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Draft Cameroon country strategic plan (2022–2026)

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* <https://gender.manuals.wfp.org/en/gender-toolkit/gender-in-programming/gender-and-age-marker/>.

Executive summary

Despite some economic progress as a lower-middle-income country, Cameroon enters the Decade of Action to achieve the Sustainable Development Goals enduring recurrent climatic shocks, unrelenting civil conflict and persistent challenges from acute and chronic food and nutrition insecurity.

The severity of the humanitarian needs in Cameroon is increasing as climatic shocks and stressors (floods and drought), prolonged regionalized conflicts, insecurity and related population displacements and the negative health and socioeconomic impacts of the coronavirus disease 2019 pandemic further erode the weakened resilience of households, bringing food and nutrition insecurity to areas not previously affected.¹

WFP therefore proposes a five-year country strategic plan that is aligned with national and United Nations priorities and is designed to assist the country in arresting and reversing the deterioration in its food security and nutrition situation in recent years, recalibrating collective efforts to achieve Sustainable Development Goal 2 and positioning WFP and its partners to effect

¹ United Nations Office for the Coordination of Humanitarian Affairs (OCHA). 2021. *Humanitarian Response Plan – Cameroon*. Document consolidated on behalf of the humanitarian country team and its partners.

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tangible progress towards zero hunger over the course of the subsequent strategic plan period, through to the milestone year 2030.

Building on a national consensus about applying resilience approaches appropriately across the humanitarian-development-peace nexus, this country strategic plan embodies the agenda both to save lives and change lives and WFP, accordingly, will continue to meet critical needs while working with partners to progressively tailor resilience-building activities; leveraging joint opportunities to support national systems; and advocating targeted, equitable and shock-responsive safety nets and social protection programmes. With a focus on 2030, WFP will prioritize approaches that are sustainable, scalable and replicable.

Leveraging its comparative advantages in Cameroon, WFP will deliver as follows on five strategic outcomes:

- For strategic outcome 1, to ensure that people are better able to meet their food and essential needs, WFP will support crisis-affected populations – including refugees, internally displaced persons, returnees and host populations – seeking safe access to adequate and nutritious food during and after crises.
- For strategic outcome 2, to ensure that people have better nutrition and health outcomes, WFP will support children 6–23 months of age, adolescent girls, pregnant and lactating women and other nutritionally vulnerable groups in prioritized regions seeking to improve their nutrition-status and increase their resilience through safe year-round access to adequate and nutritious food.
- For strategic outcome 3, to ensure that people have improved livelihoods and increased resilience to shocks and stressors, WFP will assist food-insecure and climate-affected populations and smallholder farmers seeking enhanced self-reliance, productivity, and resilience to shocks.
- For strategic outcome 4, to strengthen national programmes and systems, WFP will work with national institutions and partners to enable them to better manage food and nutrition programmes and social protection systems.
- For strategic outcome 5, to ensure that humanitarian and development actors are more efficient and effective WFP will assist the humanitarian community in Cameroon in its efforts to respond to emergencies and reach vulnerable populations throughout the year.

To implement the country strategic plan the WFP country office in Cameroon will embrace humanitarian principles and ensure that cross-cutting concerns on gender, disability, nutrition, HIV/AIDS, protection and accountability to affected populations are integrated into its programmatic approaches. Embracing conflict sensitivity across its portfolio of activities, WFP will ensure that its interventions contribute to peace and stability, when possible and appropriate, addressing emergency needs through hunger-reducing activities. The country office will be guided by WFP's updated corporate approach to access.

The country strategic plan is strategically aligned with the Government's national development strategy for 2020–2030, the 2021 humanitarian response plan, the United Nations sustainable development cooperation framework for 2022–2026 and WFP's strategic plan for 2022–2025. It is informed by experience and evidence, especially that revealed by the 2016 national zero hunger strategic review and the 2020 United Nations common country assessment.

