

# **Evaluation of CAMEROON WFP Country Strategic Plan 2022-2026**

Terms of reference



**World Food  
Programme**

SAVING  
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CHANGING  
LIVES

**December 2025**

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# 1. Introduction

1. These Terms of Reference (ToR) have been prepared by the WFP Office of Evaluation (OEV), based on an initial document review and consultations with the Cameroon Country Office. The purpose of this document is to provide stakeholders with essential information about the evaluation, guide the selection and activities of the evaluation team, and outline expectations for each phase of the evaluation process.

2. The ToR are structured as follows: following this section, Section 2 presents the rationale, objectives, stakeholders, and main users of the evaluation; Section 3 presents the context and the WFP portfolio; Section 4 defines the evaluation scope, criteria, and questions; Section 5 identifies the methodological approach and ethical considerations of the evaluation; and Section 6 indicates how the evaluation will be organized.

## 2. Reasons for the evaluation

### 2.1. RATIONALE

3. Country strategic plan evaluations (CSPEs) are conducted in line with the WFP Policy on Country Strategic Plans (2016) and the Evaluation Policy (2022). The evaluation will provide an opportunity for the Country Office (CO) to benefit from an independent assessment of its achievements and will generate evidence to inform the design of the new CSP, scheduled for Executive Board approval in November 2027.

### 2.2. OBJECTIVES

4. Evaluations serve the dual objectives of accountability and learning. As such, this evaluation will: 1) provide evaluation evidence and learning on WFP performance for country-level strategic decisions, specifically for developing the future engagement of WFP in Cameroon; and 2) provide accountability for results to WFP stakeholders.

### 2.3. KEY STAKEHOLDERS

5. The evaluation will seek the views of, and be useful to, a broad range of internal and external stakeholders of WFP. In Cameroon, the main stakeholders include the WFP Country Office, the Government of Cameroon, the beneficiaries of WFP interventions, donors, the United Nations team, as well as cooperating partners. Additionally, the WFP Regional Bureau for West and Central Africa (WACARO), technical divisions at headquarters, and the Executive Board will also have an interest in the evaluation results

6. The evaluation will seek to engage with main WFP partners from **central and state institutions**, such as the Ministry of External Relations, the Ministry of Economic Planning and Regional Development, the Ministry of Agriculture and Rural Development, the Ministry of Gender Issues and Social Affairs, the Ministry of Public Health, the interministerial committee to fight malnutrition, and the Ministry of Basic Education. It will also engage with the **affected persons, particularly those assisted by WFP**. Special emphasis will be placed on listening to vulnerable population groups including refugees, internally displaced people, returnees, ethnic minorities, women, and persons with disabilities.

7. Other key stakeholders of the evaluation include **partners** from the UN country team (UNCT), such as UNHCR, UNICEF, FAO, IFAD, ILO, UNFPA, UN-WOMEN and UN AIDS; the International Federation of Red Cross and Red Crescent Societies, the World Bank and NGOs, who WFP has partnered with for the implementation of different programmes; the Scaling up Nutrition network as well as civil society organizations, such as women's groups and organisation of people with disabilities and key food system private sector actors. The evaluation will also seek to engage with key **donors** of WFP in Cameroon, such as the United States of America, the European Commission, Germany, and others.

# 3. Context and subject of the evaluation

## 3.1. HUMANITARIAN AND DEVELOPMENT CHALLENGES IN CAMEROON

### *Poverty and inequality*

8. In Cameroon, an estimate of **37.5 percent of the population lives below the national poverty line**.<sup>1</sup> Its **Human Development Index (HDI) score of 0.588 in 2022 ranks Cameroon in the medium human development category, though close to the lower end of that range**.<sup>2</sup> In particular, limited access to essential health services and quality education, coupled with high levels of food insecurity, underemployment, and limited access to productive assets and markets, continues to constrain income generation and resilience among vulnerable populations.<sup>3</sup>

9. Similarly, **Cameroon's Gender Inequality Index (GII) score of 0.558 in 2023 places it in the high inequality category**, ranking 148 out of 172 countries.<sup>4</sup> Social and cultural norms continue to shape gender dynamics, particularly for adolescent girls and young women. Early and child marriage remains prevalent, with 29.8 percent of women aged 20 to 24 married before the age of 18.<sup>5</sup> **This trend presents challenges for advancing gender equality and may limit opportunities for education, health, and empowerment during critical developmental years.**

### *Humanitarian needs and access constraints*

10. During the period covered by this evaluation, beginning in 2020, Cameroon faced a convergence of **economic, climatic, and conflict-related pressures that significantly deepened humanitarian needs**. The country is currently grappling with three overlapping crises. The **Lake Chad Basin crisis** in the Far North, ongoing since 2014, is driven by insecurity linked to Boko Haram and other non-state armed groups, resulting in widespread displacement and persistent humanitarian needs. In the **North-West and South-West regions**, a socio-political crisis that began in 2017 has escalated into armed conflict between state forces and separatist groups, disrupting essential services and displacing communities. Meanwhile, Cameroon has hosted refugees fleeing **conflict in the Central African Republic** since 2004, with many settling in the East, Adamawa, and North regions, placing additional strain on already limited local resources and basic services.

11. These crises have led to widespread displacement. According to UNHCR, as of August 2025, Cameroon hosts over 1 million **internally displaced persons**, 55 percent of whom are children.<sup>6</sup> The country also hosts approximately 443,000 refugees, making it the second-largest refugee-hosting country in the region after Chad. An additional 699,545 **IDPs have returned**, though many remain vulnerable.<sup>7</sup> The volatile security environment has disrupted access to services and heightened intercommunal tensions over scarce natural resources.<sup>8</sup>

12. **Economic shocks** have compounded these challenges. The lingering effects of the COVID-19 pandemic and the global food crisis of 2022-2023 have driven inflation and eroded livelihoods, particularly in conflict-

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<sup>1</sup> UNDP Human Development Report 2023/2024.

<sup>2</sup> UNDP Human Development Report 2025.

<sup>3</sup> World Bank, [Cameroon Poverty Assessment Report 2024](#).

<sup>4</sup> UNDP Human Development Report 2023/2024.

<sup>5</sup> UN WOMEN, [Data hub](#) – Cameroon, accessed 02/11/2024.

<sup>6</sup> UNHCR, Cameroon Monthly Updates. Key Highlights. September 2025.

<sup>7</sup> UNCHR, Overview – Forcibly Displaced and Stateless Persons for the Regional Bureau for West and Central Africa. September 2025.

<sup>8</sup> [Global Protection Cluster, Cameroon](#), accessed 02/11/2024

affected areas. As of March 2025, an estimated 3.3 million people, approximately 11 percent of the population, require humanitarian assistance according to OCHA.<sup>9</sup>

13. **Climate vulnerability** further intensifies these challenges. Ranked 155th out of 182 countries on the 2022 ND-GAIN Index,<sup>10</sup> Cameroon faces high exposure to climate hazards and limited adaptive capacity. Erratic weather patterns, including prolonged dry spells and intense rainfall, have triggered recurrent flooding, damaging crops, displacing communities, and straining infrastructure.<sup>11</sup>

14. **Humanitarian access** in the North-West and South-West regions remains significantly constrained due to insecurity, prolonged movement restrictions by non-state armed groups, challenging road conditions. These factors continue to impede the timely delivery of humanitarian assistance and limit the implementation of development programmes.<sup>12</sup>

### **Agriculture**

15. **Agriculture** is a major sector of the Cameroonian economy, accounting for **17.4 percent of GDP** in 2024<sup>13</sup> and employing **43 percent of the workforce**.<sup>14</sup> The sector is dominated by **smallholder farmers who face** persistent structural barriers including **limited access to inputs, markets, finance**.<sup>15</sup> These constraints are compounded by **vulnerability to climate shocks**<sup>16</sup>, which undermine productivity and livelihoods.

### **Food security**

16. An estimated **9.2 percent of the population**, equivalent to 2.6 million people, **were projected** by the March 2025 Cadre Harmonisé **to face acute food insecurity (IPC Phase 3 or above) during the June–August 2025 lean season**. The Far North remains the most affected, with over 1.2 million food-insecure people. These figures reflect deep systemic challenges driving food insecurity, including prolonged conflict, economic instability, and climate-related shocks that disrupt agricultural production and livelihoods.

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<sup>9</sup> UN OCHA, [Cameroon Humanitarian Dashboard](#), accessed on 26/10/2025:

<sup>10</sup> ND-GAIN 2022, Cameroon.

