform, consequently increasing coverage of treatment for SAM.
<p>SO4 focus: a framework for improving the resilience of food insecure smallholders (SAMS)</p> <ul style="list-style-type: none"> + This outcome considers work all along the food system including post-harvest handling and management,⁶³ and gives a lot of attention to gender and environmental issues, identified as a limitation of the FFA approach so far - This outcome lacks a definition of what “building the resilience of smallholders” means and how this will be measured, and does not spell out how nutrition concerns will be integrated concretely⁶⁴

⁵⁹ Based on WFP staff interviews and participation in GTSA. CBT staff not aware of available studies on FS and Market assessments, Gender staff not aware of available studies on Gender & Food Security conducted by others, FS team not referring to studies from other partners, etc.

⁶⁰ Based on analysis of PDM data (cf. Annex 11: Effectiveness) and group interviews with beneficiaries.

⁶¹ All stakeholders and beneficiaries interviewed confirmed the appropriateness of FFA.

⁶² The connection is done through the SAMS activity. The assessment of smallholder producers was conducted in and around areas where WFP is implementing the school feeding activity. Relevant groups of smallholders were identified in these areas and initial capacity-strengthening sessions held in view of linking the smallholders with markets opportunities including the school feeding voucher activity intended by WFP.

⁶³ ZHSR 2016. Post-harvest losses account for more than 25 percent of agricultural production.

⁶⁴ The WFP Cameroon SAMS strategy elaborated in 2019 makes explicit reference to the adoption of a nutrition-sensitive agriculture/food system approach which aligns with the ZHR, the PNIA, global priorities, and WFP corporate priorities but does not indicate then how nutrition concerns will concretely be integrated. This could have included options of

SO5 focus: underpins the whole country strategic plan, aimed at improving the enabling environment for food security and nutrition

- + The introduction of an outcome related to strategic government capacity development and partnerships is seen as a positive step forward for addressing longer term food security and nutrition needs
- SO5 is not clear enough and a capacity development strategy seems missing. It is unclear how outputs have been selected, and to which areas of capacity development they contribute. Mapping of capacity development needs have not been leveraged⁶⁵
- + Support to the social safety nets platform or the SUN movement responds to needs for more coordinated actions
- + Stepping-up efforts on FSN information system is a priority. Absence of a nationally owned early warning system for FSN has been identified as a major gap. The RBA initiative to develop an SDG 2 tracking system is particularly relevant
- + Further support to coordination is needed. The GTSA was not effectively playing its coordination role and the LCA underlined that there were no government entities which contribute adequately to emergency preparedness plans

SO6 focus: The UNHAS operation responds to the need for regular and secured access to regions affected by crises

- + In line with the UNHAS donors' policy to not hinder market competition, if the national airline becomes a reliable and safe option, the operations relevance of UNHAS will have to be reassessed

Source: Evaluation team.

Conclusions⁶⁶

- The country office conducted good analytical work and monitoring of food security and nutrition needs in priority areas
- Deeper understanding of root causes and capacity needs, and synergies and linkages across the country strategic plan strategic outcomes and activities were limited

2.1.3. To what extent has WFP strategic positioning remained relevant throughout the implementation of the country strategic plan considering changing context, national capacities and needs?

37. **The ambitious country strategic plan design underestimated risks associated with national and local institution ownership and capacities.** Illustrated in Section 0 and Section 2.1.2 respectively, are: 1) relevance of the ZHSR and the overall strategic positioning of the country strategic plan to the national policy orientations; and 2) understanding of, and relevance to, food and nutrition insecurity needs. A tension exists between these two intentions of the country strategic plan. The priority focuses of strategic orientations, indicated by the ZHSR, are on agriculture development and food systems, and, to a lesser extent, chronic food insecurity and malnutrition. Yet, in coherence with needs assessments, most resourced country strategic plan strategic orientations correspond to support to access to nutritious food for crises-affected groups (46 percent of planned resources oriented to SO1 versus 3 percent to SO4 and SO5).

38. While the country strategic plan design embraced these different perspectives, the analysis of the external assumptions and risks identified in the theory of change (ToC) by the evaluation team (Annex 8: Analysis of Cameroon Country Strategic Plan Theory of Change) illustrates that several assumptions are actually preconditions related to government and local ownership. Capacities within WFP were such that its ability to influence these preconditions was limited. For other assumptions and risks, mitigating strategies have either not been identified, or not been implemented. Specifically:

- Assumptions and risks identified and attached to the country strategic plan theory of change are mostly internal to WFP (12) or related to funding (5), underlining relatively lower attention to contextual assumptions (9, including 2 related to displacements and security risks, driving factors of WFP action rather than assumptions).
- External assumptions and risks identified largely refer to government institutions leadership/buy in and financial partners' support. Either WFP finds itself unable to influence them, and should consider them

interventions such as improved access to land especially for women in peri-urban areas, promotion of livestock and animal source foods products, promotion of non-timber forest products, bio fortification/fortification initiatives, etc.

⁶⁵ A mapping was carried out by the MINAS and MINEDUC with support from UNICEF in 2014. The 2017 SPR also refers to a capacity needs assessment by the MINAS with support from WFP.

⁶⁶ Coverage and targeting issues are addressed in Section 2.3.1

as preconditions for engagement, or WFP strategy should aim at mitigating associated risks. Only a few mitigating strategies are identified in the theory of change and the country strategic plan,⁶⁷ and they have either not been implemented so far (for example, comprehensive assessment of capacity needs), or been implemented late (for example, the funding strategy, which has not been finalized).

39. The 2017 country portfolio evaluation recommendations have positively influenced country strategic plan design and related WFP strategic positioning, but the recommended internal and external connections and capacity strengthening have not been considered throughout country strategic plan implementation. Annex 17: Follow-up of 2017 Country Portfolio Evaluation Recommendations presents an analysis of the follow-up of these recommendations. Some of the seven recommendations, including gender in programming, were effectively implemented. For the scale-up of cash-based transfers (Recommendation 2), gender (Recommendation 5) and communication (Recommendation 6), efforts were made to put the required resources in place and good progress has been made since 2018. Very limited progress has been made for embedding capacity strengthening as an integral part of programming (Recommendation 7). The limited consideration of sub-recommendations related to internal and external integrated programming, partnerships and sustainability weakened the implementation of recommendations.

40. The country strategic plan has facilitated the introduction of several new priorities and innovations:

- WFP has become well-respected by partners for facilitating the increasing emphasis on utilizing cash transfers as a programmatic modality. Its active participation in the Cash Working Group, revitalized in 2019, contributed to this effort. The WFP approach has been innovative with respect to the expansion of the e-voucher modality, which allowed the supply of mobile phones to beneficiaries, credited on the basis of the minimum expenditure food basket and family size.⁶⁸
- WFP has collaborated with the Government and UNICEF since 2016 to respond more efficiently to the high levels of malnutrition, initially in the Far North region, and later in other areas covered by WFP programming. A large-scale WFP nutrition programme has been rolled out to prevent acute malnutrition in children aged 6-23 months, and to treat older children affected by moderate acute malnutrition. It comprises nutrition-preventive actions (BSFP, nutrition sensitization), and the delivery of multiple complementary health services⁶⁹ to increase synergies and impact.
- Since 2018, long-term resilience approaches and asset-creation activities have been expanded based on the expressed needs of targeted communities. The gender and nutrition-sensitive, community-based participatory planning introduced in four villages are now mandatory for cooperating partners. There is an attempt to apply the food assistance for assets approach in camps settings, starting with the Gado site. Lessons learned from food assistance for assets are shared through regional workshops on a yearly basis to maximize learning among cooperating partners and technical services from different sectors.
- WFP is working hand-in-hand with the Ministry of Agriculture and the Rome-based agencies to come up with a joint strategy and action plan on supporting smallholders' resilience through increased value chain development. Consultations have been conducted since 2018, including diagnosis of producer cooperatives, and an action-oriented workshop in early 2019. This resulted in the elaboration of an operational strategy, the creation of a memorandum of understanding,⁷⁰ and the identification of pilot projects.⁷¹
- In 2018, WFP and the United Nations Population Fund (UNFPA) partnered for a Danish grant⁷² aimed at providing integrated sexual and reproductive health services in combination with food assistance to

⁶⁷ Such as CACN: Comprehensive Assessment of Capacity Needs / SSC: Facilitating South-south cooperation / FS: Funding strategy / C: coordination and concertation / RBA: cooperation with RBA.

⁶⁸ Funded by USAID, DFID and the Japanese government.

⁶⁹ Services included access to health care and immunization, access to water and hygiene, infant and young child feeding practices, and social and behaviour change communication.

⁷⁰ Both still at drafting stage.

⁷¹ Includes projects aimed at: (i) improving production and grain conservation; (ii) linking local production with school meals through local vendors; (iii) enhancing post-harvest practices; and (iv) improving market access for smallholders.

⁷² See Danish funds Grant Proposal.

refugees, internally displaced persons and host communities with a focus on women and adolescent girls.

41. **The country strategic plan did not allow WFP to secure funding to pursue intended development and scale-up of innovations.** As anticipated, the country strategic plan did include more diverse activities and a shift in strategic positioning (see Table 1, Section 2.1.202). Yet the unbalanced distribution and reallocation of resources to emergency-related needs made it difficult for WFP to firmly position itself on nutrition, social protection or resilience. Food assistance for assets, support to smallholder farmers, school feeding programmes, and strategic capacity strengthening were implemented only at small scale. After one and a half years of country strategic plan implementation, donors recognize they have insufficiently supported the implementation of new areas of work.⁷³

42. **The strategic position of WFP and its significant responsiveness to emergency needs in Cameroon is largely recognized.** This strategic positioning harnessed WFP comparative advantages, namely its logistic capacity and its broad operational network of sub-offices that are well positioned geographically to address refugees' and internally displaced persons' needs. WFP has adapted to the worsening of the situation in the Northwest and Southwest regions by opening sub offices⁷⁴ and initiating support to affected populations. Due to access restrictions and political reasons, this has taken some time to get started.

43. The country strategic plan structure and approach was set up to require needs-based contingency planning. The crisis in the Northwest and Southwest regions was not fully incorporated into the original country strategic plan, even though it was already ongoing at the time of design. It was instead inserted via a budget revision. Three budget revisions were prepared, and additional revisions are likely to be needed considering increasing displacements in the Northwest and Southwest regions. Stakeholders interviewed suggested that with the pre-country strategic plan system it was easier to generate flexible funding (due to less earmarking for specific activities).

Conclusions

- Responsiveness to emerging needs has been a strength of the country office
- Several innovations were introduced or pursued by WFP since 2017, but the country office was unable to develop and scale up most innovations and its positioning as enabler due to an underestimation of: (i) national and internal capacity constraints; and (ii) efforts required for developing internal and external synergies

2.1.4. To what extent is the country strategic plan coherent and aligned with the wider United Nations and does it include appropriate strategic partnerships based on the comparative advantages of WFP in Cameroon?

44. **Timely alignment of the WFP country strategic plan with the Cameroon UNDAF, has led to a high degree of coherence.** Both processes prioritize a shift towards resilience building in the four crises-affected regions. The country strategic plan has incorporated UNDAF priorities in all strategic outcomes. However, the alignment has partly limited the duration of the country strategic plan. The active engagement of WFP in the UNDAF process was an important entry point for partnerships. It stimulated operational coordination such as the conduct of joint missions at decentralized level,⁷⁵ and was used for resource mobilization for resilience programming in the Far North and East. WFP thinking around the required collaboration between governments and the United Nations development system to achieve the Sustainable Development Goals is recognized as quite advanced.⁷⁶ The next country strategic plan (2021-2025) should be similarly aligned to the upcoming United Nations Sustainable Development Cooperation Framework (UNDAF+).

45. **WFP prioritized coordination through sectoral working groups.** WFP sought to develop coordination with other United Nations and humanitarian actors, mostly through the coordination of sectoral clusters and working groups that correspond to its mandate. These efforts have been recognized (see Section

⁷³ Based on feedback from donor meetings.

⁷⁴ Recently established sub-offices in Buea and Bamenda.

⁷⁵ See for example inter-agency mission conducted in the East in May 2018 including WFP, UNICEF, UNHCR, UNFPA, UN WOMEN, PNUD and donors like USAID, KOIKA, ECHO, UE, DFID.

⁷⁶ UNDAF Mid-Term Review, September 2019. Draft not yet available.

2.2.1, SO5). However, given the operational presence of WFP and the common shift of the country strategic plan and UNDAF toward resilience building as noted in paragraph 44, WFP, operating within its mandate, could have played a more prominent role in the coordination of UNDAF and the United Nations Country Team (UNCT). WFP contributions to the UNCT have been focused on important milestones such as the UNDAF mid-term review or sharing of food security analyses to inform the humanitarian response plans. Still to materialize with actual investments, WFP was seen as a key contributor under Pillar 4 of the Recovery and Peace Consolidation Strategy for northern and eastern Cameroon in line with UNDAF.

46. **Coordination with other United Nations Rome-based agencies was activated but lacked formalization.** Following evaluations of their respective country programmes,⁷⁷ a framework for future collaboration among Rome-based agencies was discussed and summarized through a joint note in December 2018.⁷⁸ As a follow-up, Rome-based agencies and the Ministry of Agriculture engaged in an intense dialogue on improving support to smallholders and to purchasing locally, which informed the WFP SAMS strategy⁷⁹ but this did not translate into a joint Rome-based agency strategy (see Section 2.2.1 SO4). In the domain of food security information, the platform for Sustainable Development Goal 2 monitoring was being conceptualized (see Section 2.2.1, SO5). FAO made more space to engage with WFP, and IFAD has opened doors for both FAO and WFP to play a more active role in government-led agriculture programmes.⁸⁰ But no specific collaboration has been engaged in the domain of nutrition, school feeding and gender. The Rome-based agency partnership remains uncertain since no memorandum of understanding or concrete joint-programmes have been finalized, although this was a recommendation of the 2017 country portfolio evaluation.

47. **There is uneven collaboration with other United Nations agencies.** Collaboration with UNICEF on nutrition has been challenging, considering diverging views on the added value of the blanket supplementary feeding preventive platform and on respective roles related to treatment of acute malnutrition⁸¹ and nutrition data collection and analysis (see Section 2.2.1, SO5). Partnership with UNHCR has been challenging, especially in the East region, and lacked strategic guidance in areas such as targeting (see Section 2.3.1) and cash transfers programming. United Nations stakeholders lack a common vision in the domain of school feeding. Collaboration in gender equality with UNFPA recently started as a result of a global initiative (see paragraph 40), but no partnership exists with UN WOMEN.

48. **There is a strong influence of change in donor agendas on WFP programming scope and priorities.**⁸² Nevertheless, this has not necessarily translated into a more active dialogue with donors, or into a visible increase in development funding for WFP Cameroon. Donors recognized the relevance of WFP interventions, mostly in terms of its immediate response to a crisis (SO1) and welcomed the dialogue around the country strategic plan, which allowed them to share and align their concerns with those of WFP. But they called for stronger engagement with WFP in a technical partnership. Consequently, WFP had limited ability to attract donor interest to support strategic priorities beyond SO1 – with some exceptions.⁸³

49. **Relationships with non-governmental organizations have been driven by short-term objectives and insufficiently considered strategic engagement and leveraging of expertise.** At the operational level, WFP mostly partnered with local non-governmental organizations.⁸⁴ Regarding resilience, WFP did not partner enough with international non-governmental organizations, although they have become important players. Especially in the Far North and the East, this was as a result of stepped up engagement from donors such as the European Union and the Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ).⁸⁵ Most of the non-governmental organizations complained about the lack of a joint strategic vision and limited leveraging by WFP of its own expertise. The evaluation team identified few forums that allowed for strategic

⁷⁷ RBA, 2018. Cameroon Country Strategy and Programme Evaluation – co-organized Workshop FAO/IFAD/WFP.

⁷⁸ RBA, 2019. Joint Discussion Note - Collaboration between the Rome-based agencies in Cameroon.

⁷⁹ WFP, September 2019. Smallholder Agricultural Market Support Strategy DRAFT.

⁸⁰ Such as the PEA-Jeunes Programme de Promotion de l'Entreprenariat Agropastoral des Jeunes the second phase of the PADFA yet to be designed Projet d'Appui au Développement des Filières Agricoles.

⁸¹ The diverging views are currently discussed at the global level.

⁸² Source: OCHA, 2019. Cameroon Country Study, Humanitarian Financing Task Team.

⁸³ Recently, based on dialogue with WFP, DFID funded a multipurpose cash programme for the Eastern region including FFA activities. Germany and KOIKA are starting to engage in multi-year funding.

⁸⁴ Mixed views from interviews: either because they want to shift to a localization agenda (e.g. for NW/SW response) or because they cannot afford working with INGOS.

⁸⁵ This refers here to multiple international NGOs consortium such as RESILIAN, PRESEC, I YÉKÉ OKO.

dialogue with civil society on critical issues, such as gender, protection, resilience, or climate change.⁸⁶ Occasionally WFP provided opportunities for further institutionalization of good practices implemented by local non-governmental organizations.⁸⁷ International non-governmental organizations, such as Action Contre La Faim, identified a missed opportunity in terms of joint advocacy regarding the degradation of the food security and nutrition situation in the Northwest and Southwest regions.⁸⁸ The country office recently developed a tool for selecting cooperating partners including the mapping of cooperating partners' expertise, which should allow for improved leveraging of this expertise and identification of cooperating partners' capacity development needs for quality programming.

50. Intentions to partner with the World Bank and the private sector for investments in nutrition have yet to materialize. WFP and the World Bank have similar agendas on social protection, nutrition,⁸⁹ and "building resilience in the face of fragility, conflict, and changing climate conditions" in refugee hosting regions,⁹⁰ which could form the basis for partnership. So far, there has been little structured dialogue with the private sector in priority areas⁹¹ for nutrition such as food fortification, food safety, and post-harvest losses.⁹² The country strategic plan had identified the SUN business network as a platform to engage on this dialogue, but this platform has not been effective. WFP will have to reconsider appropriate partnerships and a more effective platform for engagement with the private sector in nutrition, and make sure this leads to responsible engagement.⁹³ In 2018, WFP organized a consultation with the Cameroon private sector body called the Industrial Business Group (GICAM) on the mobilization of private contributions to support WFP interventions in Cameroon. Collaboration with various food processing, foodstuff business and transport companies such as MAÏSCAM, SOACAM, SOCAPURSEL and tourism companies facilitated WFP work in Cameroon. The challenge remains to elaborate an operational strategy and sign a memorandum of understanding with GICAM.

51. The selection of strategic partnerships based on the WFP comparative advantages required more internal thinking and guidance from the regional bureau in Dakar.⁹⁴ Partners recognized that WFP has been good at offering its competencies in some areas of comparative advantage, such as cash-based transfers, logistics, and food security analysis. The regional oversight mission in May 2019 recommended a "partnership framework". With the exception of its collaboration with United Nations agencies, the evaluation team observed that WFP requires more clarity in its selection of other strategic partnerships across regions/sub-offices. WFP sought to complement its work on capacity development in agricultural development, irrigation, and economics through South-South cooperation, but could have been clearer on what was expected from this cooperation (see Section 2.2.1, SO5). Positioning on food systems needed stronger engagement with the private sector and research institutes. In school feeding, since 2014 the country office is linked with the Brazil Centre of Excellence (CoE) and a study visit was organized for Government and WFP staff. WFP received support from the centre in drafting the school feeding strategy, which is still to be validated. WFP aims to strengthen links and obtain more technical support from the Brazil Centre of Excellence or the recently opened Abidjan Centre of Excellence for the pilot home-grown school feeding activity.

⁸⁶ For example, FFA working group in Batouri, consultation of 40+ partners for the elaboration of the SAMS Strategy and the Logistics working group lead by WFP in Yaoundé which regroups national and international NGOs and United Nations agencies.

⁸⁷ WARDA was attributed the best project award for small-scale gardening in 2018.

⁸⁸ In March 2019, Action Contre La Faim published the results of an analysis of the nutrition situation in the Southwest indicating that while the nutrition status is currently still within acceptable boundaries, as per the screenings conducted, aggravating factors, particularly the significant gaps in health coverage, do indicate a possible precarious situation for affected communities.

⁸⁹ Global Financing Facility, Press release, April 2019.

⁹⁰ World Bank CPF (2017-2021).

⁹¹ As prioritized during the Zero Hunger Review process and in the CSP.

⁹² Some reflections have been initiated with Nestle company on food fortification and food safety.

⁹³ As per guidance from the WFP Global policy on nutrition (2017).

⁹⁴ As confirmed by WFP Update on the Integrated Road Map (June 2018).

Conclusions

- WFP Cameroon has been a proactive partner within the United Nations system including with other Rome-based agencies, capitalizing on its comparative advantages and playing an effective role within sectoral coordination mechanisms
- The country office has not effectively prioritized strategic partnerships with International NGOs and the private sector
- Results were mixed in terms of development of partnerships with financial partners around common long-term strategic outcomes

2.2. WHAT IS THE EXTENT AND QUALITY OF THE SPECIFIC CONTRIBUTION OF WFP TO COUNTRY STRATEGIC PLAN STRATEGIC OUTCOMES IN CAMEROON?

2.2.1. To what extent did WFP deliver expected outputs and contribute to the expected country strategic plan strategic outcomes in Cameroon?⁹⁵

52. **There was high overall performance on outputs delivery and more contrasted, but improving, outcomes achievements from 2017 to 2018, as documented by the country strategic plan monitoring and evaluation (M&E) system.** WFP activities were designed at different times based on different strategic corporate plans, corporate results frameworks and intervention strategies. While geographical targets remained the same, some criteria for specific targeting were modified, such as age for BSFP beneficiaries (initially targeting all children under 5 years; in 2018-2019 only those between 6-24 months were targeted for BSFP, the older children receiving treatment only). The number of beneficiaries planned/reached according to their status did not vary significantly, with a slight increase of the refugees and resident groups and a decrease of internally displaced persons. Data for 2017 and 2018 indicate a good level of achievements in terms of outputs across strategic outcomes. These results, however, must be interpreted with caution due to issues described in Section 2.4.1 related to monitoring and evaluation. Figures 2 to 5, show outputs in terms of beneficiary numbers for 2017 and 2018. Progress towards other outputs is described in Annex 11: Effectiveness.

Figure 2: WFP Cameroon unconditional transfer beneficiaries (food and cash) – Activities 1 and 3

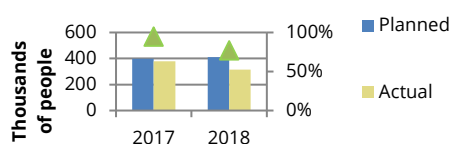


Figure 3: WFP Cameroon food assistance for assets beneficiaries – Activities 4 and 5

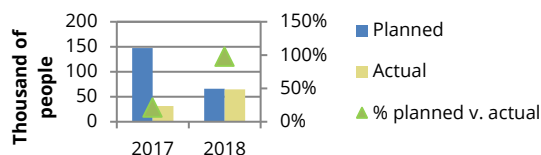


Figure 4 WFP Cameroon school feeding beneficiaries – Activity 2

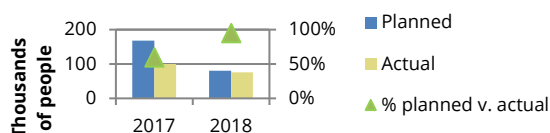
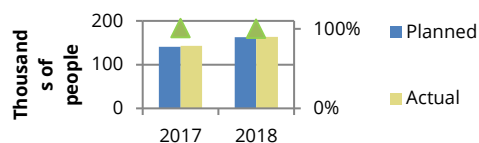


Figure 5 WFP Cameroon nutrition activities beneficiaries – Activity 3



Source: WFP monitoring data.

53. Table 3 presents progress towards outcome indicators for the relevant regional EMOPs in 2017 and the country programme 2013-2017 in 2017, and overall progress towards outcome indicators for strategic

⁹⁵ For this section in particular, it is important to bear in mind that this evaluation comes 1.5 years after the beginning of the current CSP, and therefore it will not be considered as a final CSP evaluation.

outcomes 1, 2 and 3 in 2018.⁹⁶ In order to allow for comparison with the progress in 2018, the indicators have been classified according to their link with the respective activities of the country strategic plan. In 2017, only 19 percent of indicators reached the targets set for that year. In 2018, only 34 percent of indicators reached the targets set for that year in the country strategic plan, of which 85 percent were already equal or better than the target during baseline measurements. In 35 percent of indicators progress was made towards the target, but in 49 percent of cases, the situation deteriorated. Progress towards outcome targets is higher for activities 1 and 2 than for activities under SO3.

Table 3: 2017 and 2018 progress towards outcome indicators⁹⁷

	SO1	SO2			SO3	OVERALL
2017: regional EMOPs in 2017 and the CP 2013-2017 in 2017	A1	A2	A3	A4	A6	
Progress toward target in 2017	19%	60%	33%	0%	13%	25%
No or little change towards target in 2017	0%	0%	50%	0%	0%	6%
Unknown whether change towards target in 2017	0%	40%	0%	0%	88%	38%
Situation worsened in 2017	81%	0%	17%	100%	0%	31%
End of year target reached in 2017	19%	30%	33%	0%	13%	19%
End of year target not reached in 2017	81%	30%	67%	100%	0%	44%
Unknown whether end of year target reached in 2017	0%	40%	0%	0%	88%	38%
End of year target reached at baseline	13%	0%	33%	0%	50%	17%
2018: CSP	A1	A2	A3	A4	A6	
Progress toward target	42%	67%	35%	30%	16%	35%
No change	6%	0%	30%	22%	28%	15%
Situation worsened	52%	33%	35%	43%	56%	49%
End of year target reached in 2018	24%	100%	50%	27%	72%	34%
End of CSP target reached in 2018	21%	67%	40%	22%	63%	31%
End of CSP target reached at baseline	20%	67%	35%	19%	66%	29%

Source: Evaluation team based on monitoring data.

54. The following sections present details on progress against the six strategic outcomes of the country strategic plan. Some workstreams have been reported under different strategic outcomes, in line with the analysis presented in Table 2: Relevance of strategic outcomes to identified food and nutrition security needs and overall coherence.

⁹⁶ Strategic outcomes 4, 5 and 6 were excluded from the analysis as: i) no indicators were measured for SO4, ii) the Zero Hunger scorecard, main outcome indicator for SO5, was not measured over the period, and iii) the outcome level indicator for SO6, users' satisfaction rates, was considered as an output indicator by the ET. For SO2, indicators of FFA approach are all captured under Activity 4, since Activity 5 is not monitored. For school feeding (A3), SABER indicator is not monitored.

⁹⁷ Not all indicators included in the CSP logical framework have been measured, as shown in Annex 10: WFP Outcome Indicators (2017–2020).

SO1: Populations affected by disasters, including refugees, internally displaced persons and host populations in Cameroon have safe access to adequate and nutritious food during and after crises.

55. **Good levels of funding and results on output indicators, but limited progress on outcome indicators, highlight an issue of attribution.**⁹⁸ Output targets, expressed in numbers of beneficiaries, were reached in 2018 for Activity 1 at 89 percent for food distributions and 77 percent for cash transfers, but at only 21 percent of target for Activity 3, due to funding shortfalls.⁹⁹ Outcome indicators for activities 1 and 3 are food consumption scores, household coping strategy index, share of food expenditure, and dietary diversity through the provision of the 2100kcal/day food basket.¹⁰⁰ Table 4 shows that key outcome indicators have fallen short of their targets. If beneficiary targets were largely met, ration cuts may have had impacts on the outcomes of interventions.

Table 4: Household coping strategy index scores and dietary diversity scores by region for 2018.

Region	Modality	Gender	Coping strategy index scores			Dietary diversity scores		
			Base value	Latest follow up (2018)	Year-end target (2018)	Base value	Latest follow up (2018)	Year end target (2018)
East	Cash	Men	3.47	6.50	≤3	5.78	5.43	≥5
		Women	2.82	5.23	≤3	5.72	5.78	≥5
	Food	Men	6.91	8.36	≤3	5.57	4.85	≥5
		Women	8.10	7.51	≤3	5.47	5.23	≥5
Far North	Cash	Men	10.80	20.69	≤12	5.67	3.88	≥5
		Women	12.77	30.11	≤12	5.02	4.01	≥5
	Food	Men	19.78	26.70	≤10	3.82	3.92	≥5
		Women	20.50	35.01	≤10	3.79	3.93	≥5

Source: 2018 Cameroon Annual Country Report.

56. There was mixed satisfaction on quality and quantity of the food provided.¹⁰¹ WFP beneficiaries consulted during focus group discussions in the Far North and East unanimously regretted changes in food distribution. Overall, beneficiaries clearly showed preference for cash-based transfers in the form of e-vouchers, giving access to food over in-kind distribution, regardless of region and residency status, as show in Table 5.

Table 5: Satisfaction levels with the quality of food as at November 2018

Region	Beneficiary type	Satisfaction rate ¹⁰²	
		Cash	In-kind
East	Refugees	82.4%	54.3%
Far North	IDPs	92.5%	74.3%
	Refugees	NA	28.3%
North	Refugees	90.7%	72.4%

Source: November 2018 PDM report.

57. Emergency general food distributions in the Northwest and Southwest regions started in late 2018 through a local cooperating partner. Access and acceptance issues, together with security guidance and regulations have made it difficult for WFP staff to visit distribution sites and ensure that distributions reach the most vulnerable. According to interviews with WFP staff, these issues have led to claims by the population in the Northwest and Southwest regions that food assistance is given to members of the non-state armed forces. On the other hand, WFP staff reported that the non-state armed forces perceive that WFP, as a United

⁹⁸ Many factors contribute to the ongoing situation of any household: health and healthcare expenditures, health and number of children, educational costs required, quality and quantity of water supply, access to land, access to credit, employment opportunities etc.

⁹⁹ Cameroon Annual Country Report 2018.

¹⁰⁰ Sorghum, pulses, salt, oil and split peas.

¹⁰¹ June 2019 PDM report: 37% of complaints received were related to the quality of food, with the distribution of yellow split pea, not consumed in the region.

¹⁰² Low satisfaction rates for refugees receiving in-kind transfers in the East and Far North can be linked to ration cuts in 2018.

Nations organization, is siding with the Government. These perceptions could put personnel and activities at risk in these areas. The country office needs to seriously look at such allegations and take prompt action to rectify them.

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

School feeding

58. **There have been good outputs levels over the last two school years, with increased ownership by the Ministry of Education, but reduced implementation since September 2019.** In 2017, 140 schools were assisted, and meals distributed to 99,936 pupils (124.8 percent of planned). In 2018, WFP started working directly with the Ministry of Education (MINEDUC) based on the joint strategy developed in 2017.¹⁰³ School meals were provided to 76,000 pupils in 134 primary schools (over 90 percent of planned) with a gender ratio (girl students/boy students) of 0.93 (reaching the > 0.7 target). Canteen management committees (COGES, Comités de Gestion) were established and trained in October 2017 and November 2018, with the active participation of MINEDUC officials, local authorities and WFP staff. In the Far North, 124 schools closed for security reasons in September 2018 and beneficiaries were displaced to more secure areas benefitting from WFP assistance. In September 2019, activities started only in 50 schools due to an increase in numbers of students in WFP-assisted schools. Activities are likely to stop in early 2020 because of limited funding.

59. **Outcome results indicate an increase in retention in WFP-assisted primary schools.** Between January and October 2018, enrolment went from 94.2 to 97 percent, with minor differences between boys and girls. Between December 2017 and October 2018 retention increased globally from less than 50 to 74 percent for girls and 68 percent for boys, indicating a clear improvement in the achievement of objectives. Several sources explained that an increase on enrolment was observed as WFP emergency assistance attracted street children whose parents did not provide adequate food but who were served food in the schools.

60. Standard household food security indicators have been used to assess the effect of school meals on households' food consumption or in food expenditure. However, it was almost impossible to measure the contribution of school feeding to changes in these indicators, although potential effects are well known.¹⁰⁴ Beyond the impact on the nutritional status of children, school meals can represent savings of up to 10 percent of poor families' spending and has great potential as a tool for the implementation of the social safety nets by WFP.

Food assistance for assets (FFA)

61. **The food assistance for assets approach helped to create a common vision.** The implementation strategy combining Activity 4 and Activity 5¹⁰⁵ reemphasized the need to: (1) conduct community-based participatory planning, which became mandatory for all implementing partners; and (2) adopt a multi-year approach¹⁰⁶ (asset building, structural support and transformation/appropriation), among other principles. But the level of readiness to absorb such practices among different food assistance for assets stakeholders was still weak.

62. **Food assistance for assets output achievements indicate improvements between 2017 and 2018.** In 2017,¹⁰⁷ food assistance for assets activities reached 5,763 participants including 52 percent of women in the North and East, representing 31,485 household members (21 percent of target). In 2018, with the introduction of the country strategic plan, food assistance for assets reached up to 12,900 participants representing 64,500 household members across 57 villages covered by 22 field level agreements (FLAs) (98 percent of target). These represent less than 12 percent of the total number of beneficiaries reached by the

¹⁰³ As reported in country programme 2017 ARP.

¹⁰⁴ Analysis of results for FCS-Nut is presented in Annex 11: Effectiveness.

¹⁰⁵ 2nd budget revision of the CSP merged activity 4 and activity 5 into a unique activity 4 for livelihood and asset creation.

¹⁰⁶ As recommended by the Regional Bureau of Dakar and FFA corporate guidance.

¹⁰⁷ FFA approach was included under EMOP 200799 and EMOP 200777. FFA activities were also planned under the country programme with a target of 107,500 beneficiaries, but was not implemented due to lack of funding for the country programme.

country strategic plan in 2018. Project/assets created have covered various aspects such as development of farm lands, market sheds, dams, wells, irrigation canals, fish ponds, and artificial ponds, mainly with a view to contributing to early recovery and social cohesion, but with very limited contribution to a broader food system approach (see Section 2.2.1, SO4). Projects introduced in 2018 on irrigation canals and granaries targeting collectively refugees, internally displaced persons and the host population constitute examples of adopting a more “resilience-based” approach.

63. **There was mixed appreciation of the food assistance for assets activities by external stakeholders.** There was a recognition of the benefits of some of the assets (see Annex 11: Effectiveness), and stakeholders were appreciative of the dynamics put in place (see Box 1). But the limited timeliness, very limited coverage, and the quality of implementation were of concern. This was due to the fact that feasibility studies could not be conducted¹⁰⁸ and that the technical and financial capacities of cooperating partners were weak. Interviews indicated a discrepancy between what has been reported and what has been effectively implemented on the ground,¹⁰⁹ although this started to change in 2018, with multiple supervision missions.

Box 1: Food assistance for assets activities – Mama site

In the Mama village, community assets created include the cultivation of 14 hectares of agricultural fields and a fishpond. This project is a good example of a source of social cohesion between the two refugee and host communities, as it helped to assist both communities with being in charge of their food needs. Distribution of tasks has been carefully thought out to respect gender perspectives, keeping the less labour-intensive tasks for the women (men in charge of clearing, and women of sowing and weeding).

Source: Interviews with FFA stakeholders in the East and FFA newsletter.

64. **Changes at outcome level are difficult to assess at this stage of the country strategic plan process,** considering the short timeframe of implementation and the weaknesses of the theory of change and monitoring and evaluation system (see Sections 0 and 2.4.1). A comprehensive baseline for food assistance for assets activities looking at the six outcome indicators¹¹⁰ was conducted in May 2019 and will allow changes to be measured, including outcomes in the newly introduced indicator for food assistance for assets: “targeted communities reporting benefits from an enhanced livelihood asset base”.

65. **There were indications of positive changes regarding access to a more diversified and nutritious diet, social cohesion, gender empowerment and increased incomes.** In the Far North the shift to cash-based transfers and the introduction of assets related to animal food products (for example, fishponds) or non-timber forest products (for example, honey) have allowed beneficiaries to access more diversified and nutritious food. Immediate results of food assistance for assets indicate a good diversity of crops produced in the East and North/Adamaoua with participants shifting from mono cash crops like tobacco to more diversified community-based farming, including crops for their own consumption.¹¹¹ In some cases, beneficiaries and partners shared a positive perception of the contribution that the food assistance for assets has made towards resilience. They consider it to be a “graduation” pathway, where the activities can continue when the cash/food assistance stops. Lessons learning mechanisms documented how food assistance for assets activities contributed to unintended results, such as: social cohesion and dignity, gender empowerment and transformation, improved technical capacities, diversification of livelihoods, increased revenue and structural support for the governance of the local economy.¹¹²

66. **There was limited adaptation to the local context and limited attention was given to root causes of food insecurity and malnutrition.** Regarding land tenure, WFP and cooperating partners have limited their efforts in brokering relationships between local authorities and target groups of refugees and internally displaced persons for negotiating access to land for the duration of the activity, or sometimes for longer (up to 5 years). But this remains anecdotal. In most cases, the community farmland is held “in trust”

¹⁰⁸ To be introduced by end of 2019.

¹⁰⁹ Based on interviews with WFP SO staff in the East and the Far North, and cooperating partners.

¹¹⁰ Outcome indicators included enhanced livelihood asset base, coping strategies index, sharing of expenditures, and food consumption and diet diversification related measures.

¹¹¹ Country office annual report on food assistance for assets, 2018, cooperating partners and beneficiary informants.

¹¹² FFA learning workshop, December 2018 and Food Assistance For Asset Experience Sharing Booklet East, May 2018.

for community beneficiaries rather than owned privately, exposing beneficiaries, especially women, to important risks in terms of livelihoods. In the East, most of the food assistance for assets Central African Republic refugee participants are pastoralists who have never practiced agriculture, while most asset-building activities relate to agriculture and do not introduce elements related to livestock practices. This made the transfer of capacities in a short period of time challenging. Exploring livestock-related activities could be useful, while the risk of increasing agro-pastoral conflicts should also be considered.

67. **A promising multi-year approach started in some sites** where, after one year of engagement of participants in asset-creation (such as farming of onions, cowpea and moringa), beneficiaries were pursuing activities without cash assistance. This is thanks to the formation of local committees, community ownership, and continued supervision by the cooperating partners and technical services.¹¹³ Yet this was hindered by budget constraints for technical assistance and provision of inputs,¹¹⁴ as well as by the limited capacities of cooperating partners to follow up beyond the duration of field level agreements. The recent approval of the multi-year United Nations joint resilience programmes in the Far North and in the East might help expand the duration of food assistance for assets activities.¹¹⁵ In the East, food assistance for assets activities through cash-based transfers will be introduced by WFP for the first time in refugee sites (Lolo and Timangolo, and possibly Gado if funding allows). Not all refugees will benefit from this approach, and the targeting using CBPP will be of critical importance. However, this is also a very sensitive subject, considering the tensions that have been ongoing since the introduction of targeting in 2017, and the delay already incurred (the activity was supposed to start in mid-2019). This approach presents a great potential for beneficiaries in terms of gender, nutrition and protection concerns. The Minawao camp may adopt a similar approach based on lessons learned.

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

68. **Outputs indicators show excellent results against targets.** The total number of beneficiaries assisted by Activity 6 in 2018 was 163,302 (100 percent of the numbers planned) slightly higher than the 140,000 in 2017 (100 percent of the numbers planned). In 2018, 98 percent of the beneficiaries were assisted with the BSFP package and 2 percent through the HIV component. More than half of the BSFP beneficiaries were children aged 6-23 months old and 22 percent of the total were moderate acute malnutrition cases. In 2017 and 2018, the number of health centres/sites assisted went beyond the number planned.

69. **WFP brought BSFP activities closer to the most vulnerable populations through a community-based approach.** WFP supported the local health systems' advanced nutrition strategies¹¹⁶ taking services closer to communities located furthest away from health centres. However, the quality of the service of the BSFP platform has been hindered by several issues causing an irregular implementation of activities. These issues were: 1) limited homogeneity in complementary services provision due to the uneven capacities of partners (Ministry of Health and cooperating partners); 2) interruptions in specialized nutrition product supply due to funding restrictions and pipeline breaks; and 3) difficulties in formalizing contracts with cooperating partners, which depend on the confirmation of funding and on arduous administrative processes that often lead to interruption of activities.

70. **WFP monitoring and evaluation systems measured immediate outcomes, but the WFP contribution to observed changes in nutrition was difficult to assess.** Outcomes indicators for SO3 are reported globally as good, but they do not capture all dimensions of the "preventive platform". The outcome indicator expects "access to a comprehensive package for prevention of malnutrition" related to: 1) the geographical targeting of the interventions; and 2) the quality services provided determining uptake and compliance. However, no specific indicator, beyond the number of beneficiaries/health centres assisted, was proposed to measure that access. There were no specific indicators for the persons living with HIV (PLHIV) component. Indicators measuring changes in dietary patterns showed mixed results. According to annual reports and as presented in Annex 11: Effectiveness, the minimum dietary diversity for women (MDD-W) did not reach target values in any of the four regions. On the contrary, the minimum acceptable diet (children 6-23 months-old) was well above targets. Regarding the food consumption score (FCS) "nutrition, best

¹¹³ Sites visited by the evaluation team in the Far North include the Doulo village located close to Mora.

¹¹⁴ Budget for cooperating partners is calculated on the basis of the amount of cash or tons of food distributed.

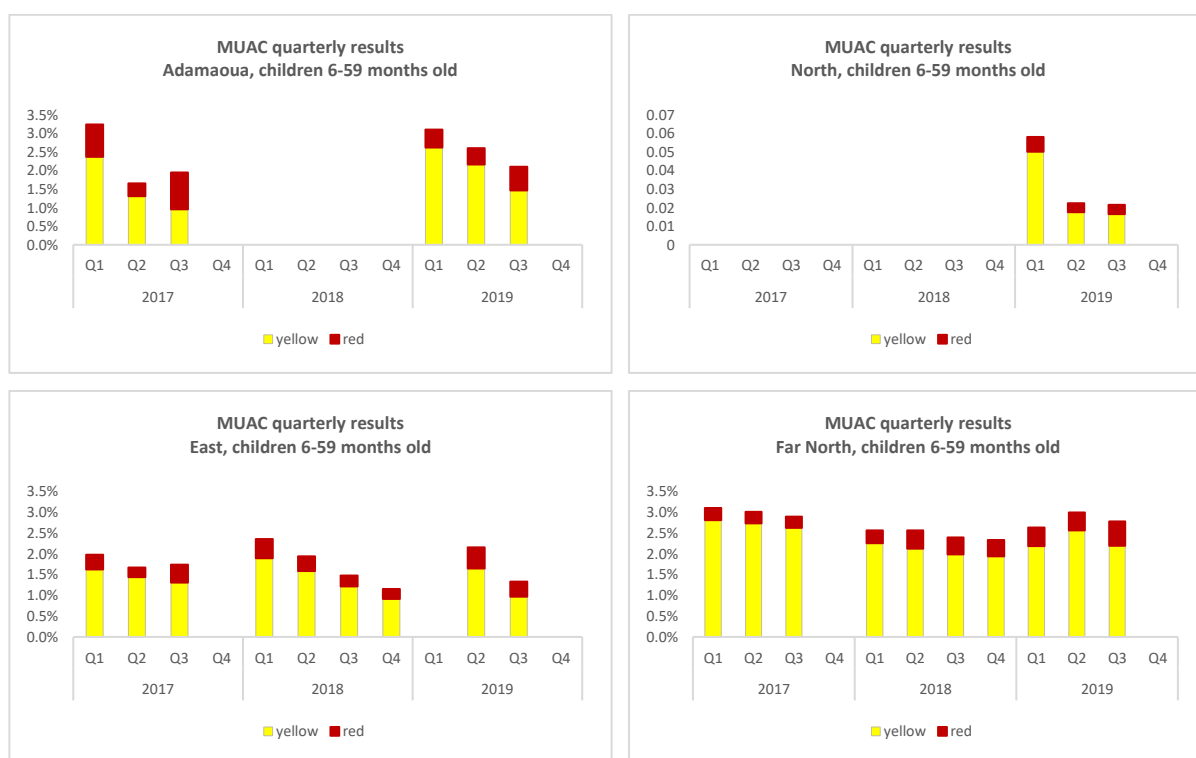
¹¹⁵ Budget arrangements for the multi-year UN joint resilience programme are still under discussion.

¹¹⁶ Advanced nutrition care strategies to promote food intake.

improvements”, in absolute percentage points, were observed in the East region for iron and protein consumption and the Far North for vitamin A. An analysis of changes by assistance modality could be useful for programme improvement and design but was not feasible given available information.

71. Changes in nutrition were difficult to attribute to the WFP prevention strategy. Mechanisms to collect evidence on results and impact were limited (see Section 2.4.1). Changes in mid upper-arm circumference (MUAC) measurements during the quarterly community-based screenings (see **Error! Reference source not found.**) should be carefully interpreted in light of factors such as seasonality, time lapse between distributions and measurement and discontinuity of the intervention such as changes on geographical targeting and supply of inputs, (see Annex 11: Effectiveness). Moreover, seasonal changes appeared more important than evolutions between years, suggesting that interventions have more limited impacts than contextual factors such as water quality or food supply annual fluctuations. The WFP-supported BSFP platform contribution to changes observed in the prevalence of global acute malnutrition and stunting (see Section 1.2) during the period under review can hardly be estimated because of the irregular coverage of the regions assessed and because of the diverse causes of undernutrition. The preventive approach of the platform, in some cases complemented with other WFP actions in the same areas, did not address the root causes of malnutrition.

Figure 6: Results of quarterly community mid upper-arm circumference screenings in the four regions (2018-2019)



Source: WFP nutrition database. Note: RED equals < 115mm and SAM, YELLOW equals 115-125mm and MAM.

SO4: Food-insecure smallholders, especially women, in priority districts of Far North, North, Adamaoua and East regions have sustainably increased incomes to enhance their self-reliance and livelihoods and improve their productivity by 2020

72. **No progress has been reported in terms of SO4 outputs and outcome indicators.** Limited funding and the absence of a dedicated staff at country office level¹¹⁷ have been major bottlenecks. The initial budget allocated under the country strategic plan was less than 1 percent of the total budget, clearly showing that this strategic outcome was not a priority. This budget will be allocated to micro-projects in 2019 to be implemented in Adamawa and the Far North. Joint United Nations resilience programmes in the East (2019-2020) and Far North (Logone et Chari), and IFAD/PADFA phase II present opportunities for operationalization

¹¹⁷ At the end of 2018, one staff was allocated to the management of Activity 9.

of the strategy and for convincing donors of the added value of WFP working jointly with Rome-based agencies in this area.

73. **Positive contributions of WFP cash-based transfers and food assistance for assets to SO4 results could be further leveraged.** With the scale-up of cash-based transfers (implemented through an e-voucher system) modality, authorities, partners and beneficiaries reported an intensification of market dynamics and opportunities for retailers to develop¹¹⁸ in both rural and urban areas, in particular in the Far North. On a field visit in the area of Garoua Boulai and Gado Site, cash-based transfer retailers, contracted for two years for the procurement of diverse food products, underscored the positive effects of WFP support in linking producers to consumers. This was through the creation of market opportunities for quality products (for example, eggs, onions, cassava, gumbo, peanuts and beans) which in turn encouraged local producers.¹¹⁹ Through the food assistance for assets approach, in 2017 and 2018, some activities, contributing to aspects beyond food production, have been on-going. These activities include support to cooperatives with the donation of mills for cassava in the East,¹²⁰ the planned support to drying methods, linkages established between local food procurement for school feeding activities (Mayo Sava and Logone-and-Chari divisions)¹²¹ and for general food distribution to nearby cooperatives supported by WFP (Far North) and IFAD.¹²² A feasibility study with the procurement unit is planned by the end of 2019 to assess the potential for scaling up purchase of local nutritious food among targeted cooperatives.