WFP's plans in Cameroon seek to address both immediate and medium-to-long-term programmatic needs. Across the period covered by this country strategic plan and the next, the country office will look to broaden its role from that of an operational partner implementing food and nutrition assistance programmes to that of a provider of focused and systems-based technical support and institutional capacity strengthening to support food security and social protection.

Draft decision*

The Board approves the Cameroon country strategic plan (2022–2026) (WFP/EB.1/2022/7-A/2) at a total cost to WFP of USD 729,604,853.

REVISION MODE

* This is a draft decision. For the final decision adopted by the Board, please refer to the decisions and recommendations document issued at the end of the session.

1. Country analysis

1.1 Country context

1. Cameroon is a lower-middle-income country in west-central Africa with a young population, estimated at 25 million in July 2020,² made up of some 230 ethnic and linguistic groups. Children under 15 years of age represent 43.6 percent of the population and women represent about 51 percent. More than 60 percent of the population is under 25.³ Cameroon was ranked 153rd of 189 countries in the 2019 Human Development Index and is classified as a medium human development country.⁴
2. Cameroon is subject to recurrent natural and climate-related shocks, with floods (4 percent), ground movements (7 percent) and volcanic eruptions (9 percent) among the leading causes of death.⁵ Floods also have indirect consequences, prompting mudslides and triggering cholera in communities lacking sufficient latrines, potable water and good hygiene practices.
3. Cameroon continues to be confronted by three complex crises: the Lake Chad Basin crisis in the Far North region; the consequences of an influx of refugees from the Central African Republic in the East region; and hostilities between non-state armed groups and security forces in the North-West and South-West regions. Each conflict has contributed to continuing population displacements, instability and food insecurity,⁶ with the number of internally displaced persons (IDPs), returnees, refugees and asylum seekers having grown to almost 2 million people of concern by mid-2021.⁷
4. Conflict has undermined the sustainability of food systems and is a key driver of Cameroon's subregional challenges in terms of acute and chronic food and nutrition insecurity, although the overall situation has improved marginally in 2021. The 2021 Global Hunger Index ranked Cameroon 74th of the 116 countries assessed, with the severity of hunger classified as "moderate" in view of it having almost halved its Global Hunger Index score since 2000.⁸ Nevertheless, a *cadre harmonisé* analysis found 2.62 million food-insecure people in situations of crisis, emergency and famine during the period March to May 2021.
5. Regional disparities also exist in terms of food availability, access and utilization. The most food-insecure populations remain in the North-West (40 percent of households), South-West (30.7 percent), Littoral (25.1 percent) and Far North regions (24.8 percent).⁹
6. The 2021 humanitarian needs overview indicated that 1.9 million school-age children needed education assistance. The North-West/South-West crisis has left an estimated 700,000 children out of school. Schoolchildren, educational facilities and teachers continue to be targeted in attacks. Gender inequality persists across education indicators, with 65 percent literacy among women compared to 78 percent among men.¹⁰
7. The crisis in education is related to protection risks that affect women, men, girls and boys in different ways, including sexual exploitation and abuse, gender-based violence, forced

² United Nations Cameroon. 2021. *United Nations sustainable development cooperation framework for Cameroon 2022–2026*.

³ OCHA. 2021. *Humanitarian response plan – Cameroon*.

⁴ United Nations Development Programme. 2020. *Human Development Report 2020: The next frontier– Human development and the Anthropocene*.

⁵ United Nations. 2020. *Common country assessment: Cameroon*.

⁶ WFP. 2021. *WFP Global Operational Response Plan 2021 – Update #2*. Cameroon remains subject to a Level 2 emergency response and an "operation of highest concern".

⁷ See the [Cameroon country view page of the Office of the United Nations High Commissioner for Refugees \(UNHCR\) operational data portal](#).

⁸ [2021 Global Hunger Index](#), accessed July 2021.

⁹ WFP Cameroon country office analysis, 2021.