<sup>11</sup> Government of Cameroon 2021, Nationally determined contribution - updates (NDC)

<sup>12</sup> WFP Cameroon Annual Country Report 2022

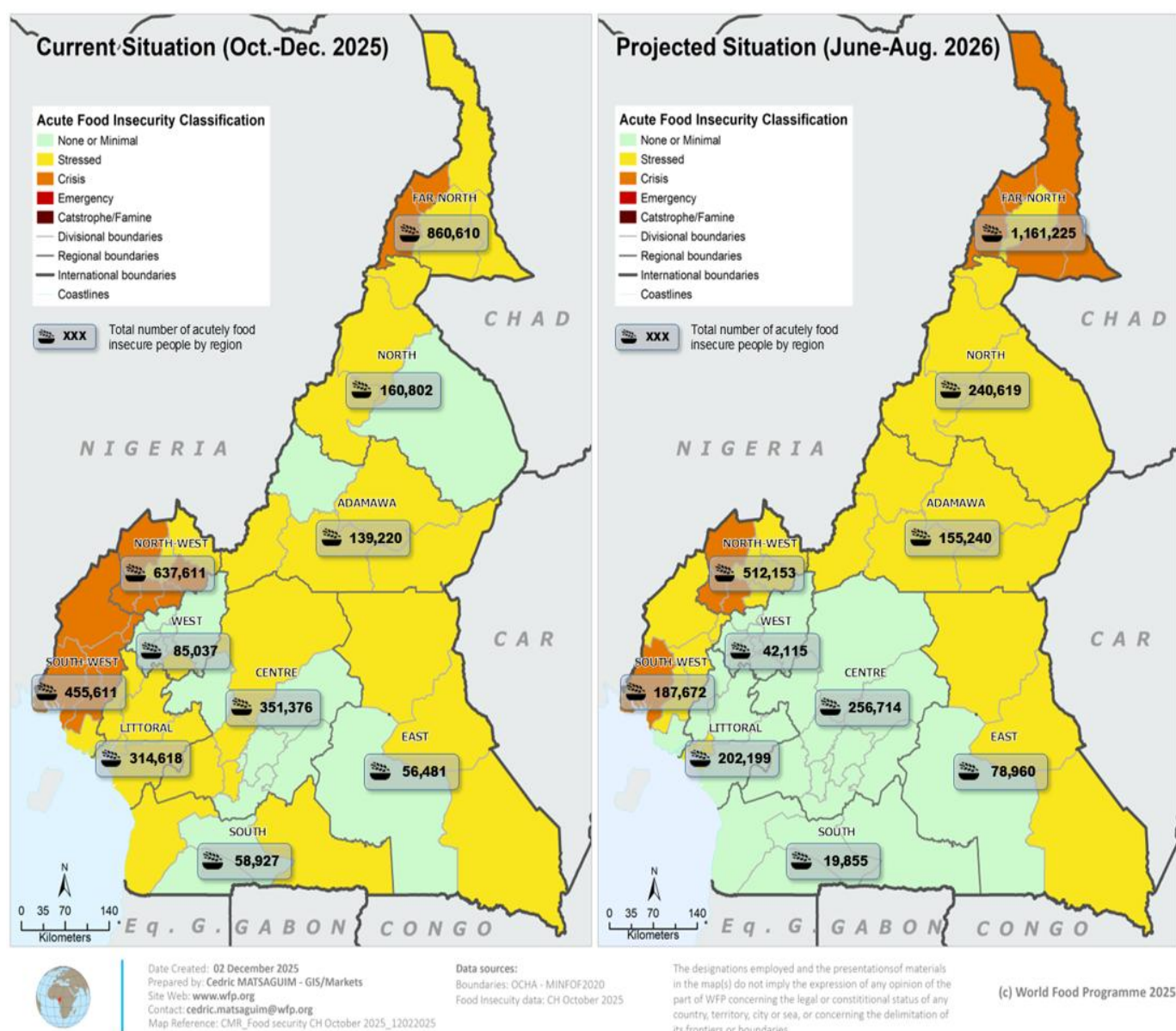
<sup>13</sup> World Bank, Open data, Agriculture, forestry, and fishing, value added (% of GDP) - Cameroon

<sup>14</sup> World Bank, 2024, [Cameroon Economic Update. Fiscal Instruments for Sustainable Forestry](#).

<sup>15</sup> Shaan Roy, 2024, [Cameroon's Agricultural Landscape: Challenges And Opportunities for Growth](#) - Afro Discovery

<sup>16</sup> Cameroon Economic Policy Institute, 2024, [Cameroon's Agricultural Policy Since Independence: Achievements, Challenges, and Future Prospects](#).

**Figure 1: Acute food insecurity situation**



## Education

17. Despite some progress in education over the CSP period,<sup>17</sup> significant challenges persist in Cameroon, particularly in crisis-affected regions. In 2024, an estimated 1.4 million school-age children affected by crises need school feeding assistance across the North-West, South-West, Littoral, West, Far North, Adamawa, and Centre regions.<sup>18</sup> Cameroon has a national school feeding policy framework, but implementation remains limited, especially in areas most affected by conflict and food insecurity.

## Strategic and policy frameworks relevant to WFP operations in Cameroon

18. The WFP Cameroon CSP 2022–2026 was designed to align with several relevant policy and strategic national and multilateral frameworks, including the National Development Strategy (NDS30) 2020–2030 for development, the UNSDCF 2022–2026 for UN cooperation, and the Humanitarian Response Plan (HRP), updated annually, for humanitarian action. Sectoral policies such as the Plan National d'Investissement Agricole (PNIA, or National Agricultural Investment Plan) 2014–2020, still referenced, the National Nutrition

<sup>17</sup> World Bank, Open data, extracted on 02/11/2024.

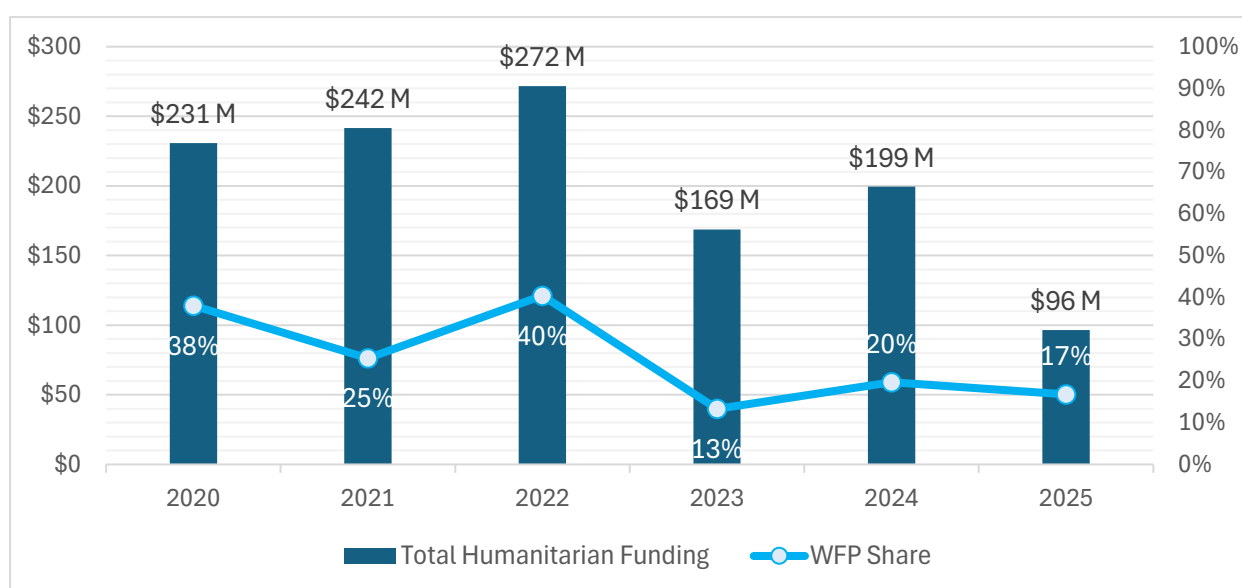
<sup>18</sup> OCHA, 2024, Cameroon Humanitarian Response Plan

Policy 2015–2035, and the National Social Protection Policy 2020–2030 support WFP’s focus on agricultural productivity, maternal and child nutrition, and poverty reduction, respectively

### International assistance

19. Over the past five years, 2022 recorded the highest level of international humanitarian aid to Cameroon, guided by the Cameroon Humanitarian Response Plan, which appealed for USD 376 million. Food security accounted for the largest share of the appeal at 28.7 percent. **Among UN agencies operating in the country, WFP was the largest recipient of humanitarian funding in 2022, receiving 40 percent of the total.** Over the broader **2021–2025 period, WFP accounted for 26 percent of all humanitarian funding allocated to UN agencies** in Cameroon.<sup>19</sup>

**Figure 2: Total humanitarian funding to Cameroon (2021–2025) and WFP’s share**



## 3.2. THE SUBJECT OF THE EVALUATION

20. The temporal scope of this evaluation covers the period from January 2020 to mid-2026, with the cut-off date corresponding to the end of the data collection phase. This includes the final two years of the preceding CSP (2018–2020), which was later extended to February 2022 and not covered by the previous evaluation.

21. The current [CSP for Cameroon \(2022–2026\)](#) was approved in February 2022 and was initially intended to cover the period from March 2022 to December 2026. It has since been extended to 2027 to align with the United Nations Sustainable Development Cooperation Framework (UNSDCF) timeframe. At the design stage, the CSP outlined an intention to shift WFP’s role from primarily implementing food and nutrition assistance programmes to serving as a provider of targeted, systems-based technical support and institutional capacity strengthening in the areas of food security and social protection (see Table 1 for a detailed overview). Compared to the previous CSP (see Figure 3), the number of strategic outcomes was streamlined from six to five, and activities from twelve to seven (see Annex 1 for an overview of the 2018–2022 CSP components).

