



World Food Programme



# Evaluation of Cameroon WFP Country Strategic Plan 2018-2020

SAVING  
LIVES  
CHANGING  
LIVES

WFP Office of Evaluation

October 2020

# Context

- Lower-middle-income country (USD 3,785 per capita)
- Low on Human Development (151<sup>st</sup>)
- Increasing income inequality (0.44)
- Instabilities include:
  - Boko Haram crisis in the Far North region
  - Refugees influx from Central African Republic
  - Conflicts in the Northwest and Southwest
- Severely food insecure - 750,000 people
- Malnutrition - 227,000 children



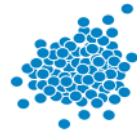


# Cameroon CSP “Line of Sight”



Safe access to adequate and nutritious food during and after crises

**SO1**



Safe year-round access to adequate and nutritious food, and increased resilience

**SO2**



Reduce malnutrition rates in line with national standards

**SO3**



Enhance self-reliance and livelihoods and improve productivity

**SO4**



Effective partnerships to support the Government's work to achieve zero hunger by 2030

**SO5**



Access to UNHAS by humanitarian community in Cameroon

**SO6**

# Methodology



- Gender-sensitive methodology
- Review of secondary data
- 147 key informant interviews
- 13 focus group discussions with beneficiaries
- Direct observation during site visits to communities and refugee camps
- Some local access restrictions were encountered

# Findings

## Q1 To what extent are WFP's strategic position, role and specific contribution based on country priorities and people's needs, as well as WFP's strengths?



Good alignment of the CSP with national policies, plans and strategies



Informed by the 2016 national Zero Hunger Strategic Review



Some gaps in prioritizing resilience-building in refugees settings



National stakeholders appreciated WFP's partnership



WFP's analytical work identified and addressed food and nutrition security



WFP pursued a principled positioning and harnessed comparative advantages



Timely alignment with the United Nations Development Assistance Framework (UNDAF) led to a high degree of coherence of WFP partnerships with other UN agencies

## Q2 What is the extent and quality of WFP's specific contribution to CSP strategic outcomes in Cameroon?



High performance on outputs delivery supporting 1.6 million people in need



Progress in the set-up of complaints and feedback mechanisms



Protection concerns related to the selection of transfer modalities



WFP's was challenged to maintain operational independence and neutrality



The CSP contributed to the triple nexus, but did not mainstream conflict sensitivity and peace work

## Q2 What is the extent and quality of WFP's specific contribution to CSP strategic outcomes in Cameroon?



Improved the gender sensitivity of activities as resourced priority



Slow progress towards WFP's gender transformative objectives



Sustainability of results remains uncertain in light of limited:

- long term partnerships
- reliable funding
- national ownership and capacities



### Q3 To what extent did WFP use its resources efficiently in contributing to CSP outputs and strategic outcomes?



Coverage and geographic targeting has adapted well to the evolving situation



Application of targeting criteria was inconsistent



Programme delays due to targeting issues, inaccessibility and slow roll-out of SCOPE



WFP lacked a consistent cost-effectiveness analysis to inform decision-making



UNHAS has proven critical to the success of humanitarian operations

## Q4 What are the factors that explain WFP's performance and the extent to which it has made the strategic shift expected by the CSP?



Challenges to mobilization of adequate, predictable and flexible resource



Limited partnerships and collaborations

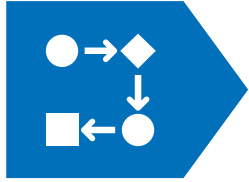


Gaps in human resource capacity and expertise



Inadequate capacity of monitoring and evaluation to effectively measure and report performance

# Conclusions



WFP has only partially met the ambitious expectations from the strategic shift. The CSP improved the alignment of WFP's strategic positioning with national policies and helped WFP to strengthen its collaboration with other United Nations agencies, in particular the Rome-based agencies



The CSP did not fully prepare WFP for the complex crises which diverted its attention and resources away from recovery-oriented activities and the triple nexus



The higher flexibility in funding and longer-term partnerships expected from the CSP approach have not materialized

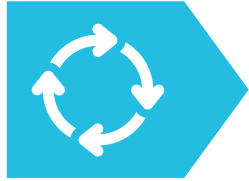




# Conclusions



Country Office management did not react swiftly enough to address staffing shortages, which impeded effective and timely programme delivery



Programme efficiency was marked by slow programme delivery, high transaction costs and recurrent pipeline breaks



The monitoring and evaluation system remained inadequate to enable systematic measurement of WFP achievements and support evidence-based decision-making



# Recommendations

- 1 Strengthen the strategic approaches to nutrition, resilience and capacities
- 2 Enhance strategic partnerships, funding and advocacy
- 3 Invest on evidence base to support the strategic focus and the CSP implementation strategy
- 4 Strengthen human resources capacity to implement ongoing priorities and prepare for the next CSP
- 5 Improve emergency preparedness, supply chain and programme effectiveness and efficiency
- 6 Strengthen Monitoring and Evaluation, knowledge sharing and communication around results