SO5: The Government's work to achieve zero hunger is supported by effective partnerships by 2030

National capacity development

74. **WFP was engaged in a variety of trainings in the areas of agriculture, food security and nutrition principally targeted towards government stakeholders, but trainings were either insufficiently linked to implementation practices or not meeting needs, and effects were not monitored.** In most cases, organization and individual capacity development efforts suffered from a limited understanding of needs and a lack of a strategy to address them.¹²³ Since 2017, through South-South cooperation with the governments of Israel and China, 13 staff from the MINADER, MINEPAT and a selection of members of cooperatives were trained in irrigation, post-harvest management techniques, and nutrition.¹²⁴ But it is not clear whether staff translated knowledge into implementation. Through the food assistance for assets approach, important efforts have been invested to build capacities and expertise of local non-government organizations¹²⁵ for skills and method transfers to beneficiaries, with support from the technical departments of the Government. But the technical expertise available, compared to the needs for technical assistance on livestock, fisheries, agro-forestry, nutrition-sensitive agriculture and climate change adaptation, was very limited. In the context of the people living with HIV programme, 22 groups of households were trained on business skills, provision of agricultural tools and small livestock for home animal-rearing, with no linkages to the implementation of the food assistance for assets approach.¹²⁶

75. In the nutrition/health areas, despite important efforts, progress on the capacities of targeted individuals and organizations for nutrition-prevention interventions has been low or uneven.¹²⁷ Close to 2,000 health staff and community health workers and 21 community-based HIV associations were trained in 2017 and 2018 to enhance impact and scale of nutrition-prevention interventions, and logistic support was provided to targeted health districts with the preparation of annual plans for distributions. Regular monitoring and supervision visits were conducted to strengthen capacities of cooperating partners. However,

¹¹⁸ WFP, 2017. Standard Progress Reports.

¹¹⁹ Demand from consumers for nutritious food such as livestock products is high but too challenging for retailers to address because of the absence of livestock value chains.

¹²⁰ *Bertoua monthly reports* - 50 GIC/cooperatives were provided with 70 mills including in refugee settings.

¹²¹ WFP, 2018. Annual Progress Report.

¹²² This has been on-going already in the Far North in the context of the PADFA and PEA-Jeunes.

¹²³ Interviews and desk review confirm that no capacity assessments were conducted.

¹²⁴ WFP 2017 SPRs and 2018 APR.

¹²⁵ Selection of NGOs for the implementation of the FFA approach has been limited by the minimum budget available and while WFP would have liked to select INGOs with more expertise, it has not been possible.

¹²⁶ No transfer of knowledge and experience from the support to asset-creation activities, support to improved access to land, technical support for assets creation, and or the SAMS strategy under SO4.

¹²⁷ Based on interview with WFP staff and cooperating partners.

technical support and local capacity building was most often delegated to cooperating partners, which limited capacities.

Contribution to policy frameworks and partnerships platforms related to Zero Hunger

76. **WFP provided uneven support to policy frameworks and partnerships platforms prioritized in the country strategic plan.** This was associated with: the absence of dedicated resources;¹²⁸ the weaknesses of the food security and nutrition policy environment; and difficulties associated with WFP efforts to position itself as a key policy adviser in new areas such as social protection (see Section 0).

77. The intended contribution to the social safety net platform and connection with the social protection agenda did not happen. In 2017, WFP participated in consultations for the elaboration of a draft national social protection strategy including sharing of experiences on vulnerability targeting, cash-based transfers and food assistance for assets approaches. However, the policy document was never finalized.¹²⁹ The piloting of a social safety nets platform has been running since 2012 under the leadership of the MINEPAT and the MINAS with the support of the World Bank and the International Labour Organization.¹³⁰ WFP has not been associated with this explicitly, unlike UNICEF and UNHCR.¹³¹ Limited coordination between WFP activities and this platform created confusion among beneficiaries due to heterogeneity of transfer amounts, targeting and complementary measures. A way of harmonizing the registration of beneficiaries with the WFP biometric registration systems for cash operations (SCOPE) is not yet foreseen (see Section 2.3.1).

78. WFP planned contributions to nutrition policy processes and initiatives were also limited. WFP has actively contributed to the United Nations network for SUN, but this has had limited effects on the overall enabling environment for nutrition. For example, commitments from the agriculture and livestock sectors to the nutrition agenda remain limited, while this is where WFP together with other Rome-based agencies could have played a stronger role. WFP did not support the process, which should eventually have led to an overarching food and nutrition security policy. The anticipated review of policies for food security, nutrition, agriculture and resilience and the Cost of Hunger Study are unlikely to take place by 2020.

79. At the decentralized level, active collaboration with the MINEPAT for CBPP created opportunities for synergies with the PNDP, supported by the World Bank, l'Agence Française de Développement (Afd), and GIZ – but a more institutionalized contribution never materialized.

Institutionalization of food security and nutrition analysis systems

80. **WFP played a key role in advancing coordinated food security analysis systems at national scale.** The introduction of the Cadre Harmonisé in 2018 under the Permanent Interstate Committee for Drought Control (CILSS) umbrella significantly changed the landscape of food security analysis, as a result of substantive efforts from the MINADER/PNVRSA, the Direction des Enquêtes et Statistiques Agricoles (DESA) and the GTSA, including WFP and FAO. Together with FAO, the Famine Early Warning System Network (FEWS NET) and Action Contre La Faim,¹³² WFP played a constructive role of technical support before and during the analysis process,¹³³ respected country level ownership,¹³⁴ and contributed to improved output quality by publishing the yearly ahead of the process.¹³⁵

81. **WFP provided continuous and innovative support to food security monitoring systems but scaling up and sustainability prospects** were limited. WFP supported MINADER/PNVRSA in the roll-out of the Food Security Monitoring System, which to date covers only the four regions in which WFP operates, excluding the Northwest and Southwest regions. The scale-up to other regions is constrained by poor data quality, complexity of the data-collection tools and limited official use of the findings, including for the Cadre

¹²⁸ One focal point is dealing with all aspects of government capacity development as well as school feeding (Activity 2).

¹²⁹ Based on interviews with WFP staff and UNICEF, which was leading the process together with the World Bank and ILO.

¹³⁰ World Bank, 2018. An additional budget of USD 60 Million was approved for 2018-2022.

¹³¹ UNHCR just received an important funding for implementing social safety nets for refugees in the East.

¹³² With support from ECHO.

¹³³ This includes support to the participation of government staff to the regional trainings on the Cadre Harmonise (CH) methodologies.

¹³⁴ The 2019 Global Evaluation of the IPC/CH suggests that “*Embedding IPC/CH processes within government institutions has become increasingly problematic in countries where government may be party to the conflict that is a major cause of acute food insecurity*”, as witnessed for Cameroon NW/SW crisis and calls for other options for institutionalization.

¹³⁵ In 2019, the ENSAN was conducted in September so that it could feed the Cadre Harmonisé analysis planned in October.

Harmonisé analysis.¹³⁶ Consultations are ongoing to design a lighter and more flexible system with only a few indicators sensitive to detecting and measuring food security changes. To allow for more regulated food security data collection, smartphones and a server have been made available by WFP. The introduction of the mobile vulnerability analysis and monitoring (m-VAM) methodology¹³⁷ by WFP in the Northwest and Southwest regions comes with efficiency and effectiveness gains for monitoring the food security situation in this area. The need to strengthen government-led market monitoring systems has also been identified as a priority, but progress remains embryonic and quality of available data questionable. Efforts to train government counterparts on food security and market information analysis are ongoing, including in the context of the Cadre Harmonisé,¹³⁸ and need to be sustained. Overall, the collaboration between WFP and the MINADER/PNVRSA in that domain would require further institutionalization in the form of a memorandum of understanding.¹³⁹

82. The creation of a gender-responsive monitoring system to track progress towards Sustainable Development Goal 2 is still at a drafting stage. The limited collection of agriculture statistics by the Government represents a major bottleneck. The projected system would use the CFSVA data as a baseline, but there is an indication that Rome-based agencies may progress without government ownership, using instead GTSA.¹⁴⁰ Stakeholders such as the Ministry of Health, UNICEF, WHO and the World Bank with key roles to play in monitoring Sustainable Development Goal 2 indicators have not yet been involved in this initiative.

Improved multi-stakeholder and inter-sectoral coordination mechanisms for Zero Hunger

83. **WFP contributed to the vitality of sectoral and technical coordination systems.** The Groupe de Travail Sécurité Alimentaire (GTSA) created in 2014, has made slow progress due to limited government leadership and the limited effectiveness of the advisory roles played by FAO and WFP. Integration with other working groups/sectors has been anecdotal in the East. Combined MINADER-FAO-WFP missions conducted in 2019 to reactivate GTSA at the decentralized level, have been timely considering the important role this body has to play in the context of the Cadre Harmonisé. Immediate effects on improved coordination of food security actors in the Far North and in the East are promising.¹⁴¹ To support response coordination in the Northwest and Southwest regions, the food security cluster co-led by WFP is also playing a significant role.

84. WFP coordination¹⁴² of cash-programming expertise has been highly appreciated by stakeholders at national and decentralized levels.¹⁴³ Yet, the needs are huge considering low capacities in the field and limited government acceptance. A Cash Learning Partnership (CaLP)¹⁴⁴ mission in May 2019 helped to give more focus to the terms of reference of the Cash Working Group, making them more realistic, while emphasizing the need to increase resources for technical coordination. Its mandate was limited to three priorities: (i) join forces with members for bringing expertise on cash; (ii) increase assistance coherence; and (iii) intensify marketing cash-based interventions.¹⁴⁵ The Cash Working Group remains at the operational coordination level among humanitarian actors. It is far from prioritizing engagement with social protection policy dynamics.

85. **WFP support to logistical coordination was evolving towards enabling the provision of logistics expertise.** The logistical cluster was active but not effective. OCHA and HTC requested that the logistics cluster be active for the humanitarian operation in the Northwest and Southwest regions. However, the evaluation conducted by the global support cell reported limited needs from partners and highlighted that keeping the logistics cluster active would be inefficient. The difference of views has not been resolved. In parallel, WFP is playing an effective role of an enabler for the provision of food and logistics services for

¹³⁶ VAM RBD Mission Report, Mars 2019.

¹³⁷ WFP, 2019. Cameroon M-VAM emergency food insecurity update.

¹³⁸ This has been identified as a gap by government staff interviewed in Yaoundé and at decentralized levels (Bertoua).

¹³⁹ As also emphasized in the VAM RBD mission report from March 2019.

¹⁴⁰ Government is informed, but considering the complexity of the system, it was decided to start without the Government.

¹⁴¹ Participation of the evaluation team in meetings of the GTSA.

¹⁴² WFP took the lead of the CWG with PLAN International in March 2019 and a 'shadow' lead role in the East where UNHCR is playing a more active role.

¹⁴³ Based on interviews with donors and members of the Cash-Working Group in Yaoundé and Maroua.

¹⁴⁴ The Cash Learning Partnership (CaLP) is a global partnership of humanitarian actors engaged in policy, practice and research within cash and voucher assistance (CVA).

¹⁴⁵ CaLP mission to Cameroon – May 2019 – Report.

humanitarian actors linking them to private-sector providers. It partners with the International Committee of the Red Cross (ICRC) to address supply chain challenges. WFP logistics capacities can be made available to partners based on full cost recovery.

SO6: The humanitarian community in Cameroon has access to UNHAS services until satisfactory alternatives are available

86. **The UNHAS operation has been effective in terms of outputs and user satisfaction.** The UNHAS operation started in November 2015 in response to the growing number of humanitarian actors operating in Maroua and the lack of reliable private airlines. In 2018, a total of 8454 passengers and 22 metric tons of light cargo were transported from 50 organizations registered in Cameroon, corresponding to targets. UNHAS provides a reliable and relevant passenger transport service to multiple locations in Cameroon and in Chad, and has proven critical to the success of humanitarian operations, including through the provision of medical and security evacuation services.¹⁴⁶ In August 2019, UNHAS positioned an aircraft in order to operate two liaisons between Yaoundé and the Northwest and Southwest regions. These new UNHAS destinations are appreciated by the users. However, at the time of the evaluation field visit, the two links were still not operating due to access and security constraints caused by the enforced lockdowns in these two specific areas.

87. UNHAS management, with support from country office management, hosts regular steering committee and user group meetings to involve the humanitarian community in decision making and ensure that air services remain aligned to their needs. UNHAS implements a partial cost-recovery mechanism by charging a nominal fee to increase donor contributions and to reduce abuse of a free air service. Internal flights and international flights are charged at USD 100 and USD 200 respectively, accounting for approximately 20 percent of the entire annual budgetary requirement for 2018. Introduced in June 2017, the aircraft cost-sharing concept between UNHAS (Cameroon and Chad)proved to be very cost-effective and resulted in a 30 percent reduction in the operational costs per passenger between 2017 and 2018.¹⁴⁷

Conclusions

- **WFP response to acute and emergency food needs has been effective, while contributing to the food security and nutrition information system**
- **The SAMS strategy and linkages with food assistance for assets work are promising, although implementation has been limited to date**
- **Resilience-building objectives have not been fully met due to either recent scaling down of school feeding activities or the inability to measure outcomes addressing root causes of food insecurity**
- **WFP has demonstrated its ability to effectively deliver on a BSFP strategy at growing scale, but has yet to effect sustainable nutrition outcomes**
- **National capacity strengthening yielded mixed results due to (1) limited attention to internal and government partners' capacities, (2) government institutions coordination challenges, and (3) insufficient consultation with stakeholders prior to the introduction of innovative approaches (SCOPE, mVAM)**

2.2.2. To what extent did WFP contribute to the achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender equality and other equity considerations)?

88. **The integration of cross cutting issues has improved since 2017.**

89. A gender and protection unit was created in November 2017, together with a Gender and Protection Results Network with WFP staff across the country. A gender and protection action plan was designed for the country strategic plan period, introducing strong reporting requirements and allowing for regular field missions of the gender and protection unit. This increased awareness among staff, which was reportedly low in 2017.¹⁴⁸ Nutrition-sensitive programming was also introduced in the country strategic plan logical framework. However, Gender and Protection Results Network members and nutrition staff assumed this role in addition to their other functions. Sections on cross-cutting issues have been added to field level

¹⁴⁶ ECHO aviation evaluation report on UNHAS operation (2018), passengers' satisfaction survey 2018 (88% of satisfaction) and interviews with a wide range of stakeholders.

¹⁴⁷ Cost per passenger: USD 425 in 2017 and USD 298 in 2018.

¹⁴⁸ Gender and Protection Action Plan (2018-2020).

agreements (including a code of conduct), but capacities of cooperating partners are unequal and no systematic capacity strengthening is proposed to ensure that the activities implemented contribute effectively to these objectives.¹⁴⁹ Post-distribution monitoring (PDM) reports now include sections on cross-cutting issues.

Protection and accountability to affected persons (AAP)

90. **Protection concerns were not adequately considered in decision making related to the selection of transfer modalities.** Most beneficiaries met by the evaluation team expressed preference for in-kind distribution over cash. They also favoured overall the e-voucher modality, allowing them both to choose their food and to reduce the risks of violence associated with cash. In terms of gender-based violence, women met by the evaluation team in one location reported during focus group discussions that some of them had been raped while searching for firewood to cook the sorghum provided or while working in the fields to earn money to buy other food to complement the sorghum. WFP staff in Cameroon reported that such claims had been made before and were systematically reported to UNHCR, as they considered that these issues fall under the UNHCR protection mandate. Beneficiaries in another location indicated that shortfalls in rations led to the use of negative coping strategies, such as illegal activities and prostitution. While there is no hard evidence of causal linkages between WFP ration composition or cuts, and negative coping strategies or sexual assault risks, these beneficiary accounts point to serious issues of protection and accountability to affected populations that clearly need more attention by the country office. This includes continuous engagement with all relevant stakeholders to make WFP assistance safer and more dignified.

91. **WFP Cameroon has recently made important progress in the set-up of complaints and feedback mechanisms (CFMs).** A toll-free number monitored by a call centre in Yaoundé (called “the green line”) aims to provide feedback on complaints, within 24 hours for complaints of high severity. It is operated equally by men and women speaking local languages and trained in handling reports of sexual exploitation or abuse. Other mechanisms include complaint desks at distribution sites and complaints committees made up of community leaders and beneficiaries. The functionality of such groups is variable, linked to: 1) the capacities of cooperating partners to support them; 2) their accessibility/distance from beneficiaries; and 3) in some cases, the fact that mechanisms to report malfunctioning of the committees themselves were not put in place. The country office monitoring and evaluation department consolidates feedback (mainly calls to the hotline) and sends a quarterly report to the gender and protection unit and programme managers. Most complaints are related to registration or sim card issues for the cash-based transfer programmes. The green line is not used to report sexual exploitation and abuse. Alternatives are being explored to identify ways of collecting this type of complaint. The level of information shared with beneficiaries on complaints and feedback mechanisms depends on cooperating partners’ capacities.¹⁵⁰

92. **The process for handling complaints raises some concerns.** Calls to the hotline are sent to sub-offices for follow up, which is appropriate for registration or sim card issues, but there is no focal person trained on gender-based violence. In addition, staff members in charge of complaints may be under the responsibility of the programme manager – this is the case for monitoring and evaluation officers. This may lead to conflicts of interest, as staff members might want to protect their colleagues. This issue is known and options, such as sending complaints directly to sub-office heads, are explored. Complaints to local committees are sometimes taken to local authorities, which may not be appropriate. However, progress has been made as complaints are being taken up by committees.

93. Communication with beneficiaries and their inclusion into programme design is key to operational success and staff security. Trainings are provided to WFP staff and cooperating partners on this topic, but communication gaps, including on targeting and ration cuts¹⁵¹ are reported between WFP and cooperating partners and between cooperating partners management and their staff.¹⁵² The benefits of radio and TV messages have not yet been seriously investigated. Data protection has received some attention in 2019, with a focus on the confidentiality of beneficiary lists in the Northwest and Southwest regions, which have

¹⁴⁹ As per key informant interviews with country office staff and cooperating partners.

¹⁵⁰ ¹⁴⁶ WFP, 2019. Gender, Protection, and AAP mid-term CSP review.

¹⁵¹ As reported by beneficiaries met in the East.

¹⁴³ WFP, 2019. *Intégration de la Nutrition dans l'Assistance Alimentaire pour la création d'Actifs, Présentation pour l'Atelier de renforcement des capacités des partenaires.*

not been shared with the Government despite requests.¹⁵³ WFP participates in protection clusters in Yaoundé, the Far North and the East, which have not led to joint activities beyond information sharing. An inter-agency hotline could be set-up for sensitive issues.

Humanitarian principles and access

94. Maintaining operational independence from the Government and being perceived as neutral have been difficult for WFP in the context of Cameroon in the Northwest and Southwest crisis.

Challenges have included: 1) the overall United Nations position to support calls for negotiations or territorial integrity; 2) the need to obtain access permissions from administrative authorities, and 3) UNDSS requirement for United Nations vehicles to travel under military escorts in specific areas. The WFP approach to access in the Northwest and Southwest regions has been cautious. Unlike other actors, WFP has not negotiated directly with non-state armed groups. WFP currently relies on cooperating partners for targeting, distributing relief assistance, and integrating gender and protection issues. As noted in paragraph 57, access issues due to insecurity and conflicts by non-state armed forces, together with security guidance and regulations have made it difficult for WFP staff to visit distribution sites and ensure that distributions reach the most vulnerable. The appointment of Plan International and African Initiatives for Relief and Development as third-party monitor combined with trainings on humanitarian principles provided to cooperating partners, implemented following a mission by the emergencies and transitions unit in March 2019, were helping to reduce risks associated with this process and are reassuring donors.

95. Acceptance of WFP by communities is very good and facilitated access. The WFP sub-office network has facilitated access to the North and Far North, including close to borders. Some communities in Nigeria have been supported from Cameroon¹⁵⁴ with good cooperation between WFP offices. The trend towards vulnerability-based targeting enables WFP to increase its support to host communities.

Gender equality and empowerment of women

96. Improving the gender sensitivity of activities has been a resourced priority since 2017. The creation of a full-time position for gender and protection was a strong signal, and participation in the gender transformation programme¹⁵⁵ meant that the country office received headquarters support for analysis and mainstreaming of gender into processes and activities. The participation of the gender officer in the multi-sector cash-based transfer assessment (April-June 2019) is a good step towards the integration of gender into activities at an early stage, during design or choice of modalities. However, the awareness and capacities on gender of cooperating partners can be challenging. The choice of partners is constrained by financial considerations, which do not allow for choosing the most gender-aware entities or for them to hire staff trained in gender issues. Establishing longer-term partnerships on gender issues could help increase the quality of interventions. The 2019 assessment of partners' capacity should allow for action.

97. The collection of gender-sensitive data is improving. Generating monitoring and evaluation data disaggregated by sex and including questions on decision making within the household in post-distribution monitoring or in checklists used by cooperating partners are both positive steps to better understand how WFP activities impact women. Difficulty remains in ensuring the reliability of the data collected.

98. Irregular efforts have been made to better understand the context linked to gender issues and their implications for WFP evidence-based programming. Examples of studies include an Agriculture and Value Chains and Gender assessment (2016/2017) and a small study on gender in the nutrition programme for people living with HIV in the East in 2018. There has been increased awareness of the need to mainstream gender criteria in targeting, although operationalization is a challenge (see Section 2.3.1). The evaluation did not find evidence of systematic context analysis or in-depth studies on the impact of WFP activities on gender relations or women empowerment.

99. The approach of gender mainstreaming was insufficiently broadened towards gender transformational aspects. The approach has focused on giving WFP staff and partners the level of knowledge on gender required to prevent WFP activities from having a negative impact on women,

¹⁵³WFP, 2019. Northwest-Southwest Crisis - Cameroon OSPZH Mission, Protection and Data Protection Findings.

¹⁵⁴ OCHA Maroua.

¹⁵⁵ The gender transformation programme is a WFP support programme based on self-assessment and guidance to further the integration of gender issues into activities at country level. It was deployed in 17 countries, including Cameroon.

during/after distributions and in food assistance for assets activities, and on how to report on these activities, which are essential first steps. This work should be continued to allow staff and partners to effectively design interventions that enable gender transformations, with clear pathways and objectives towards this goal.

Nutrition-sensitive programming

100. WFP promotes the combination of nutrition-specific and nutrition-sensitive activities to address the immediate and underlying causes of malnutrition.¹⁵⁶ Nutrition-sensitive programming requires the incorporation of nutrition objectives and actions on complementary sectors, such as agriculture, health or social protection. Current guidance recommends programming actions with positive effects on households' nutritional needs, considering the nutrition/food context and aiming at improving production and/or availability of nutritious foods. This applies principally for food assistance for assets and general food distribution interventions.

101. **Most of WFP staff and management have a good understanding of the nutrition-sensitive approach and awareness has been raised among partners.¹⁵⁷ Yet, the visibility of nutrition-sensitive activities within the country strategic plan is minimal.** For strategic outcomes 1, 2 and 4,¹⁵⁸ the "nutrition sensitive" orientation is clearly stated in the country strategic plan logframe, with proxy-nutrition outcome and output indicators.¹⁵⁹ However, mainstreaming of nutrition within other strategic outcomes is invisible in the theory of change.

Box 2: Missed opportunities for nutrition mainstreaming

- + One of the components of SO3, Activity 6 integrates a nutrition-specific activity (nutrition support for people living with HIV receiving ARV - so-called "food by prescription", or FBP) and a nutrition-sensitive intervention (livelihoods and IGA support: training on business skills and provision of agricultural tools and small livestock for home animal-rearing). Yet, with no linkages to the implementation of the food assistance for assets and SAMS approach
- + CBPP could have been used further as an entry point for a broader response, linking school feeding, food assistance for assets and nutrition approaches, as was recommended by the regional bureau in Dakar support mission for CBPP in Beyala in March 2018.

102. The outline of the WFP field level agreement in food security/livelihoods does not include specific nutrition-sensitive requirements or the integration of activities from different sectors.¹⁶⁰ However, projects covered by field level agreements, without stating nutrition-sensitive objectives, included few activities that could be interpreted as nutritionally relevant: sessions for sensitization/education; and culinary demonstrations for improving feeding practices among target communities.

Conclusions

- WFP has increased attention to cross-cutting aims such as gender, protection, accountability to affected populations, adherence to humanitarian principles and access in programming and activity implementation
- Amid three ongoing crises, WFP adhered to humanitarian principles and maintained its neutrality while successfully negotiating access to the most vulnerable people in need of food assistance
- With dedicated capacity, the country office has made progress in collecting gender-sensitive data and the targeting of women and girls has improved. Yet, more efforts towards gender-transformational aspects are required
- There are some serious issues related to protection and accountability to affected populations that need more attention and action by the country office, including broadening the depth of engagement with UNHCR

¹⁵⁶ WFP, 2017. Nutrition Policy.

¹⁵⁷ WFP, 2019. Intégration de la Nutrition dans l'Assistance Alimentaire pour la création d'Actifs, Présentation pour l'Atelier de renforcement des capacités des partenaires

¹⁵⁸ For SO1 and SO2 outcome and output indicators, for SO4 only an output indicator linked to the SAMS strategy

¹⁵⁹ In order to ensure the visibility of and accountability to nutrition-sensitive strategic results in CSP documents, it is recommended that there is explicit inclusion of "nutritious" or "nutrition-sensitive" in the relevant outcome, output and activity statements.

¹⁶⁰ The 2019 Cooperating Partner Project proposal template received during the preparation of this evaluation report still ignores the need for formulating nutrition objectives and indicators for food security, livelihoods or resilience projects

- **Mainstreaming conflict sensitivity into operations was considered a strategic priority but has not fully been translated into action. There is a need to measure WFP effects on stabilization outcomes**

2.2.3. To what extent are the achievements of the country strategic plan likely to be sustainable?

103. **The underlying vision of the country strategic plan is that sustainability relies on national capacity development and long-term partnerships** to improve food and nutrition security through community-based interventions. Progress in developing and strengthening partnerships varied across thematic priorities. An assessment of strategic partnerships is presented in Section 2.4.3 (and Section 2.2.1 under SO5). In a nutshell, most important partnership progress relates to food assistance for assets, SAMS and food security information systems, while strategic partnerships on school feeding, safety nets, and nutrition have not progressed much. Support and results in terms of national capacity development has been relatively limited since 2018, except in the domain of information systems (see also Section 2.2.1, SO5). Under these circumstances, it is not surprising that sustainability prospects are mixed.

104. Sustainability also relates to the ability of WFP to engage in technical support with a high degree of continuity, which depends on WFP capacity to provide sustained technical support, as well as on the demand for the kind of support WFP is able and willing to offer. The sections below detail the analysis for specific thematic priorities.

105. **In nutrition**, from a financial point of view, it seems unlikely that the Government can continue the nutrition activities supported by WFP once these activities have been completed. The national nutrition policy has not yet been validated. A joint multi-sectoral action plan with fund allocations has still to be established. Furthermore, donor interest and commitment appear to be low, as donors do not have access to consistent outcome and impact data from BSFP activities. Some donors questioned the added value of these activities on nutrition, others expressed the belief that the current BSFP platform falls short of contributing to the fight against the high prevalence of infectious and diarrhoeal diseases. Supply of food products constituted a significant part of the cost of the BSFP and involved challenges in finding local alternatives to support the curative component of the BSFP in contrast to simply supporting its prevention component. There is a need to explore partnerships that lower the cost and promote initiatives aimed at strengthening the local economy and the resilience of communities.

106. **In health**, Cameroon's increased investments in antiretroviral therapy, coupled with solid prevention programmes, have made a tremendous difference in the fight against HIV. The national HIV-AIDS programme is mainly funded by the Global Fund, which has covered a significant part of the government's financial needs in AIDS and tuberculosis (see Annex 11: Effectiveness). However, it is unclear whether it could also sustain the health-related activities implemented by WFP.

107. **School feeding** is now becoming again a priority for the Government, but still national capacities to implement and sustain this activity are limited. Since 2014, a National School Feeding Policy (PNAS) with an operational action plan has been under preparation. WFP school feeding activities will stop in January 2020 due to funding shortfalls. Major donors are directly funding the Government, as are the World Bank and the Global Partnership. Some voices argue that there is little coordination/collaboration between agencies and actors and that WFP should work on designing "more appealing" school feeding initiatives such as HGSF¹⁶¹ that attract donors, including approaches relying on recent international recommendations. But internal capacity constraints might not allow WFP Cameroon to do so.

108. **For livelihoods**, WFP has been unable to leverage resourcing for the newly introduced areas of work within the country strategic plan. There was some interest from donors with respect to the social safety-nets platform (International Development Assistance -18) with funds available from the World Bank, yet WFP

¹⁶¹ The Home-grown garden initiative is promoted by SABER in collaboration with the WFP Brazil Centre of Excellence

missed the opportunity to get involved. Sustaining the effects of food assistance for assets works conducted by refugees and host communities in the East region was challenged by the limited government priority given to long-term activities for refugees.

109. **On food security and nutrition monitoring systems**, progress on the adoption and use of the Cadre Harmonisé framework is not to be understated. However, analyses heavily depend on cooperating partners' information systems and technical assistance, highlighting the long way to go towards a sustainable national system.

Conclusions

- Sustainability is unlikely for: i) resilience-oriented results in refugee settings due to limited government support; ii) scaling up of BSFP due to limited evidence about cost-effectiveness, national and community ownership, and funding shortfalls; and iii) WFP support to the national school feeding policy because of insufficient donor interest and government ownership
- National capacity development and long-term partnerships envisaged in the country strategic plan will require more attention to increase sustainability prospects

2.2.4. In humanitarian contexts, to what extent did the country strategic plan facilitate more strategic linkages between humanitarian, development and, where appropriate, peace work?

110. **Since 2017, the “triple nexus” agenda has gained momentum corporately in WFP and in Cameroon.** When the country strategic plan was designed, there was a need to clarify the implications of the triple nexus on programming.¹⁶² This was elaborated during the WFP Executive Board session of June 2018¹⁶³ with clearer priority considerations, recognizing operational challenges. In late 2018, an update on the Integrated Road Map stated that WFP aimed to mainstream conflict sensitivity, in addition to enhancing resilience building. Recently, WFP signed an agreement with the Stockholm International Peace Research Institute to strengthen the operationalization of the triple nexus.

111. **In Cameroon, the triple nexus has gained increased attention, but WFP has yet to contribute significantly to this agenda.** The Recovery and Peace Consolidation Strategy¹⁶⁴ process (see Section 1.2) resulted in the creation of a United Nations taskforce on the triple nexus. WFP is seen as a key contributor under Pillar 4¹⁶⁵ of the Recovery and Peace Consolidation Strategy's “enhanced economy and socio-economic opportunities” and could potentially also support other pillars including “sustainable solutions for refugees, returnees, internally displaced persons” (Pillar 1) and “better access to basic services” (Pillar 3). Yet, this momentum needs to be reinforced by the increased commitment of WFP, national stakeholders and international donors to invest in the triple nexus in Cameroon.¹⁶⁶

112. **WFP positively contributed to the triple nexus in Cameroon via the humanitarian-development nexus and resilience agenda.** Except in the Northwest and Southwest regions, WFP interventions started in **emergency** settings and are now moving to a more protracted crisis. These include the introduction of a preventive approach for nutrition (BSFP, see Section 2.2.1, SO3), and the shift towards partnerships with the Ministry of Basic Education (MINEDUB) for school feeding development outcomes.¹⁶⁷ Results seem to have been achieved when activities were coupled with: 1) brokering agreements for land usage rights in the Doulo site in the Far North; 2) mitigating effects of **climate change** in Goufey; or 3) the creation of self-financing schemes. Some food assistance for asset-based resilience activities are now planned over several years (see Section 2.2.1, SO2). WFP is conscious of the need to increase efforts to link humanitarian and development actors, as evidenced by its support to a coordination platform in the East region. The new joint United Nations **resilience** programmes represent a great opportunity to intensify efforts to link humanitarian and development work.

¹⁶² The CSP policy recognizes the humanitarian-development nexus and refers to WFP Peacebuilding Policy (2014), but does not articulate further the peace/conflict element.

¹⁶³ WFP, 2018. Discussion Paper: WFP Executive Board June 2018 – Side event on the Triple Nexus.

¹⁶⁴ Cameroon, MINEPAT, 2018. Recovery and Peace Consolidation Strategy for Northern and East Cameroon. 2018-2022.

¹⁶⁵ WFP and FAO seen as key contributors of Pillar 4 by the World Bank UNCT and other UN agencies, in line with the UNDAF Framework.

¹⁶⁶ OCHA, 2019. Cameroon Country Study, Humanitarian Financing Task Team.

¹⁶⁷ WFP, 2019. Strategic Evaluation of WFP Support for Enhanced Resilience.

113. **The mainstreaming of conflict-sensitivity has received increasing attention in WFP programming in Cameroon.** In the Far North and in the East regions, cooperating partners and authorities reported tensions between the local population and internally displaced persons and refugees and among internally displaced persons and refugees in reaction to WFP targeting approaches, and WFP has not yet formulated a clear strategy to respond to these challenges. Also, the introduction and scale-up of cash-based transfers in the Far North would have benefitted from a more conflict-sensitive approach, considering the significant risk of misuse of cash-transfers by armed groups, as pointed out by various stakeholders. With the outbreak of the Northwest and Southwest crisis, a conflict analysis was conducted in March 2019, and recommendations from this analysis were integrated in the targeting strategies as well as in terms of access and sensitization of the cooperating partners and beneficiaries (see Section 2.4.5).

114. WFP is not yet equipped with a monitoring and evaluation system to capture its contribution to stabilization. Nevertheless, a qualitative review along five meta-theories of change developed by SIPRI¹⁶⁸ indicate that components of WFP programming can or intend to contribute to improving the prospects for peace (see Table 6). This could have been further capitalized and documented by the country office. Further, leveraging of partnerships with organizations such as the International Federation of the Red Cross and Red Crescent (IFRC), who have a direct peace mandate, would have helped to increase the WFP contribution to stabilization and peace prospects.

Table 6: WFP contributions or missed opportunities to improve the prospects for peace in Cameroon

Meta-theories of change	Example of positive contributions	Examples of missed opportunities
1. Livelihoods investments	<ul style="list-style-type: none"> - Enhancing agricultural skills of CAR pastoralist refugees (e.g. Nyabi) - Developing livelihoods support in camps (e.g. Gado site) - Increased hope for the future reported by IDP beneficiaries who now have access to land and plan to sell their production on the market (e.g. Mokolo) - Joint planning and conducting of livelihood activities in FFA sites among refugees and host population (e.g. Nyabi) 	
2. State-citizen link	<ul style="list-style-type: none"> - Scale-up of CBTs empowering women in decision making (e.g. Far North) - Inclusiveness of school feeding activities (e.g. Mokolo) - Provision of mobile phones to CAR refugees for CBT, allowing them to contact relatives 	<ul style="list-style-type: none"> - Linking with government-led social safety nets initiative (IDA 18) and revision of inclusiveness criteria
3. Enhancing access to and the supply of contested natural resources	<ul style="list-style-type: none"> - Range of FFA activities including rehabilitation of irrigation canal (Far North) - Improved access of IDPs and refugees to land by brokering agreements (e.g. Doulo, Mama) 	<ul style="list-style-type: none"> - Through FFA activities, limited set-up of mechanisms to solve disputes over resource use (e.g. agro-pastoralists conflicts)
4. Community-based participatory approach	<ul style="list-style-type: none"> - Implement four community-based participatory approach programmes with a good consideration of gender dynamics - The community-based participatory approach became mandatory in FLAs 	<ul style="list-style-type: none"> - Closer linkages with the PNDP process
5. General food assistance and stabilization	<ul style="list-style-type: none"> - Timely provision of food assistance in the regions affected by the NW/SW crisis 	<ul style="list-style-type: none"> - Not monitoring change in IDPs movements to see whether general food assistance has an effect on beneficiaries' stabilization by helping them remaining in their place of origin

¹⁶⁸ SIPRI-WFP, 2019. WFP's Contribution To Improving The Prospects For Peace – Preliminary report.

Source: Evaluation team, adapted from the SIPRI Report on WFP contribution to improving the prospects for peace (June 2019), building on interviews and focus group discussions with beneficiaries.

Conclusions

- The country office developed operational strategies to address the development-humanitarian nexus in its programmes but did not measure all results
- It did not explicitly develop strategies to mainstream peacebuilding into its operations

2.3. TO WHAT EXTENT HAS WFP USED ITS RESOURCES EFFICIENTLY IN CONTRIBUTING TO COUNTRY STRATEGIC PLAN OUTPUTS AND STRATEGIC OUTCOMES?

2.3.1. To what extent were targeting and coverage of interventions appropriate?

115. **The limited guidance on targeting from both the country office and headquarters has been an important gap.** This has exposed WFP to multiple risks in terms of credibility with regards to donors, authorities and partners, and in terms of relationships with beneficiaries. Annex 9: **Overview of Targeting Strategies - WFP Cameroon 2017-2020** seeks to clarify key features of WFP targeting strategy, distinguishing: 1) geographic prioritization criteria; 2) beneficiary target group criteria; and 3) guidance in terms of targeting processes. It shows that WFP has used multiple targeting strategies since 2017. Since 2019, efforts have been made to develop common targeting guidance for strategic outcomes 1, 2 and 3, while shifting to vulnerability-based targeting and streamlining the different processes.¹⁶⁹ These efforts incorporate corporate guidance available to date.

116. **Geographic targeting has adapted to the evolving situation in Cameroon.** In 2017, the two EMOPs prioritized areas affected by the Boko Haram crisis in Far North region and the Central African Republic refugee crisis in the East and Adamawa regions. With the country strategic plan, WFP introduced a new geographic focus, targeting four regions; Far North, North, Adamawa, and East. The country strategic plan budget revision (August 2018 and April 2019) added the Southwest and subsequently the Northwest regions, in reaction to the outbreak of the Northwest and Southwest crisis.

117. Targeting of geographic areas is based on a mix of criteria related to context (crisis-affected, risk-prone areas, pockets of stability), status (areas with refugees, returnees, internally displaced persons) and vulnerability (levels of food insecurity, and to some extent the prevalence of malnutrition). Application of these criteria across WFP activities has been inconsistent.¹⁷⁰ Political commitment, security, access, presence of partners, potential for joint-targeting or synergies and integration have not been given much consideration.¹⁷¹

118. Planning of the number of beneficiaries under strategic outcomes 1, 2 and 3 is based on estimates of the number of chronically food insecure people.¹⁷² It uses results of the CFVSA study conducted in 2017 (which provides food security classification by departments), FSMS data (when available) and, at times, adapts using displacements data (International Organization for Migration tracking) and nutritional surveillance updates (mostly SMART assessments). The introduction of the Cadre Harmonisé in 2018 is now enabling regular updates on the severity of the food security situation and will be used as a basis for future geographic targeting. However, this presents limitations in terms of quality of the data, availability of nutrition data, and timeliness of the analysis (see Section 2.2.1, SO5).

¹⁶⁹ WFP Cameroon, 2019. Ciblage des populations vulnérables. Juin 2019. DRAFT 0.

¹⁷⁰ For example, it is not clear whether stable zones within crisis-affected areas were to be prioritized only for SO3 and SO4, or also for SO2 and in the way the CSP is now implemented. FFA and school feeding activities are clearly covering both stable and less stable zones.

¹⁷¹ Only few activities have a geographic targeting approach that refers to political commitment (e.g. for school feeding, joint selection of schools with MINEDUC) or partners (e.g. for FFA and SAMS, joint selection with RBAs), and none referred initially to the integration with other activities. The targeting approach for GFD in the NW and SW regions includes security and access factors. The new targeting approach for FFA makes clearer reference to factors such as relations with strategic partners.

¹⁷² CFSVA chronic food insecurity levels is equivalent to Cadre Harmonisé Phase 3 or above levels, used to assess the number of food-insecure people in need of urgent assistance.

119. **A diverse range of eligibility criteria for beneficiaries has been used, subject to interpretation by both WFP staff and cooperating partners.**¹⁷³ In Far North region, the targeting of the local population beneficiaries for Activity 1 (crisis response) and Activity 3 (lean season) created confusion in areas where beneficiaries could benefit from both activities.¹⁷⁴ Beneficiaries of activities related to supporting smallholders (SAMS) under Strategic Outcome 4, are supposed to have the potential to engage in marketing activities, but it is not clear how these criteria are applied.¹⁷⁵ In the Northwest and Southwest regions, common beneficiary targeting and vulnerability criteria, covering both internally displaced persons and host communities, have been agreed upon by the different partners of the food security cluster.¹⁷⁶ Third-party monitoring and m-VAM helped to improve understanding of vulnerabilities. This is to be consolidated with the ongoing EFSA. In the East region, the shift from status-based targeting to vulnerability-based targeting for the response to the Central African Republic crisis has been difficult.

Box 3: Shifting from status-based targeting to vulnerability-based targeting for the response to the Central African Republic crisis

The reduction of funding for the Central African Republic crisis led UNHCR and WFP to scale down their activities and introduce a new approach based on vulnerabilities. This shift was also strongly advocated by donors, including DFID and ECHO. The American University of Beirut was contracted to come up with a vulnerability profiling of the Central African Republic refugees. The University conducted the profiling based on statistics extracted from the UNHCR information system using a framework of analysis that did not sufficiently consider analysis of the context. It also applied vulnerability criteria (driven by UNHCR) that had not been agreed upon with key stakeholders. The output¹⁷⁷ of this long and complex exercise (which took ten months) presented at the end of 2018 did not satisfy WFP and UNHCR and has been firmly criticized by partners and donors. Despite the criticism, the proposed approach has been implemented in early 2019 and, as anticipated, generated high rates of inclusion and exclusion errors. The communication on this targeting strategy was poor, which exacerbated tensions among the Central African Republic refugees. Later, WFP sub office in Bertoua invested significant time to clarify the targeting process and improve it through consultations with beneficiaries and local authorities with the support of IFRC. The recent joint assessment mission, which will inform future targeting was quite successful and the preliminary analysis of needs for assistance, for both the Central African Republic refugees and host communities, has been well received.

Source: Based on interviews with donors, WFP, partners (UNHCR, IFRC), focus group discussions in the East and desk review

120. Nutrition and gender criteria have been increasingly mainstreamed at the different levels of targeting. For the country strategic plan, WFP has principally used food security vulnerability criteria, based on data obtained from CFSVA, EFSA, the FSMS and the results from the Cadre Harmonisé. These reports include nutrition vulnerability indicators; however most of them apply at the household level, and not at individual level. The “presence of malnutrition cases in the household” is not included in the recently drafted targeting strategy,¹⁷⁸ nor is a gender-sensitive approach explicitly incorporated. The CBPP applied in 2018 in four villages included a joint reflection on the nutritional situation of each locality, and a gender-based analysis, but this did not inform nutrition-sensitive and gender-sensitive programming.¹⁷⁹ In the Northwest and Southwest regions, gender criteria (such as survivors of gender-based violence) and nutrition criteria (such as MUAC) have not yet been included.¹⁸⁰

121. **Step-by-step targeting processes are applied but still require improvements.** In the Northwest and Southwest regions, the step-by-step community outreach model employed to select and enrol beneficiaries by working through community leaders and volunteers has benefitted the targeting process.¹⁸¹ Demonstrations from the “youth committee” at the Gado site and tensions between internally displaced persons and the local population observed in several sites (Mokolo, Garoua Boulai) reveal potential cases of unfair selection process, or at least miscommunication on targeting approaches. Interviews with WFP staff and partners confirmed errors in applying beneficiary targeting criteria, as a result of insufficient consultation

¹⁷³ Based on interviews with cooperating partners and review of FLAs.

¹⁷⁴ WFP staff and cooperating partners are confused because “eligibility criteria for the local population for Act 1 and 3 are the same.”

¹⁷⁵ Capacity assessment of cooperatives might inform the selection of cooperatives which have the most potential.

¹⁷⁶ NW-SW Food Security Cluster, April 2019. Common Targeting and Vulnerable Criteria_FS Cluster_NWSW_DRAFT.

¹⁷⁷ WFP/UNHCR, 2018. Joint Targeting Approach For Food And Basic Needs Assistance For CAR Refugees In Cameroon

¹⁷⁸ WFP Cameroon, 2019. Ciblage des populations vulnérables. Juin 2019. DRAFT 0.

¹⁷⁹ Based on desk review of CBPP results.

¹⁸⁰ Cf. Recommendations from the March 2019 L2 mission.

¹⁸¹ WFP, 2019. Mission report: Scale-Up Implementation Plan: Access, Protection and Programme Design. CONFIDENTIAL.

among WFP, local authorities and beneficiaries. Synergies with existing social protection targeting processes led by MINEPAT in areas covered by WFP cash-based transfer modalities have not yet been harnessed (see Section 2.2.1, SO5).

122. **Targeting in practice has encountered several data-management challenges.** These include registration issues linked to inaccuracy or to a lack of identity cards (for example, for internally displaced persons in Far North and Southwest regions), and double counting or incorrect registration of phone numbers by the phone operator, or limited capacities of beneficiaries to use the phones in the case of cash-based transfer. Targeting procedures suffered from the absence of a data-management system to securely manage the process. The introduction of the biometric registration systems for cash operations (SCOPE) has been delayed for two years. Efforts are ongoing to accelerate the roll-out of the system,¹⁸² with 80 percent of cash-based transfer beneficiaries planned to be registered by December 2019, and to maximize synergies with other systems, such as the UNHCR Profile Global Registration System (ProGres). The complaint and feedback mechanism that allows tracing and rectification of beneficiary exclusion errors has been strengthened (see paragraph 52).

Coverage of interventions

123. **For 2017 and 2018, the number of beneficiaries covered by WFP assistance compared to the population coverage of the two needs of food security and nutrition assistance show a certain degree of coherence.** Yet, precisely assessing the relevance of general food distribution coverage evolution coherence is difficult due to the limited comparability of assessment data between 2017 and 2018.¹⁸³ The scale-up of cash-based transfer since 2016 had a positive effect, enabling increased levels of beneficiaries. For nutrition, coverage is defined by WFP as the “proportion of eligible population that participates in the programme” and results above targets (>70 percent) were reported in 2018¹⁸⁴ (except in the North).

124. **WFP coverage of needs in the Northwest and Southwest regions in 2019 was much lower.** Figures of people in need of food assistance differ between the WFP EFSA analyses and the March 2019 Cadre Harmonisé analysis. Although these two estimates are subject to uncertainties and discussion, it is clear that WFP coverage of needs by June 2019 was relatively limited (see Table 7). This low coverage (and relatively limited achievement of beneficiary targets as WFP had planned for 250,000 beneficiaries) is due to mixed fundraising success in this politically sensitive context (see Section 0), but also to limited WFP preparedness to deliver at scale in an insecure context and with limited previous experience with operational cooperating partners (see Section 2.3.2).