22. The design of the current CSP was informed, among other sources, by five key recommendations from the evaluation of the 2018–2020 CSP:

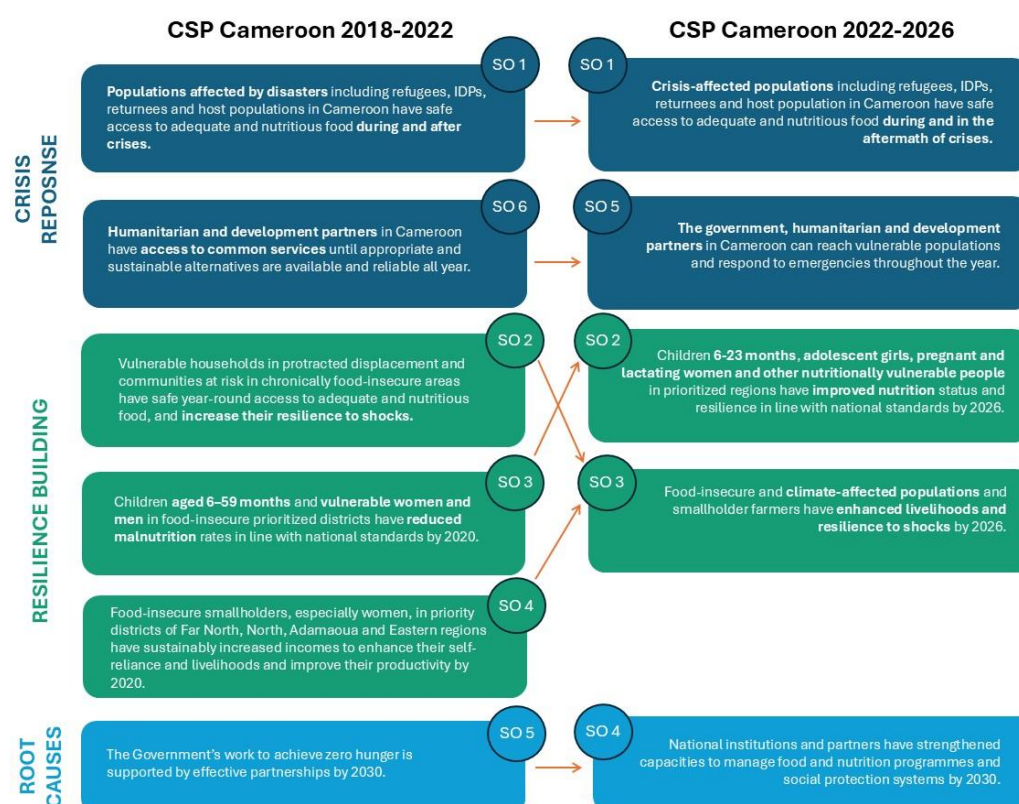
- Strengthen the strategic approaches to nutrition, resilience and capacity strengthening; enhance strategic partnerships, funding and advocacy.
- Invest in an evidence base to support the strategic focus and the CSP implementation strategy.
- Strengthen human resource capacity to implement ongoing priorities and prepare for the next CSP.

<sup>19</sup> [OCHA Financial Tracking Service](#), extracted on 29/10/2025.



- Improve emergency preparedness, supply chain and programme implementation effectiveness and efficiency.
- Strengthen monitoring and evaluation, knowledge sharing and communication around results.

**Figure 3: Comparison of successive Cameroon CSPs, 2018 – 2026**



Source: WFP CSP Data Portal

**Table 1: Cameroon CSP 2022-2026, overview of strategic outcomes and activities**

CSP Strategic outcomes	CSP Activities	Modalities of intervention	Focus area
<b>SO 1:</b> Crisis-affected populations in Cameroon, including refugees, internally displaced persons, returnees and host populations, have safe access to adequate and nutritious food during and in the aftermath of crises.	<b>Act 1:</b> Provide integrated food and nutrition assistance to crisis-affected populations to support their self-reliance and recovery <b>Act 2:</b> Provide capacity strengthening in emergency preparedness and response to local authorities and humanitarian partners working in crisis-affected areas	Food transfers Cash-based transfers Capacity strengthening	Crisis response
<i>Intentions: shift to cash transfers, use of multi-purpose cash, invest in early recovery, promote pathways to resilience and ensure conflict sensitivity in line with HDP nexus, operationalize vulnerability-based targeting, create link between disaster risk finance and shock-responsive safety nets, pilot emergency HGSF, overcome access constraints</i> <i>Main partners: UNHCR, ICRC, UNICEF, UNFPA, UN-WOMEN, CPs.</i>			

CSP Strategic outcomes	CSP Activities	Modalities of intervention	Focus area
<b>SO 2:</b> Children age 6–23 months, adolescent girls, pregnant and lactating women and other nutritionally vulnerable people in prioritized regions have improved nutrition-status and resilience, in line with national standards, by 2026.	<b>Act 3:</b> Provide an integrated nutrition package to beneficiaries, including access to nutritious food, quality care, social behaviour change communication and capacity strengthening, to prevent malnutrition.	Food transfers Cash-based transfers Capacity strengthening	Resilience building
<i>Intentions: strengthen human capital, align with National Development Strategy 2020-2030 (NDS30), enhance capacity of local food producers and processors for production of fortified foods, strengthened capacity of health workers, improvements in nutritious food availability, household income, maternal health and nutrition and care and feeding practices, introduce cash-based transfers.</i> <i>Main partners: UNICEF, FAO, Ministry of Health, interministerial committee to fight malnutrition.</i>			
<b>SO 3:</b> Food-insecure and climate-affected populations and smallholder farmers have enhanced livelihoods and resilience to shocks by 2026	<b>Act 4:</b> Provide livelihood support to targeted groups, including through productive asset creation and regeneration and value chain development	Capacity strengthening Food transfers Cash-based transfers	Resilience Building
<i>Intentions: establish assets and services to underpin adaptive capacity, more productive food systems and value chains, environmentally sustainable through ecosystem resilience and regeneration, access to improved innovative technologies boosting productivity, increased procurement from smallholder farmers by targeted value chain actors, conflict sensitive, improved access of farmers' cooperatives to financing and insurance, link to school-based programmes, gradual increase of cash-based transfers, gradual shift from FFA to market access activities.</i> <i>Main partners: local communities, including women's groups and OPDs, FAO, IFAD, SUN movement.</i>			
<b>SO 4:</b> National institutions and partners have strengthened capacity to manage food and nutrition programmes and social protection systems by 2030	<b>Act 5:</b> Provide capacity strengthening to national institutions and partners in the management of food and nutrition programmes, social protection, emergency preparedness and response, disaster management and supply chain services.	Capacity strengthening	Root causes
<i>Intentions: inclusive, equitable and empowering hunger-reducing solutions, aligned with pillar 2 of NDS30, pillar 4 UNSDCF, develop a comprehensive capacity strengthening strategy</i> <i>Main partners: Ministry of Agriculture, Ministry of Gender Issues and Social Affairs, national social safety net programme, research institutes, including the National Institute of Statistics, private sector actors, women's groups and OPDs, FAO, the International Labour Organization, UNAIDS, UNICEF, UNFPA and UN-Women.</i>			
<b>SO 5:</b> Government, humanitarian and development partners in Cameroon can reach vulnerable populations and respond to emergencies throughout the year.	<b>Act 6:</b> Provide UNHAS services to the Government and humanitarian partners.	Service delivery	Crisis response
	<b>Act 7:</b> Provide, on demand, supply chain, information and communications technology and coordination services to the Government and humanitarian and development partners.		

Source: Cameroon CSP 2022-26

23. The **total cost of the CSP** was estimated at USD 730 million, with WFP aiming to assist approximately 1.7 million beneficiaries over period. In September 2022, the CSP 2022–2026 underwent its first budget revision, to reallocate 10,000 beneficiaries from the home-grown school feeding programme from crisis response (Strategic Outcome 1) to resilience-building activities (Strategic Outcome 3). While the total number of beneficiaries remained unchanged at 1,677,719, the overall budget increased slightly by USD 50,174 to USD 729.66 million, with a USD 47,111 rise in transfer costs and a USD 3,063 increase in indirect support costs. The transfer modality, cash-based transfers, remained unchanged, and there was no change in the strategic orientation of the CSP. As of October 2025, the overall funding level for the CSP had reached just

above 35 percent of the Country Portfolio Needs (CPN). The Country Office is currently undertaking a budget revision to align with the funding outlook and the evolving operational context.

24. **Strategic Outcome (SO) 1 on crisis response accounts for the largest share** of the CSP CPN budget, representing 81 percent. A similar distribution is observed in the allocation of resources, with SO1 receiving the highest share. However, it is funded at only 33 percent of its requirement. SO2 on nutrition represents 8 percent of the CPN but received just 1 percent of total allocated resources, resulting in a funding level of only 4 percent. **SO3 on resilience, which accounts for 7 percent of the CPN and 15 percent of allocated resources, is the most well-funded outcome at 81 percent.** SO4, representing 1 percent of the CPN, is funded at 15 percent, while SO5, which accounts for 4 percent of the CPN, is funded at 45 percent.

**Figure 4: CSP Cameroon 2022-2026 country portfolio needs and allocated resources, by strategic outcome**



Source: WFP CSP Data Portal, extracted on 02/10/2025. Excl. ISC/DSC.

