

Evaluation of Cameroon WFP Country Strategic Plan 2022-2026

Summary Terms of Reference



Country Strategic Plan Evaluations (CSPEs) encompass the entirety of WFP activities during a specific period. Their purpose is twofold: 1) to provide evaluation evidence and learning on WFP's performance for country-level strategic decisions, specifically for developing the next Country Strategic Plan and 2) to provide accountability for results to WFP stakeholders.

Subject and focus of the evaluation

The WFP Cameroon Country Strategic Plan (CSP) 2022–2026, approved in February 2022 and extended to 2027 to align with the United Nations Sustainable Development Cooperation Framework, outlines five strategic outcomes: crisis response (SO1); nutrition support for vulnerable groups (SO2); resilience building for food-insecure and climate-affected populations (SO3); national capacity strengthening in food security, nutrition and social protection (SO4); and the provision of common services, including the United Nations Humanitarian Air Service (SO5).

The CSP was developed amid overlapping crises, including insecurity in the Far North, the socio-political crisis in the North-West and South-West regions and sustained refugee inflows from the Central African Republic, compounded by economic pressures and recurrent climate-related shocks.

The CSP had an original budget of approximately USD 730 million and aimed to assist 1.7 million beneficiaries. The budget revision in 2022 maintained the overall planned number of beneficiaries while reallocating 10,000 school feeding beneficiaries from SO1 to SO3 and increasing the total budget by USD 50,174. As of October 2025, the CSP was funded at just above 35 percent of its Country Portfolio Needs.

Scope of the evaluation

The temporal scope of the evaluation extends from January 2020 to mid-2026. This includes the final two years of the previous CSP (2018–2022), which were not covered by the earlier CSP evaluation, as well as the entirety of the current CSP up to the end of data collection in June 2026.

The evaluation will examine the relevance and strategic positioning of the CSP and assess the contributions of WFP to strategic outcomes and its operational performance. It will use the standard evaluation criteria including relevance, effectiveness, efficiency, coherence, sustainability, connectedness and coverage. Particular attention will be placed on operational considerations associated with the complex security environment in several regions. The evaluation will also integrate cross-cutting priorities, including protection, empowerment of women and girls, and adherence to humanitarian principles.

Stakeholders of the evaluation

The WFP Cameroon Country Office is the primary user of the evaluation findings. WFP Global Headquarters divisions and the Executive Board are also users of the evaluation results. Beyond WFP, the evaluation will engage government institutions, United Nations agencies, donors, cooperating partners and civil society organizations, as well as affected populations.

Key evaluation questions

The evaluation will be guided by five overarching questions, which will be finalized during the inception phase.

QUESTION 1: To what extent is the CSP evidence based and strategically focused to address the needs of the most vulnerable to food and nutrition insecurity? It will assess how well WFP's positioning aligned with the evolving context, national priorities and capacities, United Nations cooperation plans and WFP's comparative advantage in Cameroon, including WFP's role in supporting social protection and early recovery. It will also review whether the CSP was grounded in realistic assumptions, especially on funding, and whether contextual and operational risks were appropriately reflected and addressed.

QUESTION 2: What difference did the CSP make to food and nutrition security in Cameroon? The evaluation will assess whether targeting ensured that those most vulnerable to food insecurity and malnutrition were reached and how WFP prioritized assistance in the face of funding gaps, including the consequences for coverage and depth of assistance. It will review WFP's contribution to the expected CSP outcomes, including preparedness for sudden onset emergencies and capacity strengthening efforts, and will consider any unintended positive or negative results, as well as differences in effectiveness across modalities. It will also examine the extent to which conditions for sustainability were prepared from financial, social and environmental perspectives, including plans for handover to national institutions where relevant, and whether implementation was integrated in ways that facilitated linkages across humanitarian action, development and contributions to peace.