¹⁰ OCHA. Cameroon: [Humanitarian Dashboard \(January to March 2021\)](#).

recruitment by armed forces, arbitrary arrest, early marriage and teenage pregnancy. Constant violations are reported among men, women and children, including rape as a weapon of war and abductions.¹¹ Gender inequality and a lack of women's empowerment are significant drivers of vulnerability and food insecurity. The 2020 gender inequality index ranked Cameroon 141st of 189 countries.¹² Persons with disabilities face a heightened risk of violence, abuse and exploitation and have limited access to basic social services that are adapted to their needs.¹³

8. Around 53.2 percent of the population lives in urban areas, where the coronavirus disease 2019 (COVID-19) pandemic has had the most deleterious impact on food security. The pandemic has hindered agricultural production, increased post-harvest losses, and led to a decline in incomes and livelihoods of about 68 percent.¹⁴ Over 4.8 million people across Cameroon, including in urban, peri-urban and rural areas, are expected to be affected by the pandemic and its socioeconomic effects and will employ crisis or emergency coping strategies to maintain household food security.¹⁵

1.2 Progress towards the 2030 Agenda

9. Progress towards achieving the Sustainable Development Goals (SDGs) by 2030 has been mixed. According to the 2020 Africa SDG Index and Dashboards Report, Cameroon ranked 26th of 52 African countries in 2020,¹⁶ and the 2019 report identified it as belonging to a group of countries that “must ensure that they leverage their growth in a way that reduces poverty and promotes human welfare, without compromising environmental sustainability”.¹⁷
10. Cameroon's second successive 10-year national development strategy, covering the period 2020–2030, was released in December 2020 and is aligned with the SDGs across the Government's agenda.

1.3 Progress towards SDGs 2 and 17

Progress on SDG 2 targets

11. *Access to food:* Food security status varies between and within regions. Between 2017 and 2021, rates of food insecurity have increased in eight of the country's 10 regions, with several conflict-affected regions showing particularly alarming increases, such as Littoral (from 5.9 to 25.1 percent), North-West (from 18.1 to 40 percent) and South-West (from 12.8 to 30.7 percent).¹⁸ Access to sufficient nutritious food is affected by persistent security challenges driven, in turn, by conflict, climate-related shocks (such as frequent droughts and flooding), land degradation, outdated agricultural practices, high post-harvest losses, fragmented markets, a lack of technical services and institutional support and constraints on access to land and property rights, which affect women disproportionately.

¹¹ United Nations. 2020. *Common country assessment: Cameroon*.

¹² United Nations Development Programme. 2020. *Human Development Report 2020: The next frontier- Human development and the Anthropocene*.

¹³ OCHA. March 2021. *Humanitarian Needs Overview - Cameroon*.

¹⁴ Food security monitoring system survey, March 2020.

¹⁵ Ministry of Agriculture and Rural Development and partners. March 2021. *Cadre harmonisé*. Data modelled by the Food and Agriculture Organization of the United Nations (FAO), WFP and the Ministry of Agriculture and Rural Development.

¹⁶ SDG Center for Africa and Sustainable Development Solutions Network. 2020. *Africa SDG Index and Dashboards Report 2020*.

¹⁷ SDG Center for Africa and Sustainable Development Solutions Network. 2019. *2019 Africa SDG Index and Dashboards Report*.

¹⁸ WFP Cameroon country office internal analysis, 2021.