**Table 3: CSP Cameroon 2022-2026 cumulative financial overview**

Focus area	Strategic outcome	Activity	Original NBP (USD)	NBP, budget revision 01 (USD)	Cumulative allocated resources (USD)	Resourcing level (%)
Crisis response	SO 1	Act. 01	515,667,970	↓ 512,957,819	155,899,207	30.4%
		Act. 02	4,051,123	→ 4,051,126	135,636	3.3%
	Sub-total SO 1		519,719,093	517,008,945	156,034,843	30.2%
Resilience	SO 2	Act. 03	49,132,148	→ 49,132,148	1,845,083	3.8%
	Sub-total SO 2		49,132,148	49,132,148	1,845,083	3.8%
Resilience	SO 3	Act. 04	38,775,258	↑ 41,532,520	34,653,172	83.4%
	Sub-total SO 3		38,775,258	41,532,520	34,653,172	83.4%
Root causes	SO 4	Act. 05	4,533,588	→ 4,533,588	648,317	14.3%
	Sub-total SO 4		4,533,588	4,533,588	648,317	14.3%
Crisis response	SO 5	Act. 06	23,661,798	→ 23,661,799	8,354,655	35.3%
		Act. 07	2,631,781	→ 2,631,782	3,734,159	141.9%
	Sub-total SO 5		26,293,579	26,293,580	12,088,814	46.0%
	Non SO/activity Specific				2,019,970	
	Total Direct Operational Cost		638,453,666	↑ 638,500,781	207,290,199	32.5%
	Direct Support Cost (DSC)		46,793,992	→ 46,793,992	19,941,288	42.6%
	Indirect Support Cost (ISC)		44,357,192	↑ 44,360,255	12,206,179	27.5%
	Grand Total		729,604,850	↑ 729,655,027	239,437,666	32.8%

Source: SPA Plus, Cameroon CSP Annual Country Report 2024

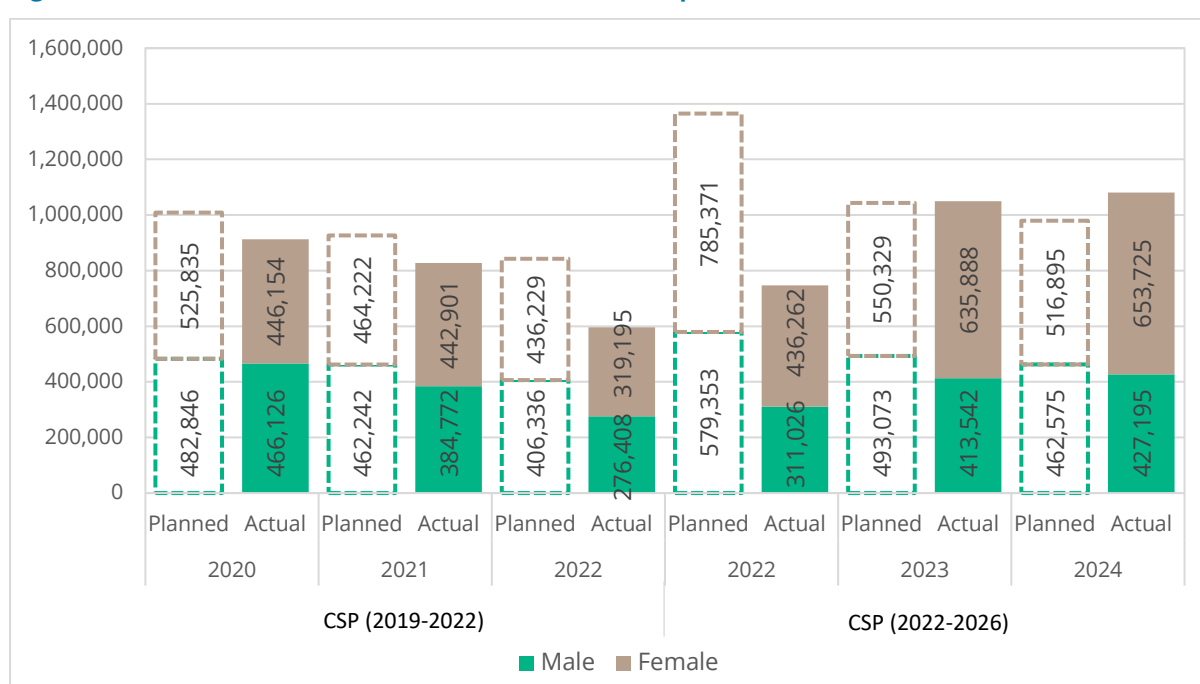
## Beneficiaries

25. As presented in figure 5, annual planned beneficiary figures declined slightly between 2020 and 2022 under the previous CSP. Under the current CSP, planned numbers rose sharply in 2022 before returning to around one million in 2023. Overall, annual beneficiary target achievement has been relatively high, with the exception of 2022 (Figure 5).

26. The majority of beneficiaries were assisted through unconditional resource transfers under both the preceding and current CSPs, followed by malnutrition prevention, school meals, and asset creation and livelihood support (Figure 6). The share of Unconditional Resource Transfer (URT) has gradually reduced since 2022, from nearly 80 percent to below 50 percent by 2024.

27. WFP beneficiaries have predominantly been children, accounting for approximately 70 percent in most years, although this share has shown a slight decline over the past two years (Figure 6).

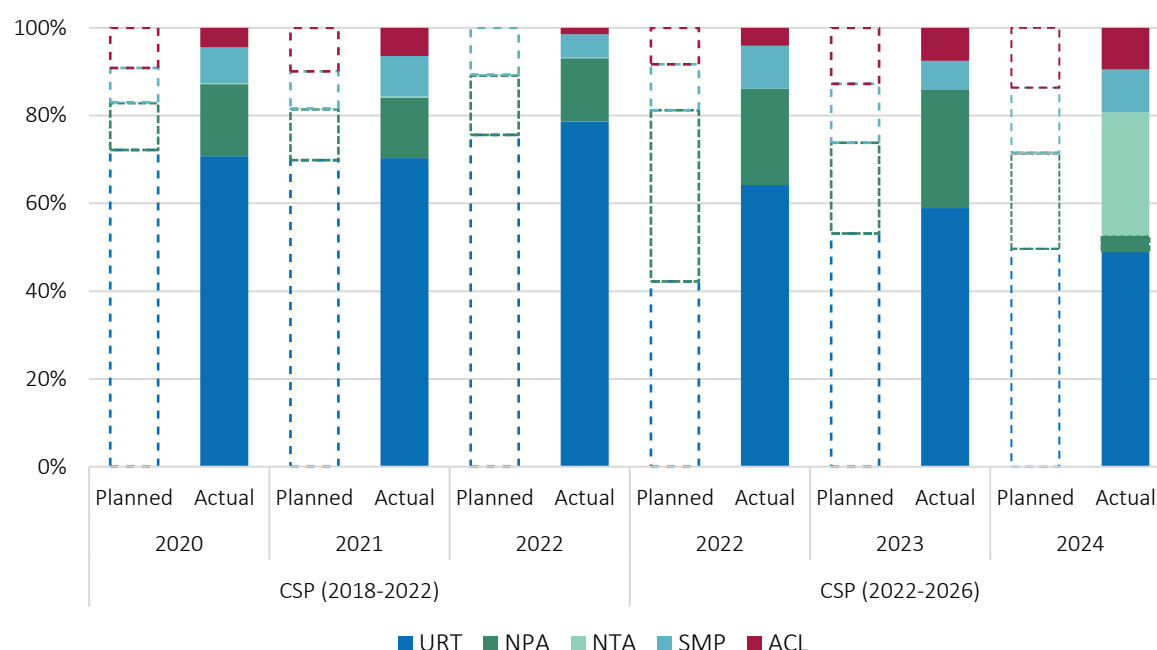
**Figure 5: Cameroon CSP (2018-2022) and CSP (2022-2026) planned and actual beneficiaries**



Note: 2022 is represented twice to cover the temporal scope of the first generation CSP (January 20218 – February 2022) and of the second generation CSP (March 2022 – December 2026).

Source: OEV ARU CSPE Analytics Suite, consulted on 09/10/2025

**Figure 6: Beneficiary composition by programme area under Cameroon CSP 2018–2022 and CSP 2022–2026**



Source: OEV ARU CSPE Analytics Suite, consulted on 09/10/2025.

Note: URT = Unconditional Resource Transfer; NPA = Nutrition Prevention Programme; SMP = School Based Programmes; ACL = Community and Household Asset Creation; NTA = Nutrition Treatment Programme

## Funding

28. As of October 2025, the **largest donors to the CSP** were the United States (49 percent), the Government of Cameroon (21 percent)<sup>20</sup>, the European Commission (8 percent), and Germany (7 percent).<sup>21</sup> Regarding the contributions from the Government of Cameroon, it is worth noting that six agreements were signed in 2023, totaling USD 44.8 million, under the World Bank Crisis Response Window Early Response Financing and channeled through the Ministry of Agriculture.

## Staffing

29. The **WFP country office in Cameroon** is located in the capital, Yaoundé, and is supported by four field offices (Maroua, Ngaoundéré, Bamenda, Buea). of which two (Bamenda and Buea) will close by end of March 2026. Additionally, there are four antenna offices reporting to the field offices, three of which will close between end of December 2025 and end of March 2026. Please refer to the office presence map in Annex 2. As of October 2025, WFP Cameroon employed 236 staff members, 44 percent of whom were women. National staff represented 87 percent of the workforce, and 44 percent of all employees were recruited under long-term contracts.<sup>22</sup>

<sup>20</sup> Funding from the Government of Cameroon is mainly received through the *projet d'urgence de lutte contre la crise alimentaire au Cameroun (PULCCA)*, a food security crisis control project implemented collaboratively by WFP and the Government of Cameroon with funding from the World Bank.