QUESTION 3: To what extent did the CSP achieve its cross-cutting aims and how has this impacted programme quality? The evaluation will review how WFP interventions integrated cross-cutting dimensions, including the empowerment of women and girls, protection, accountability to affected populations, the inclusion of individuals with specific needs, environmental and climate-related considerations and conflict sensitivity. It will also assess how WFP managed any challenges in adhering to humanitarian principles and how the

application of these cross-cutting commitments influenced programme quality.

QUESTION 4: To what extent has WFP used its resources efficiently? The evaluation will consider whether assistance was delivered within intended timeframes and whether the CSP was implemented in a cost-efficient manner. It will assess how limited resources were optimally used, including through the selection of intervention modalities. It will consider the implications of aspects such as the transition from in-kind to cash-based assistance, programme integration and innovation, for cost efficiency and cost effectiveness.

QUESTION 5: What are the critical internal and external factors that explain performance and results?

The evaluation will analyse how WFP leveraged strategic and operational partnerships at national and field levels and how these influenced performance and results. It will also assess whether appropriate institutional arrangements were in place, including staffing and monitoring and evaluation systems, and will identify additional organisational and contextual factors that influenced performance over the CSP period.

Methodology

The evaluation will adopt a mixed method, theory-based approach combining quantitative and qualitative evidence. Quantitative analysis will draw on available monitoring and assessment data, including food security and nutrition surveys, post distribution monitoring, national statistical sources, Cadre Harmonisé analyses, and relevant data from United Nations and humanitarian partners. Qualitative evidence will be gathered through interviews with government counterparts, WFP staff, donors, United Nations agencies, cooperating partners and civil society organizations, as well as through focus group discussions with affected populations and direct observations during field visits.

The evaluation methodology will be further refined during the inception phase, including confirmation of data availability and access arrangements required to operationalise the evaluation approach.

Ethical considerations

The evaluation will follow United Nations Evaluation Group norms and WFP's ethical guidelines. This includes ensuring informed consent, confidentiality, impartiality and the protection and dignity of participants. Special efforts will be undertaken to reflect the views of groups that may be marginalized or harder to reach. Any allegations of misconduct observed during the evaluation will be reported through WFP's established mechanisms. Any use of artificial intelligence tools will require prior approval from the Office of Evaluation and clear disclosure in line with WFP's data protection standards.

Roles and responsibilities

The evaluation will be conducted by an independent team of external evaluators.

The evaluation will be managed by the WFP Office of Evaluation. Emmanuel Hakizimfura, Evaluation Manager, will lead the management of the evaluation and act as the primary counterpart for the evaluation team, supported by Alessandro Cassinadri, Research Analyst. Aurélie Larmoyer, Senior Evaluation Officer, will provide the second level of quality assurance. The Deputy Director of Evaluation, Julia Betts, will clear the final evaluation report and will present the evaluation of the CSP to the WFP Executive Board.

The WFP Cameroon Country Office, as main stakeholder and primary recipient of this evaluation, will be expected to engage throughout the process to ensure its relevance and ultimate utility. It will also facilitate coordination with other stakeholders and provide support for the organization of field activities and meetings throughout the evaluation.

An internal reference group composed of selected staff from the Country Office and the Regional Director Office (Western and Central Africa Regional Office) will review the main evaluation deliverables and support validation activities during the evaluation process.

Communication

Upon completion of field data collection, the evaluation team will conduct a debriefing in Yaoundé. This will be followed by an in-depth presentation in which preliminary findings will be shared with WFP Country Office and the Regional Director Office. A country stakeholder workshop with WFP personnel and partners will be held in Yaoundé to ensure a transparent evaluation process and to promote ownership of the findings, conclusions and preliminary recommendations by national stakeholders.

Evaluation findings will be actively disseminated. The final evaluation report along with the summary evaluation report will be published on WFP's external website. Key insights will also be shared through WFP's corporate learning and reporting channels, including the Annual Evaluation Report.

Timing and key milestones

Inception phase: March 2026

Data collection: June 2026

Remote debriefing: July 2027

Stakeholder workshop: October 2026

Evaluation report: November 2026

Summary evaluation report: December 2026

Executive Board: November 2027