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Evaluation reports

For consideration

Executive Board documents are available on WFP's Website (<http://executiveboard.wfp.org>).

Management response to the recommendations deriving from the Cameroon country portfolio evaluation (from 2012 to mid-2017)

Background

1. This document presents the management response to the recommendations deriving from the Cameroon country portfolio evaluation covering the period from 2012 to mid-2017. The evaluation assessed WFP's strategic positioning in Cameroon, the quality of and factors influencing WFP's decision making, and the performance and results of portfolio activities. It was timed to inform the programming and operationalization of a new WFP country strategic plan (CSP) for Cameroon, approved by the Executive Board in June 2017, and to contribute to enhanced collaboration and synergies among the Rome-based agencies.
2. The Secretariat appreciates the findings and recommendations of the evaluation.
3. The CSP for 2018–2020 provides an integrated response to facilitate achievement of the zero hunger objectives based on expected greater collaboration with the Rome-based agencies and other partners.
4. The following matrix sets out the planned actions and timelines for implementation of the recommendations.

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MANAGEMENT RESPONSE TO THE RECOMMENDATIONS DERIVING FROM THE CAMEROON COUNTRY PORTFOLIO EVALUATION (FROM 2012 TO MID-2017)			
Recommendation	Action by	Management response and action taken	Implementation deadline
<p>Recommendation 1: WFP should consolidate the shift in focus of <i>nutrition activities towards an integrated prevention approach</i> while maintaining the flexibility to allow scale-up of treatment when nutrition monitoring indicates increasing moderate and severe acute malnutrition. This will require:</p> <ol style="list-style-type: none"> development of a partnership strategy for ensuring integration, synergies and complementarity with other partners, especially the Rome-based agencies; promotion of healthy diets through locally appropriate outreach campaigns, including cooking classes and complementarity with school meals programming; enhancement of investments in food security monitoring systems that allow continuous monitoring of nutrition status and systematic monitoring of nutrition outcomes; 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; and continuous nutrition monitoring in targeted areas of children under 5, pregnant and lactating women and girls and other vulnerable groups, including adolescent girls and elderly people. 	<p>Led by country office; support from regional bureau and headquarters – Nutrition Division, Government Partnerships Division (PGG), Performance Management and Monitoring Division (RMP), Policy and Programme Division (OSZ), Supply Chain Division (OSC) and Information Technology Division (RMT)</p>	<p>Agreed.</p> <p>Since 2016, the country office has been implementing a nutrition response with a stronger focus on the prevention of malnutrition. 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.</p> <p>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.</p> <p>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.</p> <p>Malnutrition prevention activities are consolidated by activities 6, 7 and 8 of the CSP.</p>	<p>2018–2020</p>
<p>Recommendation 2: WFP should expand the programming capacity of the country office in the use and scale-up of CBT modalities, guided by:</p> <ol 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; and analysis of options for combining transfer modalities. 	<p>Country office, with support from the regional bureau and headquarters</p>	<p>Agreed.</p> <p>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 CSP will enable WFP to expand the use of CBTs 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 CSP.</p>	<p>2018–2020</p>

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<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 for joint programming where benefits in terms of synergies and complementarity can be identified:</p> <ul style="list-style-type: none"> a) Enhance the food security information system through further development of the sentinel system being piloted in the Far North Region. b) Support capacity strengthening for relevant government counterparts. c) Design a resilience strategy that harmonizes complementary activities and resources. d) Explore strategies for combining school feeding with purchase for progress activities. 	Country office with support from regional bureau and headquarters	<p>Agreed.</p> <p>Through activity 9 of the CSP 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 International Fund for Agricultural Development (IFAD)”.</p> <p>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 CSP: “provide food assistance to create productive assets and community market infrastructure, and support environmental protection and adaptation”.</p>	2018–2020
<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> <ul style="list-style-type: none"> a) Ensure full integration and synergies between mutually reinforcing interventions so that modifications in one intervention will not have negative impacts on others. b) Establish and implement effective handover and sustainability strategies as an integral part of programming. c) Ensure that programming is based on realistic assessments of funding through broader dialogue with donors during the programming of activities. d) Promote and strengthen economic resilience in intervention areas, including through greater use of 	Led by country office; support from regional bureau and headquarters – OSZ, Budget and Programming Division and PGG	<p>Agreed.</p> <p>The shift from emergency to early recovery and development is the core of the Board approved Cameroon CSP for 2018–2020.</p> <p>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 CBT to support equitable livelihood opportunities for</p>	2018–2020

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<p>FFA in, for example, the creation of community food banks, reforestation and the repair of feeder roads.</p> <p>e) Re-establish school meals interventions, including emergency school meals that are coherent with multi-sector support for national social protection systems.</p> <p>f) Enhance strategic cooperation with the newly reorganized national FAO/WFP management committee.</p>		<p>women and men refugees, internally displaced persons and targeted residents in the Far North, North, Adamaoua and East regions.</p> <p>School meals and a home-grown school meals pilot for primary schoolchildren are also included in CSP activities in the Far North region.</p> <p>In addition, 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.</p>	
<p>Recommendation 5: WFP should develop an evidence-based operational strategy for integrating gender considerations into programming, in line with WFP’s 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; and</p> <p>b) strengthening the partnership with the Ministry of Women’s Empowerment and the Family at the national and regional levels</p>	<p>Led by country office; support from regional bureau and headquarters – Gender Office, RMP, PGG and OSZ</p>	<p>Agreed.</p> <p>Through the CSP the country office is committed to carrying out robust gender and economic analyses supported by effective data collection, monitoring and accountability systems</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>	<p>2018</p>

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<p>Recommendation 6: WFP should design an effective communication framework that includes:</p> <ul style="list-style-type: none"> a) identification and use of windows of opportunity, platforms for outreach and influencers at all levels; b) development of strategic communication partnerships and alliances; c) mainstreaming of communication protocols throughout the portfolio; d) monitoring of the efficiency of communications; and e) capacity building for country office staff in respect of communication skills. 	<p>Led by country office; support from regional bureau and headquarters – communication office</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, 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>2018</p>
<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> <ul style="list-style-type: none"> a) strengthen collaboration with Cameroon’s national institute of statistics. b) continue to support the countrywide sentinel food security monitoring system. c) expand the use of SCOPE by cooperating partners and national counterparts. d) embed capacity development assessments as an integral part of programming. e) 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>Led by country office; support from regional bureau and headquarters – OSZ, RMP, Resource Management Department and PGG</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 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’s corporate digital beneficiary and transfer management platform, SCOPE, is planned under activity 10 of the CSP and is already under way.</p> <p>The CSP was designed with capacity strengthening as its core objective. WFP will develop a strategy to guide WFP’s 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>	<p>2018–2019</p>

Acronyms used in the Document

CBT	cash-based transfer
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
IFAD	International Fund for Agricultural Development
OSZ	Policy and Programme Division
PGG	Government Partnerships Division
RMP	Performance Management and Monitoring Division