<sup>21</sup> FACTory Distribution Contribution and Forecast Stats, extracted on 29/09/2025

<sup>22</sup> WFP Dashboard, accessed 02/10/2025

## 4. Evaluation scope, criteria and questions

30. The **unit of analysis for this evaluation is the CSP**, understood as the set of strategic outcomes, outputs, activities, and inputs included in the CSP approved by the WFP Executive Board, along with any subsequent budget revisions.

31. The evaluation will focus on assessing progress toward the expected outcomes and cross-cutting results of the CSP, including any unintended consequences, whether positive or negative. It will also examine WFP's strategic positioning and partnership strategy, particularly in relation to government institutions, the international community, and non-governmental organizations. In addition, the evaluation will assess adherence to humanitarian principles, which is given particular emphasis due to Cameroon's complex operational context marked by multiple humanitarian crises and conflict-affected regions. Furthermore, the evaluation will explore factors explaining observed results, including implementation modalities, contextual influences, and internal decision-making processes. Efficiency considerations will also be addressed, focusing on the use of resources, cost-efficiency, and timeliness of interventions across CSP activities.

32. The evaluation will address **five main questions**, as presented in the table below. These questions and their sub-questions will be validated and refined during the inception phase to ensure they are relevant and appropriate to the CSP and country context, including aspects related to WFP's response to any unforeseen crises.

**Table 2: Evaluation questions and sub-questions**

<b>EQ1 – To what extent is the CSP evidence based and strategically focused to address the needs of the most vulnerable to food and nutrition insecurity?</b>	
1.1	To what extent were the design and the implementation of the CSP and its interventions informed by credible evidence and focussed to address the food security and nutrition situation in Cameroon, particularly of those most in need?
1.2	To what extent has WFP's strategic positioning remained relevant, in light of the evolving context and needs, national priorities and capacities, UN plans and WFP comparative advantage in the context, including its role in supporting social protection and early recovery?
1.3	To what extent is the CSP grounded in realistic assumptions, particularly regarding funding, and to what extent does it appropriately reflect and address contextual and operational risks?
<b>EQ2 – What difference did the CSP make to food and nutrition security in Cameroon?</b>	
2.1	To what extent did targeting of assistance ensure that the communities and individuals most vulnerable to food insecurity and malnutrition were being reached? How and how effectively did WFP prioritize assistance in light of funding gaps, and what were the consequences in terms of coverage and depth of assistance?
2.2	To what extent did WFP contribute to the expected outcomes of the CSP, including on preparedness to respond to sudden-onset emergencies and on capacity strengthening efforts; and any unintended positive or negative outcomes? And were there differences in effectiveness across modalities?
2.3	To what extent has WFP prepared the conditions for sustainability of its interventions, in particular, from a financial, social, and environmental perspective, including handover to national institutions where relevant?
2.4	To what extent was the CSP implemented in an integrated manner, and did it facilitate strategic linkages across humanitarian action, development, and contributions to peace?
<b>EQ 3: To what extent did the CSP achieve its cross-cutting aims and how has this impacted programme quality?</b>	
3.1	To what extent did WFP interventions ensure people protection, accountability to affected populations, environmental sustainability, gender equality and women's empowerment, social inclusion and reflect conflict sensitivity?

3.2	How well did WFP manage any challenges or trade-offs in adhering to the humanitarian principles?
<b>EQ 4 To what extent has WFP used its resources efficiently?</b>	
4.1	To what extent was assistance delivered within the intended timeframe?
4.2	To what extent was the CSP delivered in a cost-efficient manner and were limited resources optimized including through selection of intervention modalities (with particular attention to the impact of the transition from in-kind to cash-based assistance on the cost-efficiency and cost-effectiveness of interventions), programme integration and innovation?
<b>EQ5: What are the critical internal and external factors that explain performance and results?</b>	
5.1	How effectively and through which approaches did WFP establish and leverage strategic and operational partnerships at national and field levels, and how did these partnerships influence performance and results?
5.2	Did WFP have appropriate institutional arrangements including staffing, M&E and any other internal factors that support the implementation of the CSP?

33. The evaluation will adopt standard **UNEG and OECD/DAC evaluation criteria**, namely: relevance, efficiency, effectiveness, coherence, and sustainability as well as connectedness and coverage. Where feasible, it will assess differential effects on men, women, girls, boys, persons with disabilities, and marginalized groups.

34. During the inception phase, the evaluation team will work in close collaboration with the Office of Evaluation and the Country Office to refine the evaluation sub-questions and establish key lines of inquiry. The evaluation team will examine trends and discrepancies between planned and actual beneficiary numbers by strategic outcome, as well as the underlying factors and levels of assistance delivered over time. These analyses will help shape the evaluation's lines of enquiry and inform the choice of methods. These will also capture the Country Office's key areas of interest and incorporate relevant thematic priorities directly into the evaluation scope and framework. Thematic areas may include critical assumptions underpinning the logic of the Country Strategic Plan, as well as lessons learned from previous evaluations. The finalized set of evaluation questions and sub-questions will be presented in the inception report.



# 5. Methodology and ethical considerations

## 5.1. OVERVIEW OF THE METHODOLOGICAL APPROACH

36. The evaluation of WFP's CSP in the Cameroon will be guided by a **mixed-methods approach**, combining quantitative and qualitative lines of inquiry to ensure methodological rigor, contextualize findings, and illuminate change dynamics. Quantitative methods may include descriptive, inferential, and quasi-experimental techniques, while qualitative methods could involve interviews, focus group discussions, thematic analysis, and document review. The approach will be informed by the principles of validity, triangulation, and utility, with specific analytical strategies tailored to the evaluation questions and data availability.

37. Where data permit, the ET may consider **longitudinal analyses** to assess changes over time. In contexts where longitudinal data are incomplete, inconsistent, or unavailable across time periods or geographic areas, a **pseudo-longitudinal design**, drawing on repeated cross-sectional data, could offer a practical alternative for assessing temporal trends. This approach enables structured analysis of change across different cohorts or reporting periods, even in the absence of consistent time-series datasets.

38. To capture short-term effects and program responsiveness within Cameroon's complex operating environment, the ET may also consider targeted **(snapshot) analyses** of key operational events such as pipeline breaks, security restrictions, school closures, price spikes, or climatic shocks. These analyses could help explore WFP's agility and adaptive capacity.

39. The ET is encouraged to consider assessing **intermediate outcomes**, particularly in areas such as food assistance, nutrition and resilience-building, as a way to understand the mechanisms of change associated with WFP interventions.

## 5.2. CONCEPTUAL AND ANALYTICAL FRAMEWORK

### *Theory of Change*

40. The evaluation team will reconstruct and validate the **Theory of Change (ToC)** of the Cameroon CSP to illustrate causal linkages between inputs, activities, outputs, intermediate outcomes, and final outcomes. The ToC will be grounded in, and informed by, the CSP and Budget Revisions; Annual Country Reports (2022–2024); the CO's monitoring frameworks and logframes; national policy documents and coordination frameworks; and key stakeholder consultations (government, donors, partners, beneficiaries). This initial reconstruction, based on programming documents, interviews, and available data, should be completed prior to the inception mission and subsequently refined in consultation with the Country Office.

41. The ToC will make explicit the assumptions and causal pathways connecting WFP's interventions in school feeding, nutrition, livelihoods/resilience, emergency response, and capacity strengthening to expected outcomes in food security, nutrition, and resilience. It will also map synergies across Strategic Outcomes (SOs), highlight WFP's contribution to the humanitarian–development–peace nexus, and reflect the integration of cross-cutting dimensions such as gender equality, protection, AAP, environmental sustainability, and disability inclusion.

42. Finally, the evaluation will test the ToC's assumptions against empirical data, comparing observed results with expected outcomes, and identifying contextual, institutional, and operational factors that may have facilitated or hindered the programme's effects.



## Evaluation matrix

43. An [evaluation matrix](#) will serve as a roadmap for the evaluation design and analysis, linking each evaluation question and criterion (relevance, coherence, effectiveness, efficiency, sustainability) with corresponding indicators, data sources, and analytical tools. It will support consistent triangulation between qualitative and quantitative findings and guide the structure of the data collection instruments and the final report.

## 5.3. DATA COLLECTION AND ANALYSIS METHODS

### Quantitative strand

44. Depending on data availability and relevance to the evaluation questions, the ET may consider applying techniques such as time-series analysis, GIS overlays, regression models, and cost-efficiency metrics. Quantitative data will be reviewed with the WFP Cameroon Country Office during the inception phase to ensure consistency, and the Evaluation Team (ET) is encouraged to apply robustness checks, such as sensitivity testing and missing data analysis, where appropriate.