Table 7: Number of highly food insecure people and food assistance in the Northwest and Southwest regions in 2019

Year	WFP EFSA Jan 2019		Cadre Harmonisé		GFD	
	Food insecure persons	Severely food insecure	March 2019 Phases 3 to 5	Oct 2019 Phases 3 to 5	WFP coverage (direct beneficiaries)	Food security sector coverage (beneficiaries from WFP, INGOs and local NGOs)
2018	NA	NA	NA	NA	61,759	
2019	1,507,413	312,154	581,113	968,477	June 2019 : 106,636	Sept 2019: 111,252

Source: WFP EFSA January 2019 and WFP number of beneficiaries (actuals) extracted from WFP NW/SW monitoring reports, and FS actors' coverage in OCHA Sept 2019 Sitrep.

Conclusions

- **Beneficiary targeting criteria and processes adapted to funding constraints and evolving needs**

¹⁸² WFP Cameroon, 2019. Concept Note and ToRs – SCOPE Roll-out for Cameroon Country Office 2019.

¹⁸³ 408,974 GFD beneficiaries against 211,000 people categorized in Cadre Harmonisé phase 4-5 in 2017, and 380,220 GFD beneficiaries against 495,000 people categorized in CH phase 3-4-5 in 2018 (source: *Global Report on Food Crisis 2018, 2019 and number of beneficiaries (actuals)* extracted from WFP systems).

¹⁸⁴ PDM 2018.

- Coverage and geographic targeting of WFP emergency food assistance was relevant to assessed needs, except for low coverage of needs in the Northwest and Southwest regions due to limited funding and political sensitivity of the context
- Targeting encountered technical and operational challenges and generated confusion at beneficiary, cooperating partners' and financial partners' levels. WFP efforts to address the challenges and results are promising

2.3.2. To what extent were outputs delivered within the intended timeframe?

125. There were several delays in programme implementation. Stakeholder interviews and beneficiary feedback indicated that within the humanitarian response programme, delays were incurred as a result of targeting issues caused by slow roll-out of SCOPE, difficult terrain, and inaccessibility. The start of food assistance for assets activities has been delayed and SAMS activities did not start due to issues surrounding human and financial resources. Interviews with beneficiaries and cooperating partners highlight timeliness and predictability of food deliveries as recurrent issues. Weaknesses in a corporate system to track outputs implementation and delivery timeliness¹⁸⁵ made it difficult for the country office to measure the completion rate of outputs at the planned date of completion.

126. WFP country office has been engaged in the implementation of the country strategic plan activities with about 25 cooperating partners in three different responses and different contexts of operation (Far North, East, the Northwest and Southwest regions). It was challenging to adapt to the multiplicity of the crises. In addition, the disparity and the size of the operations in combination with the logistical constraints made relief expensive to deliver, and it was difficult to ensure timely delivery of outputs. As noted in Section 2.2, the country office performance and results were affected by implementation delays emanating from irregular and delayed field level agreements with cooperating partners.¹⁸⁶ This situation was clearly not easy to manage, with consequent gaps in funding and reduced visibility for forward planning for cooperating partners. For general food distribution, access and acceptance issues, together with security guidance and regulations, have made it difficult for WFP staff to visit distribution sites in the Northwest and Southwest regions. Monitoring to ensure that distributions reach the most vulnerable in a timely manner was more difficult in this respect. In September 2019, school feeding activities started in only 50 schools due to an increase in numbers of students in WFP-assisted schools. Activities are likely to stop in early 2020 because of limited funding. Moreover, the service quality of the BSFP platform has been affected due to funding restrictions and pipeline breaks. Delays in monitoring and evaluation reporting have often occurred,¹⁸⁷ principally due to interference by various internal and external actors, and/or due to political sensitivity.

127. The points below summarize the main administrative and logistical reasons behind delayed deliveries:

- **Food imports transit time:** Regular congestions in Douala port have increased transit time and represent a bottleneck. In addition, tax exemptions for imported food commodities are managed on a case-by-case basis, which extends the process.
- **Pipeline breaks:** Pipeline breaks, particularly due to congestion in Douala have led to temporary suspensions of general food distribution in the North and East regions, as well as reductions in food rations. Challenges to reach delivery sites due to heavy rain from August to October also hinder timeliness.
- **Contracts with cooperating partners:** The country office has engaged approximately 25 cooperating partners to implement the country strategic plan activities. Irregular and delayed field level agreements have caused serious delays in the implementation of the food assistance programme. Delayed field level

¹⁸⁵ There is no output indicator defined in order to monitor and evaluate the timeliness of programme activities in the CSP M&E framework.

¹⁸⁶ In 2018/2019 cooperating partners met by the ET through FDG at SO level (all activities) reported major delays with FLA extension for most contracts. Generally, FLA extensions or renewal encounter 5 to 6 months delays. Cooperating partners have no visibility on the project continuation. The consequences are damaging for them because they have to terminate staff contracts or, if they can't terminate staff contracts because of the labour regulations, they have to support staff salaries without the expected WFP support.

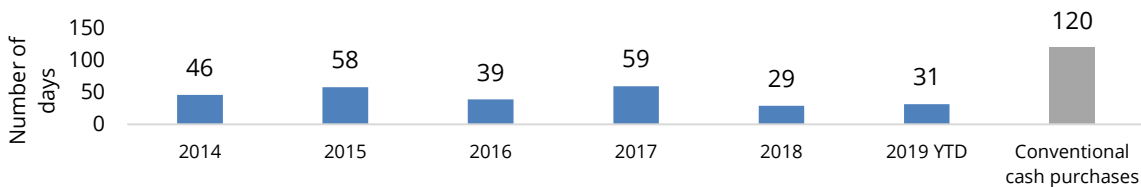
¹⁸⁷ For example, data collection for the last EFSAs was in January, but the report was only released in June. For studies undertaken alongside other actors like the 2018 JAM, it took more than a year to present part of the results (May 2019) and the final report is not yet published.

agreements create gaps in funding that stop activities and reduce funding visibility for forward planning in terms of staff management and procurement.

- **Logistics staffing shortfalls:** There was insufficient time given to logistics between the call forward and the release of commodities. Due to a lack of logistics staff it is difficult for logistics to prepare the shipments and to organize the transport and the dispatches in the required time. Overall staffing shortfalls have significantly affected the country strategic plan's timely implementation (see Section 2.4.1).

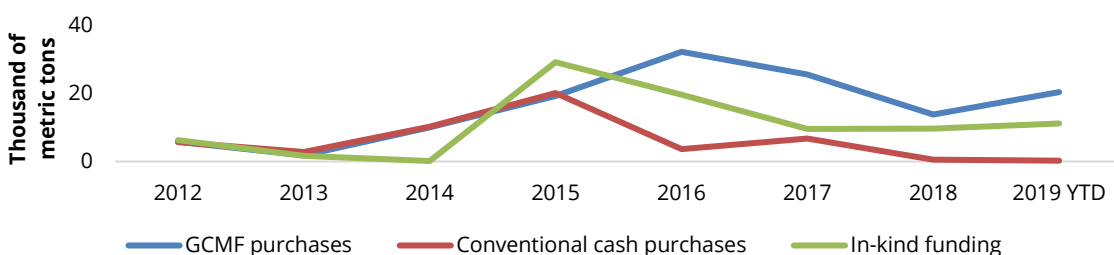
128. A status review of the actions planned related to each activity in the annual performance plans for 2018 and 2019 is presented in Annex 19: Review of Country Strategic Plan 2018 and 2019 Annual Performance Plans. It reveals much higher implementation levels for actions related to activities 1, 2, 3, 4 and 5 (general food distribution and food assistance for assets) than for activities 6, 7, 8 (nutrition), 9 (SAMS) and 10, 11 (capacity strengthening). **The service offered by the Global Commodity Management Facility (GCMF) mitigates delays by reducing the importation lead time.** GCMF is a strategic financing platform for prepositioning food in a region or corridor based on anticipated country office demand, to reduce delivery lead times. It has provided vital support for WFP Cameroon. When purchasing from GCMF, WFP received food after one month on average, compared to 120 days under the “conventional” procurement process (74 percent lead-time gain). Stakeholders commented that the GCMF could play an enhanced role if more time-sensitive funding was made available. WFP enhanced the role of GCMF, which enabled the development of long-term food supply agreements with traders in Cameroon.

Figure 7 : Cameroon Global Commodity Management Facility lead-time comparison, 2014-2019



129. The Cameroon risk and compliance report 2018¹⁸⁸ highlights the fact that coordination difficulties among programme staff, the budget planning unit (BPU) and logistics on the issue of food tonnage allocation to sub officers can cause additional costs in terms of internal food transfers among offices. After Chad, Cameroon has been the second largest recipient country in the Central Africa GCMF corridor since 2014.¹⁸⁹ GCMF is the main source of food commodity supply (about 20,000 MT up to 2019) followed by in-kind funding (about 15,000 MT up to 2019), while conventional food purchasing considerably decreased over the past five years to reach zero in 2019.

Figure 8: Cameroon Global Commodity Management Facility, conventional purchases and in-kind support, 2012-2019



Source: WFP GCMF. Note: Conventional cash purchases = food purchased directly by the country office.

130. However, while the GCMF contributes to shortened delivery lead time, it is important to note two critical areas that, although under control so far, represent a potential risk for the country office. First, GCMF stocks in Cameroon are set based on forecasts from the country offices (of Cameroon, Chad, and the Central

¹⁸⁸ Based on Final Report Ref # 003 of the CMR risk and compliance report December 2018, and Strengthen LESS Initiative - Cameroon mission plan (28 - 31 January 2019).

¹⁸⁹ It is important to note Cameroon is not only a GCMF customer, but also a sourcing origin (food for the Central Africa corridor is sourced in Cameroon) and a discharge plant (countries in Central Africa are often served through Douala).

African Republic) using GCMF. If the forecasts are not accurate this leads to a sub-optimal usage of GCMF stocks, resulting in prolonged storage and food losses. As the country office is in charge of managing in-country GCMF stocks, it would need to engage resources and take responsibility for managing unused and over-stocked items.¹⁹⁰ Second, GCMF stocks are generated through purchase contracts from the regional bureau in Dakar. Once the contracts are signed, it is the country office procurement unit's responsibility to follow up and to manage the contracts' delivery.

Conclusions

- The country office made effective use of the GCMF. But there were implementation delays due to other supply chain constraints in purchase, imports transit time, and transport, combined with country office's capacity limitations to address these constraints

2.3.3. To what extent were WFP activities cost-efficient in the delivery of its assistance?

131. The initial needs-based budget plan of the country strategic plan was largely oriented on emergency response. **Subsequent revisions and actual expenditures** amplified this further. With the introduction of the country strategic plan, WFP has deployed a new cost structure that considers four macro cost categories (transfers, implementation, direct support and indirect support costs). The country strategic plan contains a country portfolio budget (CPB) broken down by strategic outcome and activities. About 43 percent of the initial needs-based planned budget was oriented towards SO1, 21 percent towards SO2, 20 percent towards SO3, less than 1 percent towards SO4, 3 percent towards SO5 and 7 percent towards SO6.

132. SO1, Activity 1, driven by the three emergency situations, is where the most funding is concentrated. It is this operational focus that generates the reputation for organization, the strategic positioning, and the standing of WFP, not only with the Government, but with the beneficiaries and communities it supports. The country office has implemented emergency support initiatives to "ensure that vulnerable refugees and internally displaced persons have access to food during times of crisis".¹⁹¹ Returnees, and at times host communities, also benefit from "food assistance to meet their basic food and nutrition requirements".¹⁹² Activity 1, the provision of unconditional food assistance, and Activity 3, the targeted seasonal food assistance, are implemented in the Far North, Adamawa, East and in the Northwest and Southwest regions. Targeted seasonal assistance was operationalized in a similar way as assistance to displaced populations, generating confusion as to its objective and on targeting practices.

133. In August 2018, the country office revised its budget primarily in reaction to the Northwest and Southwest crisis. The changes resulted in a total increase of USD 14.8 million (USD 15.7 million including indirect support costs) to Cameroon's country strategic plan, as follows: an increase of USD 22.3 million for SO1; a decrease of USD 3.2 million for SO2, a decrease of USD 3.4 million for SO3, and a combined decrease of USD 58,444 for SO4, SO5, and SO6. This budget revision to the country strategic plan proposed the following:

- Augment Activity 1 (SO1) to channel WFP response to assist internally displaced persons in the Southwest region, as the country strategic plan initially does not target this area of the country
- Increase multi-purpose cash to 25,000 additional internally displaced persons in the Far North under Activity 1
- Increase the number of Central African Republic refugees assisted by 30,000
- Provide food assistance to caretakers of 550 children with severe acute malnutrition (SAM)
- Decrease the number of school feeding days from 220 days to 165 days in Activity 2.

134. Transfers per beneficiary and overall expenditures were reduced **for lower priority activities**. Figure 9 illustrates the net expenditure per activity for all transfer-related activities. This analysis illustrates that the net cost per beneficiary was lower than expected for seasonal food assistance to host populations, food assistance for assets and school feeding. This is primarily due to a reduction of volumes transferred per beneficiaries (typically a reduction of number of days per beneficiaries), reducing the activity cost per beneficiary. Annex 13: Cumulative Financial Overview – September 2019 illustrates that expenditure rates are quite variable between activities, and with various levels of efficiency (see also Section 2.4.1 for

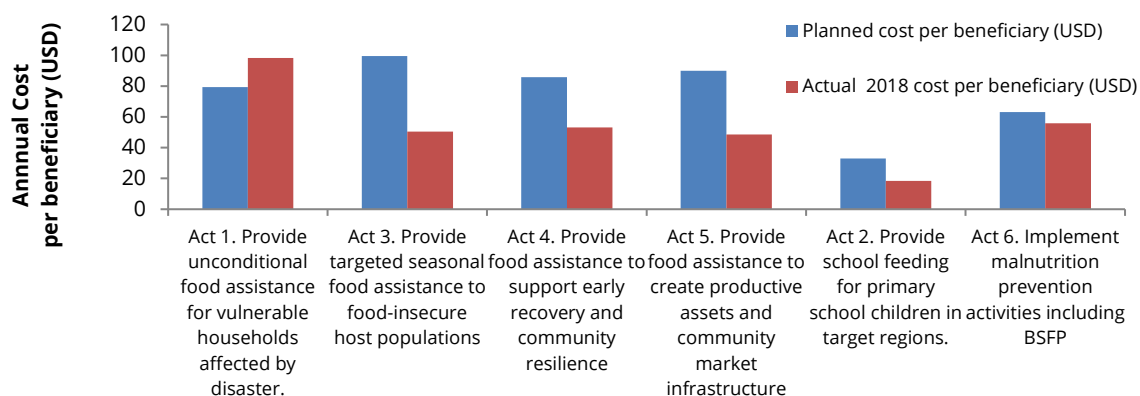
¹⁹⁰ Interview with Logistics Hub Douala

¹⁹¹ CSP Cameroon 2018-2020, P9.

¹⁹² Ibid P11.

aggregated figure). Implementation levels of activities related to SO4 and SO5 are relatively lower and are related more to partnership constraints than logistical ones. Expenditure levels of SO3-related activities (nutrition) are particularly high, but this appears to be related to the underfunding of the BSFP activity rather than to particularly efficient implementation.

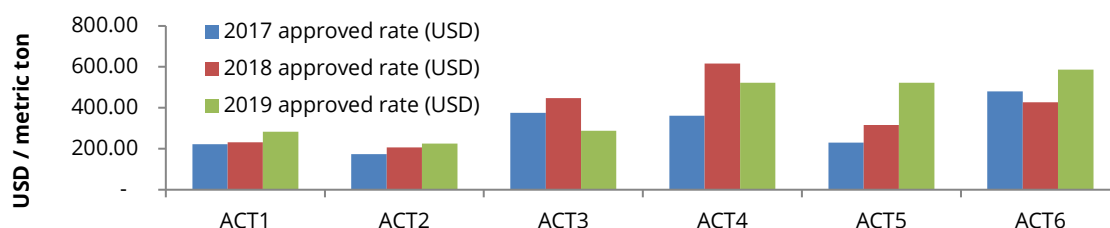
Figure 9: Actual versus planned net cost per beneficiary for transfer activities in 2018



Sources: WFP financial reports and country strategic plan annual report 2018.

135. **Logistics efficiency was constrained by dispersed operations, high transport costs and internal capacities.** WFP in Cameroon is engaged in three different responses and different operational contexts. The demand for supply chain services in Cameroon, with its L2 emergency and the corridor operations to Chad and the Central African Republic, has increased over the past year and is even more complex with the country strategic plan shift.¹⁹³ In terms of efficiency, the dominant cost driver of the Cameroon country strategic plan has been logistics. The dispersion and size of the operations in combination with the logistical constraints make relief expensive to deliver. The primary underlying challenges are constraints in economically transporting food to beneficiaries and managing the food pipeline. Supply chain costs, especially in-country transport costs, remain high in parts of Cameroon because of the remote locations in which many beneficiaries are located and the poor state of the transportation infrastructure. Figure 2 and Annex 14: **Food transfer matrix rates** provide more details on tracking food transfer costs over time, and demonstrate an increase in the transport cost from 2017 to 2019. This increase is mainly due to the extensive mobilization of transport for small deliveries in remote areas, especially for the East region, but also to an increase in the port cost. An increase in transport costs impacted the overall food transfer costs and was partially covered by a reduction in storage costs.

Figure 10: Food transfer rates evolution over the 2017-2019 period.



Source: Country office food transfer matrices.

136. One of the key logistics department constraints is understaffing. An average of 29 percent of positions (76 out of 262) under the planned organigram are vacant and key technical positions, such as food technologist, have not been planned.¹⁹⁴ In addition, the number of warehouse staff is insufficient to manage operations or perform data entry in the system. This is the case in Douala and Maroua, which have significant

¹⁹³ Based on WFP Head of headquarters supply chain unit mission report to Cameroon March 2019.

¹⁹⁴ The head of supply chain has expressed the urgent need for a food technologist for the monitoring of the quality of food commodities in local procurement but also to perform quality checks of commodities arriving in Douala port and commodities subject to long storage period.

warehouse management operations due to the supply corridor and GCMF activities. This creates a backlog in data entry. Yet, at country office level, the supply chain working group organizes regular countrywide meetings, which include sub-office and programme staff, the supply chain unit and budget planning unit. This coordination mechanism is very important to accurately define food allocations and to prevent/mitigate pipeline breaks.

Table 8: Number of vacant logistics positions in the September 2019 organigram

Logistics UNIT CO / FO	Number of positions in the September 2019 organigram	Number of positions vacant in September 2019 organigram	% vacant position
Yaoundé CO Logistics	12	1	8%
Douala Logistics Hub	17	4	24%
Maroua Kousseri Logistics	10	4	40%
Ngaoundere Logistics	14	2	14%
Bertoua Batouri Logistics	10	3	30%
Bamenda Logistics	3	2	66%
Buea Logistics	3	2	66%
Total	57	18	31%

Source: WFP organigrams.

137. During the country strategic plan evaluation timeframe, the Douala logistics office was not under the supervision of the supply chain unit, and the Douala office reported directly to the Country Director. This organizational structure represented a challenge for the management, coordination and organization of logistics operations.¹⁹⁵ In the new organizational chart (September 2019), the logistics reporting line has been changed, with Douala logistics reporting to the head of the supply chain unit. It was recommended in several reports that the country office should clarify this reporting line in order to ensure the streamlined coordination and management of the overall supply chain in the country office and corridor activities.

138. **Logistics capacity dedicated to the Northwest and Southwest regions response** is limited. The Bamenda and Buea sub-offices are currently supported for supply and logistics operations by the Douala office, which is in charge of managing the logistics corridor, while programme activities are supported in the North and in the East by a dedicated logistics capacity. Given the limited windows of opportunity available to organize the supply, and due to long and recurrent lockdown periods in the Northwest and Southwest regions, access to supplies from the Douala service provider warehouses was not satisfactory in term of reactivity and availability. In such circumstances, loading and logistics activities might happen at any time without notice while the lockdown is removed for a short period. The situation in this area requires that sub-offices can mobilize dedicated logistics capacity at any time to directly manage their logistics operation. In addition, given the security situation, only local transporters can perform transport operations with limited risks. Yet, these two sub-offices are the most understaffed of all (see Table 8).

139. **Operational efficiency is constrained by the limited flexibility of financial management.** Operational efficiency was challenged by the high level of donor earmarking within the country strategic plan funding structure, which did not allow for swap or loan of commodities between activities due to the complexity and the reduced flexibility of budget structures, and the aggregation of cost components.¹⁹⁶ In addition, transfers and swaps of commodities between activities in order to address temporary shortages, or to use as a priority “close to expire” commodities, are difficult to arrange, as donors allocate funding specifically to an activity. In addition, WFP is not currently working sufficiently with other agencies to identify opportunities where targeted investment could generate multi-annual cost savings on logistics. Similarly, the one-year maximum duration of service contracts means that on a yearly basis, the country office must launch calls for tenders to select the service providers. If the renewal of contracts on a yearly basis has the advantage of encouraging competition and bringing newcomers into the market, the repetition of these actions has the strong disadvantage of generating a significant level of transaction costs and utilizing lots of country office resources, particularly for the different transport contracts. Within the country strategic plan budget structure, the aggregation of the landside, transport, storage and handling (LTHS) cost component into a general “transfer cost” component has removed the possibility for the supply chain unit at the country office

¹⁹⁵ Coordination of logistics activities through two different management lines.

¹⁹⁶ Based on External Audit Of The World Food Programme Audit Report Country Portfolio Budgets Financial Year 2018.

level to directly manage logistics funds. The funds are now managed by the budget planning unit, which is also responsible for the food allocation and the monthly distribution plan. This is reported¹⁹⁷ to have reduced the capacity of the supply chain unit to address priorities and investments required to develop responsive logistics services.

140. **Under-resourced and discontinuous management of cooperating partners is affecting the quality of operations.**¹⁹⁸ Factors that impeded the cost effectiveness of the WFP activities implementation are cooperating partners capacity constraints, under-resourced field level agreements, and a lack of continuity with respect to WFP/cooperating partners field level agreements.¹⁹⁹ Very few non-governmental organizations have the capacity to support themselves financially and structurally in the gaps between field level agreements, an observation that was reported by cooperating partners in several regions (evidence for this was gathered from individual as well as group interviews). This discontinuity affects the regular delivery of WFP services to beneficiaries and puts cooperating partners at financial risk. The country office management of field level agreements can make cooperating partners reluctant to work with WFP, and is clearly at odds with the WFP Strategic Goal 2 “partner to support implementation of the Sustainable Development Goals”. The reduction of the number of field level agreements with cooperating partners from 22 in 2018 to 12 in 2019 should make such a situation easier to manage.

Conclusions

- Country office resource allocation prioritized emergency operations, while transfer levels per beneficiary for resilience-oriented activities and SO5 were reduced
- Logistics costs have increased
- Implementation efficiency was affected by limited improved logistics capacity, particularity for the Northwest and Southwest response, and under-resourced management of cooperating partners

2.3.4. To what extent were alternative, more cost-effective measures considered?

141. **Analyses to assess the most cost-effective food assistance modalities have been conducted by** the country office in Far North and East regions since 2017. Two draft analyses, shared with the evaluation team, used different methodologies and reached different conclusions. Outcomes of these analyses are presented below.

142. The ex-post-delivery modalities cost efficiency and effectiveness analysis (CEA) conducted in November 2017 for the Far North and East regions compared two modalities of food assistance: the electronic mobile vouchers for food items supplied by selected retailers, versus the in-kind modality. Both sites analysed revealed that the cost for in-kind in Cameroon is generally lower than for cash.²⁰⁰ To look at cost-effectiveness, it piloted the use of a methodology²⁰¹ that was then adopted at corporate level. It concluded that in Far North region, in-kind and cash-based transfer cost-effectiveness were close (provided full rations are distributed) due to “greater effects of cash-based transfer on food consumption, dietary diversity and coping strategies despite higher costs”, while in East region “food security outcomes were similar across both modalities and thus in-kind was more cost-effective”. These conclusions should be interpreted with caution, considering the marginal cost-effectiveness differences documented in the Far North and the sensitivity of such analyses to local food prices for cash-based transfer and purchased food prices for in-kind. Moreover, the 2017 cost efficiency analysis highlight that cost and cost effectiveness are

¹⁹⁷ Key informants interviews: WFP supply chain and logistics hub.

¹⁹⁸ Strategic partnerships are covered in section 2.4.3.

¹⁹⁹ There is now a system and timeline for FLA renewal in case a delay occurs, also the position are filled by an NOB officer, an SC6 staff and a UNV level 4.

²⁰⁰ This is due to high local food prices, requiring higher value of CBTs to match the volume of food transferred though in-kind modalities. Transfer costs for CBT are however lower.

²⁰¹ The methodology is looking at data collected during Post-Distribution Monitoring (PDM) surveys in order to assess the evolution of outcome indicators, moving away from the previous corporate standard Omega tool, in which the effectiveness of modalities was compared by measuring the Nutrient Value Score (NVS) of the baskets provided. It introduced a cost-effectiveness index, which divides the food security outcome effectiveness score by the cost per beneficiary, and on this basis, identifies which modality leads to greater outcomes per dollar spent.

affected by ration cuts. In 2018, funding shortfalls led to a 25 percent reduction of the ration (regardless of the modality) provided to 110,000 people in the East.²⁰²

143. A new analysis of transfer modalities was conducted in June 2019 in East and Adamawa regions following the WFP Transfer Modality Selection Guidance issued in November 2018. A decision-making analysis model adapted for the country office was developed with the following criteria: context analysis, feasibility analysis, delivery mechanisms feasibility, cost-efficiency analysis and effectiveness analysis. The cost-efficiency section compared costs only across different cash-based transfer delivery mechanisms, as the sites studied did not include in-kind modalities considering that it was not an option in this context.²⁰³ This assumption does not appear fully relevant since: (1) the analyses conducted in 2017, 2018 and 2019 on which this conclusion is based suggested higher effectiveness of cash-based transfer compared to in-kind food, but the 2017 costs comparisons also highlighted higher cash-based transfer costs as mentioned above; and (2) WFP choices of modalities are also dependent on the nature of the resources available from financial partners and other factors. This analysis also recommends a switch to “unrestricted cash” in the urban and semi-urban areas of the East and Adamawa regions and that the voucher-based system in the Far North be maintained. This 2019 qualitative analysis is certainly useful to build a consensus within WFP programme staff, but the fact that no cost efficiency analysis has been conducted since 2017 highlights the need to strengthen the evidence base for modality choice.

144. **Qualitative evidence on the effectiveness of aid modalities indicates that both cooperating partners and beneficiaries are in favour of a switch from in-kind to cash-based transfer.** For Activity 1, the cash-based transfer modality is the restricted electronic mobile vouchers, which beneficiaries appreciate because it allows them to have access to a more nutritious food basket compared to the in-kind modality. On the other hand, beneficiaries indicated that they would not be in favour of an unrestricted “cash” modality, which might increase protection and gender-related risks. Several interviewees highlighted the benefits of this cash-based transfer vouchers modality for actors of the food systems such as retailers and local producers (see Section 2.2.1, SO4). These considerations show the importance of considering intended changes at the level of beneficiaries on nutrition, protection and gender.

145. **Evidence suggests that the in-kind modality is not fully meeting effectiveness requirements.** Recurrent delays²⁰⁴ of in-kind transfers due to pipeline breaks jeopardized the effectiveness of SO1, SO2 and SO3 activities. The full food basket has not been consistently delivered because of recurrent commodity shortfalls (mainly vegetable oil, yellow split peas and salt).²⁰⁵ The commodities provided did not always fit with local dietary preferences (for example, sorghum versus rice or cassava in East region).²⁰⁶ The quality of the food basket has been questioned by some cooperating partners, although the percentage of losses in 2018 was 0.11 percent, below the WFP norm of 0.2 percent.²⁰⁷

Conclusions

- **The country office regularly analysed efficiency and effectiveness of alternative transfer modalities, but still lacked a consistent cost-effectiveness analysis to inform decision making**

²⁰² Cameroon Annual Country Report 2018.

²⁰³ Probably as “The analysis of 2017 PDM results support the decision of the country office to not consider switching back to in-kind assistance”.

²⁰⁴ Based on focus groups discussions and interviews with CPS.

²⁰⁵ Based on focus group discussion with cooperating partners and as mentioned in the country office 2018 annual country report.

²⁰⁶ Based on focus group discussions with beneficiaries and cooperating partners.

²⁰⁷ CMR Country Office APP 2018 Final Review_Version18 Feb 2019.

2.4. WHAT ARE THE FACTORS THAT EXPLAIN WFP PERFORMANCE AND THE EXTENT TO WHICH IT HAS MADE THE STRATEGIC SHIFT EXPECTED BY THE COUNTRY STRATEGIC PLAN?

2.4.1. To what extent did WFP analyse or use existing evidence on the hunger challenges, the food security and the nutrition issues in the country to develop the country strategic plan?

146. Evidence based strategic planning and programming at design stage is analysed under Section 2.1.2. This section focuses on the relevance, functioning and use of the monitoring and evaluation system for evidence-based programming.

147. **The monitoring and evaluation framework was in line with the Corporate Results Framework, but not well adapted to the country context and did not measure WFP contribution to certain outcomes.** The country strategic plan and its monitoring and evaluation framework are aligned with the new WFP Corporate Results Framework (2017-2021) and its log-frame and results-chain. Outputs and outcome measurement indicators are based on the Corporate Results Framework. Several limitations to the monitoring and evaluation system's relevance to measuring WFP contributions to outcomes include:

- Limited specific adaptations to the context
- Limited identification of assumptions under which expected outcomes and impacts may materialize and limits in robust attribution methodologies and analyses (for example, no reference to control groups for household level indicators,²⁰⁸ limited consideration of other interventions benefitting target groups)
- Weaknesses in the theory of change and country strategic plan logframe, which do not show connections across strategic outcomes, or to external synergies that should allow for achievement of the Zero Hunger goal, or indicators to capture results of such synergies. Specifically, for nutrition, there were no links or shared indicators between nutrition-specific activities (i.e. BSFP) and nutrition-sensitive activities (food assistance for assets, cash-based transfer)
- Gaps in the definition of intended outcomes and corresponding measurement methods (for example, resilience building,²⁰⁹ contributions to the triple nexus, strategic capacity development, and partnerships)
- Limitations related to population samples and timeliness of data-collection efforts
- The need for an additional qualitative tool to triangulate changes documented through quantitative approaches²¹⁰
- Misalignment of timeframes for baseline and outcome measurements given the nature of expected changes.²¹¹

148. **The country office has started addressing some of the information gaps** (for example, a baseline for an asset benefit indicator). However, slow progress has been made on other gaps (for example, the Zero Hunger Scorecard is not measuring SO5,²¹² and the MDD-W indicator is only collected for SO3). A comparison between outcome indicators included in the country strategic plan logframe and those effectively measured in the annual report illustrates those gaps (see Annex 10: WFP Outcome Indicators (2017–2020)). Issues such as the BSFP contribution reducing global acute malnutrition rates have been identified at the country strategic plan design stage, but have not yet been adequately addressed.

²⁰⁸ This may not be relevant to all activities, but could be important to use when introducing innovations in a new context.

²⁰⁹ The CSP does not define what “improved” resilience means in the context of Cameroon and how WFP intends to contribute to it, nor what it means in terms of measurement. According to WFP Evaluation on Resilience (2019), the new WFP CRF includes areas that are relevant to the measurement of resilience but “With a tendency to equate outputs with outcomes”, and “is not currently equipped to clearly articulate what its contribution to resilience enhancement will be”.

²¹⁰ Subjective perceptions of improved resilience by beneficiaries are not included, even though these are recommended as a quick, efficient and cost-effective indicator for M&E of resilience (FSIN, 2014 - *Resilience Measurement Principles*; Jones, L. et al., 2016 ‘Subjective resilience’; LSE, 2018).

²¹¹ Frequency of monitoring should depend on the expected pace of change of the indicators. This does not seem to be the case here, which makes it difficult to assess whether changes are maintained over time. Moreover, some observed indicator changes (i.e. FCS, MDD) may reflect immediate effects of the interventions (distributions), with limited ability to appreciate whether such changes are maintained over time.

²¹² This indicator has been removed from the updated version of the CRF indicator compendium. It may be replaced by measuring process milestones along the pathways proposed by the WFP CCS Framework (Draft 2019).

149. **Post-distribution monitoring exercises used for immediate outcomes monitoring were incomplete and involved sampling issues.** Data for measuring immediate outcomes of the food security and nutrition interventions, as well as cross-cutting issues like gender or accountability, were mostly collected through quarterly post-distribution monitoring exercises, done 7-21 days after distributions. Sampling follows a household-centred sampling strategy based on corporate requirements that ensure an accurate representation of beneficiary households. Whereas this process is adequate for food security outcomes, it should also ensure adequate sampling of nutrition targets in a household. Food security interventions mostly target households, but nutrition interventions target individuals, principally children under 5 years, thus indicators measured should reflect changes on outcomes in the target individuals. In 2019, the country office defined a new sampling strategy that allows for integration of both targets. Additionally, outcomes for specific nutrition activities (such as performance indicators for BSFP) build on data produced by the programme. To explore the WFP contribution to changes on the general population, beyond the targeted beneficiaries, indicators are measured through population assessments or studies (for example, EFSa and SMART).

150. **Efforts have been made to invest in the understaffed monitoring and evaluation team.** The monitoring and evaluation teams (in both country office and sub-office) have a good knowledge of ongoing activities. Yet, they have insufficient staff to ensure the monitoring of the ambitious country strategic plan.²¹³ Collaboration between monitoring and evaluation and programme staff is reported to have improved since the country strategic plan started. WFP has established partnerships²¹⁴ with organizations independent from programme implementation. These organizations can be used either by the monitoring and evaluation team as third-party monitors, or by the programme team for urgent needs during a limited period.

151. **Monitoring and evaluation products are not adequately used for evidence-based strategic programming.** Internally, vulnerability analysis and mapping and monitoring and evaluation reports supported different project designs and strategic exercises, including the 2018 annual performance report for the country strategic plan. . The use of monitoring and evaluation analyses and lessons by external stakeholders was not high. There were complaints by WFP in-country stakeholders about the limits of WFP monitoring and evaluation data and analysis sharing. This may also be linked to the way such information is communicated during sector group meetings or as part of monthly reports. Delays in monitoring and evaluation reporting have often occurred,²¹⁵ principally due to interference by various internal and external actors, and/or due to political sensitivity. Some respondents believed that the lack of resources at the monitoring and evaluation/vulnerability analysis and mapping level caused some of the delays. The regional bureau in Dakar mentioned that measures have been taken to require the country office to publish at least preliminary results in case of delays. Since 2018, the country office has been producing a single annual performance report for the country strategic plan. This represents an added value of the country strategic plan, as it allows for a global and more holistic appraisal of WFP performance in the country. However, the data and analysis limitations mentioned above limit the ability of such reports to inform strategic planning.

Conclusions

- The monitoring and evaluation system is aligned with corporate requirements, yet fails to effectively capture, contextualize, and attribute outcomes, most critically on strategic outcomes 2, 3, 4 and 5. As a result, monitoring and evaluation information was underutilized in strategic decision making

2.4.2. To what extent has WFP been able to mobilize adequate, predictable and flexible resources to finance the country strategic plan?

152. In 2017, the WFP portfolio needs-based budget was USD 95 million, and was 64 percent funded (see Figure 12). The WFP Executive Board approved a needs-based plan of USD 183 million for the WFP Country Strategic Plan (2018-2020). This amount was raised to USD 198 million in a budget revision in August 2018 and to USD 285 million in 2019. As of November 2019, 54 percent of the needs-based plan, or USD 156 million,

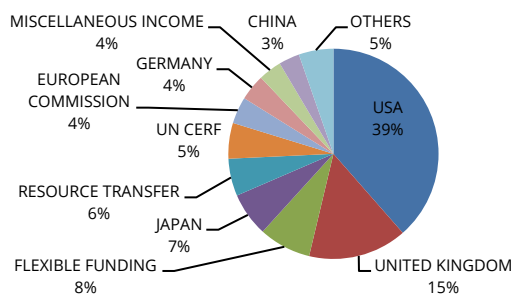
²¹³ The team includes one M&E officer in Yaoundé, one M&E assistant in the Maroua sub-office, and focal points in other sub-offices.

²¹⁴ In 2018 WFP worked in the four regions with the consulting firm SOREPS but the contract was not renewed for 2019. The current provider is IRESCO, undertaking PDM since May 2019. In the NW/SW, WFP has signed with Plan International.

²¹⁵ For example, data collection for the last EFSa was in January, but the report was only released in June. For studies undertaken alongside other actors like the 2018 JAM, it took more than a year to present part of the results (May 2019) and the final report is not yet published.

was mobilized, with an outstanding shortfall of USD 129 million. Figure 11 shows the funding composition for the country strategic plan.

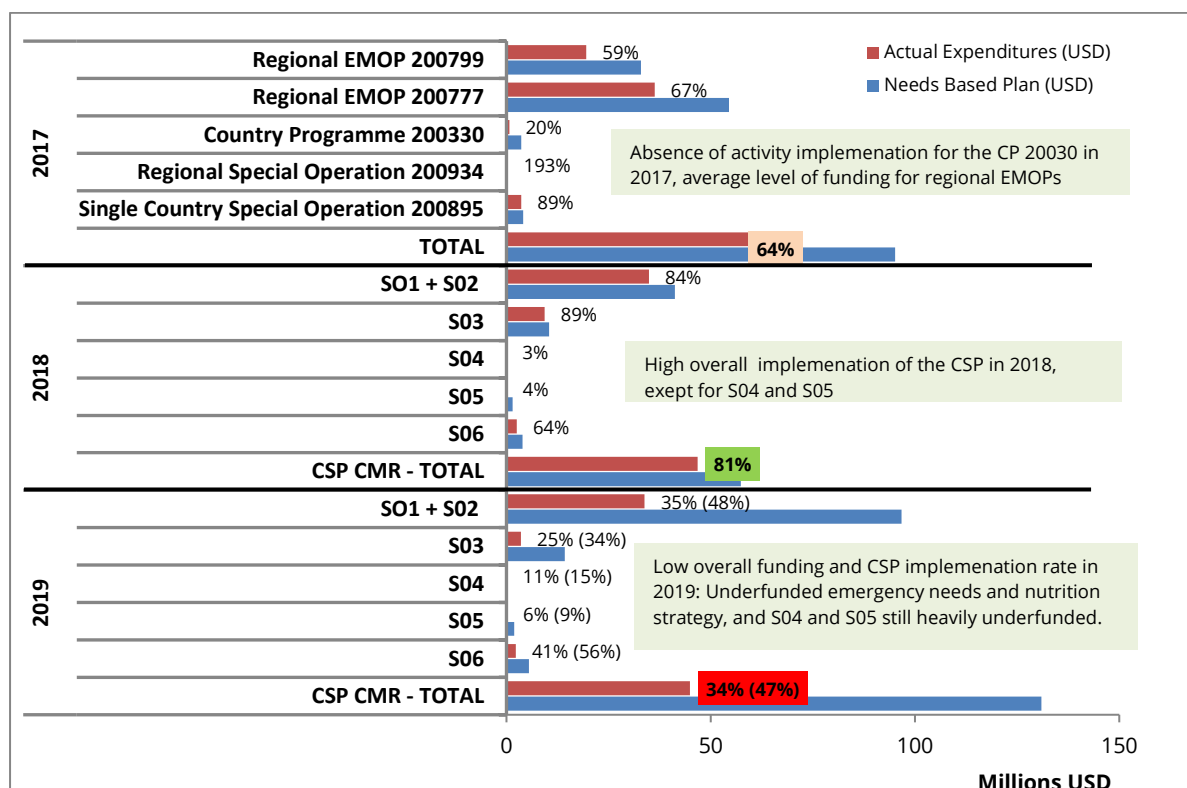
Figure 11 : Resource mobilization as of November 2019 (USD)



Source: November 2019 WFP Cameroon funding situation.

153. In 2018, under the country strategic plan, the overall funding level of WFP operations increased, with emergency (S01) and early recovery (S02) needs, as well as the nutrition strategy being particularly well funded. However, S04 and S05 were heavily underfunded (even more so than the previous country programme 200330). In 2019, despite the Level 2 activation related to the Northwest and Southwest crisis, WFP only very partially managed to raise the additional resources required to respond to the emerging needs. By September 2019, only 34 percent of the needs-based plan was spent (47 percent of the rounded needs by that same date). S04 and S05 continued to be the most underfunded priorities. However, emergency-related needs were also severely underfunded in 2019, although slightly less so than nutrition priorities. A more detailed picture of the country strategic plan funding and expenditure levels disaggregated by activities is presented in Annex 13: Cumulative Financial Overview – September 2019.

Figure 12: Country strategic plan funding and expenditure: Jan 2018–Sept 2019



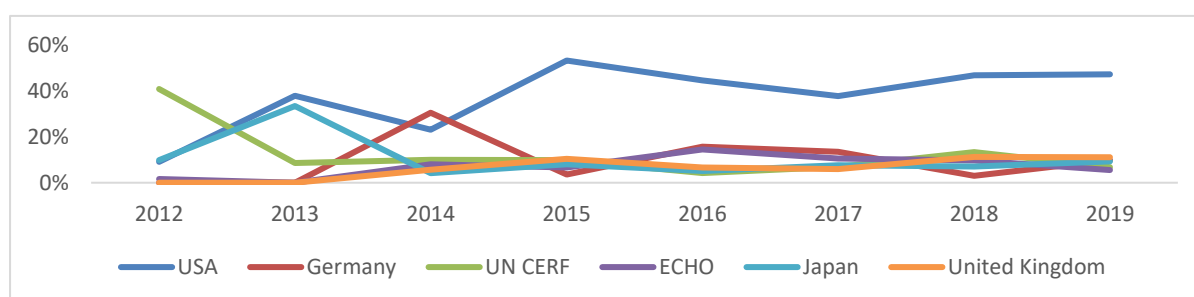
Source: WFP financial reports. Note: for planned figures, the period is Jan 2018–Dec 2019.

154. **Level 2 activation had limited effects on resource mobilization.** Level 2 activation enabled the country office to secure CERF budgets (USD 2 million in 2018 and USD 3.5 million in 2019) and respond to the

needs of internally displaced persons fleeing the conflict in the Northwest and Southwest regions. The L2 activation led headquarters and the regional bureau to support the country office for a resource mobilization fund appeal (drafted with support from headquarters and the regional bureau in Dakar),²¹⁶ but this support came late and had limited impact on fundraising success.

155. **WFP Cameroon lacked a multi-year funding strategy to adequately mobilize funds for all elements of the country strategic plan.** The country office is developing a comprehensive country office funding strategy, but it is not yet available. The challenge for the country office is to develop a multi-year funding approach, while its main donors (including ECHO and USAID) work predominantly with a one-year funding cycle. Other donors (DFID, Germany) are moving towards multi-year funding cycles, which could help the country office establish more predictable country strategic plan funding, and enable engagement with cooperating partners on a longer-term basis. As a result, the country office did not diversify country strategic plan sources of funding and did not manage to better resource longer term priorities (particularly SO4 and SO5) compared to the country programme 200330 period. USAID remains the main donor for the country strategic plan. **Error! Reference source not found.** shows the high dependence on USA funding, except when in 2014 Germany was the largest donor.

Figure 13: Contributions trend for top six donors



Source: WFP.

156. **Finally, a drastic reduction of the nutrition activities in 2019 highlights the limited buy-in of key partners in the WFP nutrition strategy.** Development-oriented donors (such as DFID) are not convinced of the cost effectiveness and impacts of the WFP strategy on malnutrition preventions, while emergency donors are focusing on immediate priorities.

Conclusions

- Support from major partners on emergency response masks insufficient funding of longer-term priorities
- Level 2 activation in response to the Northwest and Southwest crisis in 2019 did not significantly attract funding for emergency needs

2.4.3. To what extent did the country strategic plan lead to partnerships and collaborations with other actors that positively influenced performance and results?

157. **The country office provided greater attention to partnerships and introduced a dedicated country strategic plan outcome to improve partnerships for Zero Hunger (SO5).** As a result of the Zero Hunger Strategic Review and subsequent processes, WFP engaged with a wide range of partners: Government, United Nations, civil society (including approximately 25 cooperating partners), private sector and donors (see Section 2.1.4). The country strategic plan introduced partnerships with new partners (China, Korea, Japan), women's cooperatives, international financial institutions (IFAD), and UNFPA. Areas for improved partnerships were prioritized under SO5.

158. As discussed in Section 2.1, the active engagement of WFP in the UNDAF process was an important entry point for partnerships. It stimulated operational coordination including joint missions at the decentralized level,²¹⁷ and was used for resource mobilization for resilience programming in the Far North and East regions. WFP thinking around the required collaboration between governments and the United

²¹⁶ Level 2 taskforce notes for the record, 10th May 2019.

²¹⁷ See for example inter-agency mission conducted in the East in May 2018 including WFP, UNICEF, UNHCR, UNFPA, UN Women, PNUD and donors like USAID, KOIKA, ECHO, European Union, DFID.

Nations development system to achieve the Sustainable Development Goals was recognized as quite advanced. WFP has also been good at offering its competencies in areas of its comparative advantage, such as cash-based transfers, logistics, and food security analysis. WFP provided support to policy frameworks and partnerships platforms. In 2017, WFP participated in consultations for the elaboration of a draft national social protection strategy including sharing of experiences on vulnerability targeting, cash-based transfers and food assistance for assets approaches. WFP positively contributed to the triple nexus in Cameroon via the humanitarian-development nexus and resilience agenda including the introduction of a preventive approach for the nutrition platform, and the shift towards partnerships with MINEDUB for school feeding development outcomes. WFP has assisted the SUN movement through the United Nations Network for SUN.

159. Establishing longer-term partnerships on gender and protection issues could help increase the quality of interventions and strengthen the focus on gender transformation. Efforts to collaborate with the private sector have been initiated, and a challenge remains in the elaboration of a framework of collaboration with the institution representing the private sector in Cameroon, Groupement Interpatronal du Cameroun (GICAM). There is also a need to explore cost effective partnerships and promote initiatives aimed at strengthening the local economy and the resilience of communities.

160. **Selected partnerships positively influenced performance and results.** Most of these initiatives are the result of external influence at the national level (for example, UNDAF, Resilience Working Group), or at the global level (for example, the Rome-based agencies, UNFPA), but not initiated by WFP Cameroon. A review of the performance across strategic outcomes and how it benefitted from collaborations with other stakeholders (see Section **Error! Reference source not found.**) suggests that partnerships have led to (1) improving results in the more traditional domains of interventions of WFP (except for school feeding), and (2) positioning WFP in new areas of interventions, such as support to smallholders. SO1 results have benefitted from partnerships with United Nations agencies, national and international non-governmental organizations, logistics partners, and donors, which has helped to increase access to beneficiaries, and scale up cash-based transfer interventions. Efforts invested in collaborating with Rome-based agencies, cooperatives and the Government for the support to smallholders helped to position WFP in this domain of intervention. SO5 results linked to food security analysis and Sustainable Development Goal 2 monitoring benefitted from improved WFP collaboration with main food security stakeholders at national and decentralized levels. Examples of partnerships launched in the context of the country strategic plan that have led to improved results are illustrated in Box 4.