12. *End malnutrition:* Cameroon suffers from a “triple burden” of malnutrition (stunting, anaemia and overweight) in women and children: 29 percent of children under 5 are stunted, with boys (31 percent) affected slightly more than girls (27 percent), 57 percent are anaemic and 11 percent are overweight; while 41.4 percent of women of reproductive age have anaemia and more women (16.4 percent) suffer from obesity than men (6.1 percent). Approximately 500,000 people are living with HIV, 62 percent of them women, 30 percent men and 7 percent children under 15.¹⁹
13. *Smallholder productivity and incomes:* A decrease in the mean rainfall of 4.07 percent over the last 60 years has affected agricultural yields and stocks and resulted in livestock deaths, crop damage and soil erosion. In conflict-affected regions, the production of main crops has decreased, food markets are not well supplied and prices have soared.²⁰ Market participation is low because only 1.3 percent of smallholders are members of farmers’ organizations and only 4.4 percent of all farmers have access to financial support.
14. *Sustainable food systems:* The persistence of civil insecurity impedes agropastoral activity for many farmers, severely restricting productivity and excluding crisis-affected people from the improved food availability and lower prices in the rest of the country. IDPs and vulnerable local populations have limited access to agricultural land. The impacts of climate change and repeated climatic shocks (floods and prolonged dry periods) and market disruptions in the northern regions also undermine the resilience of communities and place a strain on their livelihoods.²¹

Progress on SDG 17 targets

15. *Capacity strengthening:* The national development strategy for 2020–2030 (NDS30) has enhanced policy coherence in respect of poverty reduction, promoting sustainable development and introducing country-owned development frameworks and planning tools in support of the 2030 Agenda. The national statistical system lacks the capacity to produce, analyse and use the data needed to monitor vulnerable population groups and inequality at the national and regional levels. This lack of data makes it difficult, if not impossible, to analyse trends.²²
16. *Enhancing global partnership:* The United Nations sustainable development cooperation framework for Cameroon (UNSDCF) commits the United Nations development system to making every effort “towards the prevention of conflict and consolidation of peace and social cohesion as a prerequisite for sustainable development.”²³ It promotes a nexus approach that can enhance coherence and complementarity between actors involved in humanitarian assistance, sustainable development and peacebuilding activities to support targeted populations, especially those most at risk. Cameroon is a pilot country of the United Nations Joint Steering Committee to Advance Humanitarian and Development Collaboration.²⁴

¹⁹ Joint United Nations Programme on HIV/AIDS (UNAIDS). [Cameroon country factsheet](#).

²⁰ Ministry of Agriculture and Rural Development data, cited in 2020 common country assessment.

²¹ United Nations. 2020. *Common country assessment: Cameroon*.

²² United Nations Cameroon. [United Nations Sustainable Development Cooperation Framework for Cameroon 2020–2026](#).

²³ *Ibid.*, p. 23.

²⁴ *Ibid.*

1.4 Hunger gaps and challenges

17. The following priority actions for achieving SDG 2, as recommended by the 2016 national zero hunger strategic review,²⁵ remain unfulfilled but as urgent as ever as 2030 approaches: promotion of diversified and sustainable agriculture, with increased investment and inclusive financing; increased mechanization and use of technological innovations, including those associated with the expansion of the digital economy; protection of arable land; adaptation in areas sensitive to climate change; reduction of post-harvest losses; promotion of nutrition education; continuation of the school feeding programme and establishment of school canteens that use locally produced food; and organization of small family farms, in association with producers and farmer clubs, by agro-ecological zone.²⁶
- *Essential needs.* With the adequacy and inclusiveness of social protection systems and coverage undermined by gaps, the people already most at risk of food insecurity are being left further behind. The humanitarian crisis in Cameroon affects 4.4 million people. Deadly attacks and growing violence have triggered massive population displacements. According to the Norwegian Refugee Council, Cameroon's IDP crisis was the world's second most neglected in 2020, after that of the Democratic Republic of the Congo.²⁷
 - *Human capital.* Cameroon continues to underachieve in human capital development and inequality is widespread. The main challenges are acute and chronic food and nutrition insecurity in climate-shock and conflict-affected areas, scant access to safe drinking water and inadequate sanitation facilities, coupled with poor dietary and hygiene practices and insufficient health care. Poor diets have an impact on people's learning ability and productivity, compounding household poverty and undermining overall economic performance.²⁸
 - *Gender inequality and women's economic empowerment.* The gender-based division of labour is highly accentuated in the agriculture sector. Around 69 percent of women and 59 percent of men are farmers or otherwise work in the sector, which accounts for 20 percent of the country's gross domestic product. The significant division by gender with respect to the type of agriculture practised – most women grow food for consumption while men are better represented in cash crop production – underlines the role and impact of gender norms in Cameroon.
 - *Systemic supply chain gaps.* Supply chain challenges arise mainly in local procurement capacity as a result of reduced production capacity caused by social turmoil, insecurity and climate constraints in the main crop-producing regions of the country. Transport costs in Cameroon fluctuate, especially during the rainy seasons and particularly in the North and Far North. Port congestion at the main point of entry, Douala, and border closures are liable to hamper last-mile deliveries to beneficiaries in the three countries (Cameroon, Central African Republic and Chad) served through the Douala corridor.