45. In addition to primary data collection, the evaluation is expected to draw on the existing datasets from the WFP Cameroon Country Office. COMET will provide operational performance data, including activity outputs and **beneficiary reach**. SCOPE will offer detailed records on beneficiary registration and transfer management. The Food Security and Nutrition Monitoring Survey (**FSNMS**) and mVAM will support analysis of nutrition and food security indicators. Post-distribution monitoring (**PDM**) may offer beneficiary perspectives on assistance quality and implementation. Annual Country Reports (ACRs) from 2022 to 2024 will provide strategic context and performance summaries. Financial and budgetary data, including resource allocation, expenditure tracking, and cost-efficiency metrics, may be accessed through WFP's internal financial systems and complemented by budget execution data, where relevant. The evaluation will also draw on additional data sources, including: (i) the Community Feedback Mechanism (CFM), which captures inquiries, feedback, and complaints through hotlines, suggestion boxes, and help desks; and (ii) WFP's monitoring escalation system, which tracks the identification, reporting, and timely resolution of issues flagged during field monitoring.

46. In addition to internal sources, the evaluation may draw on external datasets to enrich the evidence base and ensure contextual relevance. These could include national household surveys, IPC analyses, and data from UNHCR, FAO, and OCHA. Other potentially useful sources may comprise Humanitarian Response Plans (HRPs), Fill the Nutrient Gap (FNG) analyses, previous decentralized evaluations, and relevant sectoral strategies.

47. To support the evaluation, the ET may consider applying quantitative analysis aligned with the evaluation questions (EQs), drawing on available data and contextual relevance. Possible analytical techniques include:

- **EQ1:** Statistical analysis may be applied to explore how WFP's targeting strategy aligns with vulnerability patterns, such as IPC classifications, displacement data, and Minimum Expenditure Basket (MEB/SMEB) thresholds. The ET may consider techniques like geospatial overlays, targeting criteria reviews, and basic correlation analysis to identify potential exclusion errors or gaps in coverage.
- **EQ2:** Quantitative methods could be used to assess trends in outcome indicators and examine how coverage levels influenced programme results. Depending on data availability, the ET might consider time-series analysis, disaggregation by demographic groups, and econometric techniques such as regression, Difference-in-Difference (DiD) or Propensity Score Matching (PSM).
- **EQ4:** The evaluation may explore cost-efficiency and operational performance across different assistance modalities. This could include assessing unit costs (e.g., per beneficiary, meal, or ton), reviewing supply chain performance indicators, and analyzing budget execution ratios. Market dynamics may also be considered to understand economic effects and price trends.

## Qualitative strand

48. The ET is encouraged to consider qualitative approaches to explore implementation mechanisms, stakeholder perceptions, institutional dynamics, and contextual factors that influence program outcomes. Depending on relevance to the evaluation questions and feasibility, possible methods may include:

- **Key Informant Interviews (KIIs):** With WFP staff (country office, sub-offices, regional office, headquarters), sectoral ministries (health, education, agriculture, social affairs), donors, cooperating partners, UN agencies, international financial institutions, and civil society organizations.
- **Focus Group Discussions (FGDs):** With beneficiary groups, including refugees, internally displaced persons, host communities, women and youth.
- **Direct field observations:** Conducted at intervention sites (such as schools, health centers, distribution points) to document implementation practices, interactions among stakeholders, logistical conditions, and beneficiary behaviours.
- **Document Review:** Drawing on relevant programming documents, humanitarian frameworks, performance reports, previous evaluations, and national sectoral plans.

49. Among other analysis methods, the evaluation team should consider conducting **in-depth thematic analysis** to explore targeted aspects of implementation, test assumptions within the theory of change, and capture localized perspectives alongside national-level dynamics

50. **Qualitative data may be coded and analyzed thematically**, and should be aligned with the evaluation questions and theory of change, and **triangulated with quantitative findings** to enhance the validity of conclusions. The specific design and application of these methods will be determined by the ET based on context, data availability, and analytical priorities.

## 5.4. PRELIMINARY CONSIDERATIONS ON EVALUABILITY

51. During the inception phase, the evaluation team will critically assess data availability, quality, and gaps to inform the choice of evaluation methodology. This will include a review of the results framework and an assessment of the availability, quality, and relevance of quantitative and qualitative performance data, including output and outcome indicators, as well as financial and supply chain data. These elements will be validated in consultation with the Country Office during the inception mission.

52. At this stage, the following key **evaluability challenges** have been identified: (i) limited access to affected populations and beneficiaries due to security constraints; (ii) large geographic footprint of WFP operations spanning multiple regions of the country; (iii) gaps in comprehensive outcome monitoring and qualitative monitoring; and (iv) staff turnover, partly due to funding constraints and the organisational realignment undertaken by the Country Office, can lead to a loss of institutional memory and crucial contextual knowledge. This may make it difficult for the evaluation team to interview key personnel who were present during the 2022 programme design phase or to gather consistent qualitative insights over time.

53. During the inception phase, the ET will review and assess these limitations and devise measures to mitigate them. Any other evaluability challenges identified by the team during the inception phase will be discussed in the inception report together with appropriate mitigation measures where possible.

## 5.5. ETHICAL CONSIDERATIONS AND USE OF ARTIFICIAL INTELLIGENCE (AI) TOOLS

54. Evaluations must conform to WFP and United Nations Evaluation Group (UNEG) ethical standards and norms.<sup>23</sup> Accordingly, the evaluation firm is responsible for **safeguarding and ensuring ethical conduct** at all stages of the evaluation cycle in line with the UNEG guiding principles for ethical evaluation (Integrity,

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<sup>23</sup>For further information on how to apply the UNEG norms and standards (<http://www.unevaluation.org/document/detail/1914>) in each step of the evaluation, the evaluation team can also consult the Technical Note on Principles, Norms and Standards for evaluations (<https://docs.wfp.org/api/documents/WFP-0000003179/download/>).

Accountability, Respect, Beneficence).<sup>24</sup> This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants and ensuring that the evaluation results do no harm to participants or their communities. The team is expected to make efforts to **hear the voices of marginalized and hard to reach groups**. The team will put in place protocols to ensure safe transfer and storage of personal data and safeguard against unauthorized access.

55. The commissioning office will ensure that the team and the evaluation manager will not have been involved in the design, implementation, financial management or monitoring of the WFP Cameroon, have no vested interest, nor have any other potential or perceived conflicts of interest.<sup>25</sup>

56. All members of the evaluation team will abide by the [2020 UNEG Ethical Guidelines](#) and the [2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluations](#). In addition to signing a pledge of ethical conduct in evaluation, the evaluation team will also commit to signing a Confidentiality, Internet and Data Security Statement.<sup>26</sup>

57. Should the evaluators uncover allegations of wrongdoing and misconduct in the implementation of a programme either by a WFP staff or a partner (including fraud, food diversions, misuse of WFP assets, harassment, sexual harassment, etc.), the evaluation team should report those allegations to WFP Office of Inspection and Investigation (OIGI) through WFP hotline (<http://www.wfpHotline.ethicspoint.com>). At the same time, the team leader should inform the Evaluation Manager and the Director and Deputy Director of Evaluation that there are allegations of wrongdoing and misconduct without breaking confidentiality.

58. **Artificial Intelligence (AI)** technologies may be used within the framework of this evaluation, subject to prior written approval from the WFP Office of Evaluation and in accordance with the standards outlined in the [technical note on AI in evaluations](#). The evaluation team must clearly and comprehensively disclose in the inception report the intended use of AI tools, including their purpose, scope, and nature. Any data processed through AI tools must be handled in line with WFP's data protection standards and confidentiality obligations.

## 5.6. QUALITY ASSURANCE

59. WFP's evaluation quality assurance system outlines structured processes and tools to support credible, high-quality reporting. It respects the independence of the evaluation team while ensuring that conclusions and recommendations are based on clear and evidence-driven analysis. The team is expected to maintain data quality by ensuring reliability, consistency and accuracy throughout data collection, synthesis, analysis and reporting.

60. **Process.** WFP's quality assurance system relies on standardized tools, key milestones, and a three-tier validation process within WFP's Office of Evaluation (QA1: evaluation manager and research analyst, QA2: senior officer, QA3: deputy director, OE). The inception and final reports will undergo thorough review,

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<sup>24</sup>Beneficence means striving to do good for people and planet while minimizing harms arising from evaluation as an intervention.

<sup>25</sup> "Conflicts of interest are typically identified by a lack of independence or a lack of impartiality. These conflicts occur when a primary interest, such as the objectivity of an evaluation, could be influenced by a secondary interest, such as personal considerations or financial gains" (UNEG 2020 Guidelines). There should be no official, professional, personal or financial relationships that might cause, or lead to a perception of bias in terms of what is evaluated, how the evaluation is designed and conducted, and the findings presented. A conflict of interest can also occur when, because of a person's possibilities for future contracts, the evaluator's ability to provide an impartial analysis is compromised. Cases of upstream conflict of interest are those in which consultants could influence the analysis or recommendations so that they are consistent with findings previously stated by themselves. Cases of downstream conflict of interest are those in which evaluators could artificially create favourable conditions for consideration in a downstream assignment. The potential for bias increases when an evaluator's work is solely focused on one agency. During the evaluation process, the evaluators are not allowed to have another contract with the evaluand/ unit subject to evaluation. To avoid conflicts of interest, particular care should be taken to ensure that independence and impartiality are maintained.

<sup>26</sup> If there are changes in the evaluation team or a sub-contracting for some of the planned evaluation activities, the confidentiality agreement, internet and data security statement, and ethics pledge should also be signed by those additional members.

incorporating feedback from stakeholders. All final reports will also be subject to an independent post hoc review, the results of which will be published on WFP's website.