Box 4: Examples of positive influence of partnerships on performance and results

- WFP has carefully selected local non-government organizations that are sensitive to the context for its response in the Northwest and Southwest regions. So far, this has led to positive results in terms of access, accountability to affected populations, protection, and monitoring (see Section 2.2.1, SO1 and paragraph 52).
- The Cash Working Group led by WFP with PLAN International and UNHCR (with support from the Cash Learning Partnership (CaLP) is improving the acceptance of cash-based interventions among the United Nations and Government, leveraging expertise from multiple partners, and supporting the scale-up cash-based interventions (for example, recent multipurpose cash programmes funded by DFID in the East, and CERF in the Northwest and Southwest regions) (see 2.2.1/ SO5)
- Active involvement of WFP in the Resilience Working Group, and a joint mission with other United Nations agencies in the East lead to effective resource mobilization for resilience programming (see Section 2.1.4)
- The intensive dialogue with other Rome-based agencies (IFAD, FAO) on support to smallholders'/women cooperatives and increased access to market gives visibility to the WFP comparative advantage in this area (see Section 2.2.1, SO4)
- Joint Rome-based agency efforts to launch a platform to monitor Sustainable Development Goal 2 is much welcomed by the Government (see Section 2.2.1, SO5)
- The UNFPA-WFP programme aimed at providing integrated sexual and reproduction health services in combination with food assistance allows WFP to strengthen its work on gender transformation (see Section 0)
- The National Humanitarian Supply and Logistics Working Group chaired by WFP helped to address logistics issues

Source: Analysis by evaluation team based on interviews.

161. WFP has also engaged in platforms and partnerships that have not improved results, and missed certain opportunities. As detailed in Section **Error! Reference source not found.**, limited engagement in partnerships has on occasion led to underperformance. SO2 results related to school feeding have been minimized as a result of limited engagement with other school feeding stakeholders such as the World Bank,

China cooperation on Education (see paragraph **Error! Reference source not found.**) and slow handover to the Government (see paragraph **Error! Reference source not found.**). The roll-out of a platform on the prevention of malnutrition provided the effective establishment of strong partnerships with UNICEF and the Ministry of Health. However, the platform did not succeed, minimizing the SO3/Nutrition results (see Section 2.2.1, SO3). Overall, resilience results have been affected by insufficient implementation of the multisectoral approaches necessary to address root causes. This is a consequence of slow progress in engaging with partners from other sectors that could complement WFP expertise. Protection and gender (see Section **Error! Reference source not found.**) as well as stabilization results (see Section **Error! Reference source not found.**) could have benefitted from stronger collaboration with International non-governmental organizations such as IFRC, PLAN International and Action Contre la Faim (ACF). It confirms the need for WFP to better consider the external environment in which it operates (see Section 0), and to proactively engage in partnerships, including less traditional partners such as development donors, INGOs, or the World Bank (see Section 2.1.4). Examples of missed opportunities are illustrated in the Box 5.

Box 5: Examples of partnerships initiatives which have not improved performance and results

- WFP is barely engaging with the Ministry of Livestock (MINEPIA) on livestock expertise in the East for food assistance for asset activities, while it would make sense to do so, considering the livelihoods of the Central African Republic refugees, who are mainly pastoralists (see Section 2.2.1, SO2)
- WFP identified the SUN platforms as the main entry point for improved nutrition multisectoral coordination, including for leveraging partnerships with the private sector, but these platforms are not effective (see Section 2.2.1, SO5)
- WFP did not participate in the IDA 18 Social Safety Net platform implemented by MINEPAT and MINAS, which would have allowed mobilization of resources for cash-based transfer in the East (see Section 2.2.2, SO5)
- The memorandum of understanding with UNHCR and IFRC mainly looks at the role of WFP in terms of food assistance. It has not been used for a joint vision, joint monitoring, or sharing of practices in the domains of gender and protection
- WFP failed to partner with Action Contre la Faim to create a bridge towards the cross-border initiative “I Yeke Oko” supporting the Central African Republic refugee resilience and improving governance due to lack of resources for FFA activities in the East
- The partnership with RBA around support to smallholder resilience did not lead to further positioning of RBA on peacebuilding/conflict sensitivity, although resilience activities can serve to strengthen social cohesion

Source: Analysis by evaluation team based on interviews.

162. The management of partnerships has not been optimal. Corresponding results included under SO5 have not been defined and monitored. Limitations in operational management of cooperating partners are mentioned in Section 2.3.3. Missed opportunities for improved effectiveness of partnerships include:

- Partnerships agreements for joint programming have been poorly formalized, despite this being a recommendation of the previous country portfolio evaluation. Anticipated memorandums of understanding with UNICEF, UNHCR and Rome-based agencies are still under discussion.²¹⁸ A memorandum of understanding with UNFPA has not been planned. Memorandums of understanding with Government counterparts have also not been expanded, except the one with MINEDUC
- There has been no plan to work through consortiums of non-governmental organizations. Yet, doing so could help to harmonize approaches, centralize expertise, and better coordinate actions for BSFP, food assistance for assets and cash transfers.²¹⁹

²¹⁸ With UNICEF, the elaboration of a MoU has been under discussion for 2 years. With UNHCR, there is a MoU which is operational in the East, but only defines the role of WFP in the domain of food distribution.

²¹⁹ Several NGOs expressed the desire to work with WFP through consortiums as per the experience of the ProAct Consortiums of INGOs in the Extreme North and East (CRF, PU, Action Contre La Faim, Care, Solidarité Internationale). This has also been raised by members of the Cash Working Group.

- The intention of the country strategic plan was to offer a platform for coordination with partners, through a “national steering committee to oversee country strategic plan delivery”,²²⁰ but the national steering committee never convened.

Conclusions

- WFP engagement in partnerships with FAO, IFAD, UNHCR, the resilience working group and local non-governmental organizations improved positioning and results. The country office missed several strategic partnership opportunities related to S02, S05 and gender programming, highlighting strategic management limitations of the country office

2.4.4. To what extent did the country strategic plan provide greater flexibility in dynamic operational contexts and how did it affect results?

163. **The country strategic plan objectives were too ambitious with regards to its three-year timeline and did not prove a more flexible programming vehicle.** The three-year duration of the country strategic plan is widely recognized as too short to enable medium or long-term changes. The original version of the country strategic plan included too many separate activities, which resulted in demanding financial and narrative reporting. Subsequent budget revisions merged activities to rationalize reporting efforts.

164. The way the country strategic plan is broken down into strategic outcomes and activities has enabled donors to pick out the activities to support, leaving no room to transfer funds from one activity to another. This has led to certain activities prioritized by donors receiving substantial proportions of funding, while others have received nothing or very little. As such the overall implementation of the country strategic plan has been imbalanced.

165. Once funds were received, amounts could be transferred from one budget line or activity to another, but only with donor permission. The same applies to procured food items: once purchased and tagged to a particular activity, they could not be distributed for another, even if it used the exact same product. This led to situations whereby an activity was suspended due to a pipeline break, while stocks of the missing product were available in the warehouse. Similarly, it led to items that were about to expire being held onto when it would have been better to distribute them. Country office staff argued that there was more flexibility during the pre-country strategic plan period: an operation was funded as a whole, regardless of activities and it was the country office’s decision to split the budget according to actual needs and priorities.

2.4.5. What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?

166. In 2017, country office management was required to undergo a human resource review to identify additional human resource requirements needed to improve its country strategic plan implementation capacity.²²¹ This proved difficult as the country office did not have full understanding of the country strategic plan capacity implications. Nevertheless, a list of required staff was established. But it has taken a very long time to attract and recruit such staff and some have yet to be recruited.²²²

167. **Human resources for country strategic plan implementation have fallen seriously short of what was needed at all levels and for all units given the scale of the task.** Despite important recruitment efforts, approximately 30 percent of the positions were still vacant in September 2019, with 40 percent of vacant positions in the Maroua sub-office (see Table 9). Important posts proved problematic to fill, such as the SO5 capacity-strengthening person, logistics department and vulnerability analysis and mapping/monitoring and evaluation staff, and the position of emergency coordinator (Activity 1 manager). The country office struggles to identify staff with the right level of expertise including skills in both French and English. Recently, a significant number of new staff has been recruited, including 21 for the Northwest and Southwest crisis and 34 United Nations volunteers (UNV) have been deployed nationally, representing approximately 20 percent of the total current staff.²²³ However, the latter recruits lack the necessary skills

²²⁰ CSP # 125.

²²¹ As per key informant interviews during the inception report and the data collection mission.

²²² As per the Sept 2019 organigram, VAM, CBT and livelihood positions remain vacant.

²²³ Human Resources dept. report as at September 2019.

and experience required for strategic programming and management. Despite a Level 2 activation in the Northwest and Southwest regions, the response has suffered approximately four months of delays to fill key positions, and the planned staffing level is not yet complete as of this report.

Table 9: Number of vacant positions in the September 2019 organigram

CO UNIT / FO	No. of intended positions	No. of positions still vacant	% vacant positions
Yaoundé CD Office	48	15	31%
Programme & OPS	41	7	17%
Douala Logistics Hub	17	4	24%
Maroua	55	22	40%
Ngaoundere	33	7	21%
Bertoua Batouri	40	12	30%
Bamenda	14	6	43%
Buea	14	3	21%
Total	262	76	29%

Source: WFP organigrams.

168. **Despite significant gaps in human resources at management level, the level of country strategic plan implementation has been quite satisfactory.** This is a result of dedicated individuals at all levels. But this represents a risk as staff are leaving. Certain departments are seriously overstretched, or staffed with inexperienced newcomers, such as the logistics unit, the vulnerability analysis and mapping/monitoring and evaluation unit and the emergency unit. The absence of an emergency coordinator (Activity 1 manager) has not prevented WFP from delivering the response to the Northwest and Southwest crisis, but has distracted management from delivering on other country strategic plan management priorities at national level, and in other regions. The food assistance for assets/SAMS unit did not have sufficient expertise²²⁴ and its management staffing remains fragile.²²⁵ The team is acknowledged across interviews as having worked hard to move forward the resilience programming despite these constraints. As elsewhere, the organization faced challenges in finding the skills for coordinating strategic programming for more developmental activities²²⁶ such as school feeding, resilience building and policy advice and capacity strengthening, which affected the results under strategic outcomes 2, 4 and 5.

169. **Weaknesses in terms of management and leadership have affected country office strategic positioning, the leveraging of strategic partnerships and funding, and country strategic plan integrated programming.** When possible, the focal points in headquarters and regional bureau in Dakar have supported strategic programming and positioning in addition to providing technical expertise, namely in the domain of food assistance for assets/resilience, food security analysis, cash-based transfer and protection, but this has not been systematic.²²⁷ Sub-offices complained about overly rare support and oversight visits from the country office level²²⁸ at a time when with the country strategic plan shift, coordination/integration required a lot of investments from staff, including tasks such as changing the systems, the way of working and coordinating across sub-offices and activities.

170. **There was insufficient capacity for strategic communication towards partners, donors and populations.** As per the country portfolio evaluation recommendation 6, a communication and partnership officer has been recruited²²⁹ but so far, their ability to deliver suffered from time-consuming partnerships and coordination processes and corporate and donors' reporting requirements. From an external perspective, the overall feeling is that each team communicates independently on its own activities, in a non-systematic manner,²³⁰ and in general, the country office lacks an integrated communication plan. Important efforts, however, have been made in the East to deliver joint communications and improve the visibility of WFP work.²³¹ Issues of communications with beneficiaries have been reported, although in the Northwest

²²⁴ Only one agronomist was recruited, as the international consultant is supporting FFA (Activity 4 and 5) and SAMS (Activity 9) implementation.

²²⁵ There is no national staff at Yaoundé level to ensure sustainability of the activities.

²²⁶ As confirmed by the WFP 2018 Internal Audit Report of the Integrated Road Map Pilot Phase.

²²⁷ For example, for resilience/FFA programming, only one support mission has been conducted in the last two years.

²²⁸ Based on interviews with sub-office staff in Bertoua, Maroua and Douala.

²²⁹ Recruited in 2017, left the country office in February 2019.

²³⁰ interviews with government actors indicate lack of visibility of both WFP nutrition and FFA related activities.

²³¹ Based on numerous interviews with sub-office staff and operational partners and beneficiaries.

and Southwest regions, a robust communication and sensitization plan is hoped to be rolled out to lay the foundation for increased access and a scale-up of deliveries. Significant missed opportunities in terms of partnership engagement reveals a limitation of capacities to identify windows of opportunity, platforms for outreach and influencers at all levels (see Section 2.4.3).

171. **Risk management was prioritized, but conflict sensitivity and access provided challenges.** The country office is currently in compliance with its risk mapping responsibilities, having submitted its 2019 risk register to the relevant headquarters department. However, the compliance report suggested more refinements need to be made reminding the country office to keep such registers up to date, specifically with respect to the volatile Northwest and Southwest crisis.²³² The country office operates amid three ongoing crises, all of which are as a result of a conflict-based scenario, with violent acts ongoing in the Northwest and Southwest regions at the time of the evaluation, and security issues in the Far North remaining a concern. Attention to conflict sensitivity of WFP programming in the Northwest and Southwest regions received support on a specific headquarters mission on March 2019. A follow-up access strategy²³³ recommended: (1) strengthening communication towards populations; (2) adapting the targeting strategy towards a scorecard-based model, which is seen as easier to implement and communicate. The strategy also proposed an associated list of targeting criteria; (3) adopting a third-party monitoring strategy to facilitate access and enhance acceptance by different parties in the conflict; and (4) strengthening the data protection measures. This mission also recommended pursuing understanding of the conflict dynamics. However, access issues limited the possibility for the evaluation team to assess the actual implementation of recommended measures.

Conclusion

- **Implementation of the country strategic plan suffered from overall understaffing of the country office and staff competency limitations for key areas of work, particularly related to specific technical expertise, strategic management, and strategic communication and partnerships**

²³² Consolidated Oversight and Compliance Mission Report, May 2019.

²³³ Scale-up Implementation Plan: Access, Protection and Programme Design, March 2019. The evaluation team was not given access to the conflict analysis report.

3. Conclusions and recommendations

3.1. OVERALL ASSESSMENT

172. This section provides an overall assessment of the WFP Country Strategic Plan (2018-2020), specifically the strategic positioning and role of WFP in Cameroon; the extent and quality of its specific contributions to country strategic plan strategic outcomes over the period 2017 to mid-2019; and the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan. The conclusions are followed by six recommendations in Section 3.2.

The strategic positioning and role of WFP in Cameroon

173. **The introduction of the country strategic plan heralded a positive shift towards a more integrated and coherent WFP programming approach in Cameroon.** The country strategic plan policy provided a new planning framework to help strengthen WFP country-focused strategic positioning, role and specific contribution based on country priorities and people's needs as well as WFP strengths. The shift encouraged WFP to adopt five ambitious strategic outcomes under the umbrella of a single country strategy and included diverse capacity-strengthening priorities.

174. **The strategic direction and positioning of WFP was relevant to the food and nutrition needs of the population and broadly aligned with national food security priorities except in the area of building resilience among refugees.** The design of the country strategic plan was informed by lessons from WFP experience in Cameroon, it assessed emerging needs, and was aligned with WFP corporate strategies. The Zero Hunger national consultation was a useful tool in ensuring coherence of the country strategic plan with national policies and UNDAF. However, stronger operational internal and external synergies could have been developed based on a deeper analysis and understanding of root causes and the situational complexity of food insecurity and local conflicts. The design process also overlooked national capacity and ownership challenges. While associated risks in these areas were identified, mitigation strategies and a capacity-development strategy based on needs assessment were not developed. WFP capacity to pursue effective dialogue with Government partners was affected by the multiple crises in Cameroon to which WFP helped respond.

Extent and quality of the specific contributions of WFP to country strategic plan strategic outcomes

175. **Adapting to evolving circumstances and needs, WFP performed well in emergency food assistance,** supporting over 1.6 million people during 2018-2019 to meet acute food needs. WFP assistance was concentrated in the North and East regions, where food insecurity was highest, and was further expanded to the new crisis area of the Northwest and Southwest regions where WFP pursued a principled approach to a politically sensitive operating environment. Nonetheless, funding levels declined in 2019 and the Level 2 activation was insufficient to generate adequate funding to cover the Northwest and Southwest crisis. The return of the Central African Republic refugees and a reduction of funding led UNHCR and WFP to scale down activities and introduce a new targeting approach based on vulnerability in East, and later in North regions. WFP exerted efforts to meet beneficiary preferences for food, voucher or cash. Recent cost effectiveness forecast suggests that WFP should further prioritize cash-based transfers, including a mix of vouchers and e-cash transfers.

176. The core comparative advantages of WFP in Cameroon were most evident in its humanitarian response interventions, namely, its well-recognized food security analysis capacity, strong logistics capacity, solid experience in cash-based transfers, active support to humanitarian, food security and nutrition sector coordination, and access to communities in remote areas through an operational network of sub-offices and cooperating partners. Also, UNHAS is recognized as a key enabler of the humanitarian response by partners in Cameroon.

177. While school feeding is being scaled down due to funding shortages, asset-building and agricultural development is receiving increasing attention. Through school feeding activities, WFP helped feed 76,000 pupils in 134 primary schools in 2018, improving retention rates from less than 50 percent to 74 percent for girls and 68 percent for boys. However, the WFP school feeding programme is bound to be scaled down dramatically due to funding shortfalls. Small scale food assistance for assets interventions and the promotion

of smallholder agriculture through local purchases benefitted from strengthened partnerships with FAO and IFAD, but the limited scope and period of implementation, and the inadequate capture of results by the monitoring and evaluation system, made it hard to assess the effectiveness and sustainability of resilience activities. The reduced scale and geographic dispersion of resilience-oriented activities affected their unit costs and the possibility to implement the WFP corporate approach of community-based participatory planning in a systematic manner.

178. The **WFP approach to nutrition through its blanket supplementary feeding programme brought health and nutrition services closer to the most vulnerable but didn't contribute enough to strengthen the capacities of local structures**, which are crucial for the quality and sustainability of service provision. Indeed, WFP didn't fully succeed in building effective operational partnership at the decentralized level. Also, the approach has yet to demonstrate its effectiveness in prevention of malnutrition, as the effects on the root causes of malnutrition are uncertain. Resources mobilized to support this approach peaked in 2018, but sharply declined in 2019. Corporate guidance on **nutrition-sensitive programming** has only partially been implemented, and linkages with socio-economic and agriculture sectors to help promote healthy diets remained weak.

179. Amid the three ongoing crises, WFP adhered to **humanitarian principles** and maintained its neutrality while negotiating **access** to the most vulnerable people in need of food assistance, which has been challenging in the Northwest and Southwest regions. Ongoing analytical work to reinforce **protection and accountability to affected populations** remained a critical priority in the context of the target areas. While more remains to be done, WFP engaged in intensive capacity-strengthening consideration of protection concerns and accountability to affected populations, especially through its complaint and feedback mechanism. There were implications of serious issues in protection and accountability to affected populations that clearly need more attention and action by the country office in food assistance modality selection and broadening the depth of engagement with UNHCR. The country office developed operational strategies to address the development-humanitarian nexus in its programmes, but did not mainstream conflict sensitivity and peacebuilding into its operations. There was a need to measure the effects of WFP food assistance on stabilization outcomes.

180. The country office has increased **integration of gender considerations** into programming. Gender and age analysis have become a prerequisite for targeting and gender-sensitive data collection has improved. The introduction of gender-sensitive community-based participatory planning has enabled the expansion of multi-year resilience and asset-creation activities. However, the approach and scope of gender mainstreaming was insufficiently broadened towards gender transformative outcomes. Further analytical work is required to reach a deeper understanding of gender dynamics, including gender-based violence. There is considerable room for collaboration with other United Nations agencies including the Rome-based agencies as well as for strategic dialogue with civil society on gender equality and women's empowerment.

181. **WFP support to the implementation of the Sustainable Development Goals by national partners was uneven and under-resourced.** Progress in capacity strengthening towards the Zero Hunger agenda was achieved in the area of food security analysis and in revitalizing food security and cash-programming coordination mechanisms. However, WFP did not pursue all its initial country strategic plan priorities and corresponding outcomes, for example, improved capacity of technical agricultural services.

182. **Overall, ensuring sustainability of results has been difficult.** This largely depended on long term partnerships, funding continuity for strategic activities, and national ownership and capacities, which were all insufficient. Sustainability of resilience-oriented results in refugee areas was unlikely due to limited national ownership. Outcomes of WFP support to the National School Feeding Policy were unsustainable due to a reduced donor interest and insufficient Government ownership and partnerships with other stakeholders. In food and nutrition monitoring, where the WFP contribution is highly acknowledged, analyses heavily depend on cooperating partners' information systems and technical support, underlining the need for more efforts towards a sustainable national system.

Efficiency in WFP use of resources in contributing to country strategic plan results

183. **Programme efficiency was marked by slow programme delivery, high transaction costs and recurrent pipeline breaks, mainly due to human and financial-resource constraints** and severe contextual challenges. The use of the GCMF critically contributed to mitigating lead-time management risks.

Quality and continuity of supply chains were affected by frequent pipeline breaks because of funding shortfalls and gaps in the WFP supply chain working group, limited flexibility in resource allocation across activities, and the low capacity of cooperating partners. These, in turn, contributed to delays in programme implementation. Pipeline breaks resulted in the reduction of food rations and a change in the initial food basket with alternative commodities and a temporary suspension of general food assistance. Insecurity, limited access and the geographic spread of the operations between and within operational areas contributed to increased logistic costs and implementation delays.

184. Both coverage and geographic targeting were appropriate to the context but applied inconsistently due to issues with accessibility. The coverage of needs was adequate in North, Far North and East regions, but was limited in the Northwest and Southwest regions, constrained by resource mobilization and access. Gender-sensitive, beneficiary targeting continued to be challenging due to data availability and quality issues contributing to delays in programme implementation.

Factors that explain WFP performance and strategic shift

185. **The flexibility of resource allocation and management expected from the shift to the country strategic plan approach did not materialize.** Although progress was made in the choice of selecting intervention modality, the complexity of the programme architecture brought additional rigidity in terms of financial management. Despite a comparatively high level of funding in 2018, the country strategic plan did not significantly facilitate improved flexibility or increased donor interest and funding for non-emergency activities. Donors chose which elements of the country strategic plan to support, generally favouring humanitarian-response activities, which affected the scale at which the resilience-oriented components of the country strategic plan could be developed or maintained.

186. **Partnerships were crucial for the effectiveness and sustainability of the WFP programme.** While WFP made sustained efforts to dialogue and coordinate with United Nations agencies and particularly the Rome-based agencies on resilience building and value-chain development priorities, it did not develop **strategic partnerships** with the World Bank, major donors, and non-governmental organizations to support national capacity strengthening. Building long-term strategic partnerships with cooperating partners was not possible, partly due to funding, procedural constraints, and there being many partners. The management of field level agreements was sub-optimal, leading to delays in renewing field level agreements, challenges to re-employ field staff and the suboptimal selection of partners. This was detrimental to the overall performance of WFP and its ability to reinforce the capacities of local structures.

187. **WFP efforts to put in place the necessary human capacity were not proactive and commensurate with the demands of the country strategic plan and the scale of emerging needs.** The country office suffered from a lack of leadership and strategic management while excessive delays in recruitment resulted in a misalignment between the workforce and programmatic needs, leading to serious challenges across programming, implementation and monitoring of the country strategic plan. Efforts to recruit United Nations volunteers fell short of filling the gaps.

188. **Gaps in monitoring and evaluation limited the country office's ability to demonstrate the relevance and effectiveness of its interventions in Cameroon.** The monitoring and evaluation system remained inadequate to enable systematic measurement of WFP achievements and support evidence-based decision making. Outcomes, such as the prevention of malnutrition, improving resilience, or enabling the environment for Zero Hunger, were not systematically measured due to capacity gaps.

189. **In summation, WFP has only partially met the ambitious expectations** built into the shift from project-based programming to country level strategic planning and management. On the one hand, the country strategic plan brought the organization's different interventions together under a single, more coherent strategic framework. It has improved alignment of WFP strategic positioning with national policies and priorities and helped WFP to strengthen its collaboration with other United Nations agencies, particularly with the Rome-based agencies. It has also gradually led to better integration of gender equality and protection in all intervention areas. On the other hand, the country strategic plan did not fully prepare WFP for the complex crises in the country, which resulted in attention and resources being diverted away from school feeding, resilience and national capacity-building activities. The higher flexibility in funding expected from the country strategic plan approach has not yet materialized. Country office management did not react

swiftly enough to staffing shortages, which impeded fluid programme delivery in Cameroon's challenging context. This also limited its capacity to deliver beyond the country strategic plan's emergency response objectives and adequately monitor its results in other areas. As a result, the country strategic plan has not yet led to the intended shift from "saving lives" to "changing lives" and from WFP-led to nationally-owned and -led food security and nutrition support systems, shifts that are considered essential to reduce vulnerability and ensure sustainability of results. This assessment of progress should be interpreted in light of the relatively short country strategic plan implementation period covered by this evaluation; however it will be essential for WFP to make significant progress towards this transition in the next country strategic plan.

3.2. RECOMMENDATIONS

190. This section presents six recommendations arising from the conclusions of this evaluation of the WFP Country Strategic Plan for Cameroon. Providing direction for ongoing programming and the design of the next country strategic plan in Cameroon. Three recommendations are strategic in nature, while the three others touch upon critical operational aspects of the programme. It is expected that these recommendations will be implemented by the country office, with support from headquarters and the regional bureau in Dakar.

Nature	Recommendation	Responsible	Timing	Priority	
Strategic	Recommendation 1: Strengthen the strategic approaches to nutrition, resilience and capacity strengthening			High	
	1.1	Nutrition	Country office with support from RBD and headquarters		2020-2025
		<ul style="list-style-type: none"> i. Position WFP more clearly as a contributor to, and supporter of, a government-led multi-stakeholder preventive strategy, and advocate for, and support the adoption and implementation of, a joint monitoring and evaluation system ii. Strengthen the continuity and regularity of nutrition-specific service delivery, prioritizing high coverage and completeness of services in emergency areas iii. Reinforce nutrition-sensitive programming by: i) contextualized analyses of underlying causes of malnutrition; ii) systematic identification of opportunities across all strategic outcomes of the next country strategic plan; and iii) reformulation of the field level agreements 			
1.2	Resilience				
	<ul style="list-style-type: none"> i. Expand the roll-out of community-based participatory planning as an entry point for resilience programming ii. Develop community-based integrated packages for resilience and build internal linkages across strategic outcomes and with activities iii. Strengthen the implementation of the 2018 multi-year food assistance for assets strategy, elaborated with stronger linkages with the WFP smallholders' support strategy and related Rome-based agency dialogue iv. Translate the triple nexus agenda to operational principles and priorities, building on lessons learned on the effects of WFP actions on conflict dynamics and the do no harm principle 				

	1.3	Capacity strengthening <ul style="list-style-type: none"> i. Develop a capacity-strengthening strategy at organizational, enabling environment, and individual levels ii. Prioritize contributions to areas in which WFP has a comparative advantage in Cameroon iii. In partnership with others, develop a clear vision of the WFP role in national capacity strengthening in social safety nets, specifically partner with: <ul style="list-style-type: none"> a) World Bank and UNHCR on targeting and identification systems b) UNICEF on school feeding as an entry point for health and nutrition c) FAO on home grown school feeding 				
Strategic	Recommendation 2: Enhance strategic partnerships, funding and advocacy					High
	2.1	Finalize the fundraising strategy in line with the next country strategic plan strategic priorities with particular focus on: <ul style="list-style-type: none"> i. Diversification of funding sources ii. Resource mobilization for national capacity strengthening iii. Positioning WFP as an implementing agency for national programmes funded by the national Government 	Country office with support from RBD and headquarters	2020-2025		
	2.2	Deepen donor engagement in technical dialogue based on evidence and lessons learned from WFP performance and results				
	2.3	Strengthen partnerships to support programming and strategic priorities in: <ul style="list-style-type: none"> i. The introduction of food assistance for assets in refugee settings - UNHCR ii. The elaboration of a joint implementation strategy to support smallholders using lessons learned on food systems - FAO and IFAD iii. National capacity implementation of an effective strategy for addressing malnutrition - UNICEF iv. Implementation of the 2019 United Nations joint resilience programmes and lessons learned - Resilience Working Group v. Mobilization of additional technical expertise on gender and protection - PLAN International, UN Women, UNFPA, IFRC vi. The national safety nets project and SCOPE - MINEPAT, the World Bank, UNHCR 				

Strategic	Recommendation 3: Invest in an evidence base to support the strategic focus and the country strategic plan implementation strategy			Medium	
	3.1	In partnership with members of the GTSA and nutrition multisector coordination group, consolidate a contextual analysis of underlying causes and key drivers of food insecurity and malnutrition, specifically: <ul style="list-style-type: none"> i. Systematically consider gender and conflict dynamics ii. Identify opportunities for WFP programming recognizing Cameroon’s diverse context 	Country office with support from RBD and headquarters		2020
	3.2	Elaborate a robust theory of change as part of the next country strategic plan design process, specifically: <ul style="list-style-type: none"> i. Strengthen the result-based management approach by outlining causal pathways in WFP country priority areas ii. Clarify and contextualize assumptions underpinning WFP contributions to expected outcomes iii. Explicitly identify internal and external synergies of WFP programming 			
	3.3	Develop a comprehensive country strategic plan implementing strategy outlining: <ul style="list-style-type: none"> i. Targeted standard operating procedures for relevant strategic outcomes, including prioritization criteria and key steps of the targeting process ii. Implementation plans for each strategic area and activity, explicitly clarifying interlinkages at activity level iii. More explicit contingency emergency planning procedures to protect strategic investments from reorientations of resources towards unexpected emergency needs. 			2020-early 2021
Operational	Recommendation 4: Strengthen human resources capacity to implement ongoing priorities and prepare for the next country strategic plan			High	
	4.1	Increase support to the country office in programme design and management capacity for operational effectiveness	Country office with support from RBD and headquarters		2020
	4.2	Accelerate the recruitment of staffing in identified priority areas			
	4.3	Strengthen the human resources department to implement the human resource policy systematically			
	4.4	Revise the organigram in line with the upcoming country strategic plan to allow for better internal communication, coordination and integrated programming	Country office with support from RBD and headquarters		2021
Operational	Recommendation 5: Improve emergency preparedness, supply chain and programme implementation effectiveness and efficiency			Medium	
	5.1	Enhance WFP emergency preparedness mechanisms to enable an appropriate response to a Level 2 emergency by stronger contingency planning, emergency logistics capacity, and capacity to support cooperating partners	Country office with support from RBD and headquarters		2020-2021

	5.2	Strengthen food pipeline management for accurate food allocation by raising more attention and resources dedicated to: i. Enforcement of commodity needs forecast ii. Calling forward procedures already in place through the supply chain working group	Country office with support from RBD and headquarters	2020	
	5.3	Improve the effectiveness and efficiency of ongoing operational partnerships: i. Limit the number of cooperating partners, reviewing their capacity to adopt multisectoral approaches and cross-cutting themes expertise ii. Optimize the implementation of the field level agreement system to minimize discontinuity between contracts			
	5.4	Finalize the comparative efficiency analysis to complement the forecast-based effectiveness analysis to inform modalities selection and contexts of intervention			
Operational	Recommendation 6: Strengthen monitoring and evaluation, knowledge sharing and communication around results				Medium
	6.1	Improve the effectiveness and timeliness of process and results measurement over time: i. Design SMART monitoring indicators for actual country strategic plan outputs and outcomes ii. Measure consistent and coherent values for intermediate and final targets	Country office with support from RBD and headquarters	2020-2025	
	6.2	Invest in monitoring and evaluation capacity to assess the cost efficiency and cost effectiveness of WFP support to Cameroon			
	6.3	Enhance communication and sharing of programme evidence and lessons learned: i. Ensure timely publication of surveys and assessments reports ii. Set-up learning mechanisms to generate positive stories based on experiences iii. Facilitate regular exchanges among sub-offices to enable lessons learned and proactive sharing of experiences			

Annexes

Annex 1: Evaluation Terms of Reference

Please find the ToRs at this [link](#)

Annex 2: List of Persons Interviewed

	Interview date	Surname	First name	Position/unit - topic of interview	Organization	Location	Gender	Evaluation team member
1	19/06/2019	DUFFY	Gaby	Regional Unit Head, OEV	WFP	Rome	F	JD, GP
2	19/06/2019	LENCI	Sergio	CSPE Coordinator, OEV	WFP	Rome	M	JD, GP
3	20/06/2019	SKOVBYE	Rebecca	Protection Officer	WFP	Rome	F	JD, GP
4	20/06/2019	CUNY	Charlotte	AAP Officer	WFP	Rome	F	JD, GP
5	20/06/2019	KADIMA	Philippe	Access Specialist	WFP	Rome	M	JD, GP
6	20/06/2019	COPELAND	Casie	Access Specialist	WFP	Rome	F	JD, GP
7	20/06/2019	DE BONIS	Dominique	Country Capacity Strengthening Specialist	WFP	Rome	F	JD, GP
8	20/06/2019	STEPHEN SAINTE LUCE	Veronique	Senior Programme Advisor, Gender	WFP	Rome	F	JD, GP
9	20/06/2019	NOUR	Tahir	CBT Specialist	WFP	Rome	M	JD, GP
10	20/06/2019	GORDON	Mark	Asset Creation and Livelihoods	WFP	Rome	M	JD, GP
11	20/06/2019	PRIMOZIC	Monica	Asset Creation and Livelihoods	WFP	Rome	F	JD, GP
12	21/06/2019	MELIOUH	Leila	Head of Programme	WFP	Yaoundé	F	JD, GP
13	24/06/2019	BALDE	Abdoulaye	Country Director	WFP	Yaoundé	M	JD, SK
14	24/06/2019	DIALLO	Alpha	Security Officer	WFP	Yaoundé	M	JD, SK
15	24/06/2019	CORRADO	Paola	Head of Supply Chain	WFP	Yaoundé	F	JD, SK
16	24/06/2019	BONTE	Vanessa	Business Support Officer	WFP	Yaoundé	F	JD, SK
17	24/06/2019	SCHOLZ	Benjamin	VAM Officer, in charge of M&E in the Northwest and Southwest regions	WFP	Yaoundé	M	JD, SK
18	25/06/2019	TOKO TCHATCHOUA	Gerard	Programme Manager	FAO	Yaoundé	M	JD, SK
19	25/06/2019	MUKENGA	Jean	Programme Coordinator	International Medical Corps	Yaoundé	M	JD, SK
20	25/06/2019	SHIYKA	Adeline	Programme Manager	International Medical Corps	Yaoundé	F	JD, SK
21	26/06/2019	HABONIMANA	Philbert	Country Representative	Lutheran World Service	Yaoundé	M	JD, SK

	Interview date	Surname	First name	Position/unit - topic of interview	Organization	Location	Gender	Evaluation team member
22	26/06/2019	TRAORE	Modibo	Country Representative	OCHA	Yaoundé	M	JD, SK
23	26/06/2019	VAN DE CASTEELE	Geert	Assistant Resident Operations	UNHCR	Yaoundé	M	JD, SK
24	26/06/2019	AKUMU ABOGI	Anthony	Senior Programme Officer	UNHCR	Yaoundé	M	JD, SK
25	26/06/2019	KORTEKAAS	Leo	Senior Development Officer	UNHCR	Yaoundé	M	JD, SK
26	26/06/2019	QUINTON	Stephane	Humanitarian Advisor	DFID	Yaoundé	M	JD, SK
27	26/06/2019	BAH	Eugene	Interim Head of Office, Maroua	WFP	Yaoundé	M	JD, SK
28	26/06/2019	APOLLINAIRE	Adamou	Programme Officer	WFP	Yaoundé	M	JD, SK
29	27/06/2019	NJENDE	Taiyou	Protection Officer	WFP	Yaoundé	F	JJ, JD, SK
30	27/06/2019	MARTIN	Frederick	Communications Officer	WFP	Yaoundé	M	JD, SK
31	27/06/2019	NYIRASAFALI	Brigitte	Finance Officer	WFP	Yaoundé	F	JD, SK
32	27/06/2019	ASEA	Solomon	CBT Officer	WFP	Yaoundé	M	JD, SK
33	27/06/2019	KENNE	Ornella	Budget and Planning Officer	WFP	Yaoundé	F	JD, SK
34	27/06/2019	LUZITU	Guy	UNHAS Coordinator	WFP	Yaoundé	M	JD, SK
35	27/06/2019	UMUTONI	Paulette	Head of Human Resources	WFP	Yaoundé	M	JD, SK
36	27/06/2019	KHALED MASUD	Ahmed	Acting Head of Cluster	IFRC	Yaoundé	F	JD, SK
37	27/06/2019	MBAZO'O MVE	Yvette	Programme Manager	IFRC	Bertoua	F	JD, SK
38	27/06/2019	SAMBA	Kinday	Deputy Country Director	WFP	Yaoundé	F	JD, SK
39	27/06/2019	NGWENYI	Eveline	Nutrition Officer	WFP	Yaoundé	F	MS
40	28/06/2019	BUYSE	Delphine	Technical Assistant	ECHO	Yaoundé	F	JD, SK
41	28/06/2019	YADJI	Benjamin	Head of cellule d'information et d'alerte rapide	MINADER	Yaoundé	M	JD, SK
42	28/06/2019	ABATE	Thomas	Head of Nutritional Education and Food Safety	MINADER	Yaoundé	M	JD, SK
43	28/06/2019	BITANG	Issa	Country Director	USAID	Yaoundé	M	JD, SK
44	01/07/2019	SCHOLZ	Benjamin	VAM Officer, in charge of M&E in the Northwest and Southwest regions	WFP	Yaoundé	M	JJ
45	03/07/2019	HALLGREEN	Oyinko Odeinde	Head of Emergency Preparedness	WFP	Dakar	M	LC
46	04/07/2019	ADAMOU	Salissou	LLH FFA Officer	WFP	Yaoundé	M	JJ
47	05/07/2019	MBENGA	Jean-Claude	M&E Officer	WFP	Yaoundé	M	MS, JJ

	Interview date	Surname	First name	Position/unit - topic of interview	Organization	Location	Gender	Evaluation team member
48	05/07/2019	NJENDE	Taiyou	Gender Officer	WFP	Yaoundé	F	JJ, GP
49	05/07/2019	ROSENZWEIG	Jennifer	Nutrition Officer	WFP	Rome	F	MS
50	11/07/2019	NJILE	Francis	VAM Officer	WFP	Yaoundé	M	JJ
51	18/07/2019	HONTON	Géraldine	Nutrition Officer	WFP	Rome	F	MS
52	02/09/2019	ASEA	Solomon	CBT Officer	WFP	Yaoundé	M	JJ, GP
53	02/09/2019	CORRADO	Paola	Head of Supply Chain	WFP	Yaoundé	F	LC
54	02/09/2019	MBENGA	Jean-Claude	M&E Officer	WFP	Yaoundé	M	MS, JJ, GP
55	02/09/2019	SAMBA	Kinday	Deputy Country Director	WFP	Yaoundé	F	JD, JJ, LC, SK, GP
56	02/09/2019	MELIOUH	Leila	Head of Programme	WFP	Yaoundé	F	JD, JJ, LC, SK, GP
57	02/09/2019	MBAZOA	Sabine	Nutrition Programme Assistant	WFP	Yaoundé	F	MS
58	02/09/2019	UMUTONI	Paulette	Head of Human Resources	WFP	Yaoundé	M	JD, SK
59	02/09/2019	LUZITU	Guy	UNHAS Coordinator	WFP	Yaoundé	M	LC
60	02/09/2019	GOBBATO	Oscar	Logistics Working Group Member	WFP	Yaoundé	M	LC
61	02/09/2019	NJENDE	Taiyou	Protection Officer	WFP	Yaoundé	F	JD, SK
62	02/09/2019	MELIOUH	Leila	Head of Programme - on school feeding	WFP	Yaoundé	F	MS
63	03/09/2019	NJILIE	Francis	VAM Officer	WFP	Yaoundé	M	JJ, GP
64	03/09/2019	SCHOLZ	Benjamin	VAM Officer, in charge of M&E in the Northwest and Southwest regions	WFP	Yaoundé	M	JJ, GP
65	03/09/2019	MEMEYE	Patrick	Head of Procurement	WFP	Yaoundé	M	LC
66	03/09/2019	OLINGA BIWOLE	Joseph Rostand	Country Director	IFAD	Yaoundé	M	JJ, SK
67	03/09/2019	NDOFOR	Emilienne	Country Operations Analyst	IFAD	Yaoundé	F	JJ, SK
68	03/09/2019	DE PAUL TAPE	Vincent	Deputy Supply Chain Manager	MSF	Yaoundé	M	LC
69	03/09/2019	SYLLA	Mohammed	Humanitarian Coordinator, Head of Maroua Office	FAO	Yaoundé	M	JJ, SK, GP
70	03/09/2019	KOHAGNE TONGUE	Lisette	M&E Officer	FAO	Yaoundé	F	JJ, SK, GP
71	03/09/2019	KAMSU	Jean-Jacques	Humanitarian Response Manager	PLAN International	Yaoundé	M	JJ, SK, GP
72	03/09/2019	MBEYAB	Abdou	Cash Officer	PLAN International	Yaoundé	M	JJ, SK, GP

	Interview date	Surname	First name	Position/unit - topic of interview	Organization	Location	Gender	Evaluation team member
73	03/09/2019	BOYER	Jacques	UNICEF Representative	UNICEF	Yaoundé	M	JD, MS
74	03/09/2019	SODJINOUE	Roger	Nutrition Chief	UNICEF	Yaoundé	M	MS
75	03/09/2019	BERNIER	Celine	Nutrition Specialist	UNICEF	Yaoundé	F	MS
76	03/09/2019	KONLAN	Biikook Gideon	Education Specialist	UNICEF	Yaoundé	M	MS
77	04/09/2019	EBENE ZOBO	Ruffine Ruth	Field Unit	UNHCR	Maroua	F	JJ, GP
78	04/09/2019		Fantine	Community-Based Protection Officer	UNHCR	Maroua	F	JJ, GP
79	04/09/2019	ECA	Bienfait	Nutrition Officer	UNICEF	Maroua	M	MS
80	04/09/2019	BAH	Eugène	Head of Programme - Maroua	WFP	Garoua	M	JJ, JD, MS, LC, GP, SK
81	04/09/2019			Implementing Partners		Maroua		MS, LC
82	04/09/2019	ZOUNGRANA	Samuel	Focal Point for Coordination	OCHA	Maroua	M	JD, SK
83	04/09/2019				AIRD	Maroua		LC
85	05/09/2019	NZEYIMANA	Christian	Head of Sub-Office of Maroua	WFP	Maroua	M	JJ, JD, MS, LC, GP, SK
86	05/09/2019	NGOLONG	Emmanuel	Nutrition Officer	WFP	Maroua	M	MS
87	05/09/2019	ZAMEFJO	Cedric	Logistics Officer	WFP	Maroua	M	LC
88	05/09/2019	ZEMGMO	Jean Marc	Chef du service de la carte scolaire, des sports et des activités post et périscolaires à la délégation régionale de Maroua	Ministère de l'Éducation de Base	Maroua	M	MS
89	05/09/2019	HAMADOU	Paul	School Feeding Focal Point	WFP	Maroua	M	MS
90	05/09/2019	ADAMOU	Apollinaire	FFA/CBT Officer	WFP	Maroua	M	JJ
91	05/09/2019	NYAGO	Justin	Food Security and Partnerships Officer	MINADER	MINADER Maroua	M	JJ, GP
93	05/09/2019			Returnees benefitting from FFA		Doulo (Far North)		JJ, JD, SK, GP
94	05/09/2019	LAPOBE	Thomas	Data Manager, prevention activities	MINSANTE	Maroua	M	MS
95	05/09/2019	DJOUSSE	Jourdaïne	Health Officer	ACF Maroua	Maroua	F	MS
96	06/09/2019			Refugees receiving GFD	Minawao refugee camp	Minawao	M	SK
97	06/09/2019			Refugees receiving GFD	Minawao refugee camp	Minawao	F	GP, MS
98	06/09/2019			IDPs receiving GFD (CBT)	Mokolo	Mokolo	F	JJ

	Interview date	Surname	First name	Position/unit - topic of interview	Organization	Location	Gender	Evaluation team member
99	06/09/2019			IDPs receiving GFD (CBT)	Mokolo	Mokolo	M	JD, LC
100	06/09/2019			Refugee beneficiaries of nutrition activities	Minawao refugee camp	Minawao	F	GP, MS
101	06/09/2019		Parfait	WFP Mokolo Focal Point	WFP	Mokolo	M	JJ, JD, LC
102	06/09/2019	NGOLONG	Emmanuel	Protection Officer	WFP	Maroua	M	GP
103	06/09/2019	KINGNJOCK	Alain	M&E Assistant	WFP	Maroua	M	JJ
104	06/09/2019			Head Teacher of Zamai Public School	Ministère de l'Education de Base	Zamai (Far North)	M	MS
105	06/09/2019			Camp Manager		Minawao	M	SK
106	07/09/2019	ADAMOU	Salissou	LLH FFA Officer	WFP	Yaoundé	M	JJ, GP
107	07/09/2019	BIGIRIMANA	Jean-Baptiste	Head of WFP Buea Sub-Office	WFP	Buea	M	JD, LC
108	07/09/2019	TCHAPTCHEUT	Nelly	Programme Associate	WFP	Buea	F	JD, LC
109	07/09/2019	NGWENYI	Eveline	Nutrition Officer	WFP	Yaoundé	F	MS
110	07/09/2019	MBAZOA	Sabine	Nutrition Programme Assistant	WFP	Yaoundé	F	MS
111	08/09/2019	AMOAHA	Nana	Head of Sub-Office Bertoua	WFP	Bertoua	F	JJ, MS, SK, GP
112	09/09/2019			Gouverneur, Région de l'Est	Gouvernement	Bertoua	M	JJ, MS, SK, GP
113	09/09/2019			Délégué - Région de l'Est	MINADER	Bertoua	M	JJ, GP
114	09/09/2019	MEDZAN	Elie Georges	Délégué - Région de l'Est	MINEPAT	Bertoua	M	JJ, GP
115	09/09/2019	WOULO	Jainoua André	Assistant to the Delegate	MINEPAT	Bertoua	M	JJ, GP
116	09/09/2019			WFP staff	WFP	Batouri		JJ, MS, SK, GP
117	09/09/2019	MVE	Yvette	IFRC Coordinator	IFRC	Bertoua	F	JJ, SK
118	09/09/2019	OKOMO	Alain	Responsable for distribution CRM (Est, Adamaoua, Nord)	IFRC	Bertoua	M	JJ, SK
119	09/09/2019	FAVIER	Gilles	Head of WFP Logistics Office	WFP	Douala	M	LC, JD
120	09/09/2019	GODWIN	Stephane	Nutrition Focal Point, East delegation	MINSANTE	Bertoua	M	MS
121	09/09/2019	BOUM	Joseph René	Programme Analyst	UNFPA	Bertoua	M	GP
122	09/09/2019	KULIMUSHI	Baseme	Head of Office	UNHCR	Bertoua	M	JJ, SK, MS, GP