²⁵ Government of the Republic of Cameroon and WFP. *Cameroon Food Security and Nutrition Strategic Review: Zero hunger by 2030*.

²⁶ Ibid.

²⁷ OCHA. *Cameroon Humanitarian Bulletin (May 2021)*.

²⁸ United Nations. 2020. *Common country assessment: Cameroon*.

- *Natural disaster risks and challenges.* Cameroon is experiencing changing patterns of rainfall, which is decreasing, and climate projections predict an increase in the frequency and magnitude of floods, storms, mudslides and soil erosion. Floods can trigger outbreaks of cholera where a lack of latrines and potable water, together with poor hygiene practices, favour its spread. Greenhouse gas emissions are expected to increase as deforestation and land degradation threaten the existence of Cameroon's vast and vital forests and the livelihoods of its forest populations. Natural disasters and climate change are primary stressors affecting social cohesion.

2. Strategic implications for WFP

2.1 Achievements, lessons learned and strategic changes for WFP

18. WFP recognizes its central role in supporting the humanitarian-development-peace nexus in Cameroon, in forging pathways to self-reliance and resilience for vulnerable young people, women and men, and in contributing to stability and peace. It has sought and received feedback from the Government and its agencies, development partners and stakeholders, beneficiaries and affected populations, including organizations of persons with disabilities (OPDs).
19. Between 2018 and 2021, WFP programmes added USD 110 million in value to the local economy.²⁹ The 2020 independent [evaluation of the country strategic plan for 2018–2020](#) noted that WFP's comparative advantages in Cameroon were linked to food and nutrition assistance programme management, social protection, emergency preparedness and response, food security monitoring and analysis, disaster management and supply chain services.
20. This country strategic plan (CSP) is informed by the six recommendations of the 2020 evaluation of the CSP for 2018–2020: 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; improve emergency preparedness, supply chain and programme implementation effectiveness and efficiency; and strengthen monitoring and evaluation, knowledge sharing and communication around results. The country office has already begun to implement the relevant strategic changes.³⁰ The CSP is further informed by WFP's 2021 gender and protection analysis and the lessons learned in 2020 under the gender transformation programme.
21. Noting those and other lessons, WFP will advocate and provide support for joint evidence-based, multi-sector nutrition programmes and integrated nutrition information systems. It will continue to build the capacity of the Government and partners under WFP-supported emergency nutrition programmes.
22. WFP will strengthen operational research in – and the evidence base for – the prevention of malnutrition, including by conducting a “fill the nutrient gap” analysis and identifying links between nutrition outcomes and food systems, to inform the design of nutrition-sensitive programmes throughout WFP's portfolio.

²⁹ WFP Cameroon country office internal analysis.

³⁰ WFP. 2020. [Management response to the recommendations in the summary report on the evaluation of the country strategic plan for Cameroon \(2018–2020\)](#).