61. **Analytical rigor.** The evaluation team will ensure the technical quality of results through data cleaning and validation, focusing on consistency, handling of missing values, and year-on-year comparability. Assumptions and methodological choices will be transparently documented. The robustness of findings will be strengthened through source triangulation and sensitivity analyses. This mechanism is intended to ensure that results are grounded in solid empirical evidence and meet WFP's quality standards as well as stakeholder expectations.

## 6. Organization of the evaluation

### 6.1. PHASES AND DELIVERABLES

62. The evaluation will follow the overall process set out in the EQAS process guidelines for CSPEs. The evaluation is structured in five phases summarized in Table 4 below. The evaluation team will be involved in phases 2 to 5 of the CSPE. The country office and regional bureau have been consulted on the timeframe to ensure good alignment with the planning and decision-making so that the evidence generated by the CSPE can be used effectively.

**Table 3: Summary timeline and key evaluation milestones**

Phase	Timeline	Tasks and deliverables
Preparation	November 2025	Final Terms of Reference, followed by call for proposals.
	January 2026	Selection of the evaluation team and/or evaluation firm; contract signing.
Inception	January 2026	Briefing sessions and document review.
	February 2026	Inception mission (five working days, excluding travel time).
	April 2026	Inception report.
Data Collection	May-June 2026	Evaluation mission, data collection, and exit debriefing (typically three calendar weeks).
Reporting	August 2026	Draft evaluation report.
	October 2026	Stakeholder workshop (three working days, excluding travel time).
	November 2026	Final evaluation report.
	December 2026	Summary evaluation report validated by the evaluation team lead.
Dissemination	January 2027	Management response and preparation for the Executive Board session
	January 2027	Broader dissemination

### 6.2. EVALUATION TEAM COMPOSITION

63. The evaluation will be carried out by a team of experts with demonstrated experience in mixed-methods approaches. At a minimum, the team should include a team leader, a senior evaluator, a data analysis specialist with strong quantitative expertise, and a researcher. A balanced composition of international and national experts is encouraged, along with gender diversity within the team. The evaluation team will be expected to work in close coordination with OEV on quantitative and statistical analysis.

64. The evaluation firm must propose a team with professional proficiency in both French and English, and strong expertise in the thematic areas outlined in the table below. The team leader should possess excellent report-writing skills in both languages, while all team members must demonstrate robust methodological competence across evaluation design, data collection, analysis, and synthesis. Prior experience in humanitarian and development contexts is expected, and a strong profile in both quantitative and qualitative data analysis is essential.

**Table 4: Summary of evaluation team and areas of expertise required**

Area of expertise	Specific expertise	Required expertise	Desired expertise
<b>Team leadership</b>	Solid experience in evaluating strategic plans (or country programs) in humanitarian and development contexts.	<input checked="" type="checkbox"/>	
	Experience conducting theory-based evaluations and using mixed-method approaches.	<input checked="" type="checkbox"/>	
	<b>Experience in quantitative analysis, including statistical methods.</b>		<input checked="" type="checkbox"/>
	Excellent analytical, writing, and presentation skills; fluency in French and English.	<input checked="" type="checkbox"/>	
	Team management, coordination, planning, problem-solving, and ability to deliver outputs on time.	<input checked="" type="checkbox"/>	
	Expertise in food security and/or nutrition.	<input checked="" type="checkbox"/>	
	Strong experience in Central Africa, preferably in Cameroon.		<input checked="" type="checkbox"/>
<b>Thematic and evaluation expertise (for the team as a whole)</b>	Experience with evaluating emergency responses, including humanitarian principles and protection, assistance for refugees and displaced people.	<input checked="" type="checkbox"/>	
	Experience with evaluating community asset creation, support to smallholder farmers and farmer organizations, market access, food systems, natural resource management, and climate change adaptation.	<input checked="" type="checkbox"/>	
	Experience with evaluating school-based programs, including home-grown school feeding.	<input checked="" type="checkbox"/>	
	Institutional capacity strengthening.	<input checked="" type="checkbox"/>	
	Supply chain and provision of common services	<input checked="" type="checkbox"/>	
	Experience with evaluating interventions related to treatment and prevention of moderate acute malnutrition and nutrition-sensitive programming.	<input checked="" type="checkbox"/>	
<b>Specialization in quantitative data analysis</b>	Profile in economics, statistics or data science.	<input checked="" type="checkbox"/>	
	Strong experience in food security data analysis.	<input checked="" type="checkbox"/>	
	Demonstrated experience in quantitative analysis and proficiency in using analytical software such as R (most preferred), Stata, or Python.	<input checked="" type="checkbox"/>	
	Ability to carry out data cleaning, analysis, interpretation, and visualization of results.	<input checked="" type="checkbox"/>	
<b>Quality assurance and editorial expertise</b>	Experience in drafting evaluation deliverables (detailed reports and summaries).	<input checked="" type="checkbox"/>	
	Experience in quality assurance of written technical reports and ability to provide methodological advice.	<input checked="" type="checkbox"/>	
<b>Note</b>	<ul style="list-style-type: none"> <li>We are looking for a team of individuals who, collectively, can combine a strong understanding of the subject matter described above with relevant evaluation skills.</li> <li>It is essential that the team includes an expert in statistics, econometrics, or data science, primarily responsible for processing quantitative data and conducting advanced quantitative analyses. This expert must be proficient in R (preferably), or alternatively in Python or Stata.</li> </ul>		

### 6.3. ROLES AND RESPONSIBILITIES

65. This evaluation is managed by the WFP Office of Evaluation. Emmanuel Hakizimfura has been appointed as the Evaluation Manager, and Alessandro Cassinadri as the Research Analyst. Neither the Evaluation Manager nor the Research Analyst has worked on issues related to the subject of this evaluation. The Evaluation Manager, with support from the Research Analyst, is responsible for drafting the Terms of

Reference; selecting and contracting the evaluation team; developing and managing the budget; establishing the internal reference group; organizing the team briefing and stakeholder workshop in Cameroon; supporting the preparation of the field mission; drafting the summary of the evaluation report; conducting the first level of quality assurance for evaluation products; and soliciting feedback from WFP stakeholders on draft versions of the deliverables. The Evaluation Manager will serve as the primary point of contact between the evaluation team, represented by the Team Leader, and WFP counterparts, to ensure a smooth evaluation process. Aurélie Larmoyer, Senior Evaluation Officer, will provide the second level of quality assurance. Julia Betts, Deputy Director of Evaluation, will clear the final evaluation report. Anne-Claire Luzot, Director of Evaluation, will present the evaluation of the CSP to the WFP Executive Board for its review in November 2027.

66. An internal reference group will be composed of selected WFP stakeholders from the Country Office and Regional Office. Its main role will be to: participate in briefing sessions with the evaluation team during the inception phase; review the inception and evaluation reports; and take part in the national stakeholder workshop to validate findings and discuss the conclusions and recommendations of the evaluation.

67. The Country Office will facilitate contact between the evaluation team and stakeholders in Cameroon; provide logistical support during fieldwork; and organize a stakeholder workshop in-country. Aboubacar Guindo has been appointed as the WFP Country Office focal point and will support communication with the Evaluation Manager and the evaluation team, as well as assist with meeting arrangements and coordination of field visits. To ensure the independence of the evaluation, no WFP staff member will be part of the evaluation team or attend meetings where their presence could influence stakeholder responses.

## 6.4. SECURITY CONSIDERATIONS

68. As an “independent supplier” of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation team, and for making adequate arrangements for evacuation for medical or insecurity reasons. The evaluation manager will ensure that the WFP country office registers the team members with the security officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground. The evaluation team must observe applicable United Nations Department of Safety and Security rules including taking necessary security trainings (BSAFE) and attending in-country briefings. All evaluation team members should be willing and able to travel within Cameroon, within the restrictions imposed by the UN Department of Safety and Security or the WFP Security Division.

## 6.5. COMMUNICATION

It is important that evaluation reports are accessible to a wide audience, as foreseen in the Evaluation Policy, to ensure the credibility of WFP – through transparent reporting – and the usefulness of evaluations. The dissemination strategy will be based on the stakeholder analysis and consider whom to disseminate to, whom to involve and it will also identify the users of the evaluation, duty bearers, implementers, beneficiaries, including gender perspectives.

69. The final evaluation report will be published on WFP’s public website. A summary evaluation report, along with management response to the evaluation recommendations, will be presented to the WFP Executive Board in November 2027 and also published on WFP’s website. The Office of Evaluation will be responsible for disseminating key lessons through the Annual Evaluation Report.

## 6.6. THE PROPOSAL

70. The **technical proposal must clearly present a detailed description of the methodology** to be used, including data collection methods, sampling strategies, and analytical techniques. The Office of Evaluation encourages proposals that suggest methodologies tailored to the **specific operational context in Cameroon**.

71. Technical and financial offers for this evaluation should **consider in-country inception and data collection missions**, and travel of the evaluation team leader for the stakeholder workshop to be held in

Yaoundé. All team members should be ready to travel to all locations in country in which WFP is operational, within UNDSS travel advisory constraints. Proposals should build in sufficient flexibility to deal with possible risks e.g., access constraints in the northwest and southwest, flare-up of civil unrest / conflict. Apart from high-risk areas, local transport for data collection, including in Yaoundé, will be organized by the firm.

72. **The proposal should consider embedding costs for the local subcontracting of data collection from affected populations in the northwest and southwest.** Noting that a due diligence process and potential vetting of the provider against UN contracting regulations by the WFP country office might be required.

73. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal. While data collection will be largely conducted in French, all evaluation products will be produced in English.

74. While the Summary Evaluation Report is drafted by the Evaluation Manager, financial proposals should budget time for the Team Leader to review and validate the final draft before it is submitted to the Executive Board.

75. Following the technical and financial assessment, an improved offer could be requested by WFP to the preferred bid(s) to better respond to the TOR requirements. WFP may conduct reference checks and interviews with selected team members.



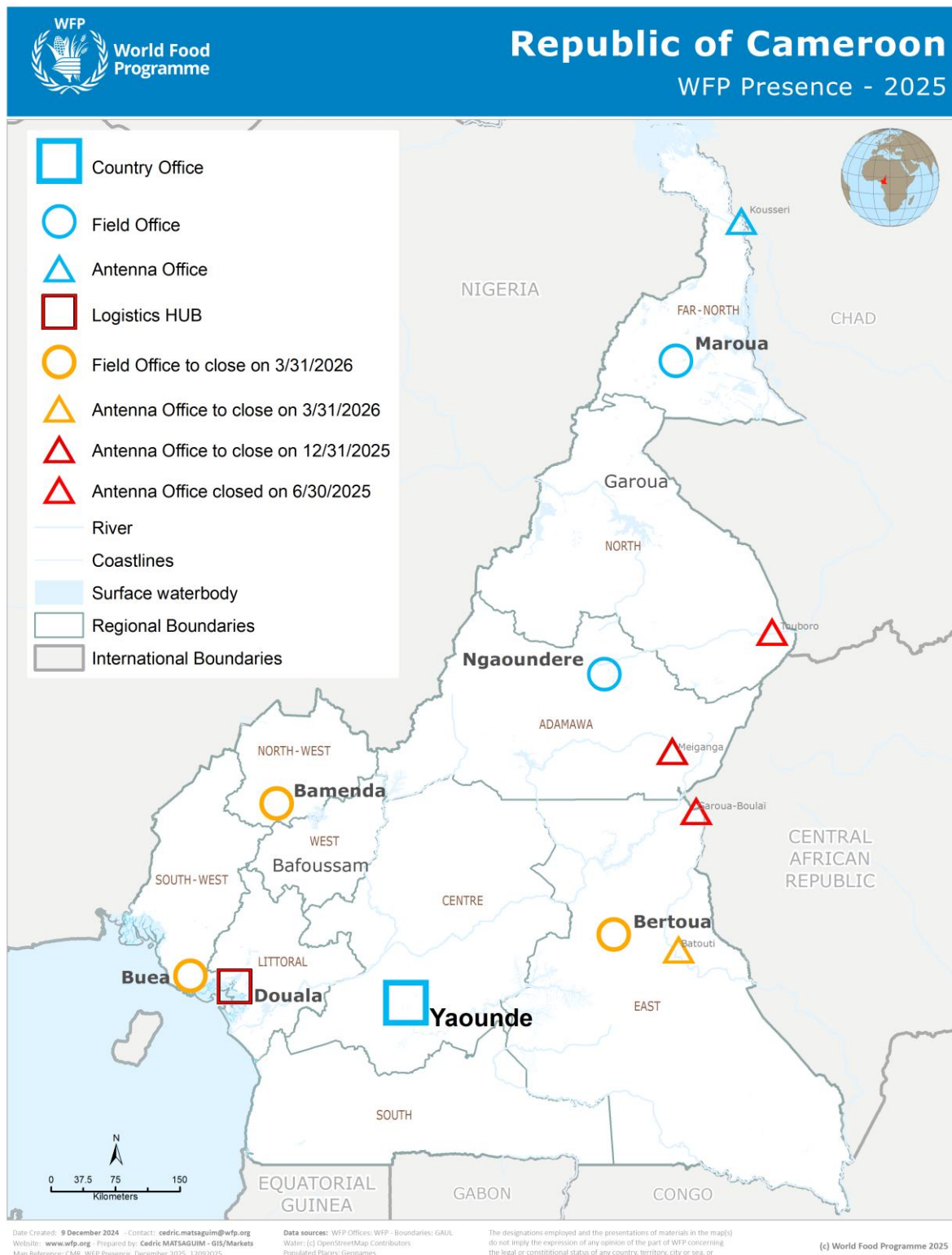
# Annex 1: Cameroon CSP 2018-2022, overview of strategic outcomes and activities

CSP Strategic outcomes	CSP Activities	Modalities of intervention	Focus area
<b>SO 1:</b> 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.	<b>Act 1:</b> Provide unconditional food assistance with accompanying social and behavioural change communication for vulnerable households affected by disaster.	Food transfers Cash-based transfers Value voucher	Crisis response
<b>SO 2:</b> 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.	<b>Act 2:</b> Provide school feeding and a home-grown school feeding pilot for primary school children in target regions. <b>Act 3:</b> Provide targeted seasonal food assistance to food-insecure host populations during lean seasons to address short-term hunger gaps. <b>Act 4:</b> Provide food assistance to support early recovery and community resilience, environmental protection and adaptation in target communities. <b>Act 5:</b> Provide food assistance to create productive assets and community market infrastructure, and support environmental protection and adaptation.	Food transfers Capacity strengthening Value voucher	Resilience building
<b>SO 3:</b> 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.	<b>Act 6:</b> 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. <b>Act 7:</b> Train community health workers in malnutrition prevention through multi-sectoral coordination systems and partnerships, and enhance capacities in health districts to implement the joint action plan and support SUN. <b>Act 8:</b> Enhance capacities in health districts to implement the joint action plan and support SUN.	Food transfers Cash-based transfers Capacity strengthening	Resilience Building
<b>SO 4:</b> Food-insecure smallholders, especially women, in priority districts of Far North, North, Adamaoua and Eastern regions have sustainably increased incomes to enhance their	<b>Act 9:</b> Provide technical assistance for small-scale farmers and cooperatives – prioritizing women’s representation and leadership – in post-harvest management and value-chain	Capacity strengthening	Resilience Building



CSP Strategic outcomes	CSP Activities	Modalities of intervention	Focus area
self-reliance and livelihoods and improve their productivity by 2020.	opportunities, in collaboration with IFAD and FAO.		
<b>SO 5:</b> The Government's work to achieve zero hunger is supported by effective partnerships by 2030.	<p><b>Act 10:</b> Provide technical expertise to Government and partners to plan and coordinate work for zero hunger, including early warning, preparedness and food security and nutrition response, national nutrition-sensitive, shock-responsive and gender-responsive safety net systems, and provide common management of information technology, warehouses and delivery corridors.</p> <p><b>Act 11:</b> Provide technical expertise to partners and stakeholders in support of a national nutrition-sensitive, shock-responsive and gender-responsive safety net system, and provide common management of information technology, warehouses and delivery corridors.</p>	Capacity Strengthening	Root Causes
<b>SO 6:</b> Humanitarian and development partners in Cameroon have access to common services until appropriate and sustainable alternatives are available and reliable all year.	<p><b>Act 12:</b> Provide safe and reliable air services for the humanitarian community and development partners until alternatives are available.</p> <p><b>Act 13:</b> Provide supply chain services to humanitarian and development partners, including transport, storage of food and non-food items.</p>	Service delivery	Crisis Response

# Annex 2: Map on WFP Cameroon operational presence



## Annex 3: Acronyms

<b>ACR</b>	Annual Country Report
<b>CO</b>	Country Office
<b>CPN</b>	Country Portfolio Needs
<b>CSP</b>	Country Strategic Plan
<b>CPs</b>	Cooperating Partners
<b>CSPE</b>	Country Strategic Plan Evaluation
<b>EB</b>	Executive Board
<b>EM</b>	Evaluation Manager
<b>FAO</b>	Food and Agriculture Organization of the United Nations
<b>GNI</b>	Gross National Income
<b>HDP</b>	Humanitarian-Development-Peace
<b>ICRC</b>	International Committee of the Red Cross
<b>IDPs</b>	Internally Displaced People
<b>IPC</b>	Integrated Food Security Phase Classification
<b>NBP</b>	Needs-Based Plan
<b>NGOs</b>	Non-Governmental Organizations
<b>OCHA</b>	United Nations Office for the Coordination of Humanitarian Affairs
<b>ODA</b>	Official Development Assistance
<b>OEV</b>	Office of Evaluation
<b>OIGI</b>	Office of Inspection and Investigation
<b>QA</b>	Quality Assurance
<b>RA</b>	Research Analyst
<b>R&amp;R</b>	Rest and Recuperation
<b>SDG</b>	Sustainable Development Goals
<b>ToC</b>	Theory of Change
<b>ToR</b>	Terms of References
<b>UN</b>	United Nations
<b>UNAIDS</b>	Joint United Nations Programme on HIV/AIDS
<b>UNEG</b>	United Nations Evaluation Group
<b>UNFPA</b>	United Nations Fund for Population Activities

<b>UNHAS</b>	United Nations Humanitarian Air Service
<b>UNHCR</b>	United Nations High Commissioner for Refugees
<b>UNICEF</b>	United Nations Children's Fund
<b>WFP</b>	United Nations World Food Programme

## **Office of Evaluation**

### **World Food Programme**

Via Cesare Giulio Viola 68/70  
00148 Rome, Italy  
T +39 06 65131 [wfp.org](https://wfp.org)