	Interview date	Surname	First name	Position/unit - topic of interview	Organization	Location	Gender	Evaluation team member
123	09/09/2019	SIMANGA	Carine Mulondi	Nutrition Focal Point, Bertoua	UNHCR	Bertoua	F	MS
124	09/09/2019	PALOUMA	Benjamin	GTSA Bertoua member	SAILD	Bertoua	M	JJ, GP
125	09/09/2019	WOUWE	Dieudonné	GTSA Bertoua member	SAILD	Bertoua	M	JJ, GP
126	09/09/2019	AYISSI	Jean Gervais	GTSA Bertoua member	Réseau ASEN/CCA	Bertoua	M	JJ, GP
127	09/09/2019	AU NGAMA	Yves Arnaud	GTSA Bertoua member	MINEPIA	Bertoua	M	JJ, GP
128	09/09/2019	BOUBTEME	Ernest	GTSA Bertoua member	LWF	Bertoua	M	JJ, GP
129	09/09/2019	YENJI	Mairou	GTSA Bertoua member	PLAN International	Bertoua	F	JJ, GP
130	09/09/2019	BEMADOUM	Fidele	GTSA Bertoua member	PLAN International	Bertoua	M	JJ, GP
131	09/09/2019	ESSAM ENONG	Emmanuel	GTSA Bertoua member	Help the children international	Bertoua	M	JJ, GP
132	09/09/2019	CHETOU	Elodia	Nutrition Focal Point Bertoua	WFP	Bertoua	F	MS
133	09/09/2019	ZEBAZE	Paul	Nutrition Focal Point Batouri	WFP	Batouri	M	MS
134	09/09/2019	BAIN	Emmanuela	Nutrition Expert	UNICEF	Bertoua	F	MS
135	09/09/2019	TU GOWE	Madeleine	Nutrition Expert	UNICEF	Bertoua	F	MS
136	09/09/2019	SAID DJAMA	Ifrah	Supply Chain Officer / Head of Field Office	WFP	Douala	F	LC
137	09/09/2019	WYATT	Paul	Consultant	WFP	Douala	M	LC
138	09/09/2019	TOURE	Philippe	Chef de département hinterland	Bolloré	Douala	M	LC
139	09/09/2019	ELUNDOU	Evariste	Managing Director	Bolloré	Douala	M	LC
140	09/09/2019	FANGAMOU	Claude	Head of Douala Field Office	UNHCR	Douala	M	JD, LC
141	10/09/2019			Field Officer	ADRA	Nyabi	M	JJ, GP
142	10/09/2019			Refugee beneficiaries of FFA		Nyabi	M	JJ
143	10/09/2019			Refugee beneficiaries of FFA		Nyabi	F	GP
144	10/09/2019	MBEYAB	Abdou	Cash Officer	PLAN International	Yaoundé	M	GP, MS
145	10/09/2019	BEMADOUM	Fidele	FFA Officer - East	PLAN International	Bertoua	M	GP, MS
146	10/09/2019			M&E Officer - East	PLAN International	Bertoua	M	GP, MS
147	10/09/2019	GONI	Ibrahima	Head of WFP Batouri Field Office	WFP	Batouri	M	JJ
148	10/09/2019	BOUBAKARY	Bello	Monitoring/FFA Officer	WFP	Batouri	M	JJ
149	10/09/2019			Coordination Team	AHA	Mobile camp		MS

	Interview date	Surname	First name	Position/unit - topic of interview	Organization	Location	Gender	Evaluation team member
150	10/09/2019	EWANE	Patrick Olivier	Logistics Officer	WFP	Bertoua	M	LC
151	10/09/2019	LONTCHI	Gaël	FFA Coordinator	ADRA	Bertoua	M	JJ, GP
152	10/09/2019	DJOUSI MEYOUA	Rodrigue Exode	President	ASOPV	Bertoua	M	JJ, GP
153	10/09/2019	TANDU	Paul	Administrator	WARDA	Bertoua	M	JJ, GP
154	11/09/2019	BATANG	Issa	Country Representative	USAID	Yaoundé	M	JD
155	11/09/2019			Complaints committee members		Gado site		GP
156	11/09/2019			Refugee beneficiaries of GFD (CBT)		Garoua Boulai	F	GP
157	11/09/2019			Refugee beneficiaries of GFD (CBT)		Gado site	F	JJ
158	11/09/2019	VAN DE CASTEELE	Geert	Assistant Resident Operations	UNHCR	Yaoundé	M	JD
159	11/09/2019	KORTEKAS	Leo	Senior Development Officer	UNHCR	Yaoundé	M	JD
160	11/09/2019	ZONGO	Paulin	Programme Assistant	UNHCR	Yaoundé	M	JD
161	11/09/2019	LUFUNG	Richard	FFA Focal Point (volunteer)	WFP	WFP Bertoua	M	JJ
162	11/09/2019		Maxime	Camp Manager	Première Urgence	Gado site	M	JJ, SK, GP
163	11/09/2019			Refugee beneficiaries of GFD (CBT)		Gado site	M	SK
164	11/09/2019			Retailers doing CBT		Garoua Boulai		JJ
165	11/09/2019			ASAD Team	ASAD	Bertoua		MS
166	11/09/2019			Délégué du Ministère de la Santé	MINSANTE	Bertoua		MS
167	11/09/2019	CORRADO	Paola	Head of WFP Supply Chain	WFP	Yaoundé	F	LC
168	11/09/2019			Refugee beneficiaries of GFD (CBT)		Garoua Boulai	M	SK
169	12/09/2019	BAIOCCHI	Allegra	Resident Coordinator	UN	Yaoundé	M	JD, LC
170	12/09/2019	MEMEYE	Patrick	Head of Procurement	WFP	Yaoundé	M	LC
171	12/09/2019	KENNE	Ornella	Budget and Planning	WFP	Yaoundé	F	LC, JD
172	12/09/2019	UMUTONI	Paulette	Human Resources Officer	WFP	Yaoundé	M	JD, LC
173	12/09/2019	ASEA	Solomon	Scope Manager	WFP	Yaoundé	M	JJ
174	13/09/2019	NKODO NTANGA	Jeannine	Coordinatrice PNSA	MINADER / PNSA	Yaoundé		JJ
175	13/09/2019	BONACE	Outman	Surveillance SAN	MINADER / PNSA	Yaoundé		JJ
176	13/09/2019	FANGAMOU		UNHAS users - monthly meeting	UNHAS	Yaoundé		LC

	Interview date	Surname	First name	Position/unit - topic of interview	Organization	Location	Gender	Evaluation team member
177	13/09/2019	QUINTON	Stephane	Humanitarian Advisor	DFID	Yaoundé		GP, JJ
178	13/09/2019	SOUBEIGA	Tigwende Serge	Technical Assistant	ECHO	Yaoundé	M	MS, JD
179	13/09/2019	KEME ETAME	Rose	Programme Officer	ECHO	Yaoundé	F	MS, JD
180	13/09/2019	HANDJOU	Anne Chantal	Technical Advisor	MINEPROF	Yaoundé		GP
181	13/09/2019	JOSEPH	Junior	Head of SAME department	ACF	Yaoundé		MS, JJ
182	13/09/2019	TOE	Sylvain	Head of Health & Nutrition department	ACF	Yaoundé		MS, JJ
183	13/09/2019	BALDE	Abdoulaye	Country Director	WFP	Yaoundé	M	JD
184	16/09/2019	EL BECHIR	Mohamed	Chief Social Protection	UNICEF	Yaoundé	M	JJ
185	16/09/2019	MEBERA	Sylvain	Social Policy Officer	UNICEF	Yaoundé	M	JJ
186	16/09/2019	NYIRASAFALI	Brigitte	Finance Officer	WFP	Yaoundé	F	JD
187	16/09/2019	NGO SAK	Cecile Patricia	Sous-Directeur de la Nutrition	MINSANTE	Yaoundé	F	MS
188	16/09/2019	HAMADOU	Ibrahima	Capacity Development Officer	WFP	Yaoundé	M	JJ
189	24/09/2019	MULLER	Sebastian	Resilience Officer	WFP	Dakar	M	JJ
190	26/09/2019	TOURE	Moustapha	M&E Officer	WFP	Dakar	M	JJ, MS, SK, GP
191	16/09/2019	NAMULUNYI	David	Head of Finance and Administration	WFP	Yaoundé	M	JD
192	26/09/2019	LI	Yueyue	Partnerships Officer	WFP	Yaoundé	F	JD
193	26/09/2019	KIM	Eunji	Donor Relations Officer	WFP	Yaoundé	F	JD
194	27/09/2019	BAH	Abdoulaye	CBT Officer	WFP	Dakar	M	JJ, LC
195	27/09/2019	BRANCKAERT	Eric	Senior VAM Advisor	WFP	Dakar	M	JJ, MS

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WFP. 2018 Rapport PCP Ecole _ Beyala Adamawa

WFP. 2018 Synthèse FFA-WFP Cameroun

WFP. 2018. April Baseline assessment on mainstreaming gender and protection into Cameroon operations and quarterly reports

WFP. 2018. Draft Nutrition Annual Report - East

WFP. 2018. Evaluation of WFP Policies on Humanitarian Principles and Access in Humanitarian Contexts

WFP. 2018. Nutrition Annual Report – Far North

WFP. 2018. Strategic Evaluation of WFP Support for Enhanced Resilience

WFP. 2018. Unlocking WFP's potential: Guidance for Nutrition-Sensitive Programming

WFP. 2019. Analyse du profil de consommation des ménages bénéficiaire de la DGV-CBT

WFP. 2019. APP - PLANNING final

WFP. 2019. August CSP Mid-Term Report on Gender and Protection Mainstreaming in WFP Activities

WFP. 2019. Consolidated Oversight and Compliance Mission Report Cameroun

Annex 4: Evaluation Methodology

Annex 4 Table 1: Overview of the methodological approach

Method	Elements
Key informant interviews	<p>Briefings with relevant WFP staff in the Cameroon county office, and in the sub-offices in Maroua in the Far North, Buea in the South West, and Bertoua and Ngoundere in the East.</p> <p>Key stakeholder interviews were identified in close collaboration with WFP staff and included:</p> <ol style="list-style-type: none"> 1. Interviews with national, provincial, and local government officials, and representatives and relevant government departments (Ministry of Economy, Planification, and Regional Development – MINEPAT, Health, Agriculture and Rural Development - MINADER, Ministry of National Food Security – PNVRSA, National Food Security Programme) 2. Interviews with relevant United Nations agencies and relevant international and local organizations 3. Interviews with selected implementing partner agencies staff and management 4. Interview with third party monitoring agencies 5. Interviews with key RBD staff as necessary 6. Interview with community leaders, beneficiaries and other significant community stakeholders (such as clinic or school personnel).
Focus group interviews	<p>The evaluation team could not conduct field visits to individual households but sought beneficiary feedback through group interviews at community level, bringing stakeholders out to a secure location when necessary. Groups included approximately 10-20 men and women beneficiaries of the relevant programmes, i.e. nutrition, food security, cash-based transfers, school feeding, and food assistance for assets. Where necessary separate groups for women beneficiaries only were undertaken.</p>
Direct observation	<p>The evaluation team observed the condition of communities during site visits to gauge, as far as possible, the general health, infrastructure, and security of beneficiaries and their surroundings.</p>
Document review	<p>Desk review of relevant documentation, incorporating an analysis of how gender issues were addressed by the interventions and results achieved in this area.</p> <p>Types of documentation included:</p> <ol style="list-style-type: none"> 1. The country strategic plan and its relevant supporting documents 2. Individual activity log frames and theories of change 3. Annual plans and reports (standard project reports - SPRs) 4. Assessment reports and baseline survey data 5. Previous evaluation reports 6. Monitoring and evaluation department post-distribution monitoring reports 7. Organizational policies on gender and other cross-cutting issues 8. Other relevant United Nation/partner agency reports e.g. SMART surveys, etc. 9. Cluster/working groups minutes/documents 10. Other literature related to the evaluation.

LIMITATIONS AND MITIGATION MEASURES

1. The relatively limited (18 month) period of implementation of current country strategic plan activities, with some activities not yet implemented, meant that such activities could not be assessed. The inclusion of activities during 2017 within the evaluation timeframe enabled an assessment of the evolution of relevance and effectiveness of activities undertaken between 2018-mid 2019. Moreover, the short duration of the evaluation mission limited the data collection and analysis during the evaluation, in view of the expectations and strategic importance of the evaluation report. The evaluation team tried to mitigate this risk by conducting phone interviews with key stakeholders in Cameroon. Another mitigation action was the convening of a team workshop in Paris, following the evaluation mission, which allowed the team to strengthen the analysis and triangulation of information collected and to start drafting the evaluation report. With the change in team leadership in November 2019, IRAM was able to assign an experienced evaluator,

Henri Leturque, to take on the team leader role, and to hire Thijs Wissink who took on the role of IRAM quality assurance for this evaluation.

2. The team experienced travel restrictions in the Northwest and Southwest regions, which were mitigated by meeting with key staff from these regions in Douala. Other access restrictions were in Ngaoundere (Adamawa region), and the Far North region for movements to sites near Maroua. In late August 2019, the evaluation team reviewed the field work agreed during the inception phase and revised the field work as set out in the table below.

Annex 4 Table 2: Revised schedule for the evaluation mission

			Jeff and Loic	Johanna, Seke, Montse, Gaëlle
Sun	1	Team arrives in Yaoundé	Yaoundé	Yaoundé
Mon	2	Yaoundé meetings	Yaoundé	Yaoundé
Tues	3	Yaoundé meetings	Yaoundé	Yaoundé
Wed	4	Flight to Maroua	8 am flight – field work	8 am flight – field work
Thu	5	Field work Maroua	field work	field work
Fri	6	Leave Maroua	17.30 Flight Maroua – Yaoundé	17.30 Flight Maroua - Yaoundé
Sat	7	Team split	Flight to Douala Buea – day trip	Write up notes
Sun	8	Team split	(Back from Buea) Douala Write up notes	Road to Bertoua (leaving around noon)
Mon	9	Team split	Meetings with Doula Office / logistics facilities	4 days in field visiting Bertoua, Batouri, Camps in Gado Bazere, Meet Meiganga office staff, govt, key stakeholders etc. (details decided by HoSo in Bertoua/ Meiganga). Return to Yaoundé by Thursday evening
Tues	10	Team split	Additional meetings in Doula/Flight to Yaoundé	
Wed	11	Team split	Meetings in Yaoundé	
Thu	12	Team reunite Thursday evening in Yaoundé	Meetings in Yaoundé	
Fri	13	Yaoundé	Meetings in Yaoundé	Meetings in Yaoundé
Sat	14	Yaoundé	Write up notes/presentation	Write up notes/presentation
Sun	15	Yaoundé	Write up notes/presentation	Write up notes/presentation
Mon	16	Presentation/return to Paris	Presentation/return to Paris	Presentation/return to Paris

Annex 4 Table 3: Roles and responsibilities of the evaluation team members

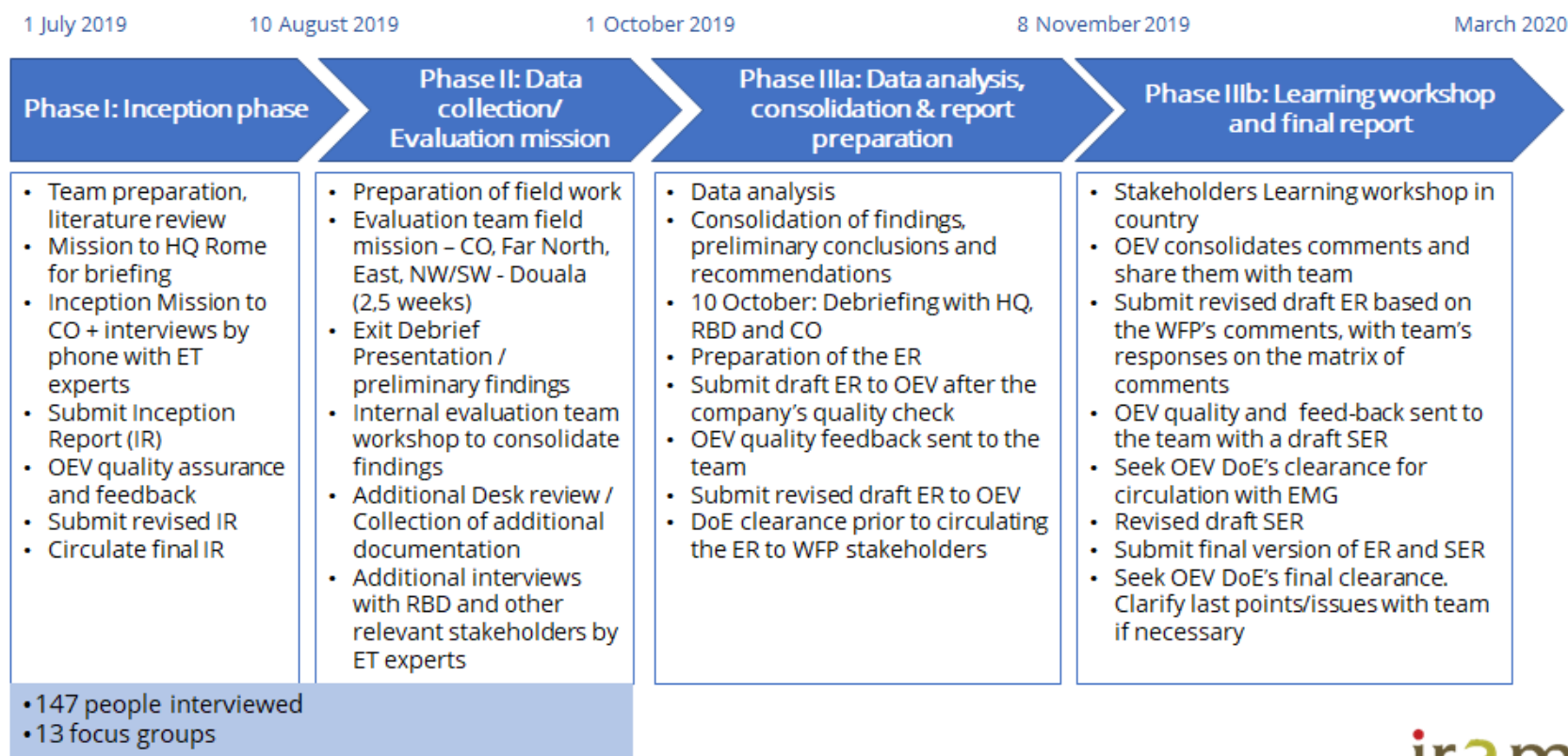
Team Member	Profile	Role	Responsibilities/coverage
Jeff Duncalf/ and Henri Leturque from submission of D1 onwards	Evaluation specialist	Team Leader	Responsibilities: <ul style="list-style-type: none"> • Coordination of the evaluation team • Coordination of the preparation of the inception report • Head of the evaluation mission • Data collection and analysis • Representation of the evaluation team throughout the evaluation process • Presentation of the preliminary results during the debriefing meeting • Coordination of the drafting of the outputs • Facilitation of the December stakeholders' workshop • Feedback on and analysis of the evaluation process

Team Member	Profile	Role	Responsibilities/coverage
			Coverage: <ul style="list-style-type: none"> • General food distributions • Protection and accountability to affected populations
Loïc Cohen	Emergency preparedness and response and logistics expert	Senior Evaluator	Responsibilities <ul style="list-style-type: none"> • Contribution to the inception report (methodology for logistics and efficiency) • Data collection and analysis • Contribution to the evaluation outputs • Feedback on and analysis of the evaluation process Coverage <ul style="list-style-type: none"> • Efficiency analysis • Logistics, infrastructure, procurement and transport economics • Humanitarian response management • UNHAS services analysis
Johanna Jelensperger	Food security, resilience and livelihoods expert	Senior Evaluator	Responsibilities <ul style="list-style-type: none"> • Contribution to the inception report (methodology for the analysis of food security, resilience and livelihoods issues, gender and cross-cutting issues, and preparation of the initial evaluation matrix) • Data collection and analysis • Contribution to the evaluation outputs • Facilitation of the December stakeholders' workshop • Feedback on and analysis of the evaluation process Coverage <ul style="list-style-type: none"> • Food security and livelihood support • Vulnerability analysis and mapping • Resilience • Cash-based transfers, social protection • Gender
Montse Saboya	Nutrition and health expert	Senior Evaluator	Responsibilities <ul style="list-style-type: none"> • Contribution to the inception report (methodology for the analysis of nutrition and evaluability of the evaluation) • Data collection and analysis • Contribution to the evaluation outputs • Feedback on and analysis of the evaluation process Coverage <ul style="list-style-type: none"> • Nutrition • School feeding • Health, HIV/AIDS • Government capacity building
Seke Kouassi De Syg		Senior National Expert	Responsibilities <ul style="list-style-type: none"> • Participation in the inception meetings in Yaoundé, together with the team leader • Data collection and analysis • Planning of the field work • Contribution to the evaluation outputs Coverage <ul style="list-style-type: none"> • Refugees and internally displaced persons • Government capacity strengthening • Cross-cutting support
Gaëlle Perrin		Research Analyst	Responsibilities <ul style="list-style-type: none"> • Contribution to the inception report • Support to data collection and analysis • Support to the drafting/proofreading of the evaluation outputs • Feedback on and analysis of the evaluation process Coverage <ul style="list-style-type: none"> • Gender, protection, accountability to affected populations and other cross-cutting issues • Cross-cutting support

Annex 5: Evaluation Process and Timeline

Annex 5 Table 1: The evaluation process

Evaluation process



Cameroon CSPE - October 2019



Annex 5 Table 2: The evaluation timeline

			Who?	Final dates
Phase 2 - Inception				June-Aug
		Team preparation, literature review prior to headquarters briefing	Team	3 June - 14 June
		Mission to headquarters Rome for briefing	EM & Team	17 June - 19 June
		Inception mission to country office	EM + Team Leader	20 June- 28 June
		Submit inception report (IR)	Team Leader	12 July
		Office of Evaluation quality assurance and feedback	EM/Quality Assurance 2/DoE	19 July
		Submit revised inception report	Team Leader	26 July
		Circulate final inception report to key WFP stakeholders for their information + post a copy on intranet	EM	9 August
Phase 3 - Evaluation (including evaluation mission)				September
		Fieldwork & desk review. County office field visit	Team	2- 16 Sept
		Exit debrief (ppt) preparation	Team Leader	16 Sept
Phase 4 - Analyse data and report				Sept-Feb
Draft 0		Internal evaluation team workshop (Paris)	Team/IRAM Quality Assurance	Sept 17-19
		Debriefing with headquarters, RBD and country office	Team Leader	10 October
		Submit draft evaluation report (ER) to the Office of Evaluation after the company's quality check	Team Leader	31 October
		Office of Evaluation quality feedback sent to the team	EM	4 November
Draft 1		Submit revised draft evaluation report to the Office of Evaluation	Team Leader	12 November
		Director of Evaluation's clearance prior to circulating the evaluation report to WFP stakeholders	EM/Quality Assurance 2/DoE	29 November
		The Office of Evaluation consolidates comments and shares them with team	EM	16 December
Draft 2		Submit revised draft evaluation report based on WFP comments, with team's responses on the matrix of comments.	Team Leader	10 January
		Stakeholders learning workshop in country	Team Leader + Johanna/EM	22-23 January
		The Office of Evaluation's quality and feedback sent to the team with a draft summary evaluation report	EM	14 February
		Seek Office of Evaluation's Director of Evaluation's clearance for circulation with evaluation management group	EM/Quality Assurance 2/DoE	28 February
		Revised draft summary evaluation report	EM	16 March
Draft 3		Submit final version of evaluation report and summary evaluation report	Team Leader	30 March

		Seek Office of Evaluation's Director of Evaluation's final clearance. Clarify last points/issues with team if necessary	EM/Quality Assurance 2/DoE	15 April
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Annex 5 Table 3: The field mission schedule

			Team 1 (JD, LC)	Team 2 (JJ, MS, GP, SK)
Sun	1	Team arrives in Yaoundé	Yaoundé	Yaoundé
Mon	2	Yaoundé meetings	Yaoundé	Yaoundé
Tues	3	Yaoundé meetings	Yaoundé	Yaoundé
Wed	4	Flight to Maroua	8 am flight – field work	8 am flight – field work
Thu	5	Field work Maroua	Field work	field work
Fri	6	Leave Maroua	17.30 Flight Maroua- Yaoundé	17.30 Flight Maroua - Yaoundé
Sat	7	Team split	Flight to Douala Buea – day trip	Write up Notes
Sun	8	Team split	(Back from Buea) Douala Write up notes	Road to Bertoua (leaving around noon)
Mon	9	Team split	Meetings with Doula Office / logistics facilities	A total of 4 days in field visiting Bertoua, Batouri, Camps in Gado Bazere, Meet Meiganga office staff, govt, key stakeholders etc. (details decided by HoSO in Bertoua/ Meiganga). Return to Yaoundé by Thursday evening
Tues	10	Team split	Additional meetings in Doula/flight to Yaoundé	
Wed	11	Team split	Meetings in Yaoundé	
Thu	12	Team reunite Thursday evening in Yaoundé	Meetings in Yaoundé	
Fri	13	Yaoundé	Meetings in Yaoundé	Meetings in Yaoundé
Sat	14	Yaoundé	Write up notes/presentation	Write up notes/presentation
Sun	15	Yaoundé	Write up notes/presentation	Write up notes/presentation
Mon	16	Presentation/return to Paris	Presentation/return to Paris	Presentation/return to Paris

Annex 6: Funding Environment in Cameroon

Analysis extracted from The Cameroon Country Study - Humanitarian Financing Task Team Output IV, April 2019

<https://www.nrc.no/globalassets/pdf/reports/190621-output-iv-cameroon-report.pdf>

Annex 6 Figure 1: Top ten donors of gross ODA to Cameroon 2015-2017

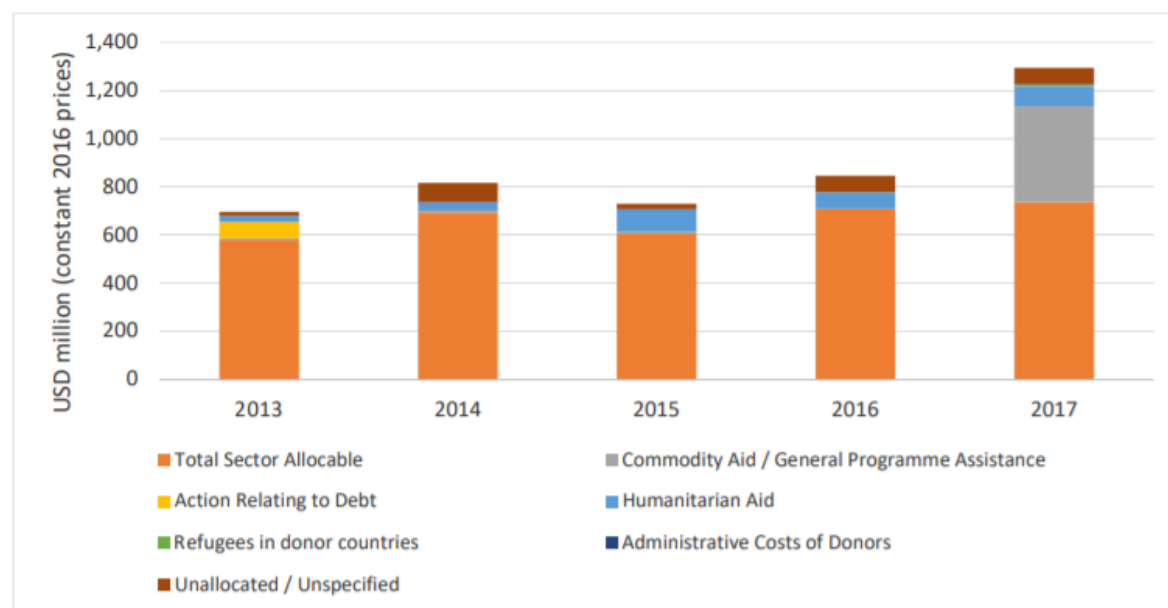
Figure 5: Top ten donors of gross ODA to Cameroon 2015-2017 (USD million, constant 2016 prices)

	2015	2016	2017	Volume (2015-17)	Proportion (2015-17)	% change 2015-16	% change 2016-17
France	164.3	266.6	304.0	734.9	25.6%	62%	14%
World Bank	94.6	131.3	133.1	359.0	12.5%	39%	1%
IMF			282.2	282.2	9.8%		
Germany	73.9	88.5	101.2	263.6	9.2%	20%	14%
United States	82.4	79.3	87.1	248.8	8.7%	-4%	10%
EU Institutions	62.6	78.3	83.6	224.5	7.8%	25%	7%
Global Fund	62.2	35.0	76.2	173.3	6.0%	-44%	118%
African Development Bank	28.8	43.2	60.6	132.6	4.6%	50%	40%
United Nations	33.9	31.4	30.9	96.3	3.4%	-7%	-2%
Japan	37.2	23.7	30.2	91.1	3.2%	-36%	27%
Korea	16.6	11.3	24.4	52.2	1.8%	-32%	116%

Source: OECD DAC statistics.

Annex 6 Figure 2: ODA contributions by sector 2013-2017

Figure 4: ODA contributions by sector 2013-2017

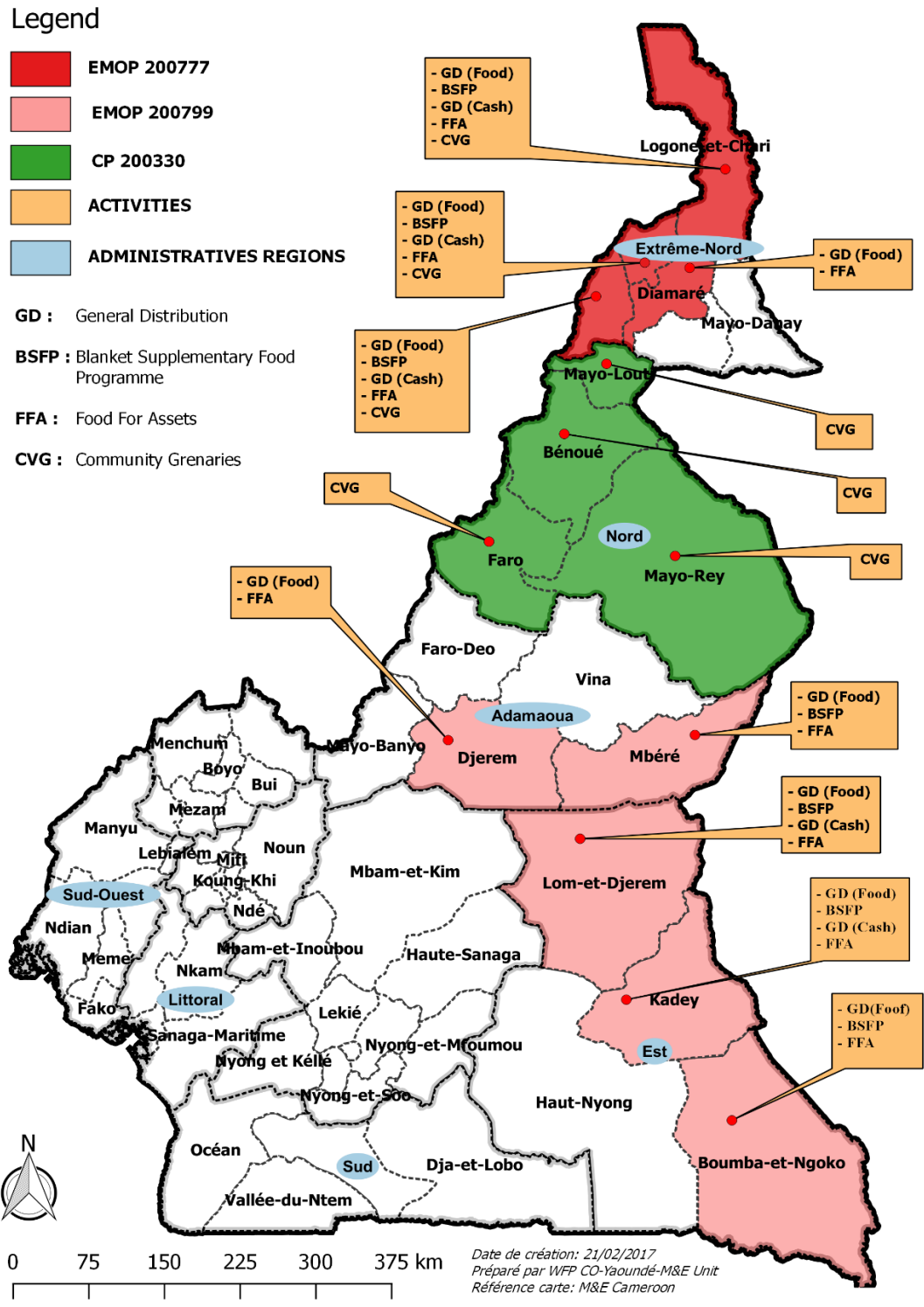


Source: OECD DAC Creditor Reporting System. Note that Commodity Aid / General Programme Assistance contains budget support.

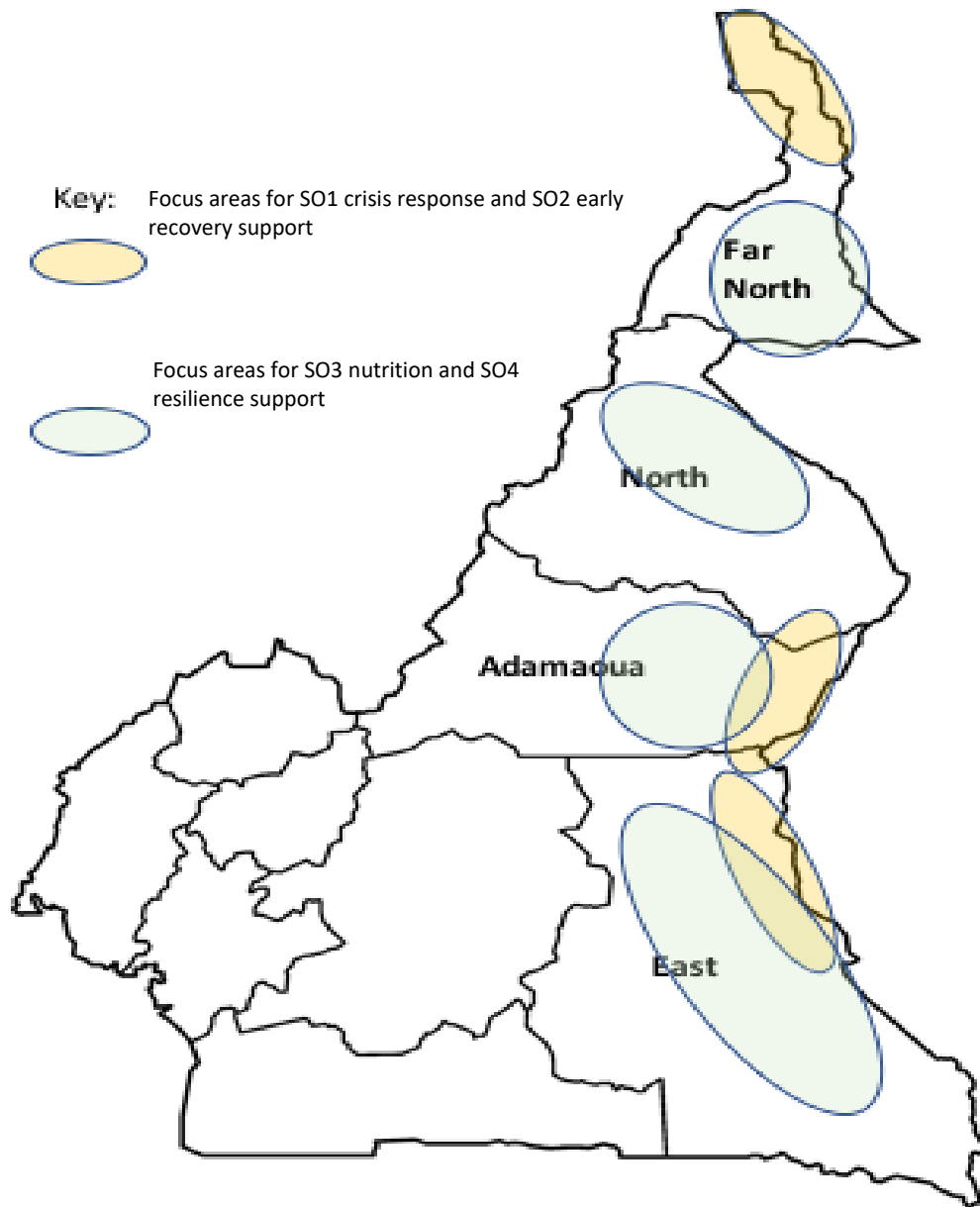
Annex 7: WFP Activities in Cameroon

Maps

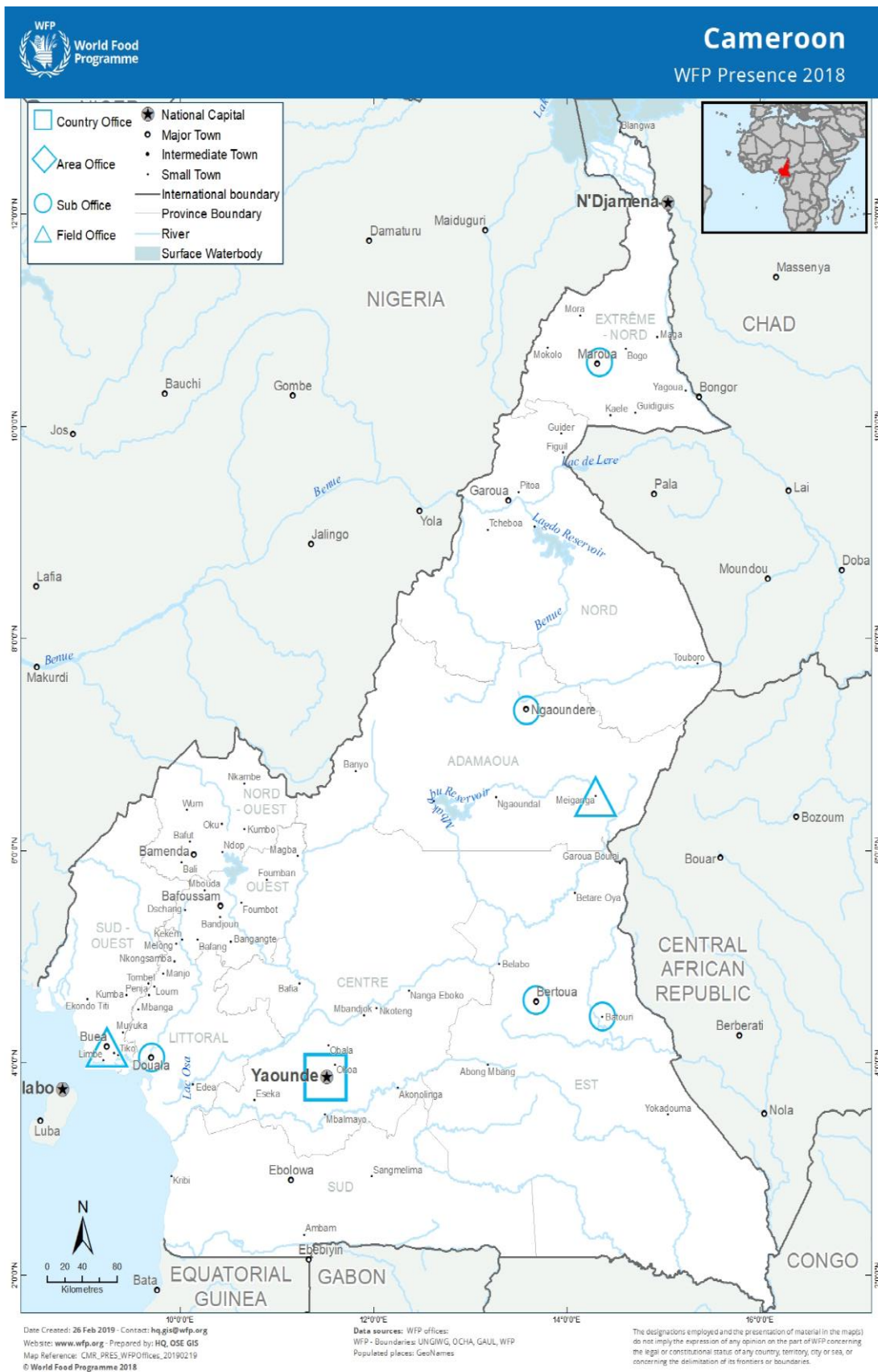
Annex 7 Figure 1: WFP activities in Cameroon as of February 2017



Annex 7 Figure 2: Priority geographic zones for the implementation of the country strategic plan



Annex 7 Figure 3: WFP country presence in Cameroon - 2018

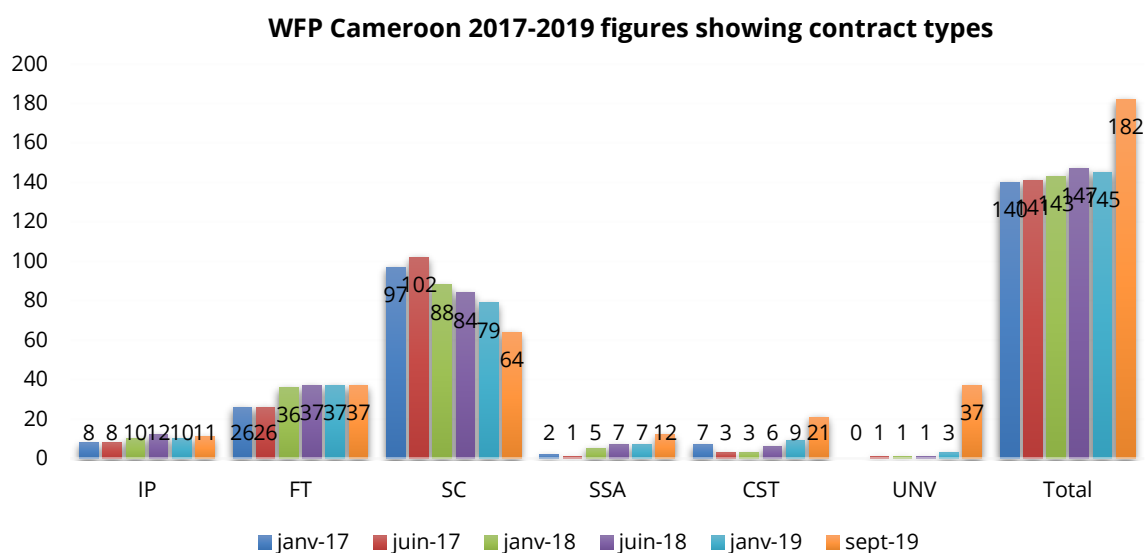


Human resources/organizational structure

Key issues around human resources management of the WFP country office in Cameroon are primarily related to the following aspects:

- With the transition to country strategic plans, country office management was required to ensure organizational readiness with regard to its country strategic plan implementation capacity, while not having full visibility and understanding of its capacity implications. Consequently the country office has suffered from the misalignment of workforce structures to the country strategic plan structure as well as from programmatic skills gaps
- As a positive point, the country office has a strong presence on the ground with a relevant and good network of offices spread in the three regions of intervention, which ensures a presence closer to the beneficiaries and which addresses contextual and operational specificities of each region of intervention
- Staffing shortfalls significantly limited WFP country strategic plan implementation. Important posts proved problematic to fill and WFP relied disproportionately on United Nations volunteer personnel, which represents about 25 percent of the staff. In addition, the Level 2 activation in the Southwest and Northwest regions didn't help to fill several staff positions, and the response in the Southwest and Northwest regions has suffered about a four-month delay to fill key positions
- As the country strategic plan structure relates to activities that can include different programmes, the current organizational structure with the country strategic plan managed by programmes could not be adapted any longer. The country strategic plan implementation being managed by the activities manager instead of by the programme manager could be more relevant to the country strategic plan structure
- An average of 30 percent of the positions stated in the organizational chart of the country office and field office were still vacant in September 2019 with a peak to 40 percent of vacant positions at the Maroua field office.