23. The country office is developing a resilience strategy incorporating the three-pronged approach, including community-based participatory planning.³¹ Integrated resilience packages will be developed in partnership with the Government, the other Rome-based agencies, the Office of the United Nations High Commissioner for Refugees (UNHCR)³² and non-governmental organizations (NGOs).
24. The implementation of the recommendations of the United Nations Joint Steering Committee to Advance Humanitarian and Development Collaboration, and WFP's commitment to conflict-sensitive approaches will inform emergency response and resilience building activities that may contribute to peace and social cohesion. Climate change has been identified as one of the drivers of conflict in United Nations Security Council debates, placing the onus on United Nations entities to design programmatic approaches that yield a double dividend of conflict prevention and climate resilience.

2.2 Alignment with national development plans, the UNSDCF and other frameworks

25. The NDS30 was adopted on 23 December 2019 and sets out Cameroon's strategy for "structural transformation and inclusive development" over the period 2020–2030. Food insecurity is not prominent in the strategy and is linked exclusively to agricultural development. There is, however, an opportunity to engage the Government in updating the 2016 Cameroon zero hunger strategic review to ensure that its policymakers have the strategic information and evidence required to mobilize national efforts to achieve SDG 2.
26. The UNSDCF for 2022–2026, which was signed in 2021 to advance the 2030 Agenda through progress towards the SDGs in Cameroon, represents the collective response of United Nations entities operating in Cameroon to the priorities outlined in the NDS30. The CSP will directly contribute to two of the strategic priorities under the UNSDCF: quality, inclusive and equitable human and social development (strategic priority 2); and environmental sustainability and the management of climate risks and disasters (strategic priority 4). As a member of the results groups for all five UNSDCF outcomes, WFP will coordinate CSP implementation through joint work plans designed to ensure synergy, complementarity and efficiency.
27. WFP, in implementing its strategy over the five-year term of the CSP, will ensure that the programme cycle is aligned with both the NDS30 and the UNSDCF.

2.3 Engagement with key stakeholders

28. The country office is in continuous consultation with key partners and stakeholders, including the Government, donors, cooperating partners, other United Nations entities and civil society actors, as well as beneficiaries (including women's organizations and OPDs), in order to understand priorities, gaps and opportunities. WFP has shared the proposed strategic orientation of the CSP with them and received valuable feedback, which has helped to ensure agreement on shared goals and WFP's corporate strategic priorities. That includes the endorsement of triple nexus approaches that are tailored to context and complement those of other actors that are saving lives and contributing to peacebuilding and stability, where possible and appropriate, while protecting livelihoods through prevention and leaving no one behind.

³¹ The three "prongs" are integrated context analysis, seasonal livelihood planning and community-based participatory planning.

³² End-to-end technical collaboration through the UNHCR-WFP Joint Programme Excellence and Targeting Hub is a prime example of an initiative supporting the operationalization of a nexus approach.

3. WFP's strategic portfolio

3.1 Direction, focus and intended impacts

29. WFP will anchor the CSP to a coherent and complementary nexus approach, responding to the essential needs of targeted beneficiaries while progressively adapting resilience building activities to the 2030 horizon, all framed to support social cohesion and peacebuilding, where possible and appropriate. The country office will apply the principle of continuous improvement, driven by innovation, to define a more ambitious strategic orientation: the transition to income-generating activities that can be demonstrably brought to scale with impact, offering the potential to attract multi-year funding and private sector investment and partnership.
30. "Saving lives" activities, including in response to the COVID-19 pandemic, represented 69 percent of WFP's operations in 2020.³³ Striking a balance between the worst-case and most-likely scenarios, WFP expects to continue to respond to emergency needs throughout the CSP period, shifting assistance progressively to cash-based transfers while, wherever possible, promoting pathways to resilience and supporting livelihoods.
31. WFP's "changing lives" agenda in Cameroon links investment in early recovery from emergencies to resilience activities with a nutrition-sensitive food systems focus covering asset creation, livelihoods, adaptation to and mitigation of climate-related impacts and the management of post-harvest losses. It also includes digital financial inclusion, access to finance and microinsurance and other market support activities. The ongoing shift to cash-based transfers, and unrestricted and multi-purpose cash assistance in emergency response operations, will power innovation in the development of digital solutions in both remote and urban areas, enabling WFP to engage government, financial service providers and marketplace actors in new partnerships and initiatives. Social protection initiatives in particular, provide entry points for nutrition, school feeding, financial inclusion and resilience activities.