Annex 7 Figure 4: WFP Cameroon 2017-2019 figures showing contract types



Funding overview

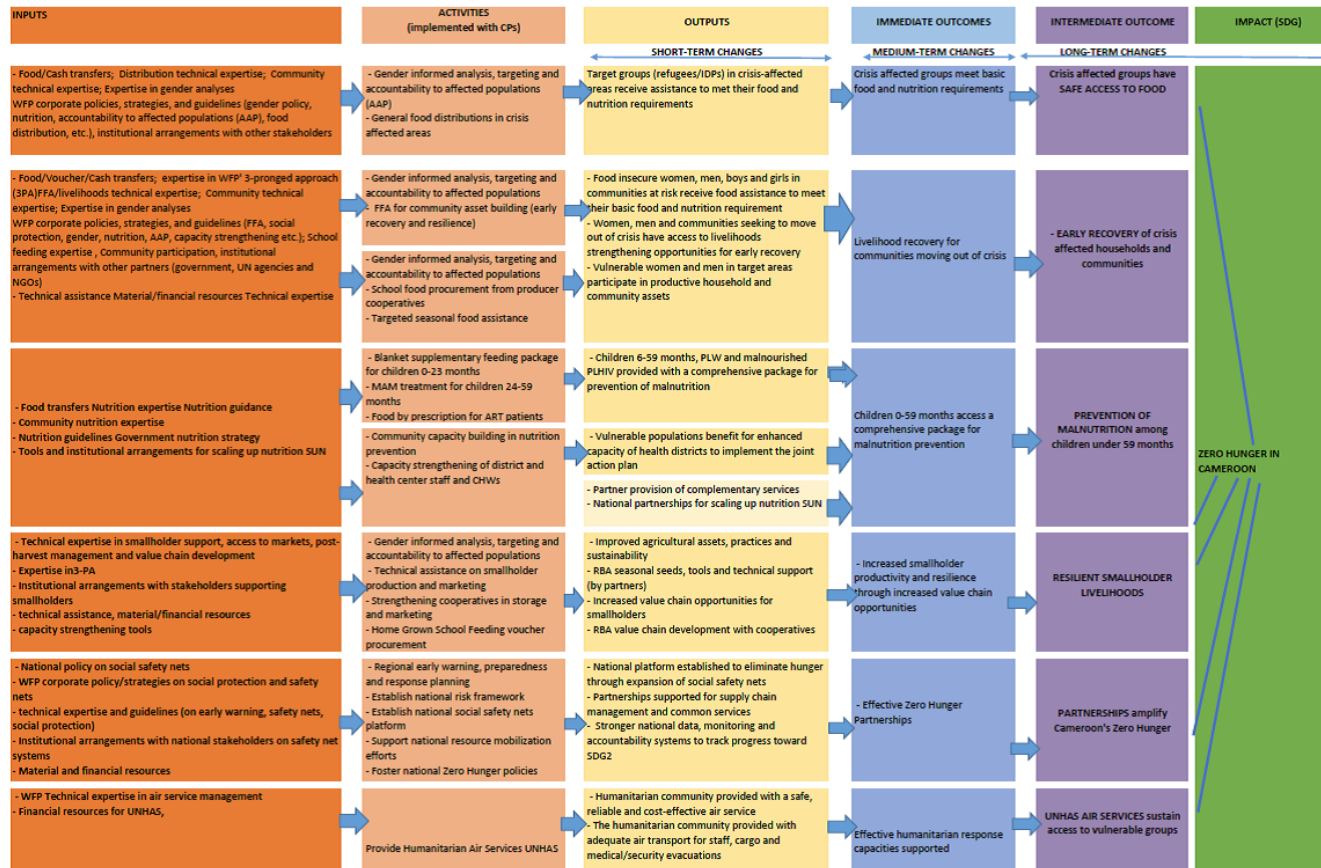
Annex 7 Table 1: WFP Cameroon funding by donor and by year (Source WFP Cameroon)

Source: Government Partnerships Division Distribution, Contribution and Forecast Statistics														
Donor	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	Total
USA	13 336 709		925 040	2 495 513	5 000 000	38 263 069	26 291 378	4 875 312	35 720 871	24 455 158				151 363 050
Germany					6 587 615	2 533 597	9 267 191	8 115 248	1 161 440	5 128 295				32 793 386
UN CERF			4 149 710	561 545	2 147 861	7 118 398	2 485 459	4 203 508	5 074 930	3 497 025				29 238 436
ECHO			163 274		1 737 968	4 772 366	8 561 855	6 372 887	3 696 296	2 832 309				28 136 955
Japan			1 000 000	2 200 000	900 000	5 800 000	3 000 000	1 466 000	5 805 181	4 784 740				24 955 921
United Kingdom					1 232 836	7 435 619	3 946 963	3 615 398	4 292 985	5 711 599	6 726 827	5 584 695	1 269 036	39 815 958
Canada		1 019 368	498 008			786 782	1 230 530	1 413 479	1 419 573	759 878				7 127 619
China								1 000 000	5 000 000					6 000 000
France					952 254	442 478	566 893	1 119 323	1 345 929					4 426 877
Private Donors	118 078				640 516	190 064	1 210 221	245 745	643 449	66 811				3 114 884
Switzerland					558 659	543 478	403 633		532 481	997 009				3 035 261
Finland					1 019 022	1 798 942								2 817 964
Sweden			131 150	38 670	125 699	117 488	718 386	520 255	365 586	389 038				2 406 273
Saudi Arabia	354 858	543 892		-	327 103	1 038 920	72 443							2 337 215

Australia			999 998				1 000 000							1 999 998
Cameroon			992 442			912 300								1 904 742
Norway	1 000 000		521 874				-		136 957					1 658 831
Belgium				1 277 139										1 277 139
Luxembourg					343 879		113 379							457 258
Ireland			398 313											398 313
South Africa			198 939											198 939
Liechtenstein			111 483											111 483
Israel			50 000											50 000
Denmark			3 586											3 586
Education Cannot Wait										504 473				504 473
Republic of Korea									200 000					200 000
Total	14 809 645	1 563 260	10 143 817	6 572 868	21 573 413	71 753 500	58 868 330	32 947 156	65 395 679	49 126 335	6 726 827	5 584 695	1 269 036	346 334 560

Annex 8: Analysis of Cameroon Country Strategic Plan Theory of Change

Annex 8 Figure 1: Theory of change



Annex 8 Table 1: Analysis of the external assumptions and risks identified in the country strategic plan theory of change

External risks and assumptions listed in the theory of change	Right columns legend: Mitigation strategy in theory of change: ToC Preconditions: Pre Other strategy in country strategic plan: CSP	ToC	Pre	CSP
Strategic Outcome 1				
Donors funding is maintained to provide adequate resources to cover identified food gaps				FS
The main contextual risks include continued insecurity in bordering countries resulting in new refugee influxes and more IDPS				
Strategic Outcome 2: Same as above for SO1, plus				
Buying in of the strategy by all stakeholders including government at the central and local level, donors, other non-state partners incl. RBAs		RBA		
Strategic Outcome 3:				
Nutrition cluster members have the will and capacity to use BSFP platform for distribution of fortified food and complementary services				
Communities and caregivers (including both parents) are available to participate in nutrition education and community nutrition programmes				
The main contextual risks include donor funding to provide resources for BSFP and accompanying complementary activities				FS
Government capacity to take a leadership position in the programme and its capacity to take over the programme starting from year three				
Strategic Outcome 4: Same as above for SO2				
The main contextual risk is about securing funding for such development activities, as priority is generally on emergency relief operations				FS
Strategic Outcome 5:				
Delay and lack of consensus in government decisions / the choice and targeting of SSN; lack of knowledge and capacity at national level		CACN		
		SSC		
Key risks include challenges around achieving a consensus among stakeholders on national resource mobilization strategy		C		FS
Another risk is the short duration of the country strategic plan, as development of the required knowledge and consensus on priorities take time				
Effective information management systems on laws and regulations governing data management as well as ownership within relevant government departments and national bodies				
Government and partners to invest significantly in early warning systems and response planning				FS
Strategic Outcome 6:				
Insecurity in the implementation areas affecting the use of air service and lack of donor funding to support UNHAS				

Source, Evaluation team, adapted from the country strategic plan theory of change. Notes: CACN: Comprehensive Assessment of Capacity needs / SSC: Facilitating south-south cooperation / FS: Funding strategy / C: Coordination and concertation / RBA: Cooperation with RBA

Annex 9: Overview of Targeting Strategies - WFP Cameroon 2017-2020

Annex 9 Table 1: Beneficiaries and targeting – EMOP 200777, EMOP 200799 and CSP

	EMOP 200777	EMOP 200799	Country Strategic Plan (2018-2020)		
			SO1 & SO2	SO3 & SO4	SO5 (incl. Act 7, 8) & SO6
Geographic prioritization (region, areas – province/ departments, districts) (by initiatives for SO5)	Entry points along the border in the Far North of Cameroon, Minawao camp, refugee sites in the Southwest (small caseload), and sites receiving displaced populations in Mayo Tsanaga, Logone and Chari, and Mayo Sava divisions of the Far North	Entry points and transit centres, camps/sites, and health centres supporting the refugee and host community within East and Adamaoua regions	Far North, North, Adamaoua and East regions + New: North West, South West ²³⁴ Presence of returnees or refugees Chronically food-insecure and risk-prone areas (informed by CFSVA and CH) <u>SO2 / FFA (process further clarified in 2019)</u> ²³⁵ <ul style="list-style-type: none"> Stable zones in crisis affected areas Synchronizing interventions with those of the RBAs <u>SO2 / School feeding</u> <ul style="list-style-type: none"> Schools in the Far North region affected by the crisis 	Far North, North, Adamaoua and East regions + New: North West, South West <u>SO3 / BSFP</u> <ul style="list-style-type: none"> Health districts with the highest global acute malnutrition and stunting rates (informed by nutritional surveillance incl. SMART) <u>SO4 / SAMS</u> <ul style="list-style-type: none"> Stable/secure areas of the CSP's four target regions 	National Level Prioritization by policy processes/partnership initiatives/services <ul style="list-style-type: none"> National Framework for achieving Zero Hunger SUN platform Social Safety Nets initiative SDG2 monitoring and accountability system UNHAS (crisis-affected areas)
Target groups / beneficiaries (Tier 1, 2, 3)	<ul style="list-style-type: none"> New arrivals at border crossing points and/or transit centres Refugees and returnees in camps/sites or integrated with local populations 	<ul style="list-style-type: none"> Newly arrived refugees are the primary target group for the EMOP food response; “old” and “new” refugees and host communities will benefit from reinforced EMOP nutrition activities 	<ul style="list-style-type: none"> As LLH opportunities improve, number of beneficiaries of SO1 will fall into SO2 <u>SO1 / GFA /incl. Act 3</u> <ul style="list-style-type: none"> Refugees and new IDPs Food-insecure IDP and host-population households in chronically food-insecure and risk-prone areas (supplementary relief 	<u>SO3</u> <ul style="list-style-type: none"> Children aged 6–23 months Children aged 24–59 months Women of reproductive age Vulnerable populations using 	<ul style="list-style-type: none"> Government staff (in priority MINADER, MINEPAT, MINSANTE, MINEDUC, MINAS Humanitarian community incl. UNHAS users and cluster/ coordination

²³⁴ Cf. Guidelines for coordination between Local community leaders and WFP partners operating in Southwest and Northwest regions for general food distributions.

²³⁵ Geographic prioritization at the level of division, commune and villages as well as beneficiary targeting has been refined with the introduction of a food assistance for assets targeting approach in 2019.

	EMOP 200777	EMOP 200799	Country Strategic Plan (2018-2020)		
			SO1 & SO2	SO3 & SO4	SO5 (incl. Act 7, 8) & SO6
	<ul style="list-style-type: none"> Local populations and internally displaced persons identified as poor and very poor whose needs extend beyond parallel resilience-building activities and who require targeted support to meet their basic food needs as a direct result of the Nigeria crisis Young children and pregnant and lactating women whose nutrition situation is already in crisis or at-risk 	<ul style="list-style-type: none"> Refugees with limited livelihood prospects or alternative means of support Host food-insecure households whose coping capacity has been reduced as a result of the crisis Young children and pregnant and lactating women whose nutrition situations are already in crisis or at-risk Vulnerable groups whose access to basic education and health services is interrupted 	<p>assistance / assistance during lean seasons)</p> <ul style="list-style-type: none"> Vulnerability-based targeting takes age, gender and diversity into account <p><u>SO2 / FFA (process further clarified in 2019)²³⁶</u></p> <ul style="list-style-type: none"> Refugee, IDP and host communities in protracted crises (at risk, or emerging from crisis) Food-insecure women, men, boys and girls <p><u>SO2 / School feeding</u></p> <ul style="list-style-type: none"> School with presence of returnees School with small number of girls registered School children of whom 50 percent will be girls Schools with the potential to link with local smallholder (mainly women) for HGSF 	<p>district health facilities (Tier 2)</p> <p><u>SO4 / SAMS</u></p> <ul style="list-style-type: none"> Food insecure smallholders, especially women Smallholders with experience of marketing Smallholder cooperatives, prioritizing increased access for women 	<p>mechanisms participants</p> <ul style="list-style-type: none"> Vulnerable populations using district health facilities (Tier 2) Food-insecure people in target areas (Tier 3) <p><u>SO3 (Act 7 and 8)</u></p> <ul style="list-style-type: none"> Health centre staff IYCF groups Community health workers SUN partners Private-sector food processors
Targeting process	NA	NA	<p><u>SO1 / GFA</u></p> <ul style="list-style-type: none"> Identified through participatory gender and protection analyses NW/SW: Community Outreach Model for Enrolment <p><u>SO2 / FFA</u></p> <ul style="list-style-type: none"> Community-based participatory planning Step-by-step approach <p><u>SO2 / School feeding</u></p> <ul style="list-style-type: none"> Joint identification with MINEDUC 	<p><u>SO4 / SAMS</u></p> <ul style="list-style-type: none"> Jointly with RBAs 	NA

Source: Review of WFP programme and country strategic plan documentation

²³⁶ Ibid.

Extract from targeting approach for food assistance for assets, 2019

Division, commune and village

For this level, field offices play important roles to gather relevant information in the field. Field offices will identify priority areas in collaboration with partners, such as non-governmental organizations, United Nations agencies, governmental technical services and local actors. The areas to be targeted can be described as: 1) vulnerable areas experiencing food insecurity linked to cyclical causes and with a strong presence of refugees or internally displaced persons; or 2) areas at risk and in situations of chronic/structural food insecurity.

The selection methodology is as follows:

- a) List the priority divisions, communes and villages
- b) Formulate the classification of the vulnerability, using the household data collected during the Food Security Monitoring System (FSMS), CFSVA, Emergency Food Security Assessment (EFSA)
- c) Discuss in group the relevant vulnerability criteria considering their agro-ecological zone category
- d) Prioritize the vulnerability criteria discussed: voting can be a simple way to validate the most important criteria
- e) Assign a weighting score to each criterion
- f) Establish an overall score for each zone
- g) List the zones in descending order (from highest to lowest): High score = priority zone.

The aspects to be considered are as follows:

- Food security vulnerability score
- Degree of food assistance needed
- Flux of refugees and internally displaced persons and the effects on the zone
- Consideration of the relation with other WFP activities, especially general food distribution. For example, transition of aid modality from general food distribution to food assistance for assets
- Consideration of the relation with other agency's activities. For example, UNHCR, FAO, non-governmental organizations and Government. Refer to their lists/map of target areas. WFP should also make a map of intervention. This map can be utilized to consider opportunities for good collaboration (and avoid a duplication of project) with other agencies
- Feasibility of food assistance for assets activities. (For example, access to the sites, security issues)
- Other relevant information such as joint assessment monitoring (JAM), plan of assistance by UNHCR, the criteria used in the resilience joint programme, the development community plan (PCD) and a study done by PNDP will be also considered.

At village level, the targeted villages will be selected through prioritization based on criteria above and a feasibility study executed by WFP. The community-based participatory planning (CBPP) approach is used to identify the priorities of community.

Beneficiary targeting

Beneficiary identification strategy will be structured by the following steps:

1. The establishment of an Identification and Validation Committee (committee will consist essentially of staff of cooperating partners, WFP, heads of agricultural posts, representatives of OBC (a community based organization), traditional leaders, religious leaders (Christian and Muslim) and administrative authorities. Following identification of the potential beneficiaries, CIV has a role for analysis/processing and validation of the final list of beneficiaries of the food assistance for assets project - cooperating partners / WFP
2. Validation of the selection criteria with the committee

3. Community sensitization to the identification operations and on the agreed selection criteria
4. Execution of identification operations by teams
5. Establishment of provisional lists of beneficiaries by the teams
6. Verification and validation of the lists by the CIV before the actual start of the project
7. Establishment of digital lists of selected beneficiaries
8. Cross-checking of the lists with other agencies to avoid duplication in the common areas of intervention.

The eligibility criteria for participants are as follows (these can be revised considering the context of the area of intervention):

- Acute food needs of the household
- Refugee, IDP, returnees or vulnerable host population (criteria: no food stocks, no livestock, etc.) who reside in the targeted village, are available and agree to participate in the work
- Households headed by women
- Cases of malnutrition in the family
- Intermediate/low income and very vulnerable people. For example: not possessing livestock, not having a large cultivable area, and having young children, etc.
- Households with pregnant women or breastfeeding mothers where nutrition aspects are the priority.

People with disabilities, the elderly and breastfeeding and pregnant women will be paid attention to with regard to physical works and they may contribute to the assistance tasks (supplying drinking water, calling and checking of the participants or guarding the small tools, or others tasks depending on the type of activity). Shelters will be provided for this purpose.

Annex 10: WFP Outcome Indicators (2017–2020)

Country Strategic Plan (2018-2020) Logical Framework Outcome Indicators		WFP 2017 Operations				Country Strategic Plan Strategic Outcome LOG-FRAME						Country Strategic Plan Strategic Outcome 2018 ANNUAL REPORT					
		CP	EMOP 200777	EMOP 200799	SO	SO1	SO2	SO3	SO4	SO5	SO6	SO1	SO2	SO3	SO4	SO5	SO6
1	Food consumption score, disaggregated by sex of household head	x	x	x		x	x					yes	yes				
2	Food consumption score – Nutrition (consumption of iron, protein and vitamin A rich foods)					x	x					yes	yes				
3	Coping strategy index (food and livelihood)					x	x					yes	yes				
4	Food expenditure share					x	x					yes	no				
5	Diet diversity score, disaggregated by sex	x	x	x								yes	yes				
6	Minimum dietary diversity –women					x	x					no	no	yes			
7	CAS: percentage of communities with an increased asset score	x															
8	Proportion of the population in targeted communities reporting benefits from an enhanced asset base						x						yes				
9	SABER						x						no				
10	Retention rate in WFP-assisted primary schools, disaggregated by sex	x	x				x						yes				
11	Enrolment rate, disaggregated by sex	x	x				x						yes				
12	Gender ratio (for school feeding)												yes				
13	Proportion of eligible population that participate in programme (coverage)	x	x	x				x						yes			

Country Strategic Plan (2018-2020) Logical Framework Outcome Indicators		WFP 2017 Operations				Country Strategic Plan Strategic Outcome LOG-FRAME						Country Strategic Plan Strategic Outcome 2018 ANNUAL REPORT					
		CP	EMOP 200777	EMOP 200799	SO	SO1	SO2	SO3	SO4	SO5	SO6	SO1	SO2	SO3	SO4	SO5	SO6
14	Proportion of target population that participates in an adequate number of distributions (adherence)	x	x	x				x						yes			
15	Proportion of children aged 6–23 months of age who receive a minimum acceptable diet	x						x						yes			
16	Moderate acute malnutrition (MAM) treatment performance: recovery, mortality, default and non-response rate	x						x						yes			
17	Antiretroviral therapy default rate (%)			x													
18	Rate of post-harvest losses								x						yes		
19	Food purchased from aggregation systems in which smallholders are participating, (as percentage of regional, national and local purchases)	x											Included but not measured				
20	Value and volume of pro-smallholder sales through WFP-supported aggregation systems								x						Included but not measured		
21	Food purchased from regional, national and local suppliers, as percentage of food distributed by WFP in-country	x															
22	User satisfaction rate								x	x						yes	yes
23	Zero Hunger Capacity Scorecard								x							no	
24	School feeding national capacity index	x															
25	Food security programmes national capacity index	x															
26	Nutrition programmes national capacity index	x															

Annex 11: Effectiveness

a) Overview of Post-Distribution Monitoring Results (source: WFP vulnerability analysis and mapping and monitoring and evaluation units)

Annex 11: Figure 1: EAST

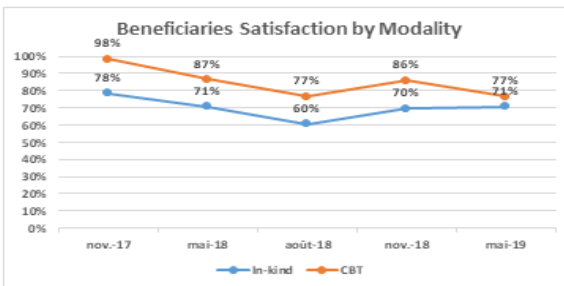
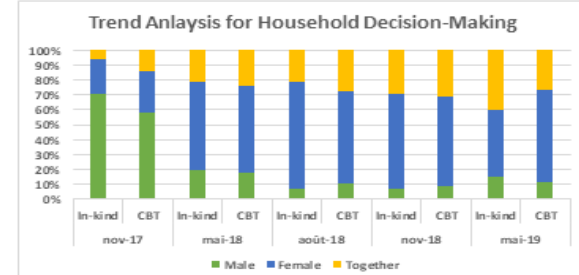
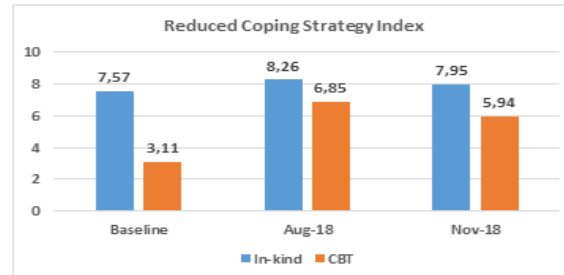
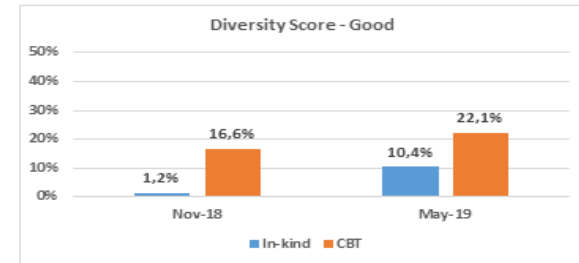
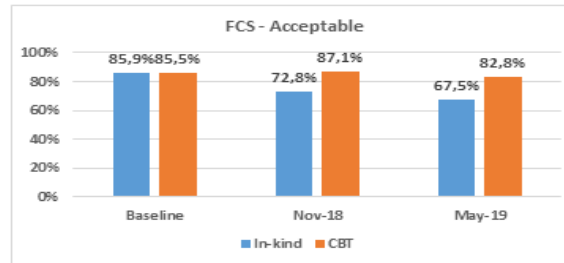
FCS	Baseline	Nov-18	May-19
In-kind	85.9%	72.8%	67.5%
CBT	85.5%	87.1%	82.8%

Diversity	Baseline (average)	Nov-18	May-19
In-kind	5.51	1.2%	10.4%
CBT	5.74	16.6%	22.1%

Coping Strategy	Baseline	Aug-18	Nov-18
In-kind	7.57	8.26	7.95
CBT	3.11	6.85	5.94

Decision making		Male	Female	Together
nov-17	In-kind	70.3%	23.0%	5.9%
	CBT	56.7%	27.5%	14.0%
mai-18	In-kind	20.0%	58.7%	21.3%
	CBT	18.0%	57.6%	24.3%
août-18	In-kind	7.1%	71.6%	21.3%
	CBT	10.3%	62.0%	27.7%
nov-18	In-kind	7.3%	63.7%	29.0%
	CBT	9.2%	60.0%	30.8%
mai-19	In-kind	15.3%	44.8%	39.9%
	CBT	11.6%	61.6%	26.8%

Satisfaction	nov-17	mai-18	août-18	nov-18	mai-19
In-kind	78%	71%	60%	70%	71%
CBT	98%	87%	77%	86%	77%



Annex 11: Figure 2: ADAMAOUA

FCS - Acceptable	Baseline	Nov-18	May-19
In-kind	86,8%	66,7%	69,1%
CBT	87,1%	87,1%	79,0%

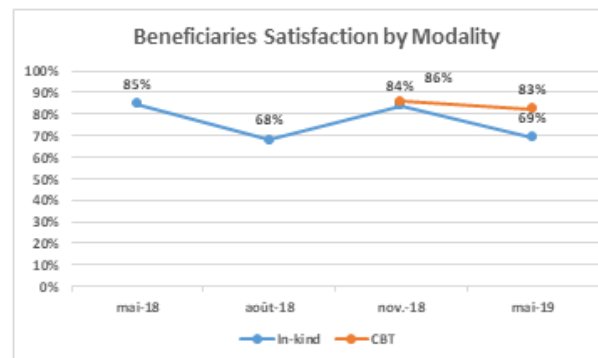
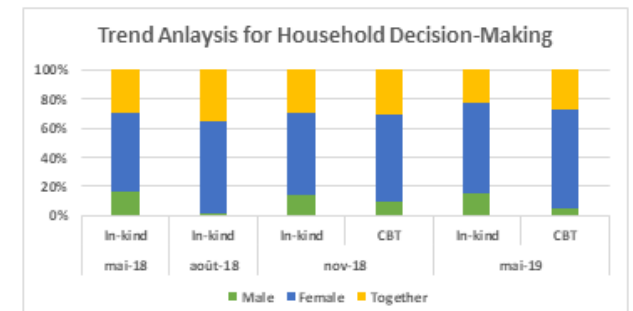
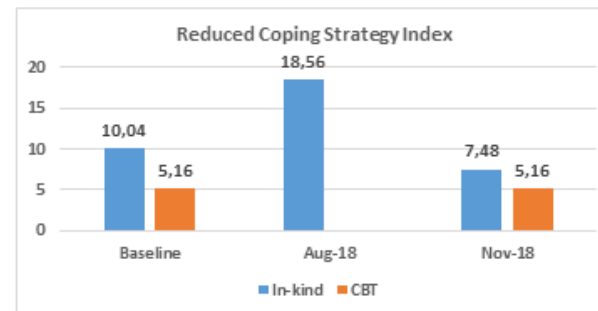
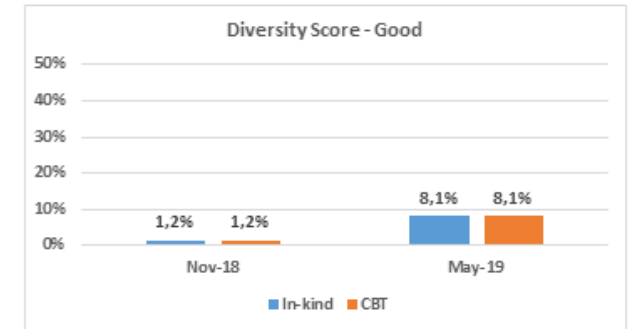
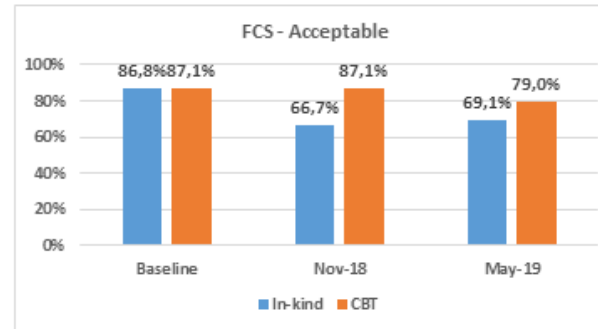
* For CBT, all the baseline is November of 2018 in Adamaoua region

Diversity - Good	Baseline (average)	Nov-18	May-19
In-kind	4,68	1,2%	8,1%
CBT	4,97	1,2%	8,1%

Coping Strategy	Baseline	Aug-18	Nov-18
In-kind	10,04	18,56	7,48
CBT	5,16	-	5,16

Decision making		Male	Female	Together
mai-18	In-kind	16,4%	54,2%	29,4%
	CBT	-	-	-
août-18	In-kind	1,2%	60,6%	34,7%
	CBT	-	-	-
nov-18	In-kind	14,4%	56,0%	29,6%
	CBT	9,2%	60,0%	30,8%
mai-19	In-kind	14,9%	62,4%	22,8%
	CBT	4,7%	67,4%	27,9%

Satisfaction	mai-18	août-18	nov-18	mai-19
In-kind	85%	68%	84%	69%
CBT			86%	83%



Annex 11: Figure 3: FAR NORTH

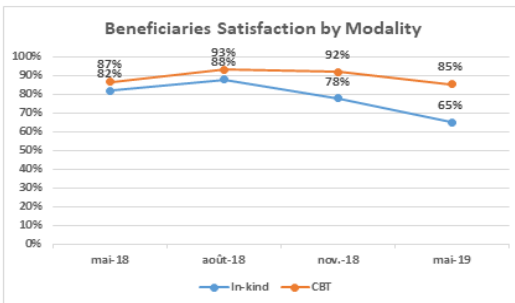
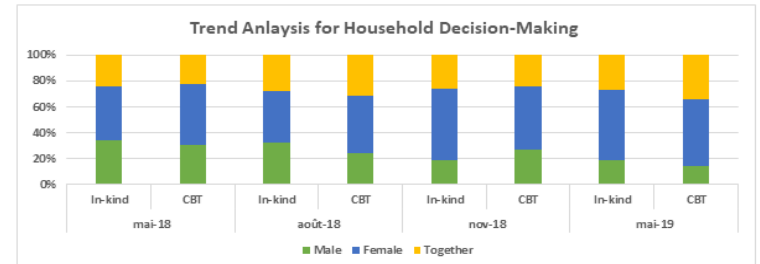
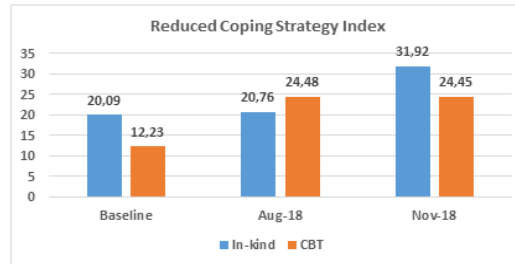
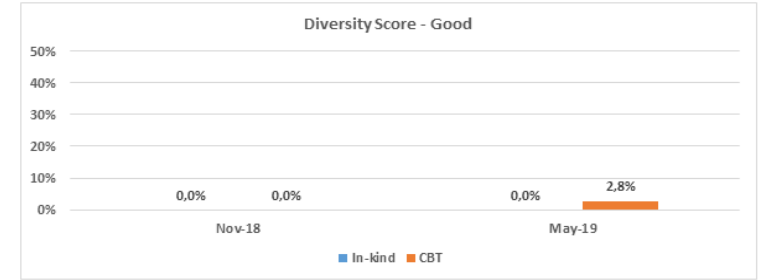
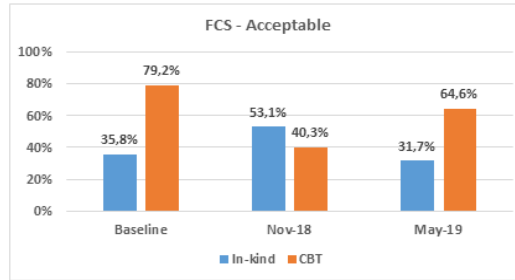
FCS - Acceptable	Baseline	Nov-18	May-19
In-kind	35,8%	53,1%	31,7%
CBT	79,2%	40,3%	64,6%

Diversity - Good	Baseline (average)	Nov-18	May-19
In-kind	3,81	0,0%	0,0%
CBT	5,20	0,0%	2,8%

Coping Strategy	Baseline	Aug-18	Nov-18
In-kind	20,09	20,76	31,92
CBT	12,23	24,48	24,45

Decision making		Male	Female	Together
mai-18	In-kind	33,8%	41,7%	24,6%
	CBT	30,7%	47,0%	22,3%
août-18	In-kind	32,5%	39,5%	28,0%
	CBT	24,2%	44,1%	31,8%
nov-18	In-kind	18,7%	55,7%	25,7%
	CBT	26,9%	48,6%	24,5%
mai-19	In-kind	19,1%	54,3%	26,8%
	CBT	13,8%	52,4%	33,7%

Satisfaction	mai-18	août-18	nov-18	mai-19
In-kind	82%	88%	78%	65%
CBT	87%	93%	92%	85%



b) Food Assistance for Assets

In 2019, food assistance for assets activities are ongoing in 33 sites as set out in Table 11 below.

Annex 11 Table 1: Food assistance for assets activity sites

Far North	East
Mokolo	Nyabi
Mozogo	Ndokayo
Kolofata	Zembe-Borong
Mora	Mama
Makary	Gbiti
Goulfey	Kouba
Koza	Guiwa yangamo
Mayo Mosoata	Garga sarali
Moulvoudaye	Ndanga Gandima
North	Lolo
Touboro	Mbile
Dir	Adinkol
Adamaoua	Nandoungue
Mbe	Mombal
Ngaoui	Mandjou
Ngaoui	Daiguene
Meiganga	Boulembé
Djohong	Moinam
	Tongo Gandima

Projects/assets created have covered various aspects such as development of farmlands, market sheds, dams, wells, irrigations canals, fishponds, and artificial ponds, mainly with a view to contribute to early recovery and social cohesion, but with very limited progress on the broader food system approach. In 2018, the type of projects/assets created broaden slightly and started to move from an “early recovery” and “social cohesion” approach to a more “resilience-based” approach, targeting together refugees, internally displaced persons and the host population (See Table 11: Category and number of assets created). It was clearly recognized by the different stakeholders that projects/assets created tend to mainly focus on food production, and miss many other opportunities along the food system. But the constraints of duration and limited funding of the food assistance for assets activities in Cameroon make it difficult to engage at scale on other dimensions of the food system such as conservation, transformation, marketing and consumption.

Annex 11 Table 2: Category and number of assets created

Category of assets	2017	2018	2019 (planned)
Farmland (per ha) for crop farming	NA	2,415.5(FN: 2209.5 E: 111, N/A: 95)	6,079.5
Beehives	NA	120 (N)	170
Market sheds	NA	44 (FN: 40, E: 3, N/A: 1)	2
Dams	NA	75 (FN: 72, N/A: 3)	-
Wells	NA	27 (FN: 20, N/A: 7)	15
Stone slabs	NA	16 (FN)	
Traditional granaries	NA	-	21
Forebays	NA	50 (FN)	5
Fishponds	NA	11 (E)	
Community water ponds	2	11 (FN)	
Gutters (per km)	NA	11 (FN)	
Dike (per km)	NA	1.75 (FN)	
Rural track (per km)	10	8.5 (FN)	10
Irrigation canal (per m)	NA	1,700 (FN)	6,300

The country office has initiated an economic analysis of food assistance for assets benefits for 2019, which provides an overview of the type of return on investment that food assistance for assets activities could generate.

Annex 11 Table 3: Overview of return on investment for food assistance for assets activities

Periode FLA	01.05.2019	31.12.2019				
Projet	Région	ONG	Montant investi PAM_FL A	Montant attendu 2019	Retour investissement %	NB (certains actifs ne sont pas quantifiable en année 1)
1	Extrême Nord	LWF	162 798 231	4 899 127 834	3009%	
2		EFA	40 432 304	5 880 000	15%	Abrevoir, mares, formations
3		CAPROD	59 822 630	39 591 174	66%	Abrevoir, mares, puits, rehabilitation de routes
4		SAHELI	42 292 500	NA		Type d'actifs créés: canaux d'irrigation, étangs, reboisement
5	Nord/Adamawa	AJLC	24 626 264	55 421 364	225%	
6		GRADE	11 866 300	4 200 000	35%	Une année de production du miel
7		APROSPEN	33 979 455	28 162 562	83%	
8	Est	ASOPV	24 705 230	223 518 750	905%	Piste agricole, aire de sechage
9		SAILD	20 266 870	60 150 000	297%	
10		WARDA	22 471 900	26 735 500	119%	
11		ADRA	22 693 042	26 750 000	118%	
12		HTCI	25 969 649	48 650 000	187%	Sechoir
	Total F CFA		491 924 375	5 418 187 184	1101%	
	Total \$		894 408	9 851 249	1101%	

Source: WFP country office, October 2019

c) Nutrition and People Living with HIV

Programme performance:

- **Performance of moderate acute malnutrition (MAM) treatment.** In 2018 and for the four regions, the percentage of cases cured is well above objectives, ranging from 100 percent in the Adamaoua to 89.5 percent in the East. There are constant concerns about the quality of data used for these calculations because of the complexity of data collections tools, where it is not easy to desegregate moderate acute malnutrition beneficiaries of BSFP and “pure” beneficiaries of BSFP, mostly because for the youngest age group the product served is the same for both beneficiary groups.
- **Adherence** is defined by WFP as the “proportion of target population that participates in an adequate number of distributions”, with targets above 80 for the year (and above 90 for the country strategic plan). Targets are not reached in any region except the North, but no definition for “adequate” is provided. Reporting for adherence doesn’t discriminate between components of Activity 6 or type of beneficiaries. The source of data is post-distribution monitoring but this data was not found in the reports that were available to the evaluation team.
- **Coverage** is defined by WFP as the “proportion of eligible population that participates in programme” and this presents results above targets (> 70 percent) in 2018, except for the North region that has slightly lower outcomes. Reporting for coverage doesn’t discriminate between components of Activity 6 or type of beneficiaries. The source of data is post-distribution monitoring but this data was not found in the reports that were available to the evaluation team
- These results on coverage contrast with those obtained during the coverage study²³⁷ carried out in the four priority regions in December 2018 for the PCIMA treatment programme that shows less encouraging results: from “moderate” (between 20 and 50 percent) in most of the health districts assessed to “low” (below 20 percent) in at least two health districts. Table 4 presents the mapping of Activity 6 at September 2019.

Annex 11 Table 4: Summary of mapping for Activity 6 (at September 2019)

Region	Health districts	Health areas ²³⁸	Sites
Far North	13 of 30 (43%)	45 + 1 refugee’s camp, Nigeria crisis (Minawao)	45 in health facilities 107 community-based
North	1 of 15 (7%)	7	7 in health facilities 32 community-based
Adamaoua	4 of 9 (44%)	20	16 in health facilities 48 community-based 2 UPEC for PLHIV
East	8 of 14 (57%)	16 + 1 refugee’s camp, CAR crisis (Godo)	9 in health facilities 43 community-based 6 UPEC for PLHIV
Total	26	89 health areas 2 refugee camps	315 sites

- The mapping summary covers a total of 26 health districts and 89 health areas but there is variable geographical coverage. The total number of sites is 315: 77 are in health facilities (26 percent), 230 are community-based (74 percent) and 8 are UPEC. The 8 UPEC sites host the component of people living with HIV. The other 307 sites are for the distribution of the BSFP package.

Prevalence of global acute malnutrition and stunting

- Undernutrition remains a public health concern in Cameroon. Yet, results from the 2018 SMART survey covering the four priority regions, show positive trends during recent years. In 2018 it was estimated that approximately 161,600 and 62,200 children suffered from moderate acute malnutrition and severe acute malnutrition respectively in the four target regions.

²³⁷ Étude de couverture du Programme de Prise en Charge Intégrée de la Malnutrition Aiguë Sévère sur les régions de l’Est, Adamaoua, Nord et Extrême Nord. Décembre 2018 MINSANTE, UNICEF et ACF.

²³⁸ The number of health areas in each of the health districts covered is unknown.

- Results from regular MUAC community-based screenings are presented in the table below and indicate variable reductions on the percentage of cases with yellow or red MUAC along both years (2017 and 2018). These results should be prudently interpreted as many factors can influence them, like seasonality, time elapsed between distributions and measurement, etc.

Annex 11 Table 5: MUAC results for quarterly mass screening in the four assisted regions

	Far North 6-59 months							
	2018				2019			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Total screened	347050	366428	394403	379559	138979	302326	319879	Dec
Green	338179	357052	384971	370727	135328	293293	311000	Dec
Percentage green	97.4%	97.4%	97.6%	97.7%	97.4%	97.0%	97.2%	Dec
Yellow	7803	7756	7810	7334	3032	7739	7005	Dec
Percentage yellow	2.2%	2.1%	2.0%	1.9%	2.2%	2.6%	2.2%	Dec
Red	1068	1620	1622	1498	619	1294	1874	Dec
Percentage red	0.31%	0.44%	0.41%	0.39%	0.45%	0.43%	0.59%	Dec

	North 6-59 months							
	2018				2019			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Total screened	-	-	-	-	9376	29900	28962	Dec
Green	-	-	-	-	8831	29229	28370	Dec
Percentage green	-	-	-	-	94%	98%	98%	Dec
Yellow	-	-	-	-	470	525	480	Dec
Percentage yellow	-	-	-	-	5.0%	1.8%	1.7%	Dec
Red	-	-	-	-	75	146	146	Dec
Percentage red	-	-	-	-	0.80%	0.49%	0.50%	Dec

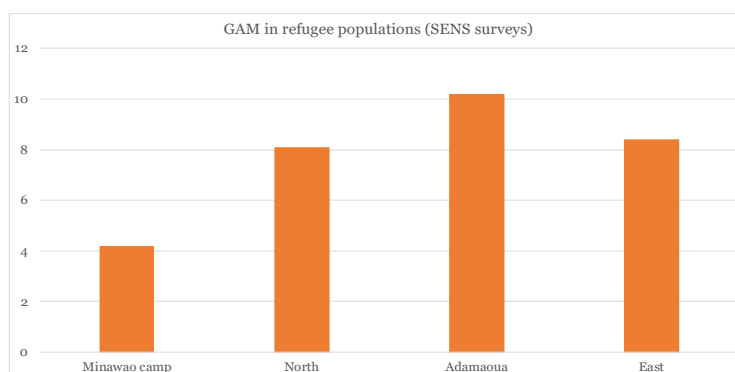
	Adamaoua 6-59 months							
	2018				2019			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Total Screened	-	-	-	-	38558	44756	13665	Dec
Green	-	-	-	-	37359	43591	13377	Dec
Percentage green	-	-	-	-	97%	97%	98%	Dec
Yellow	-	-	-	-	1011	968	200	Dec
Percentage yellow	-	-	-	-	2.6%	2.2%	1.5%	Dec
Red	-	-	-	-	188	197	88	Dec
Percentage red	-	-	-	-	0.49%	0.44%	0.64%	Dec

	East 6-59 months							
	2018				2019			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Total screened	56458	57408	59353	58928	-	59811	58873	Dec
Green	55128	56300	58479	58250	-	58523	58092	Dec
Percentage green	97.6%	98.1%	98.5%	98.9%	-	98%	99%	Dec
Yellow	1069	904	717	534	-	982	570	Dec

Percentage yellow	1.9%	1.6%	1.2%	0.9%	-	1.6%	1.0%	Dec
Red	261	204	157	144	-	306	211	Dec
Percentage red	0.46%	0.36%	0.26%	0.24%	-	0.51%	0.36%	Dec

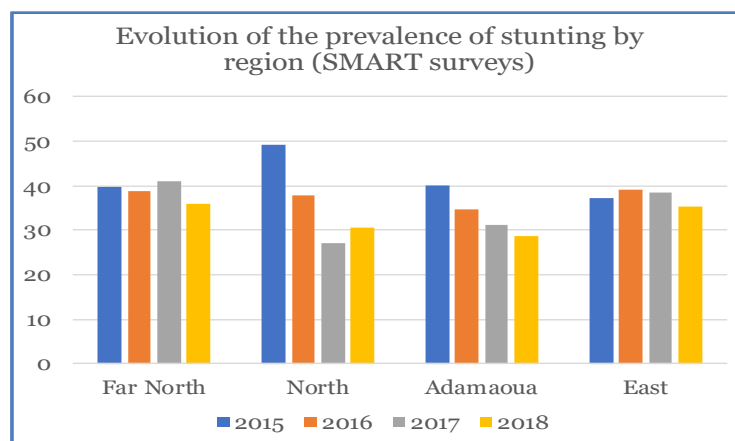
- The most recent Standardized Expanded Nutrition Surveys (SENS) under UNHCR coordination are from 2016. They focus on the Central African Republic refugee population living outside camps in the East, Adamaoua and North regions and those from Nigeria living in the Minawao camp in the Far North.

Annex 11 Figure 4: Gross acute malnutrition in refugee populations (SENS)



- The stunting situation remains of great concern with rates presenting values within the “high severity” level (between 20 percent and 30 percent) according to the updated WHO classification.²³⁹

Annex 11 Figure 5 : Evolution of the prevalence of stunting by region (SMART surveys)



People living with HIV component

- In 2017 a total of 2,293 people were assisted and in 2018 a total of 1,742 people (or 3,344 people depending on the source consulted) were assisted. Food by prescription reduced failures to follow up with anti-retroviral (ART) clients and default rates from 14 percent in 2016 to 1.08 percent in 2017 and 0 percent in 2018.
- The livelihoods component was launched in 2017 and scaled up in 2018 to reach 500 households of people living with HIV with capacity strengthening activities, including business skills and provision of agricultural tools and small livestock for home animal-rearing. These households were organized into

²³⁹ Prevalence thresholds for wasting, overweight and stunting in children under 5 years. Mercedes de Onis et al. August 2018 Public Health Nutrition: page 1 of 5 doi:10.1017/S1368980018002434.

22 groups, legalized with access to loans through a Village Savings Loan Association Scheme. Formally, the income-generating activity (IGA) component is not integrated into food assistance for assets or resilience-building activities. This perpetuates the fact that it's difficult to distinguish whether the country strategic plan's strategic outcomes are integrated or complementary.

- According to the 2018 country strategic plan annual report, a total of 1,737 clients were discharged from the programme, amongst whom 1,659 recovered from malnutrition. Average performance indicators recorded an annual nutritional recovery rate of 95.5 percent. At the same time, default rates for antiretroviral treatment reduced from 14 percent in 2016 to 1.08 percent in 2017 and 0 percent in 2018. Food by prescription improves weight gain and reduces side effects of antiretroviral treatment, thereby improving compliance and having a positive effect on survival rates. No additional outcomes have been recorded for the people living with HIV component of Activity 6.

Notes from focus group discussion with food by prescription beneficiaries

Since I received food from WFP, I feel much better, not only physically, less side effects of ARV, but emotionally. I look like better, I can work, I can take care of my grandchildren, I feel useful again.

Nutrition-sensitive indicators

- Nutrition-sensitive indicators are indicators measuring changes on the dietary pattern within the target population and, indirectly, their potential for improving the nutritional situation. They are defined as “nutrition-sensitive” and included for SO1, SO2 and SO4. They are analysed here for their nutrition relevance. Minimum dietary diversity (MDD) for women is presented as a nutrition indicator in the country strategic plan log-frame. It was not considered as such in previous operations. With targets above 60 (for 2018) and 50 (for the whole country strategic plan period), in 2018 none of the regions achieved objective values. Minimum acceptable diet (for children aged 6-23 months-old) is one of the core indicators for measuring infant and young children feeding practices²⁴⁰ and normally measures the proportion of children aged 6–23 months of age who received foods from four or more food groups during the previous day. WFP uses a longer recall period during its post-distribution monitoring exercises - up to seven days - for the measurement of this type of indicator. In the majority of countries in the Sub-Saharan African region this indicator is consistently low.²⁴¹ Yet, in the four regions assessed, results are well above targets (40 for 2018 and 60 for the country strategic plan period). The food consumption score (FCS)²⁴² - nutrition reported in 2017 and 2018, was measured at household level. Additionally, the food consumption score – nutrition, assessing the household consumption of iron, vitamin A and protein rich food is also reported for 2018.
- Results presented in the 2018 annual report are varied and difficult to interpret as periods between baseline and follow-up vary. Sources mentioned in this report are post-distribution monitoring periodical assessments with three months difference between compared results. However, in available reports from post-distribution monitoring this indicator is not measured. The only available source found for the food consumption score and nutrition is the 2017 Comprehensive Food Security and Vulnerability Analysis (CFSVA) (data collected in March 2017) which is not mentioned in the annual report. The CFSVA shows that most households with poor or borderline food consumption rarely eat protein and vitamin A-rich foods and are, therefore, likely not be consuming enough to meet their nutrient needs.

²⁴⁰ WHO, UNICEF, IFPRI, UC Davis, USAID, FANTA, Macro International Indicators for assessing infant and young child feeding practices, Geneva: World Health Organization, 2008.

²⁴¹ Across all the countries included in the study, the proportion of children who met the minimum acceptable diet was less than 20 percent and only a very small proportion (9.8 percent) of infants and young received a minimum acceptable diet.

²⁴² The food consumption score measures the frequency and diversity of the diet. The score is based on the count of the food groups most frequently consumed by households, considered as a consumption unit. The frequency obtained for each group is multiplied by a coefficient, which is specific to the group to which it belongs. Households are classified according to diversity (number of foods from different groups consumed) and according to the frequency of consumption of these foods during the seven days preceding data collection. The food consumption score is used to classify households into three groups: 1-Poor (<21); 2-Limit (>21.5 - 35<); 3-Acceptable (>35). Target: Reduced prevalence of poor food consumption of targeted households by 80 percent.

- Data in the annual report differentiate results by modality of assistance (food or cash). Comparable results for the Far North and East regions don't show interpretable data as at times baselines were completely different, with unexplained higher values for the cash group. Globally, best improvements, in absolute percentage points, correspond to the East region for iron and protein consumption and the Far North for vitamin A consumption. Differences between changes considering modality of assistance are not possible with the available information.
- Inconsistent results on nutrition-sensitive indicators for country strategic plan non-nutrition activities could be contrasted with the global evidence²⁴³ that demonstrates that programmes combining multi-purpose cash, in-kind food assistance and behaviour change communication activities can be particularly effective at improving nutrition outcomes.

Consumption patterns among cash-based transfer beneficiaries

The results of the analysis of consumption patterns carried out in the East region during 2019 show that only a quarter of the cash-based transfer beneficiaries reached or exceeded the 2,058 Kcal/day target set for person/daily energy intake through purchases at local retailers. Average daily protein intakes were also low and represented 6.65 percent of the energy intake, which is well below targets (12 percent). Only 4.71 percent of expenditures were dedicated to protein source foods, which explains the previous result. Most of the beneficiaries' purchases are limited to four and five food groups, with fruit being the only group totally absent.

²⁴³ Multi-Purpose Cash and Sectoral Outcomes: a Review of Evidence and Learning, May 2018 Paul Harvey and Sara Pavanello Study commissioned by UNHCR in collaboration with members of the Advisory Board.

Annex 11 Table 6: 2018 Nutrition – sensitive outcomes for the country strategic plan

		Poor FCS		Acceptable FCS		Iron rich last 7 days		Protein rich last 7 days		Vit A rich last 7 days	
Region	Modality	Base value	Latest follow-up	Base value	Latest follow-up	Base value	Latest follow-up	Base value	Latest follow-up	Base value	Latest follow-up
Far North	Cash	3.90	5.10	79.22	40.30	9.56	1.42	41.43	22.75	74.10	89.10
		<i>2017.11</i>	<i>2018.10</i>	<i>2017.11</i>	<i>2018.10</i>	<i>2018.05</i>	<i>2018.08</i>	<i>2018.05</i>	<i>2018.08</i>	<i>2018.05</i>	<i>2018.08</i>
	Food	16.43	9.40	35.79	51.20	2.29	1.83	32.08	36.77	51.01	75.71
		<i>2017.11</i>	<i>2018.10</i>	<i>2017.11</i>	<i>2018.10</i>	<i>2018.05</i>	<i>2018.08</i>	<i>2018.05</i>	<i>2018.08</i>	<i>2018.05</i>	<i>2018.08</i>
North	Cash	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-
	Food	4.30	4.21	83.00	51.58	0.50	2.11	13.93	21.02	59.20	24.84
		<i>2017.12</i>	<i>2018.08</i>	<i>2017.12</i>	<i>2018.08</i>	<i>2018.05</i>	<i>2018.08</i>	<i>2018.05</i>	<i>2018.08</i>	<i>2018.05</i>	<i>2018.08</i>
Adamaoua	Cash	2.90	2.90	87.10	87.10	-	-	-	-	-	-
		<i>2018.10</i>	<i>2018.10</i>	<i>2018.10</i>	<i>2018.10</i>	-	-	-	-	-	-
	Food	0.46	2.50	86.76	66.70	0.50	0.00	13.93	21.02	59.20	24.84
		<i>2017.11</i>	<i>2018.10</i>	<i>2017.11</i>	<i>2018.10</i>	<i>2018.05</i>	<i>2018.08</i>	<i>2018.05</i>	<i>2018.08</i>	<i>2018.05</i>	<i>2018.08</i>
East	Cash	4.83	2.90	85.51	87.10	6.77	12.86	42.86	58.86	69.17	52.86
		<i>2017.11</i>	<i>2018.10</i>	<i>2017.11</i>	<i>2018.10</i>	<i>2018.05</i>	<i>2018.08</i>	<i>2018.05</i>	<i>2018.08</i>	<i>2018.05</i>	<i>2018.08</i>
	Food	1.80	5.40	85.92	72.80	3.83	3.95	30.21	53.16	54.47	39.47
		<i>2017.11</i>	<i>2018.10</i>	<i>2017.11</i>	<i>2018.10</i>	<i>2018.05</i>	<i>2018.08</i>	<i>2018.05</i>	<i>2018.08</i>	<i>2018.05</i>	<i>2018.08</i>

Annex 11 Table 8: Summary of the main outcome indicators for nutrition in annual reports 2017 and 2018.

2017	ADAMAOUA and EAST			FAR NORTH		
	Base value	Previous follow up	Last follow up	Base value	Previous follow up	Last follow up
Date	2013.03	2016.09	2017.09	2016.05	2016.11	2017.09
Coverage Target > 70	72.08	83.96	65.74	26.54	85.62	87.92
Adherence Target > 66	90	49.60	72.78	53.75	20.56	90.66
Date	2014.09	2016.10	2017.11	2014.11	2016.11	2016.11
Poor FCS Target = 0.24	1.20	1.70	3.05	2.0	5.59	11.56
DDS²⁴⁴ Target = 7.0	5.80	6.29	5.88	6.29	4.86	3.54

2018	ADAMAOUA		EAST		FAR NORTH		NORTH	
	Base value	Last follow up	Base value	Last follow up	Base value	Last follow up	Base value	Last follow up
Coverage of BSFP								
Date	2018.08	2018.10	2018.11	2018.10	2018.05	2018.10	2018.05	2018.10
Value	100.00	79.60	98.88	88.75	60.00	79.50	100.00	55.93
Adherence of BSFP								
Date	2018.05	2018.10	2018.05	2018.10	2018.05	2018.10	2018.05	2018.10
Value	85	72.72	87.20	75.80	95.89	63.55	92.71	84.61
Minimum dietary diversity (Women)								
Date	2018.05	2018.10	2018.05	2018.05	2018.10	2018.10	2018.05	2018.10
Value	7.41	5.30	42.86	36	31.76	27.30	29.63	5.30
Minimum acceptable diet children aged 6-23 months (IYCF)								
Date	2018.05	2018.10	2018.05	2018.05	2018.10	2018.10	2018.05	2018.10
Value	0	77.42	16.83	64.44	11.36	77.88	11.98	85.19

In all cases, sources of data are Ministry of Health and partners regular monitoring or post-distribution monitoring²⁴⁵²⁴⁶ periodical exercises.

²⁴⁴ Dietary diversity score: WFP uses the following thresholds for interpretation of the DDS : 1- >6 groups (good dietary diversity); 2- > 4.5-6 < food groups (medium dietary diversity); 3- <4.5 food groups (low dietary diversity).

²⁴⁵ During 2018, PDM were carried out in the four regions in May, August and November

²⁴⁶ PDM reports made available to the evaluation team for 2017, 2018 and 2019 don't present results for these indicators, yet the annual reports mention them as a source.

d) UNHAS

SO6: The humanitarian community in Cameroon has access to United Nations Humanitarian Air Services, UNHAS, until satisfactory alternatives are available.

- In 2018, a total of 8,454 passengers and 22 metric tons of light cargo were transported from 50 organizations registered in Cameroon.
- UNHAS operation started in Cameroon in November 2015 in response to the growing number of humanitarian actors operating in Maroua and to the lack of, or the unreliability of, connections with private airlines. UNHAS operates a 37-seater Embraer-135 jet aircraft of ALS, a Kenyan-registered operator, which serves operations in both Cameroon and Chad, thus establishing a regional connection. UNHAS, hosted by WFP, is key to the success of the overall humanitarian operation. Desk review and interviews with a wide range of stakeholders have confirmed that the UNHAS operation provides a reliable relevant scheduled passenger transport service to multiple locations. As well as this, UNHAS plays a critical role in supporting the humanitarian community in Cameroon by providing a prioritized medical and security evacuation service.
- While UNHAS operation responds fully to the humanitarian needs, it appears that the national airline aims to improve its services in terms of reliability. Therefore, in line with the UNHAS donors' policy for funding to not hinder market competition, if the national airline becomes a reliable and safe option, UNHAS should be careful not to enter into competition with a private operator.
- UNHAS management with support from country office management, maintains regular steering committee meetings and user group meetings, constantly engaging the humanitarian community in the decision-making process on relevant UNHAS issues. To ensure the air services remained aligned to the needs of the passengers, a total of 11 users' group meetings, three steering committee meetings and two surveys (on passenger satisfaction and on the provision of access) were organized. The passengers' satisfaction survey revealed that 88 percent of respondents were satisfied with the service provided in 2018.
- UNHAS implements a partial cost-recovery mechanism by charging a nominal fee to augment donor contributions and to mitigate against abuse of a free air service. Internal flights and international flights are charged at USD 100 and USD 200 respectively, accounting for approximately 20 percent of the entire annual budgetary requirement for 2018. Introduced in June 2017 to reduce costs and achieve value for money, the aircraft cost-sharing concept between UNHAS Cameroon and Chad proved to be very cost-effective and resulted in a 30 percent reduction in the operational costs per passenger (from USD 425 in 2017 to USD 298 in 2018).

Annex 11 Table 9: Strategic Outcome 6: Outputs indicators 2018 (Cameroon annual country report 2018)

Detailed Indicator	Unit	Target Value	Actual Value	% Achieved
Strategic Result 8: Sharing of knowledge, expertise and technology strengthen global partnership support to country efforts to achieve the SDGs				
Strategic Outcome 06: The humanitarian community in Cameroon has access to UNHAS services until alternative means of air transport are available.				
Output H: The humanitarian community has access to safe and cost-effective humanitarian air services to reach beneficiaries and implementation sites unhindered.				
Act 12. Provide safe and reliable air services for the humanitarian community until alternatives are available.				
Number of passengers transported	individual	8100.0	8454.0	104.4
Output H: The humanitarian community has adequate air transport capacity to move staff and cargo for urgent humanitarian responses and medical and security evacuations.				
Act 12. Provide safe and reliable air services for the humanitarian community until alternatives are available.				
Quantity (mt) of cargo transported	Mt	24.0	22.0	91.7]

- Passenger traffic analysis shows clearly that the introduction of the jet aircraft (in July 2017) has brought a reduction in cost per passenger kilometre (CPK) and increase in load factor, resulting in reduced cost per available seats kilometre (CASK). Since January 2018, the average cost per passenger kilometre has remained stable at USD 0.58 supported by an average load factor of 55 percent.

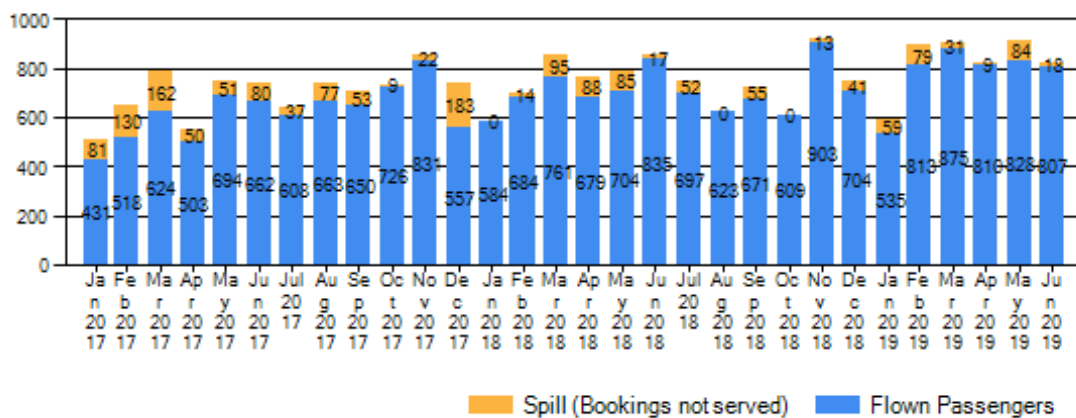
As per ECHO aviation evaluation report on UNHAS operation in 2018:

- The type of aircraft is adequate for the current trend of passenger transported and the context of operations

- A stand-by list and go-show system are in place in order to accommodate and maximize the use of UNHAS aircrafts
- There is good communication with users – a complaint management system is in place (few problems registered) plus a hotline by telephone and WhatsApp (seven days a week - twenty-four hours a day) are available to assist partners.
- 95 percent of UNHAS passengers transported are implementing the humanitarian response plan in Cameroon
- 92 percent of the passenger bookings are served
- Occupancy rate was around 60 percent from January to May 2018

Annex 11 Figure 6: Number of passengers 2017-2019 (Source UNHAS)

Traffic



Annex 12: Efficiency and Timeliness

Key issues around the operational timeliness and efficiency of the WFP food and nutrition programme in Cameroon are detailed in this annex.

Timeliness

During interviews with beneficiaries and WFP cooperating partners, it has been reported that the timeliness and the predictability of food deliveries remains a recurrent problem. The food assistance programme has suffered from recurrent implementation delays which have resulted from several factors:

- Underfunding, funding delays and logistics bottlenecks throughout the period 2017 - mid 2019 have negatively impacted the food assistance deliveries schedule
- Regular congestions in Douala port increase transit time and represents a bottleneck. However, the new port of Kribi, as a fully-fledged container terminal, is expected to decongestion Douala port
- Timeliness has been affected by pipeline breaks, resulting in a reduction of food rations and a change in the initial food basket with alternative commodities being provided and has also led to the temporary suspensions of general food assistance
- WFP country office is responsible for the implementation of the country strategic plan activities along with about 25 cooperating partners. The food assistance programme has suffered from implementation delays, which have resulted from irregular and delayed field level agreements with cooperating partners. This situation is clearly not an easy system to manage for either party, with consequent gaps in funding and reduced clarity for forward planning from the perspective of the cooperating partners
- Logistics challenges to reach delivery sites due to seasonal heavy rain from August to October affect timeliness
- Congestions in Douala port for offloading and customs clearing process create bottlenecks and delays in the provision of food assistance
- Short lead times between the food release note/call forward request submission to the logistics division causes unplanned activities in the warehouse and can create delays because of a lack of forward planning on this process
- Generalized staffing shortfalls significantly affect WFP country strategic plan timely implementation.

The service offered by the Global Commodity Management Facility (GCMF), which is a strategic financing platform for prepositioning food in a region or corridor based on anticipated country office demand, with the intent being to reduce delivery lead times, has served as a vital source of supply for WFP Cameroon. Once the country office has confirmed funding, it has been able to source food from GCMF stocks. GCMF mitigates delays by reducing the importation lead-time. When purchasing from GCMF, Cameroon received its food after an average of one month as compared to the 120 days needed under the “conventional” procurement process (74 percent lead-time gain). Stakeholders commented that the GCMF could play an enhanced role if more time-sensitive funding were made available to support the mechanism. WFP has increased the Global Commodity Management Facility for the corridor to position cargo earlier and has developed long-term food supply agreements with suppliers in Cameroon.

Efficiency

WFP in Cameroon is engaged in three different responses (Far North, East and the Southwest/Northwest crisis) and different contexts of operation. It is challenging to adapt to the multiplicity of crisis. In addition, the disparity and the size of the operations in combination with the logistical constraints makes relief expensive to deliver, and it is difficult to ensure timely deliveries. The primary underlying challenges are constraints in economically transporting food to beneficiaries and managing the food pipeline. As the two tables below demonstrate, there was a slight decrease of the storage cost and consequent increase of the transport cost from 2017 to 2019.

Annex 12 Table 1: Logistics cost comparison 2017- 2019 (Source WFP Cameroon)

FIRST APPROVED MATRIX RATE AS PER 21st AUGUST 2017						
Activities	CM01.01.011.URT1/A CT1	CM01.01.021.SMP1/AC T2	CM01.01.021.URT1/AC T3	CM01.01.021.ACL1/AC T4	CM01.01.021.ACL2/AC T5	CM01.02.031.NPA1/ACT 6
Matrix Rate Approved (average rate)	222,52	173,64	375,45	360,79	230,83	480,39
COST CATEGORY/COMPONENTS						
Supply Chain Food Related, Other & Staff	36,64	19,74	189,29	142,51	11,95	17,19
Port Cost	21,88	24,39	21,88	19,78	19,78	42,39
Transport Cost	113,36	119,09	113,36	108,82	108,82	137,21
Storage Cost	18,64	10,42	18,92	33,84	34,44	163,41
Cooperating partner cost	32,00	-	32,00	55,84	55,84	120,19
BR2 APPROVED MATRIX RATE AS PER 9th APRIL 2019						
Activities	CM01.01.011.URT1/A CT1	CM01.01.021.SMP1/AC T2	CM01.01.021.URT1/AC T3	CM01.01.021.ACL1/AC T4	CM01.01.021.ACL2/AC T5	CM01.02.031.NPA1/ACT 6
Matrix Rate Approved (average rate)	282,52	225,45	287,35	522,16	522,16	587,36
COST CATEGORY/COMPONENTS						
Supply Chain Food Related, Other & Staff	21,71	9,49	34,13	116,93	116,93	50,77
Port Cost	31,95	26,44	23,73	26,14	26,14	46,18
Transport Cost	194,30	180,02	171,77	162,22	162,22	138,90
Storage Cost	9,56	9,50	9,72	10,06	10,06	9,57
Cooperating partner cost	25,00	-	48,00	206,81	206,81	341,94

Importation of “non-conform” food commodities to the national regulation (5000 MT of Sorghum genetically modified organism (GMO) tested), exposes the country office to financial and reputational risks and also creates long and important pipeline breaks. As a mitigation mechanism for such risk it is recommended that WFP explore the possibility of reducing dependence on in-kind funding, to ensure conformity of imported food commodities and to increase local procurement options.

In terms of efficiency, the dominant cost driver of the Cameroon country strategic plan is logistics. The three different and distinct contexts of operation in Cameroon make relief expensive to deliver and it is difficult to ensure timely deliveries. The primary underlying challenges are constraints in economically transporting food to beneficiaries and managing the food pipeline. Internationally procured food commodities are supplied through the port of Doula. Supply chain costs, especially in-country transport costs, remain high in parts of Cameroon because of the remote locations in which many beneficiaries are located and the poor state of the transportation infrastructure.

Given an outlook of declining resources and increasing needs, WFP needs to explore options for reducing logistics costs by pre-positioning commodities during the dry season, but also by maximizing the use of cash based transfers in areas where delivering in kind-food to dispersed groups of beneficiaries is costly and complex (East region). In addition, WFP should work with other agencies to identify opportunities where targeted investment could generate multi-annual cost savings on logistics.

Another critical point for efficiency is the duration of only one year of the services contracts. On a yearly basis, WFP Cameroon has to define the specifications, launch the calls for tenders, and evaluate and select the service providers. The repetition of these actions on a yearly basis, develops a significant level of induced costs (transaction costs) and mobilizes a lot of resources at country office level.

The budget planning unit has responsibility for food allocation, funds management and pipeline monitoring. Difficulties of coordination between the programming unit, the budget planning unit and logistics concerning the food tonnage allocation to field offices can cause additional costs in terms of internal food transfers between field offices. Considering the key responsibilities of the budget planning unit, it is recommended that WFP reinforce its staffing, in order for it to have an adequate team to handle such a level of responsibility in food pipeline and funds management.

WFP Cameroon was one of the first country offices to engage in the country strategic plan process. The transition and the necessary organizational adjustments have generated important transaction costs. The transition process has suffered from a minimum level of readiness, both in country and at corporate level.

The country strategic plan outputs indicators do not include cost value (the only cost value included in the country strategic plan output indicators refers to the value of non-food items distributed, which is not fully relevant to WFP food activities). Based on the current country strategic plan output indicators and the budget structure, the country office can't provide cost per beneficiaries/activities/modalities/regions, which would be valuable information on efficiency monitoring for specifics.

Annex 13: Cumulative Financial Overview – September 2019

Annual Country Report - Internal Version

Cameroon Country Portfolio Budget 2019 (2018-2020)

Cumulative Financial Overview as at 24 September 2019 (Amount in USD)

SDG Target	Strategic Result	Outcome Category	Strategic Outcome	Activity Code	Country Activity Description	Needs Based Plan	Allocated Contributions	Advance and Allocation	Allocated Resources	Expenditures	Resource Transfer of Associated Cost Out	Balance of Resources	Percentage Total Planned	Percentage Allocated of Planned	Percentage Total Allocated	Percentage Spent of Allocated	Percentage Total Spent
2.1	SR 1. Everyone has access to food (SDG Target 2.1)	1.1	Populations affected by disasters including refugees, IDPs, returnees and host populations in Cameroon have safe access to adequate and nutritious food during and after crises.	URT1	Provide unconditional food assistance with accompanying social and behavioural change communication for vulnerable households affected by disaster.	113 983 608	81 953 279	0	81 953 279	59 026 433	0	22 926 846	64.7%	72%	67.1%	72%	68.2%
			Vulnerable households in protracted	ACL1	Provide food assistance to support early	12 795 682	11 161 315	0	11 161 315	4 917 533	0	6 243 782	7.3%	87%	9.1%	44%	5.7%

			<p>d 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>recovery and community resilience, environmental protection and adaptation in target communities.</p>												
			<p>ACL2</p>	<p>Provide food assistance to create productive assets and community market infrastructure, and support environmental protection and adaptation.</p>	1 739 075	987 004	0	987 004	708 254	0	278 750	1.0%	57%	0.8%	72%	0.8%
			<p>SMP1</p>	<p>Provide school feeding and a home-grown school feeding pilot for primary school children in target regions.</p>	5 667 732	2 251 617	0	2 251 617	2 029 637	0	221 979	3.2%	40%	1.8%	90%	2.3%
			<p>URT1</p>	<p>Provide targeted seasonal food assistance to food-insecure host</p>	3 773 929	3 593 496	0	3 593 496	1 988 130	0	1 605 366	2.1%	95%	2.9%	55%	2.3%

			ty by 2020.															
SO4 Subtotal Strategic Result 3. Smallholders have improved food security and nutrition (SDG Target 2.3)					541 956	289 946	0	289 946	37 281	0	252 666	0.3%	53%	0.2%	13%	0.0%		
17.5	SR 5. Countries have strengthe ned capacity to implemen t the SDGs (SDG Target 17.9)	5.2	The Governm ent's work to achieve zero hunger is supporte d by effective partnersh ips by 2030.	CPA1 Provide technical expertise to partners and stakeholde rs in support of a national nutrition- sensitive, shock- responsive and gender- responsive safety net system, and provide common manageme nt of informatio n technology , warehouse s and delivery corridors.	1 363 826	63 314	0	63 314	47 938	0	15 376	0.8%	5%	0.1%	76%	0.1%		
				CS11 Provide technical expertise to Governme nt and partners to plan and coordinate work for	2 004 840	368 306	0	368 306	135 779	0	232 527	1.1%	18%	0.3%	37%	0.2%		

					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.																
SO5 Subtotal Strategic Result 5. Countries have strengthened capacity to implement the SDGs (SDG Target 17.9)						3 368 665	431 620	0	431 620	183 717	0	247 903	1.9%	13%	0.4%	43%	0,2%				
17.8	SR 8. Sharing of knowledge, expertise and technology strengthen global partnersh	8.1	Humanitarian and development partners in Cameroon have access to common services until appropriate	CPA1	Provide safe and reliable air services for the humanitarian community and development partners until alternative	7 948 946	6 859 468	0	6 859 468	4 763 340	0	2 096 128	4.5%	86%	5.6%	69%	5.5%				

ip support to country efforts to achieve the SDGs (SDG Target 17.16)	te and sustainable alternatives are available and reliable all year.	s are available.	CPA2	Provide supply chain services to humanitarian and development partners, including transport and storage of food and non-food items.	1 479	0	0	0	0	0	0	0.8%		0.0%		0.0%
					113											
SO6 Subtotal Strategic Result 8. Sharing of knowledge, expertise and technology strengthen global partnership support to country efforts to achieve the SDGs (SDG Target 17.16)					9 428 059	6 857 520	0	6 857 520	4 763 340	0	2 094 180	5.4%		5.6%		5.5%

Total Direct Operational Cost	176 045 172	122 072 452	0	122 072 452	86 517 340	0	35 555 112	90%		90%		100%
Direct Support Cost (DSC)	7 971 179	6 353 773	0	6 353 773	4 488 509	0	1 865 264	4%		5%		5%
Total Direct Costs	184 016 351	128 426 224	0	128 426 224	91 005 849	0	37 420 376	94%		95%		105%
Indirect Support Cost (ISC)	11 961 063	7 137 853		7 137 853	7 137 853		0	6%		5%		8%
Grand Total	195 977 414	135 564 077	0	135 564 077	98 143 701	0	37 420 376	100%		100%		113%

Annex 14: Food transfer matrix rates

Activities	Provide unconditional food assistance with accompanying social and behavioural change communication for vulnerable households affected by disaster.	Provide school feeding and a home-grown school feeding pilot for primary school children in target regions.	Provide targeted seasonal food assistance to food-insecure host populations during lean seasons to address short-term hunger gaps.	Provide food assistance to support early recovery and community resilience, environmental protection and adaptation in target communities.	Provide food assistance to create productive assets and community market infrastructure, and support environmental protection and adaptation.	Implement malnutrition prevention activities including BSFP, MAM treatment, care takers of children in undertaking treatment for SAM, food by prescription for ART patients, and strengthening capacity.
Matrix rate approved (average rate)	222.52	173.64	375.45	360.79	230.83	480.39
	COST CATEGORY/COMPONENTS					
Supply chain food-related, other & staff	36.64	19.74	189.29	142.51	11.95	17.19
Port cost	21.88	24.39	21.88	19.78	19.78	42.39
Transport cost	113.36	119.09	113.36	108.82	108.82	137.21
Storage cost	18.64	10.42	18.92	33.84	34.44	163.41
Cooperating partner cost	32.00	-	32.00	55.84	55.84	120.19

Annex 14 Table 2: Budget revision 1 - August 2018

Activities	Provide unconditional food assistance with accompanying social and behavioural change communication for vulnerable households affected by disaster.	Provide school feeding and a home-grown school feeding pilot for primary school children in target regions.	Provide targeted seasonal food assistance to food-insecure host populations during lean seasons to address short-term hunger gaps.	Provide food assistance to support early recovery and community resilience, environmental protection and adaptation in target communities.	Provide food assistance to create productive assets and community market infrastructure, and support environmental protection and adaptation.	Implement malnutrition prevention activities including BSFP, MAM treatment, care takers of children in undertaking treatment for SAM, food by prescription for ART patients, and strengthening capacity.
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Matrix rate approved (average rate)	231.76	207.33	447.36	616.62	316.63	426.57
	104%	119%	119%	171%	137%	89%
	COST CATEGORY/COMPONENTS					
Supply chain food-related, other & staff	59.23	39.15	233.88	253.48	25.03	31.72
	162%	198%	124%	178%	209%	185%
Port cost	17.86	20.47	17.80	16.15	16.22	34.56
	82%	84%	81%	82%	82%	82%
Transport cost	125.93	131.78	123.36	118.70	118.85	147.61
	111%	111%	109%	109%	109%	108%
Storage cost	17.51	15.93	20.02	79.91	116.22	49.92
	94%	153%	106%	236%	337%	31%
Cooperating partner cost	11.23	-	52.30	148.38	40.31	162.76
	35%		163%	266%	72%	135%

Annex 14 Table 3: Budget revision 2 - April 2019

Activities	Provide unconditional food assistance with accompanying social and behavioural change communication for vulnerable households affected by disaster.	Provide school feeding and a home-grown school feeding pilot for primary school children in target regions.	Provide targeted seasonal food assistance to food-insecure host populations during lean seasons to address short-term hunger gaps.	Provide food assistance to support early recovery and community resilience, environmental protection and adaptation in target communities.	Provide food assistance to create productive assets and community market infrastructure, and support environmental protection and adaptation.	Implement malnutrition prevention activities including BSFP, MAM treatment, care takers of children in undertaking treatment for SAM, food by prescription for ART patients, and strengthening capacity.
Matrix rate approved (average rate)	282.52	225.45	287.35	522.16	522.16	587.36
	127%	130%	77%	145%	226%	122%
	COST CATEGORY/COMPONENTS					
Supply chain food-related. other & staff	21.71	9.49	34.13	116.93	116.93	50.77
	59%	48%	18%	82%	978%	295%
Port cost	31.95	26.44	23.73	26.14	26.14	46.18

	146%	108%	108%	132%	132%	109%
Transport cost	194.30	180.02	171.77	162.22	162.22	138.90
	171%	151%	152%	149%	149%	101%
Storage cost	9.56	9.50	9.72	10.06	10.06	9.57
	51%	91%	51%	30%	29%	6%
Cooperating partner cost	25.00	-	48.00	206.81	206.81	341.94
	78%		150%	370%	370%	284%

Annex 15: Key Analytical Work with WFP Contribution or Leadership and Use for Programming

Year	Title	Regional coverage	Status disaggregation	Who (lead)	Informed needs-based programming
2016	Zero Hunger Review	National	No	WFP – MINADER – MINEPAT – MINSANTE	Yes
2016-2017	Agricultural Value Chains and Gender	North, Far North	No	WFP	Limited
2017	SMART	East, Adamaoua, North, Far North	No	MINSANTE – UNICEF	Yes
2017	CFSVA	Countrywide	No	MINADER – WFP	Yes
2018	SMART	East, Adamaoua, North, Far North	No	MINSANTE – UNICEF	Yes
2018	JAM	East, Adamaoua, North	CAR refugees and host communities	HCR – WFP	Limited (report not published)
2018	CBPP	Beyala, Boulembe, Daram, and Nyabi	No	WFP	Yes (but limited scale)
2018	FSMS	East, Adamaoua, North, Far North	No	MINADER (DESA) – WFP	Limited
2018	Market Survey & Price monitoring	East, Adamaoua, North, Far North	No	MINADER (DESA) – WFP	Limited
2018	ENSAN	East, Adamaoua, North, Far North	No	MINADER – WFP – FAO	Limited
2018	Cadre Harmonisé	East, Adamaoua, North, Far North	No	MINADER – WFP – FAO	Yes
2019	EFSA	North West and South West	IDPs and non-IDPs	WFP	Report June 2019
2019	SMART – SENS	East, Adamaoua,	NA	HCR – UNICEF	NA (before end of year)

Year	Title	Regional coverage	Status disaggregation	Who (lead)	Informed needs-based programming
		North, Far North			
2019	Conflict Analysis	North West and South West	IDPs and non-IDPs	WFP (OSZPH)	Limited
2019	ENSAN	East, Adamaoua, North, Far North, West	No	MINADER – WFP – FAO	NA (Ongoing)
2019	Cadre Harmonisé	East, Adamaoua, North, Far North, West	No	MINADER – WFP – FAO	NA (Ongoing)

Source: Evaluation team based on information from the VAM units and documentation review

Annex 16: 2017 and 2018 Progress Towards Country Strategic Plan Outcome Indicators

Annex 16 Table 1: 2017: Regional EMOPs and Country Programme 200330

CSP SO / CSP Activity	Outcome Indicator	Location	Modality	Base Value	End of 2017 (latest follow up)	Year End Target	Previous Follow-up	Year End Target Achieved in 2017	Year End Target Achieved at Baseline
200777 - Regional EMOP - Providing life-saving support to households in Cameroon, Chad and Niger directly affected by insecurity in northern Nigeria									
SO1 Save lives and protect livelihoods in emergencies									
Stabilized or reduced undernutrition among children aged 6–59 months and pregnant and lactating women									
SO1/A1	Proportion of target population who participate in an adequate number of distributions	FAR-NORTH	Cash/Food	53.75	90.66	>66.00	20.56	YES	NO
SO1/A1	Proportion of eligible population who participate in programme (coverage)	FAR-NORTH	Cash/Food	26.54	87.92	>70.00	85.62	YES	NO
Stabilized or improved food consumption over assistance period for targeted households and/or individuals									
SO1/A1	FCS: percentage of households with poor Food Consumption Score	FAR-NORTH	Cash/Food	2.00	11.56	<0.40	5.59		
SO1/A1	FCS: percentage of households with poor Food Consumption Score (-headed by women)	FAR-NORTH	Cash/Food	3.40	12.25	<0.68	5.45		
SO1/A1	FCS: percentage of households with poor Food Consumption Score (-headed by men)	FAR-NORTH	Cash/Food	0.60	9.59	<0.12	5.77		
SO1/A1	Diet Diversity Score	FAR-NORTH	Cash/Food	6.29	3.54	>7.00	4.86		
SO1/A1	Diet Diversity Score (women-headed households)	FAR-NORTH	Cash/Food	5.83	3.43	>7.00	4.83		
SO1/A1	Diet Diversity Score (men-headed households)	FAR-NORTH	Cash/Food	5.94	3.79	>7.00	4.89		
Restored or stabilized access to basic services and/or community assets									
SO2/A2	Retention rate in WFP-assisted primary schools	FAR-NORTH	Cash/Food	80.00	97.85	=85.00	-	YES	NO
SO2/A2	Retention rate (girls) in WFP-assisted primary schools	FAR-NORTH	Cash/Food	80.00	97.70	=85.00	-	YES	NO
SO2/A2	Retention rate (boys) in WFP-assisted primary schools	FAR-NORTH	Cash/Food	80.00	98.00	=85.00	-	YES	NO
SO2/A2	Enrolment: Average annual rate of change in number of children enrolled in WFP-assisted primary schools	FAR-NORTH	Cash/Food	83.00	10.61	=6.00	-		
SO2/A2	Enrolment (girls): Average annual rate of change in number of girls enrolled in WFP-assisted primary schools	FAR-NORTH	Cash/Food	83.00	9.80	=6.00	-		
SO2/A2	Enrolment (boys): Average annual rate of change in number of boys enrolled in WFP-assisted primary schools	FAR-NORTH	Cash/Food	83.00	11.42	=6.00	-		
200799 - Regional EMOP - Critical support to populations affected by the ongoing crisis in Central African Republic and its regional impact									
SO1 Save lives and protect livelihoods in emergencies									
200777 - Regional EMOP - Providing life-saving support to households in Cameroon, Chad and Niger directly affected by insecurity in northern Nigeria									
Stabilized or reduced undernutrition among children aged 6–59 months and pregnant and lactating women									
SO1/A1	Proportion of target population who participate in an adequate number of distributions	EAST & ADAMAWA	Cash/Food	90.00	72.78	>66.00	49.60	YES	YES
SO1/A1	Proportion of eligible population who participate in programme (coverage)	EAST & ADAMAWA	Cash/Food	72.08	65.74	>70.00	83.96		YES
Stabilized or improved food consumption over assistance period for targeted households and/or individuals									
SO1/A1	FCS: percentage of households with poor Food Consumption Score	EAST & ADAMAWA	Cash/Food	1.20	3.05	=0.24	1.70		

SO1/A1	FCS: percentage of households with poor Food Consumption Score (headed by women)	EAST & ADAMAWA	Cash/Food	1.20	2.39	=0.24	1.30		
SO1/A1	FCS: percentage of households with poor Food Consumption Score (headed by men)	EAST & ADAMAWA	Cash/Food	1.20	4.33	=0.24	0.30		
SO1/A1	Diet Diversity Score	EAST & ADAMAWA	Cash/Food	5.80	5.88	=7.00	6.29		
SO1/A1	Diet Diversity Score (women-headed households)	EAST & ADAMAWA	Cash/Food	5.83	5.83	=7.00	6.35		
SO1/A1	Diet Diversity Score (men-headed households)	EAST & ADAMAWA	Cash/Food	5.94	5.96	=7.00	6.43		
Restored or stabilized access to basic services and/or community assets									
SO3/A6	ART Default Rate (%)	EAST & ADAMAWA	Cash/Food	4.75	0.00	<15.00	0.10	YES	YES
200330 - Country Programme-Cameroon-(2013-2017)									
Comp.1-School Feeding									
SO3 Reduce risk and enable people, communities and countries to meet their own food and nutrition needs									
Increased marketing opportunities for producers and traders of agricultural products and food at the regional, national and local levels									
SO4/A9	Food purchased from regional, national and local suppliers, as % of food distributed by WFP in-country	NORTH & FAR NORTH	Food	0.00	-	>41.00	-		
SO4/A9	Food purchased from aggregation systems in which smallholders are participating, as % of regional, national and local purchases	NORTH & FAR NORTH	Food	0.00	-	=10.00	-		
SO4 Reduce undernutrition and break the intergenerational cycle of hunger									
Increased equitable access to and utilization of education									
SO2/A2	Retention rate (girls) in WFP-assisted primary schools	NORTH & FAR NORTH	Food	80.00	-	=85.00	-		
SO2/A2	Retention rate (boys) in WFP-assisted primary schools	NORTH & FAR NORTH	Food	80.00	-	=85.00	-		
SO2/A2	Enrolment (girls): Average annual rate of change in number of girls enrolled in WFP-assisted primary schools	NORTH & FAR NORTH	Food	83.00	-	=6.00	-		
SO2/A2	Enrolment (boys): Average annual rate of change in number of boys enrolled in WFP-assisted primary schools	NORTH & FAR NORTH	Food	83.00	-	=6.00	-		
Ownership and capacity strengthened to reduce undernutrition and increase access to education at regional, national and community levels									
SO5/A10 & A11	NCI: School Feeding National Capacity Index	NORTH & FAR NORTH	Food	0.45	-	=0.75	-		
Comp.2-Food Security & Rural Development									
SO2 Support or restore food security and nutrition and establish or rebuild livelihoods in fragile settings and following emergencies									
Adequate food consumption reached or maintained over assistance period for targeted households									
SO2/A3	FCS: percentage of households with poor Food Consumption Score (-headed by women)	NORTH & FAR NORTH	Cash/Food	19.00	4.17	=15.00	3.90	YES	NO
SO2/A3	FCS: percentage of households with poor Food Consumption Score (headed by men)	NORTH & FAR NORTH	Cash/Food	19.00	0.00	=15.00	11.40	YES	NO
SO2/A3	FCS: percentage of households with borderline Food Consumption Score (-headed by women)	NORTH & FAR NORTH	Cash/Food	12.90	33.30	=10.00	32.60		
SO2/A3	FCS: percentage of households with borderline Food Consumption Score (headed by men)	NORTH & FAR NORTH	Cash/Food	14.90	38.09	=11.00	41.70		
SO2/A3	Diet Diversity Score (women-headed households)	NORTH & FAR NORTH	Cash/Food	4.70	3.33	>4.70	4.65		YES
SO2/A3	Diet Diversity Score (men-headed households)	NORTH & FAR NORTH	Cash/Food	4.70	4.47	>4.70	4.15		YES
Improved access to assets and/or basic services, including community and market infrastructure									

SO2/A4	CAS: percentage of communities with an increased Asset Score	NORTH & FAR NORTH	Assets	0.00	50.00	>80.00	55.00	
Capacity developed to address national food insecurity needs								
SO5/A10 & A11	NCI: Food security programmes National Capacity Index	NORTH & FAR NORTH	Capacity Strengthening	0.85	-	=1.00	-	
SO3 Reduce risk and enable people, communities and countries to meet their own food and nutrition needs								
Increased marketing opportunities for producers and traders of agricultural products and food at the regional, national and local levels								
SO4/A9	Food purchased from regional, national and local suppliers, as % of food distributed by WFP in-country	NORTH & FAR NORTH	Food	3.00	-	=20.00	-	
SO4/A9	Food purchased from aggregation systems in which smallholders are participating, as % of regional, national and local purchases	NORTH & FAR NORTH	Food	2.00	-	=10.00	-	
Comp.3-Nutrition								
SO4 Reduce undernutrition and break the intergenerational cycle of hunger								
Reduced undernutrition, including micronutrient deficiencies among children aged 6-59 months, pregnant and lactating women, and school-aged children								
SO3/A6	MAM treatment recovery rate (%)	NORTH	Nutrition	74.83	-	>75.00	68.21	YES
SO3/A6	MAM treatment mortality rate (%)	NORTH	Nutrition	0.06	-	<3.00	0.20	
SO3/A6	MAM treatment default rate (%)	NORTH	Nutrition	25.11	-	<15.00	29.10	
SO3/A6	MAM treatment non-response rate (%)	NORTH	Nutrition	0.00	-	<15.00	2.49	YES
SO3/A6	Proportion of target population who participate in an adequate number of distributions	NORTH	Nutrition	55.00	-	>60.00	63.10	
SO3/A6	Proportion of eligible population who participate in programme (coverage)	NORTH	Nutrition	79.00	-	>70.00	74.87	YES
SO3/A6	Proportion of children who consume a minimum acceptable diet	NORTH	Nutrition	0.00	-	>70.00	-	
Ownership and capacity strengthened to reduce undernutrition and increase access to education at regional, national and community levels								
SO3/A8	NCI: Nutrition programmes National Capacity Index	NORTH	Nutrition	0.55	-	=0.85	-	

Annex 16 Table 2: 2018: Country strategic plan

All indicators were disaggregated by sex in the original data extraction from WFP systems. The aggregated value is displayed for better readability of the table. The meaning of the colours is as follows:

- Green: progress towards target between baseline and 2018
- Red: deterioration between baseline and 2018
- Yellow: no change between baseline and 2018

Activity	Outcome Indicator	Location	Modality	Base Value	Latest Follow Up (2018)	Year End Target	CSP End Target	Year End Target Achieved in 2018	CSP End Target Achieved in 2018	End year Target Already Achieved at Baseline
SO1 : Populations affected by disasters, including refugees, IDPs and host populations in Cameroon have safe access to adequate and nutritious food during and after crisis										
Activity 1	Consumption-Based Coping Strategy Index (Percentage of households with reduced CSI)	ADAMAWA	Cash	5.16	5.16	<7	<7	YES	YES	YES
			Food	10.04	7.48	<5	<5			
		EAST	Cash	3.11	5.94	<3	<3			
			Food	7.57	7.95	<3	<3			
		FAR-NORTH	Cash	12.23	24.45	<12	<12			
	Food		20.09	31.92	<10	<10				
	Dietary Diversity Score	ADAMAWA	Cash	4.97	4.97	>5	>7			
			Food	4.68	4.46	>5	>7			
		EAST	Cash	5.74	5.59	>5	>7	YES		YES
			Food	5.51	5.03	>5	>7	YES		YES
		FAR-NORTH	Cash	5.2	4.01	>5	>7			
			Food	3.81	3.92	>5	>7			
		NORTH	Cash	4.68	4	>5	>7			
			Food	0.5	0	≥50	≥50			
		Food Consumption Score – Nutrition / Percentage of households who consumed Hem iron rich food daily (in the last 7 days)	ADAMAWA	Cash	6.77	12.86	≥80	≥80		
Food				3.83	3.95	≥80	≥80			
FAR-NORTH	Cash		9.56	1.42	≥60	≥60				
	Food	2.29	1.83	≥50	≥50					

Activity	Outcome Indicator	Location	Modality	Base Value	Latest Follow Up (2018)	Year End Target	CSP End Target	Year End Target Achieved in 2018	CSP End Target Achieved in 2018	End year Target Already Achieved at Baseline
		NORTH	Food	0.5	2.11	≥50	≥50			
		ADAMAWA	Food	59.2	24.84	≥80	≥80			
		EAST	Cash	69.17	52.86	≥80	≥80			
			Food	54.47	39.47	≥80	≥80			
		FAR-NORTH	Cash	74.1	89.1	≥80	≥80	YES		
			Food	51.01	75.71	≥80	≥80			
		NORTH	Food	59.2	37.89	≥80	≥80			
		ADAMAWA	Food	13.93	21.02	≥70	≥70			
		EAST	Cash	42.86	58.86	≥80	≥80			
			Food	30.21	53.16	≥80	≥80			
		FAR-NORTH	Cash	41.43	22.75	≥80	≥80			
			Food	32.08	36.77	≥80	≥80			
		NORTH	Food	13.93	32.63	≥70	≥70			
		ADAMAWA	Food	76.62	78.98	<38	<38	YES	YES	
		EAST	Cash	28.32	10.86	<14	<14			
			Food	33.19	25	<11	<11			
		FAR-NORTH	Cash	54.98	73.93	<30	<30			
			Food	74.58	78.87	<37	<37			
		NORTH	Food	76.62	67.37	<38	<38			
		ADAMAWA	Food	40.3	17.2	<20	<20	YES	YES	
		EAST	Cash	10.53	1.14	<5	<5	YES	YES	
			Food	7.66	1.84	<4	<4	YES	YES	
		FAR-NORTH	Cash	2.79	9	<1	<1			
			Food	6.88	9.32	<3	<3			
		NORTH	Food	40.3	8.42	<20	<20	YES	YES	
		ADAMAWA	Food	14.93	22.61	<8	<8			
		EAST	Cash	1.5	1.71	<1	<1			
			Food	45.53	4.21	<23	<23			
		FAR-NORTH	Cash	2.79	0.1	<1	<1	YES	YES	
			Food	6.04	2.5	<3	<3	YES	YES	
		NORTH	Food	14.93	17.89	<8	<8			
		ADAMAWA	Food	22.89	21.02	≤12	≤12			
		EAST	Cash	64.91	76.29	≤6	≤6			
			Food	62.98	71.05	≤9	≤9			
		FAR-NORTH	Cash	35.46	24.64	≤10	≤10			
			Food	23.13	19.3	≤13	≤13			
		NORTH	Food	28.99	30.53	≤12	≤12			
		ADAMAWA	Food	45.77	61.78	≤10	≤10			
		EAST	Cash	46.62	40	≤15	≤15			
			Food	62.13	45	≤16	≤16			
		FAR-NORTH	Cash	55.78	68.25	≤19	≤19			
			Food	61.04	53.91	≤17	≤17			
		NORTH	Food	45.77	58.95	≤10	≤10			
		ADAMAWA	Food	25.87	52.55	≤12	≤12			
		EAST	Cash	29.32	45.43	≤19	≤19			
			Food	0	56.32	≤7	≤7			
		FAR-NORTH	Cash	23.11	9.95	≤19	≤19	YES	YES	
			Food	42.92	21.8	≤17	≤17			
		NORTH	Food	25.87	44.21	≤12	≤12			
		ADAMAWA	Cash	87.1	87.1	≥80	≥80	YES	YES	YES
			Food	86.76	66.7	≥80	≥80			
		EAST	Cash	85.51	87.1	≥80	≥80	YES	YES	YES
			Food	85.92	72.8	≥80	≥80	YES	YES	YES
		FAR-NORTH	Cash	79.22	40.3	≥80	≥80			
			Food	35.79	51.2	≥80	≥80			
		NORTH	Food	83	51.58	≥80	≥80			YES
		ADAMAWA	Cash	10	10	<15	<15	YES	YES	YES
			Food	12.79	30.9	<15	<15			
		EAST	Cash	9.66	10	<15	<15	YES	YES	YES
			Food	12.27	21.9	<15	<15			YES
		FAR-NORTH	Cash	16.88	54.5	<15	<15			
			Food	47.77	39.4	<15	<15			
		NORTH	Food	12.7	44.21	<15	<15			YES
		ADAMAWA	Cash	2.9	2.9	<5	<5	YES	YES	YES

Activity	Outcome Indicator	Location	Modality	Base Value	Latest Follow Up (2018)	Year End Target	CSP End Target	Year End Target Achieved in 2018	CSP End Target Achieved in 2018	End year Target Already Achieved at Baseline
	Food Consumption Score / Percentage of households with poor Food Consumption Score	EAST	Food	0.46	2.5	<5	<5	YES	YES	YES
			Cash	4.83	2.9	<5	<5	YES	YES	YES
		FAR-NORTH	Food	1.8	5.4	<5	<5			YES
			Cash	3.9	5.1	<5	<5			YES
		NORTH	Food	16.43	9.4	<5	<5			YES
			Food	4.3	4.21	<5	<5	YES	YES	YES
	Food Expenditure Share	ADAMAWA	Cash	54.6	54.6	<50	<40			
			Food	70.15	94.2	<50	<40			
		EAST	Cash	76.69	54.6	<50	<40			
			Food	76.6	60.3	<50	<40			
		FAR-NORTH	Cash	46.61	34.4	<50	<40	YES	YES	
			Food	67.71	55.2	<50	<40			
NORTH	Food	62	86.32	<50	<40					