3.2 Strategic outcomes, focus areas, expected outputs and key activities

Strategic outcome 1: 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

32. Under this strategic outcome, WFP aims to address the essential needs of refugees, IDPs and vulnerable local communities affected by crises in rural and peri-urban areas through an enhanced integrated support package. WFP will continue to provide life-saving, conflict-sensitive assistance in crisis-affected areas, responding effectively to augmented needs, focusing on unconditional assistance with food and cash transfers coupled with enhanced malnutrition prevention and treatment interventions in targeted areas, supplemented by emergency school feeding, and social and behaviour change communication measures across all activities. The expansion of cash-based transfers providing sustainable pathways to self-reliance, recovery and resilience activities will be a critical component in tailoring WFP's emergency response. WFP is also working with UNHCR, including through the Joint Programme Excellence and Targeting Hub, to support the operationalization of vulnerability-based targeting and a nexus approach to refugee communities that includes the promotion of self-reliance activities where possible. Furthermore, WFP will explore linking disaster risk financing to shock-responsive social protection initiatives.

³³ WFP Cameroon country office analysis, 2021.

Focus area

33. This strategic outcome focuses on crisis response.

Alignment with national priorities

34. Under this outcome, WFP will align the CSP with pillar 2 of the NDS30 (development of human capital and well-being) and contribute to the achievement of strategic objective 3 of the [2021 humanitarian response plan](#) (reduce vulnerabilities and strengthen resilience of 831,000 people affected by crisis).

Expected outputs

35. The strategic outcome will be achieved through two activities and deliver the following seven outputs:

- i) Crisis-affected women, men, girls and boys in priority areas receive food and nutrition assistance that meets their basic food and nutrition requirements and other essential needs.
- ii) Crisis-affected women, men, girls and boys in priority areas participate in food assistance for assets and income-generating activities to improve livelihoods, strengthen their self-reliance and support early recovery.
- iii) Crisis-affected beneficiaries receive social and behaviour change communication to improve nutrition-related practices.
- iv) Crisis-affected school-age girls and boys in priority areas receive food and nutrition assistance that addresses short-term hunger and improves school attendance. (SDG 4).
- v) Crisis-affected children age 6–59 months, pregnant and lactating women and adolescent girls, as well as women and men living with HIV and special needs, receive adequate and timely specialized nutritious foods and cash-based transfers required to prevent and treat acute malnutrition (SDG 3).
- vi) Crisis-affected women, men, girls and boys in priority areas benefit from capacity strengthening for cooperating partners and government entities at the local level that enables those partners and entities to provide adequate and timely food and nutrition assistance.
- vii) Crisis-affected populations benefit from strengthened emergency preparedness and response capacity of national institutions and partners that enables those institutions and partners to meet the food and nutrition requirements of those populations.

Key activities

Activity 1: Provide integrated food and nutrition assistance to crisis-affected populations to support their self-reliance and recovery

36. Under this activity, WFP will continue to respond effectively to emergency needs in targeted areas, focusing on unconditional assistance for vulnerable and food-insecure people, including refugees, returnees and IDPs, with food and cash-based transfers – taking into consideration the specific needs of the various groups and persons in vulnerable situations – and enhanced malnutrition prevention and treatment activities. Beneficiary household members will be reached through social and behaviour change communication with a view to highlighting their roles and responsibilities and improving their nutrition-status. The number of food assistance for assets beneficiaries for livelihood support and early recovery is expected to increase over the CSP period.