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

A2	Enrolment rate	FAR-NORTH	Food	94.31	96.55	≥80	≥90	YES	YES	YES
	Gender ratio		Food	0.94	0.93	≥0.7	≥0.5	YES	YES	YES
	Retention rate		Food	43.2	71.32	>70	>90	YES		
A3	Consumption-based Coping Strategy Index (Percentage of households with reduced CSI)	FAR-NORTH	Food	22.5	22.5	≤30	≤20	YES		
	Dietary Diversity Score	FAR-NORTH	Food	3.68	3.85	≥5	≥7			
	Food Consumption Score – Nutrition / Percentage of households who consumed Hem iron rich food daily (in the last 7 days)	FAR-NORTH	Food	3.83	0.4	≥50	≥50			
	Food Consumption Score – Nutrition / Percentage of households who consumed vitamin A rich food daily (in the last 7 days)	FAR-NORTH	Food	54.47	69.4	≥70	≥80			
	Food Consumption Score – Nutrition / Percentage of households who consumed protein rich food daily (in the last 7 days)	FAR-NORTH	Food	30.21	13.2	≥70	≥80			
	Food Consumption Score – Nutrition / Percentage of households who never consumed Hem iron rich food (in the last 7 days)	FAR-NORTH	Food	33.19	83.1	<37	<37			
	Food Consumption Score – Nutrition / Percentage of households who never consumed protein rich food (in the last 7 days)	FAR-NORTH	Food	7.66	3.7	<3	<3			
	Food Consumption Score – Nutrition / Percentage of households who never consumed vitamin A rich food (in the last 7 days)	FAR-NORTH	Food	45.53	7.9	<3	<3			
	Food Consumption Score – Nutrition / Percentage of households who sometimes consumed Hem iron rich food (in the last 7 days)	FAR-NORTH	Food	62.93	16.5	≤13	≤13			
	Food Consumption Score – Nutrition / Percentage of households who sometimes consumed protein rich food (in the last 7 days)	FAR-NORTH	Food	62.13	83.1	≤27	≤17			
	Food Consumption Score – Nutrition / Percentage of households who sometimes consumed vitamin A rich food (in the last 7 days)	FAR-NORTH	Food	0	22.7	≤27	≤17	YES		YES
	Food Consumption Score / Percentage of households with acceptable Food Consumption Score	FAR-NORTH	Food	45	45	≥80	≥80			
	Food Consumption Score / Percentage of households with borderline Food Consumption Score	FAR-NORTH	Food	50.4	50.4	<10	<15			
	Food Consumption Score / Percentage of households with poor Food Consumption Score	EAST	Food	2.86	2.86	<10	<5	YES	YES	YES
		FAR-NORTH	Food	4.5	4.5	<10	<5	YES	YES	YES
	Food Expenditure Share	FAR-NORTH	Food	53.7	53.7	<60	<20			
	Livelihood-based Coping Strategy Index (Percentage of households using coping strategies)/ Percentage of households not using livelihood based coping strategies	FAR-NORTH	Food	31.39	70.85	≥60	≥70	YES	YES	
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies) / Percentage of households using crisis coping strategies	FAR-NORTH	Food	7.62	8.07	≤15	≤10	YES	YES	YES	
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies) / Percentage of households using emergency coping strategies	FAR-NORTH	Food	54.26	8.07	≤10	≤10	YES	YES		

Activity	Outcome Indicator	Location	Modality	Base Value	Latest Follow Up (2018)	Year End Target	CSP End Target	Year End Target Achieved in 2018	CSP End Target Achieved in 2018	End year Target Already Achieved at Baseline
	Livelihood-based Coping Strategy Index (Percentage of households using coping strategies) / Percentage of households using stress coping strategies	FAR-NORTH	Food	8.52	14.34	≤15	≤10	YES		YES
A4	Consumption-based Coping Strategy Index (Percentage of households with reduced CSI)	EAST	Food	7.46	7.46	≤30	≤20	YES	YES	YES
		FAR-NORTH	Food	22.5	26.65	≤30	≤20	YES		
	Food Consumption Score – Nutrition / Percentage of households who consumed Hem Iron rich food daily (in the last 7 days)	EAST	Food	6.77	4.5	≥80	≥50			
		FAR-NORTH	Food	3.83	0.9	≥50	≥50			
	Food Consumption Score – Nutrition / Percentage of households who consumed vitamin A rich food daily (in the last 7 days)	EAST	Food	69.17	48.8	≥70	≥80			
		FAR-NORTH	Food	54.47	91.4	≥80	≥80	YES	YES	
	Food Consumption Score – Nutrition / Percentage of households who consumed protein rich food daily (in the last 7 days)	EAST	Food	42.86	43.8	≥70	≥80			
		FAR-NORTH	Food	30.21	26.8	≥80	≥80			
	Food Consumption Score – Nutrition / Percentage of households who never consumed Hem iron rich food (in the last 7 days)	EAST	Food	28.32	35.7	<11	<37			
		FAR-NORTH	Food	33.19	82.3	<37	<37			
	Food Consumption Score – Nutrition / Percentage of households who never consumed protein rich food (in the last 7 days)	EAST	Food	10.53	3.6	<4	<3	YES		
		FAR-NORTH	Food	7.66	6.8	<3	<3			
	Food Consumption Score – Nutrition / Percentage of households who never consumed vitamin A rich food (in the last 7 days)	EAST	Food	1.5	0.6	<23	<3	YES	YES	YES
		FAR-NORTH	Food	45.53	0.9	<3	<3	YES	YES	
	Food Consumption Score – Nutrition / Percentage of households who sometimes consumed Hem Iron rich food (in the last 7 days)	EAST	Food	64.91	59.8	≤9	≤13			
		FAR-NORTH	Food	62.98	16.8	≤13	≤13			
	Food Consumption Score – Nutrition / Percentage of households who sometimes consumed protein rich food (in the last 7 days)	EAST	Food	46.62	52.6	≤26	≤17			
		FAR-NORTH	Food	62.13	66.4	≤17	≤17			
	Food Consumption Score – Nutrition / Percentage of households who sometimes consumed vitamin A rich food (in the last 7 days)	EAST	Food	29.32	50.6	≤7	≤17			
		FAR-NORTH	Food	0	7.7	≤17	≤17	YES	YES	YES
	Food Consumption Score / Percentage of households with acceptable Food Consumption Score	EAST	Food	67.98	67.98	≥80	≥80			
		FAR-NORTH	Food	50.5	50.5	≥80	≥80			
	Food Consumption Score / Percentage of households with borderline Food Consumption Score	EAST	Food	29.17	29.17	<10	≤15			
FAR-NORTH		Food	45.9	45.9	<10	≤15				
Food Consumption Score / Percentage of households with poor Food Consumption Score	FAR-NORTH	Food	3.6	3.6	<10	<5	YES	YES	YES	
Food Expenditure Share	EAST	Food	81.3	81.3	<60	<20				
	FAR-NORTH	Food	60	60	<60	<20				
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies) / Percentage of households not using livelihood based coping strategies	EAST	Food	64.68	43.62	≥60	≥70				
	FAR-NORTH	Food	31.39	32.27	≥60	≥70				
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies) / Percentage of households using crisis coping strategies	EAST	Food	14.46	19	≤15	≤10				
	FAR-NORTH	Food	7.62	41.36	≤15	≤10			YES	
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies) / Percentage of households using emergency coping strategies	EAST	Food	8.08	29.33	≤10	<10			YES	
	FAR-NORTH	Food	54.26	20.9	≤10	≤10				
Livelihood-based Coping Strategy Index (Percentage of households using coping strategies) / Percentage of households using stress coping strategies	EAST	Food	14.46	8.26	≤15	=10	YES	YES		
	FAR-NORTH	Food	8.52	5.45	≤15	≤10	YES	YES	YES	
Proportion of the population in targeted communities reporting benefits from an enhanced livelihood asset base	EAST	Food	83.1		=90	=100				
Proportion of the population in targeted communities reporting benefits from an enhanced livelihood asset base	FAR-NORTH	Food	93.8		=90	=100				
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										
A6	MAM Treatment Default rate	ADAMAWA	Food	0	0	<15	<15	YES	YES	YES
		EAST	Food	0	0	<15	<15	YES	YES	YES
		FAR-NORTH	Food	0	0.21	<15	<15	YES	YES	YES
		NORTH	Food	0	0	<15	<15	YES	YES	YES
	MAM Treatment Mortality rate	ADAMAWA	Food	0	0	<3	<3	YES	YES	YES

Activity	Outcome Indicator	Location	Modality	Base Value	Latest Follow Up (2018)	Year End Target	CSP End Target	Year End Target Achieved in 2018	CSP End Target Achieved in 2018	End year Target Already Achieved at Baseline
	MAM Treatment Non-response rate	EAST	Food	0	0	<3	<3	YES	YES	YES
		FAR-NORTH	Food	0	0	<3	<3	YES	YES	YES
		NORTH	Food	0	0	<3	<3	YES	YES	YES
	MAM Treatment Recovery rate	ADAMAWA	Food	0	0	<15	<15	YES	YES	YES
		EAST	Food	8	8.68	<15	<15	YES	YES	YES
		FAR-NORTH	Food	3	7.42	<15	<15	YES	YES	YES
	Minimum Dietary Diversity – Women	NORTH	Food	0	0.1	<15	<15	YES	YES	YES
		ADAMAWA	Food	100	100	>75	>75	YES	YES	YES
		EAST	Food	90	89.5	>75	>75	YES	YES	YES
	Proportion of children 6–23 months of age who receive a minimum acceptable diet	FAR-NORTH	Food	96	90.77	>75	>75	YES	YES	YES
		NORTH	Food	100	99.9	>75	>75	YES	YES	YES
		ADAMAWA	Food	7.41	5.3	>60	>50			
	Proportion of eligible population that participates in programme (coverage)	EAST	Food	42.86	36	>60	>50			
		FAR-NORTH	Food	31.76	27.3	>60	>50			
		NORTH	Food	29.63	5.3	>60	>50			
	Proportion of target population that participates in an adequate number of distributions (adherence)	ADAMAWA	Food	0	77.42	>40	>60	YES	YES	
		EAST	Food	16.83	64.44	>40	>60	YES	YES	
		FAR-NORTH	Food	11.36	77.88	>40	>60	YES	YES	
	SO4: Food insecure smallholders, especially women, in prioritized districts of the Far North, North, Adamawa and Eas regions have sustainably increased incomes to enhance their self-reliance and livelihoods and improve their productivity by 2020	NORTH	Food	11.98	85.19	>40	>60	YES	YES	
		ADAMAWA	Food	100	79.76	>70	>90	YES		YES
		EAST	Food	98.88	88.75	>70	>90	YES		YES
SO5: The Government's work to achieve Zero Hunger is supported by effective partnerships by 2030	FAR-NORTH	Food	60	79.5	>70	>90	YES			
	NORTH	Food	100	55.93	>70	>90			YES	
	ADAMAWA	Food	85	72.72	>80	>90				
SO6: The humanitarian community in Cameroon has access to UNHAS services until alternative means of air transport are available	EAST	Food	87.2	75.8	>80	>90				
	FAR-NORTH	Food	95.89	63.55	>80	>90			YES	
	NORTH	Food	92.71	84.61	>80	>90			YES	

SO4: Food insecure smallholders, especially women, in prioritized districts of the Far North, North, Adamawa and Eas regions have sustainably increased incomes to enhance their self-reliance and livelihoods and improve their productivity by 2020

A9 Rate of smallholder post-harvest losses

≤20 ≤10

SO5: The Government's work to achieve Zero Hunger is supported by effective partnerships by 2030

A10 User satisfaction rate

FAR-NORTH

80

90

=90

=100

SO6: The humanitarian community in Cameroon has access to UNHAS services until alternative means of air transport are available

User satisfaction rate

FAR-NORTH

83

88

>80

>90

YES

Annex 17: Follow-up of 2017 Country Portfolio Evaluation Recommendations

The table below summarizes what follow-up was given to the country portfolio evaluation (CPE) recommendations looking at (i) management response and immediate follow-up provided by the WFP country office (February 2018) and (ii) complementary analysis by the evaluation team on implementation of the management response.

It also provides an overall assessment of the level of follow up of each recommendation/sub-recommendation, based on the assessment made by the evaluation team.

Colour Key

Red: not considered in the country strategic plan or not implemented

Orange: partially considered and implemented

Green: effectively considered and partially to fully implemented

Country portfolio evaluation recommendations	Management response and follow-up reported by the country office	Complementary analysis of the follow-up to date by the evaluation team	Level of follow-up
<p>Recommendation 1: WFP should 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. This will require:</p>	<p>Agreed</p> <ul style="list-style-type: none"> Since 2016, the country office has been implementing a nutrition response with a stronger focus on the prevention of malnutrition. The nutrition response is implemented through a blanket supplementary feeding programme and includes the establishment of delivery platforms for nutrition-sensitive and nutrition-specific activities for preventing malnutrition. This nutrition assistance is complemented by services such as health care and immunization, vitamin A supplementation, water and hygiene services, social and behaviour change communication and deworming 	<ul style="list-style-type: none"> The integrated nutrition treatment prevention approach has been effectively integrated in the country strategic plan (SO3, Activity 6) and rolled out, with a view to preventing acute malnutrition in children aged 6-23 months, and to treat older children with moderate acute malnutrition (MAM). The programme comprises nutrition preventive actions (BSFP, nutrition sensitization), and the delivery of multiple health services, which complement the nutrition assistance, in order to increase synergies and impact The preventive approach of the platform does not address the root causes of malnutrition. Only in few cases it is complemented with other WFP actions in the 	<p style="background-color: #f4a460;"> </p>

Country portfolio evaluation recommendations	Management response and follow-up reported by the country office	Complementary analysis of the follow-up to date by the evaluation team	Level of follow-up
	<ul style="list-style-type: none"> To maximize synergies and impact, preventive activities are integrated with the provision of general food assistance – food or cash – to affected households and are conducted in close collaboration with national health bodies Malnutrition prevention activities are consolidated by activities 6, 7 and 8 of the country strategic plan 	<p>same areas. It does not explicitly include nutrition-sensitive agriculture activities</p> <ul style="list-style-type: none"> There is no evidence that scale up of treatment has taken place, even though malnutrition rates remained high in some areas. As such, it does not appear in the country strategic plan formulation 	
<p>a) Development of a partnership strategy for ensuring integration, synergies and complementarity with other partners, especially the Rome-based agencies</p>	<ul style="list-style-type: none"> The malnutrition prevention programme has already been integrated into activities in the nutrition sector plan, into the humanitarian response plan and into the revised national nutrition guidelines for the prevention and treatment of acute malnutrition 	<ul style="list-style-type: none"> No nutrition partnership strategy has been developed No collaboration with FAO and IFAD on nutrition has been reported Coordination/collaboration with UNICEF (and UNHCR) has been irregular The integration into the revised national nutrition guidelines for the prevention and treatment of acute malnutrition has not been developed. Even if an initial revision was done, it has not yet been validated as it was prepared without the participation of the majority of stakeholders including UNICEF The collaboration with the national health bodies accounts for the BSFP platform but not for the food assistance components 	
<p>b) Promotion of healthy diets through locally appropriate outreach campaigns, including cooking classes and complementarity with school meals programming</p>	<p>NA</p>	<ul style="list-style-type: none"> The country strategic plan monitoring and evaluation framework does not include intermediate indicator allowing the tracking of progress in terms of promotion of healthy diets (neither under SO2 nor under SO3) Outreach sensitization actions and planned cooking demonstrations have taken place during distributions and food assistance for assets activities 	

Country portfolio evaluation recommendations	Management response and follow-up reported by the country office	Complementary analysis of the follow-up to date by the evaluation team	Level of follow-up
		<ul style="list-style-type: none"> The promotion of healthy diets as part of school meals programming is not explicitly mentioned in the country strategic plan. It has been implemented in some cases. For example, the food assistance for assets harvested products in Mayo Sava and Logone-and-Chari served to complement school feeding food basket with fruits and vegetables The pilot of a HGSF model is planned under SO2, but did not materialize 	
c) Enhancement of investments in food security monitoring systems that allow continuous monitoring of nutrition status and systematic monitoring of nutrition outcomes	NA	<ul style="list-style-type: none"> The country strategic plan foresees investment in nutrition-sensitive integrated agency-led data, monitoring and accountability systems towards SDG2, which is still under conceptualization (see SO5) Integration of food security and nutrition monitoring mechanisms very much depends on methodologies used Since 2019, post-distribution monitoring sampling allows for a more appropriate measurement of nutrition outcomes 	
d) Focus on the “1,000 day window” between conception and 2 years of age in order to further increase efficiency and effectiveness in line with SUN initiative recommendations	NA	<ul style="list-style-type: none"> SO3 (Activity 6) beneficiary targeting address this recommendation 	
e) Continuous nutrition monitoring in targeted areas of children under 5, pregnant and lactating women and girls and	NA	<ul style="list-style-type: none"> In targeted areas, only children under 5 are routinely monitored (on a quarterly basis) 	

Country portfolio evaluation recommendations	Management response and follow-up reported by the country office	Complementary analysis of the follow-up to date by the evaluation team	Level of follow-up
other vulnerable groups, including adolescent girls and elderly people.		<ul style="list-style-type: none"> Nutrition status of other vulnerable groups are monitored via annual surveys 	
<p>Recommendation 2: WFP should expand the programming capacity of the country office in the use and scale-up of cash-based transfer modalities, guided by:</p> <ul style="list-style-type: none"> - systematic post-distribution analysis of cost efficiency and cost effectiveness - monitoring and analysis of factors affecting the choice of transfer modality, such as market functioning and beneficiary preferences and satisfaction - analysis of options for combining transfer modalities. 	<p>Agreed</p> <ul style="list-style-type: none"> Launched in 2016, the cash-based transfer (CBT) modality was scaled up in Far North and East regions in 2017. Strategic outcome 1 of the country strategic plan will enable WFP to expand the use of cash-based transfers to provide unconditional food assistance with accompanying social and behaviour change communication Analysis of cost efficiency and cost effectiveness will be done systematically throughout the implementation of the country strategic plan. 	<ul style="list-style-type: none"> The scale-up of cash-based transfer has effectively been introduced in the country strategic plan design With the arrival of the new cash-based transfer officer, expansion of programming capacities of the country office in the use and scale-up of cash-based transfer modalities are on-going Since 2019, with the arrival of the new cash-based transfer officer, analysis of cost efficiency and cost effectiveness as well as factors affecting the choice of transfer modality have been slowly introduced: conduction of a multi-sector cash-based transfer assessment (April-June 2019), planned analysis of cash-based transfer versus in kind in the Minawao Camp, etc. This work still presents a number of limitations (see 2.3.4) Analyses of options for combining transfer modalities have not been conducted 	
<p>Recommendation 3: WFP should consider the weak complementarity of the Rome-based agencies and the corporate call for strengthening their collaboration as a means of responding to the Zero Hunger Challenge. The country office should take the initiative in institutionalizing partnerships</p>	<p>Agreed</p> <ul style="list-style-type: none"> Through Activity 9 of the country strategic plan the country office plans to “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 the Food and Agriculture Organization of the United Nations (FAO) and the 	<ul style="list-style-type: none"> Activity 9 was effectively integrated in the country strategic plan, but has not been implemented In the aftermath of the 2018 Rome-based agencies joint note for improving collaboration in support of smallholders and cooperatives, a series of consultations have been conducted including a Rome-based agency consultation workshop in February 2019, which informed the elaboration of WFP SAMS strategy (draft finalized in September 2019) 	

Country portfolio evaluation recommendations	Management response and follow-up reported by the country office	Complementary analysis of the follow-up to date by the evaluation team	Level of follow-up
for joint programming where benefits in terms of synergies and complementarity can be identified:	<p>International Fund for Agricultural Development (IFAD)”</p> <ul style="list-style-type: none"> 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 work is incorporated into Activity 5 of the country strategic plan: “provide food assistance to create productive assets and community market infrastructure, and support environmental protection and adaptation.” 	<ul style="list-style-type: none"> Joint programme with Rome-based agencies in support of SDG2 have not been elaborated 	
a) Enhance the food security information system through further development of the sentinel system being piloted in the Far North region	NA	<ul style="list-style-type: none"> A concept note is under development for the elaboration of a broader gender-responsive monitoring system to track progress towards SDG2 with support from the Rome-based agencies (SO5) WFP continued efforts to establish the Food Security and Monitoring System (FSMS) in support of the MINADER in four regions (SO5). 	
b) Support capacity strengthening for relevant government counterparts	NA	<ul style="list-style-type: none"> Joint Rome-based agencies efforts of capacity strengthening in the domain of food security information system have not been explicitly included in the country strategic plan With the introduction of the Cadre Harmonisé, capacity strengthening for food security analysis supported by both WFP and FAO were enhanced (200 staff from Government and collaborating partners trained in 2018) 	

Country portfolio evaluation recommendations	Management response and follow-up reported by the country office	Complementary analysis of the follow-up to date by the evaluation team	Level of follow-up
c) Design a resilience strategy that harmonizes complementary activities and resources	NA	<ul style="list-style-type: none"> Rome-based agencies have not developed a joint resilience strategy United Nations joint resilience programmes have been elaborated in the framework of the UNDAF in the Far North and East regions and are now being implemented 	
d) Explore strategies for combining school feeding with purchase for progress activities	NA	<ul style="list-style-type: none"> The country strategic plan includes a pilot home-grown school feeding initiative which is still under planning/ conceptualization (see SO2) 	
<p>Recommendation 4: WFP should continue to focus on the northern and eastern regions while gradually moving towards the re-establishment of early recovery activities. Thus, WFP should:</p>	<p>Agreed.</p> <ul style="list-style-type: none"> The shift from emergency to early recovery and development is the core of the Executive Board-approved WFP Cameroon Country Strategic Plan (2018–2020) Under strategic outcome 2, WFP intends to support the Government in responding rapidly to emergencies with a community-centred approach that shifts to early recovery and to long-term resilience building to enable communities to sustain their assets throughout periods of crisis and to re-establish their livelihoods quickly. This shift enables WFP to work in partnership with state and non-state partners and United Nations agencies on implementing asset-creation activities with complementary food and nutrition interventions Nutrition education will be introduced alongside food distributions and cash-based transfers to support equitable livelihood opportunities for women and men 	<ul style="list-style-type: none"> The shift to early recovery and resilience building is considered in the country strategic plan design, but has been partially implemented (see 2.2.1) The response to the sudden Northwest and Southwest regions emergency crisis required additional resources to be allocated to emergency work 	

Country portfolio evaluation recommendations	Management response and follow-up reported by the country office	Complementary analysis of the follow-up to date by the evaluation team	Level of follow-up
	<p>refugees, internally displaced persons and targeted residents in the Far North, North, Adamaoua and East regions</p> <ul style="list-style-type: none"> • School meals and a home-grown school meals pilot for primary schoolchildren are also included in country strategic plan activities in the Far North region • Under strategic outcome 4, WFP will 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. 		
a) Ensure full integration and synergies between mutually reinforcing interventions so that modifications in one intervention will not have negative impacts on others	NA	<ul style="list-style-type: none"> • Very limited integration and synergies across interventions (See Section 2.1, theory of change and country strategic plan architecture) at design stage and during implementation 	
b) Establish and implement effective handover and sustainability strategies as an integral part of programming	NA	<ul style="list-style-type: none"> • No handover/sustainability strategies developed (see Section 2.2.3) 	
c) Ensure that programming is based on realistic assessments of funding through broader dialogue with donors during the programming of activities	NA	<ul style="list-style-type: none"> • Dialogue with donors for realistic assessment of funding did not take place (see Section 2.1.4) 	

Country portfolio evaluation recommendations	Management response and follow-up reported by the country office	Complementary analysis of the follow-up to date by the evaluation team	Level of follow-up
d) Promote and strengthen economic resilience in intervention areas, including through greater use of food assistance for assets in, for example, the creation of community food banks, reforestation and the repair of feeder roads	NA	<ul style="list-style-type: none"> Food assistance for assets interventions are implemented and have been slightly scaled up in 2018 in the Far North and East regions The creation of community food banks, reforestation and repair of feeder road remains very limited. (see Section 2.2.1/SO2) 	
e) Re-establish school meals interventions, including emergency school meals that are coherent with multisector support for national social protection systems	NA	<ul style="list-style-type: none"> School meals are included under SO2, Activity 3. Activity 3 has been implemented only in the Far North region (see Section 2.2.1 / SO2) Emergency school meals are not considered in the country strategic plan Multisector support for national social protection systems is included in the country strategic plan under SO5, but has not been implemented. 	
f) Enhance strategic cooperation with the newly reorganized national FAO/WFP management committee	NA	<ul style="list-style-type: none"> This FAO/WFP management committee is not in place 	
Recommendation 5: WFP should develop an evidence-based operational strategy for integrating gender considerations into programming, in line with the	Agreed. Through the country strategic plan the country office is committed to carrying out robust gender and economic analyses supported by effective data collection, monitoring and accountability systems	<ul style="list-style-type: none"> The gender and economic analyses foreseen in the management response has not been conducted The core gender team has been set up and is actively supporting sensitization on gender through a network of gender focal points at country office and strategic outcome levels 	

Country portfolio evaluation recommendations	Management response and follow-up reported by the country office	Complementary analysis of the follow-up to date by the evaluation team	Level of follow-up
<p>WFP gender policy and action plan, by:</p> <p>a) Ensuring that programming is based on specific gender analysis and monitoring of key gender-related outcome indicators</p> <p>b) Strengthening the partnership with the Ministry of Women's Empowerment and the Family at national and regional levels.</p>	<p>A core team was set up in December 2017 to ensure that the country office's programmes are gender transformative. The core team has completed a self-assessment to obtain a baseline against which to measure the integration of gender considerations into WFP programmes. Based on this baseline, a plan for improving gender integration in the country office's programming will be developed</p> <p>A gender and protection officer was appointed in October 2017 to support the country office in integrating gender considerations into programming while strengthening partnerships with the Ministry of Women's Empowerment and the Family and other relevant actors</p>	<ul style="list-style-type: none"> • A plan for improving gender integration has been developed, and a mid-term review of this plan has just been conducted • The collection of gender-sensitive data is improving. Generation of monitoring and evaluation data disaggregated by sex and the inclusion of questions in decision making within the household in post distribution monitoring or in check-lists used by cooperating partners are positive steps to better understand how WFP activities impact women. Difficulty remains in ensuring the quality of the data collected • Limited efforts to better understand the context linked to gender dynamics and implications for WFP evidence-based programming • The approach of gender mainstreaming is not broadening to gender transformation aspects • The partnership with the Ministry of Women's Empowerment and the Family has not been developed 	
<p>Recommendation 6: WFP should design an effective communication framework that includes:</p> <p>a) Identification and use of windows of opportunity, platforms for outreach and influencers at all levels</p>	<p>Agreed.</p> <p>The country office appointed a communication and partnership officer in October 2017 and is expanding the team responsible for designing and implementing a full communication and advocacy strategy</p> <p>The country office is developing a communication and advocacy strategy with support from headquarters and the regional bureau. The draft strategy includes tools,</p>	<ul style="list-style-type: none"> • An effective communication framework has been developed. Implementation of the communication plan started in 2019, and progress have not yet been monitored • The partnership officer hired in 2019 is developing a partnership strategy • Progress in terms of staff's capacity in communication are not measured, and have not been reported 	

Country portfolio evaluation recommendations	Management response and follow-up reported by the country office	Complementary analysis of the follow-up to date by the evaluation team	Level of follow-up
<p>b) Development of strategic communication partnerships and alliances</p> <p>c) Mainstreaming of communication protocols throughout the portfolio</p> <p>d) Monitoring of the efficiency of communications</p> <p>e) Capacity building for country office staff in respect of communication skills.</p>	<p>platforms and guidance material for internal and external communications and outreach</p> <p>The country office plans to build staff's capacity in communications through training and visits to media organizations</p> <p>26/12/2018</p> <p>With the support of headquarters and the regional bureau, the country office has developed a communication and advocacy strategy</p> <p>The country office has hired a partnership officer and is in the process of expanding the team</p> <p>Under the leadership of management, the communication and partnership unit will be implementing the strategy. The main actions will include: increasing visibility through the mainstream and social media, both national and international; streamlining the strategy internally through guidance and training; harmonizing coordination between the country office and field offices; strengthening the communication with external partners and donors in particular; and enhancing information management</p> <p>For 2019, the unit plans to focus on building staff's capacity in communication through training</p>	<p>(see Section 2.4.5)</p>	

Country portfolio evaluation recommendations	Management response and follow-up reported by the country office	Complementary analysis of the follow-up to date by the evaluation team	Level of follow-up
<p>Recommendation 7: WFP should develop a strategy for supporting the development of national and local capacities in food security monitoring, early warning and response. This strategy should seek to:</p> <p>a) Strengthen collaboration with Cameroon’s national institute of statistics</p> <p>b) Continue to support the countrywide sentinel food security monitoring system</p> <p>c) Expand the use of SCOPE by cooperating partners and national counterparts</p> <p>e) Embed capacity development assessments as an integral part of programming- develop a strategic framework for supporting relevant local and national partners, based on systematic capacity needs assessments, working in partnership with other actors and aligned with partners’ needs</p>	<p>Agreed</p> <p>Since 2016, in collaboration with the Government, WFP has operated a food security monitoring system to ensure the robust and continuous monitoring of food security. Initially focusing on the Far North region, the mechanism has been expanded into the other three regions where WFP operates – North, Adamaoua and East. It will not be extended to the whole country, however, as this is not a government priority</p> <p>Expansion of the use of WFP corporate digital beneficiary and transfer management platform, SCOPE, is planned under Activity 10 of the country strategic plan and is already under way</p> <p>The country strategic plan was designed with capacity strengthening as its core objective. WFP will develop a strategy to guide WFP investment in capacity strengthening of national and local and partner institutions to enable the Government to take a leading role in designing food security and nutrition plans and managing their implementation. WFP plans to assess country capacities in September 2018</p>	<ul style="list-style-type: none"> Capacity needs assessment in particular in food security monitoring, early warning and response have not been conducted A capacity development strategy has not been developed <p>(See Section 2.1.2 / SO5)</p>	

Annex 18: Country Strategic Plan

Adherence to WFP Corporate Policies and Commitments

The table below summarizes adherence of WFP operations since 2017 to corporate policies and commitments. The evaluation team selected the policies/commitments mostly cited in different interviews with WFP staff at headquarters, regional bureau and country office levels.

Policy areas	Corporate policy / commitment	Degree / analysis of adherence of WFP country strategic plan Cameroon
Resilience livelihoods	WFP Policy on Building Resilience for Food Security and Nutrition (2015); WFP West Africa Resilience Scale-up Plan (2018) (only concerns Sahel for now, but might expand to Cameroon)	<ul style="list-style-type: none"> - No evidence of adoption of a resilience lens during country strategic plan's elaboration - Lack of programmatic integration/integration models (e.g. insufficiently connects resilience and nutrition pathways) + Coherent with the need to increase support to social protection and safety nets (yet in practice, not adopted) + Partially integrate planning tools recommended for resilience planning (3-Pronged approach) + Prioritize the creating of productive assets (food assistance for assets), but insufficiently consider the diversification of livelihood strategies and rehabilitation of natural resources + Prioritize support to smallholder (not yet in practice) + Engages in partnerships for resilience
Nutrition	WFP Nutrition Policy (2017); WFP Nutrition Policy Implementation Plan (2017-2021) and related nutrition-sensitive guidance (2017)	<ul style="list-style-type: none"> + Coherent with the focus on prevention of malnutrition by the introduction of a prevention treatment approach (BFSP platform) - Insufficiently adopt nutrition-sensitive approaches - The need for a "deeper analysis to understand driving factors" of malnutrition is not reflected
School feeding	WFP Revised School Feeding Policy (2013)	<ul style="list-style-type: none"> + Adhere to overall principles of the transition to Nationally Owned Programmes and piloting of Home-Grown School Feeding linked to support to local production (not yet in practice) - Diversification of the food basket not clearly reflected - Learning efforts not planned
Aid modality	WFP Cash & Voucher Policy update (2011)	<ul style="list-style-type: none"> + Coherent with efforts to scale-up cash-based transfers + SCOPE to be rolled out - Insufficiently seeking involvement of the Government (but this is changing) - Cash-feasibility and cost-efficiency studies have not been integrated initially (but this has been rectified in 2019)
Capacity development	WFP Policy on Capacity Development (2009); Country Capacity	<ul style="list-style-type: none"> - Does not disaggregate outcomes at the three levels (enabling environment, institutional and individual capacities) - No capacity assessments conducted

Policy areas	Corporate policy / commitment	Degree / analysis of adherence of WFP country strategic plan Cameroon
	Strengthening Framework (Draft, 2018)	
Protection humanitarian principles access	WFP Humanitarian Protection Policy (2012); Policy on Humanitarian Principles (2004); Note on Humanitarian Access (2006)	<ul style="list-style-type: none"> + Beneficiary data protection + Adherence with humanitarian principles in terms of the neutrality of operations
Gender	WFP Gender Policy (2015-2020); Regional Gender Implementation Strategy West and Central Africa (2015-2020)	<ul style="list-style-type: none"> + Mainstreaming of the 9 Outcomes of the Gender Policy + Enhanced alignment given support from the Gender Transformation Programme - No consideration of Youth Focus - Limited/no conduct of gender contextual analysis
Climate Change	WFP Climate Change Policy (2017)	<ul style="list-style-type: none"> - Climate change issues are poorly mainstreamed across the country strategic plan - The priority on “understanding of the impacts of climate change on food security and nutrition” is not reflected
Partnerships	WFP South-South and Triangular Cooperation Policy (2015)	+ Prioritizes the mobilization of South-South and Triangular Cooperation partnerships (mainly with Asia and Brazil)

Source: Evaluation team based on interviews with WFP staff and WFP policy documentation review

Annex 19: Review of Country Strategic Plan 2018 and 2019 Annual Performance Plans

	APP - Planned deliverables	2018 Deadline	2019 Deadline	Update based on APP 2018 report and evaluation team assessment
Activity 1				47%
				27%
				7%
				20%
APP 2018	Beneficiaries lists based on vulnerability-based targeting are generated for Central African Republic refugees in the East region and internally displaced persons in the Far North region in collaboration with UNHCR and other partners	End February		
	Memorandum of understanding between WFP and UNHCR around humanitarian support to Central African Republic and Nigerian refugees is signed	End 1st quarter		
	Beneficiaries lists are updated regularly to take consideration of returnees, new arrivals etc.	Monthly		
	In newly established cash-based transfer sites wholesalers/retailers are identified and trained in a month before the start of distributions	Continuous		NA
	A system to monitor and address complaints and challenges related to cash-based transfer performance (retailers, wholesalers, service providers etc.) is maintained	Ongoing		
	A communication strategy on the vulnerability-based targeting and awareness raising on food and nutrition security is developed and shared with all stakeholders by end of February and implemented	Ongoing		
	Visibility tools/items to highlight WFP contribution to crisis response are in place in all sites	End February		NA
	Lessons learned and best practices are identified and documented twice a year to enhance programme efficiency and effectiveness	Continuous		NA

	WFP staff and cooperating partners are trained on gender and protection issues related to this activity	July and November		
APP 2019	Vulnerability targeting mechanism is enhanced to enable flexibility in beneficiary selection based on available resources using information from the 2018 joint assessment mission and food security assessments in the targeted areas		June	
	The cash-based transfer strategy is finalized (by March) and cost effectiveness and cost efficiency analysis of in-kind and cash-based transfer modalities is conducted to confirm choice of modality in Activity 1 intervention areas		October	
	Financial service providers are diversified, an alternative cash-based transfer modality is identified for all cash-based transfer sites. In newly established cash-based transfer sites, wholesalers/retailers identified and trained a month before start of distributions.		December	
	Food assistance in the form of in-kind food or cash-based transfer is provided monthly to vulnerable refugees and internally displaced persons in the targeted regions. Monitoring and supervision of distributions (food and cash-based transfer) to beneficiaries and support to partners is enhanced through regular field missions. Tracking of monitoring findings, information on outputs and outcome indicators is analyzed systematically to inform programming		December	
	A social and behaviour change communication (strategy to accompany general food distributions is developed (by end April) with support from regional bureau and headquarters and implemented		December	
	SCOPE is rolled-out for beneficiary information management and enhanced data protection and privacy especially for the Northwest, Southwest and Far North regions		December	
Activity 2				0%
				44%
				56%
APP 2019	Joint programme implementation plans are developed between WFP and MINEDUB at regional level	Quarterly		
	Government capacity in school feeding monitoring is strengthened through trainings and provision of tools	End December		

	Models for the procurement of local nutritious foods in and around the targeted areas are identified through feasibility studies and market assessments	End December		
APP 2019-2020	The country office school feeding strategy is updated in line with the new regional strategy	By end February	June	
	Work with MINEDUB to integrate recommendations from SABER into the national school feeding policy	End December	End December	
	Memorandum of understanding signed between WFP and MINEDUB on partnerships in school feeding activities	End of 1st quarter	June	
APP 2020	Identification of new donors and engaging fund raising and resource mobilization and generate briefs and fund-raising documents		June	
	Engagement with MINEDUB is strengthened and capacity enhanced through regular senior level contacts and South-South cooperation (African Union, regional centre of excellence visit)		December	
	Three-year HGSP strategy and plan is developed with the role of government sectors clearly defined, including linkages with smallholder farmers		June	
Activity 3				29%
				43%
				29%
				0%
	Beneficiaries list of vulnerable households in host communities in the Far north region is generated	March		
	Distribution plans together with corresponding monitoring plans are prepared for timely distribution	End of August		
	A communication strategy on vulnerability-based targeting and prevention of negative coping strategies is developed and implemented			
	Food transfers conducted and monitored on a monthly basis from July-September in partnerships with cooperating partners			
	Results of crops assessments and Cadre Harmonisé are available to inform targeting for 2019 lean season activities			
	Information from early warning systems, crop/harvest assessments and Cadre Harmonisé is made available timely and used to target priority geographical areas and populations in the Far North region		May	
	A communication strategy for sensitizing communities and populations targeted with seasonal food assistance (including messages to mitigate impact of negative coping strategies) is developed and implemented		May	

Activity 4 & 5				70%
				30%
				0%
				0%
	Work with NGO partners to identify target communities based on vulnerability assessments	March		
	Operational strategy, plan and tools for early recovery and resilience activities are developed for WFP staff and partners	August		
	Implementation of gender/nutrition/environment-sensitive asset creation activities through cash-based transfer and in-kind modalities in partnerships with cooperating partners and decentralized government authorities	December		
	Intervention areas for WFP resilience activities are identified based on vulnerability assessments and the results of the Integrated Context Analysis (ICA)	April		
	Four community action plans are developed for each of the targeted communities	August		
	Complementary partnerships are developed especially with the Rome-based agencies and coordinated through the resilience working group and other relevant sectoral groups	Continuous		
	Using the three-pronged approach (3PA) adapted to the Cameroon context, target communities and beneficiaries are identified, community action plans are developed and sustainable food assistance for assets activities are implemented, in collaboration with Government, local authorities, partners and NGOs under the framework of the joint programmes on resilience in the East and Far North regions		December	
	Field office capacity in project development, monitoring and partnerships for asset creation is enhanced through training and dissemination of materials and tools		March	
	Complementary partnerships are developed especially with the Rome-based agencies and coordinated through the resilience working group and other relevant sectoral groups		June	
	A system for mapping, monitoring and follow-up after the provision of WFP assistance is developed/strengthened and implemented; and the socio-economic and environmental impact of WFP food assistance for assets activities is assessed, the report is made available, and lessons learned as well as best practices are identified through a country-wide exercise and documented		December	
Activity 6, 7 & 8				25%
				8%
				67%

				0%
APP 2018	Health areas for the implementation of malnutrition prevention activities in the North region are identified through need assessments in collaboration with Government and cooperating partners	January		
	Districts and community level health workers from the newly established sites in the North region are trained in the implementation of malnutrition prevention activities	February		
	Communication strategy to promote the BSFP platform as a vehicle to deliver other complementary services is developed	December		
	A malnutrition prevention learning package is developed and integrated into pre-service training of community health workers and other community based actors (mother support groups)	December		
	Work with UNICEF develops a joint action plan to support planning, monitoring and coordination of nutrition activities (incl. training of health workers) at district level	December		
APP 2018-2019	Joint action plan with UNICEF is developed to support planning, monitoring and coordination of nutrition activities including training of health workers, at district and community levels; and with other partners to develop a harmonized social behaviour change communication (SBCC) strategy on infant and young child feeding practices	December	December	
	Livelihood support for people living with HIV is scaled up, Visibility of the activity is improved (videos, briefs, field visits), and Government and partners' capacity, policies and systems on the delivery of HIV services in humanitarian settings is enhanced	December	December	
APP 2019	Trainings for health workers in infant and young child feeding in the context of HIV are carried out	December		
	The current undernutrition prevention strategy is revised and messages for advocacy and resource mobilization on the new approach are developed		April	
	National capacity to produce fortified food/specialized nutritious products for WFP programmes is assessed		December	
	Strategy and tools for monitoring and reporting on country strategic plan nutrition indicators are developed and rolled out		March	
	Support to government is provided to conduct a cost of hunger in Africa (COHA) study in Cameroon		December	
Activity 9				0%
				20%
				80%

					0%
APP 2018-2019	Work with the MINADER/ PIDMA to assess the viability of smallholders farmers associations/cooperatives in the targeted regions, prioritizing women-led organizations	September	May	Started in 2019	
	A joint capacity strengthening plan in post-harvest management, quality control, small business management and marketing skills is developed in collaboration with Government and the Rome-based agencies and implementation is started	December	April		
	Memorandum of understanding signed between WFP and MINADER/PIDMA for collaboration in support to smallholders farmers	November	July		
	WFP procurement process is streamlined in preparation for local procurement from smallholders farmers	December	August		
	Models for linking severe acute malnutrition activities to food assistance for assets, school feeding, and nutrition activities are developed.		December		
Activity 10 & 11					11%
					33%
					56%
					0%
APP 2018	Logistics and ICT support is provided to humanitarian/development partners to promote convergence, quality and cost-effectiveness in service delivery	December			
	As lead of the national logistics working group, WFP assess and enhance national supply chain management systems	December			
APP 2018-2019	Capacity of MINADER in food security monitoring systems is enhanced to support early warning, preparedness and response/resilience planning (including Cadre Harmonisé)	Continuous	December		
	Through the United Nations Sustainable Development Goal Group, data on food security and vulnerability are provided to the MINEPAT to track progress toward achievement of Sustainable Development Goal 2	Continuous	December	Concept note being drafted	
	Technical assistance is provided to support the review and finalization of national policies on social protection, school feeding and food security	Continuous	December		
	Work with other United Nations stakeholders to identify capacity and information gaps within the social safety nets systems in line with the national social protection policy	December	December		
	Effective leadership of the food security and logistics cluster for the Northwest and Southwest crisis response is assured	December	June		

APP 2019	Quarterly bulletins on national market food prices and food security trends are produced with the MINADER and other partners, and disseminated timely, as part of the national food security early warning system		December	
	The disaster preparedness and response capacities and capabilities of the National Disaster Management Authority (NDMA) at the regional level (Far North) will be strengthened in collaboration with United Nations agencies in the area of preparedness and establishment of early warning systems at community level		December	

Acronyms

AAP	Accountability to Affected Populations
ABI	Asset Benefit Indicator
ACF	Action Contre la Faim
BPU	Budget Planning Unit
BSPF	Blanket Supplementary Feeding Programme
CaLP	Cash Learning Partnership
CAR	Central African Republic (Also: RCA - République centrafricaine)
CH	Cadre Harmonisé
CIV	Identification and Validation Committee
CBPP	Community based participatory planning
CBT	Cash-Based Transfers
CEA	Cost Efficiency Analysis
CFM	Complaints and Feedback Mechanism
CFSVA	Comprehensive Food Security and Vulnerability Analysis
CILSS	Permanent Interstate Committee for Drought Control
CoE	Centre of Excellence
CSP	Country Strategic Plan
CSPE	Country Strategic Plan Evaluation
CWP	Cash Working Group
DAC	Development Assistance Committee
DESA	Direction des Enquêtes et Statistiques Agricoles
DFID	United Kingdom's Department for International Development
ECHO	European Civil Protection and Humanitarian Aid Operations
EFSA	Emergency Food Security Assessment
EMOP	Emergency Operation
ENSAN	Annual Food and Nutrition Security Assessment
EQAS	Evaluation Quality Assurance System
FAO	Food and Agriculture Organization of the United Nations
FBP	Food By Prescription
FCFA	Franc of the Financial Community in Africa (CFA)
FEWS NET	the Famine Early Warning System Network
FFA	Food Assistance For Assets
FLA	Field Level Agreement
FNS	Food and Nutrition Security
FS	Food Security
FSMS	Food Security Monitoring System
FSN	Food Security and Nutrition
GAM	Global Acute Malnutrition
GCMF	Global Commodity Management Facility
GDP	Gross Domestic Product
GEEW	Gender Equality and Empowerment of Women
GFD	General Food Distribution
GICAM	Groupement Interpatronal du Cameroun
GTSA	Groupe de Travail Sécurité Alimentaire
HGSF	Home-Grown School Feeding
HoSO	Heads of Sub Office
HQ	Headquarters
IDPs	Internally Displaced Persons
IFAD	International Fund for Agricultural Development
IFRC	International Federation of the Red Cross and Red Crescent
IGA	Income Generating Activity
IMC	International Medical Corps
ISC	Indirect Support Costs

IYCF	Infant and Young Child Feeding
JAM	Joint Assessment Mission
LESS	Logistics Execution Support System
LTHS	Landside, Transport, Storage and Handling
M&E	Monitoring and Evaluation
MAM	Moderate Acute Malnutrition
MDD-W	Minimum Dietary Diversity for Women
MINADER	Ministère de l'Agriculture et du Développement Rural
MINAS	Ministère des Affaires Sociales du Cameroun,
MINEDUB	Ministère de l'Éducation de Base
MINEPAT	Ministère de l'Economie, de la Planification et de l'Aménagement du Territoire
MINEPIA	Ministère de l'Élevage des Pêches et Industries Animales
MINPROFF	Ministère de la Promotion de la Femme at de la Famille
MoH	Ministry of Health
MUAC	Mid-Upper Arm Circumference
NGO	Non-Governmental Organization
NW/SW	Northwest/Southwest
OCHA	Office for the Coordination of Humanitarian Affairs
OEV	Office of Evaluation
PCIMA	Protocol for Integrated Management of Acute Malnutrition
PDM	Post Distribution Monitoring
PLHIV	Persons Living with HIV
PNIA	National Agriculture Investment Plan
PNSSA	Programme National des Statistiques Agricoles et Alimentaires
PNVRSR	Programme National de Vulgarisation et de Renforcement de la Sécurité Alimentaire
RBA	Rome-Based Agencies
RBD	Regional Bureau of Dakar
SAM	Severe Acute Malnutrition
SBCC	Social and Behaviour Change Communication
SAMS	Smallholder Agriculture Market Support
SER	Summary Evaluation Report
SIPRI	Stockholm International Peace Research Institute
SMART	Standardized Monitoring and Assessment of and Transitions
SO	Strategic Outcome
SPR	Standard Project Report
SUN	Scaling-Up Nutrition
ToC	Theory of Change
ToR	Terms of Reference
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCERF	United Nations Central Emergency Response Fund
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNDSS	United Nations Department of Safety and Security
UNEG	United Nations Evaluation Group
UNFPA	United Nations Population Fund
UNHAS	United Nations Humanitarian Air Service
UNHCR	Office of the United Nations High Commissioner for Refugees
UNHRP	United Nations Humanitarian Response Plan
UNICEF	United Nations International Children's Emergency Fund
UPEC	L'Université Paris-Est Créteil
USAID	United States Agency for International Development
VAM	Vulnerability Analysis and Mapping
WFP	World Food Programme
WHO	World Health Organization
ZHSR	Zero Hunger Strategic Review

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