37. Under the emergency and home-grown school feeding programmes, the number of on-site school feeding beneficiaries in the Far North region is expected to increase from 80,000 to 100,000 in the early years of the CSP period. The pilot emergency home-grown school feeding component implemented in the Far North will be extended to prioritized areas and will target around 35,000 schoolchildren.
38. For the treatment and prevention of acute malnutrition, WFP will provide support for children age 6–59 months, pregnant and lactating women and girls and anti-retroviral therapy (ART) clients affected by shocks. This will include blanket supplementary feeding, targeted supplementary feeding, nutritional assessment, counselling and support for malnourished ART clients for moderate acute malnutrition treatment and improvement in adherence to treatment; mother and child health and nutrition programmes; and gender- and nutrition- informed social and behaviour change communication as part of an integrated nutrition package.

Activity 2: Provide capacity strengthening in emergency preparedness and response to local authorities and humanitarian partners working in crisis-affected areas

39. Under this activity, WFP will work to improve the capacity of relevant government institutions, local authorities and cooperating partners to manage and implement food and nutrition programmes and to respond to emergency needs. WFP will also work with all actors to overcome humanitarian access constraints and boost national capacity in emergency preparedness, including disaster risk reduction, early warning and contingency planning to enable anticipatory action. As WFP implements emergency home-grown school feeding pilots, it will continue to advocate national action on school feeding.

Partnerships

40. Partnerships for this strategic objective comprise coordination with national and local authorities, humanitarian and development actors and national and international NGOs to carry out activities in the field. Unconditional in-kind food assistance provided to vulnerable refugees is conducted through an established tripartite agreement between UNHCR, WFP and the International Federation of Red Cross and Red Crescent Societies. WFP is also working with the United Nations Children’s Fund (UNICEF), the lead agency of the nutrition cluster, on the prevention of acute malnutrition. Further, WFP will work with the United Nations Population Fund (UNFPA) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) on gender-based violence, protection from sexual exploitation and abuse and the integration of important gender-transformative messaging into social and behaviour change communication material.

Assumptions

41. Security concerns and natural disasters do not disrupt food production or market mechanisms; affected areas are accessible and funding requirements are met.

Strategic outcome 2: 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

42. Under this strategic outcome, WFP will aim to strengthen human capital and support the Government and implementing partners in the prevention of all forms of malnutrition in children under 5, pregnant and lactating women and adolescent girls and people living with HIV. Targeted beneficiaries will participate in integrated complementary nutrition, gender and age-specific activities that address the immediate and underlying causes of malnutrition.

43. WFP will prioritize the first 1,000 days from a child's conception to its second birthday as a "window of opportunity" for preventing maternal and child malnutrition and averting the lifelong consequences of malnutrition suffered in that period of rapid development.
44. WFP will also support the local production of fortified nutritious foods that meet national standards as part of the work to strengthen the nutrition value chain.

Focus area

45. This strategic outcome focuses on resilience building.

Alignment with national priorities

46. Through this strategic outcome, WFP will contribute to progress towards SDG target 2.2 (end all forms of malnutrition) and align itself with the national priorities set out in the NDS30 (pillar 2: development of human capital and well-being) and the UNSDCF (strategic priority 2: quality, inclusive and equitable human and social development).

Expected outputs

47. This strategic outcome will be achieved through one activity and deliver the following four outputs:
 - i) Targeted children age 6–23 months, pregnant and lactating women and adolescent girls and other persons in vulnerable situations have access to adequate specialized nutritious foods sufficient to prevent all forms of malnutrition.
 - ii) Targeted populations (women, men, girls and boys) receive social behaviour change communication on appropriate infant and young child feeding and other family practices that prevent all forms of malnutrition.
 - iii) Targeted populations benefit from enhanced capacity of local food producers and processors to scale up local production of nutritious, age-appropriate, fortified foods that meet their nutrition needs.
 - iv) Targeted populations benefit from strengthened capacity of health workers and partners to improve their nutrition status.

Key activities

Activity 3: Provide an integrated nutrition package to beneficiaries, including access to nutritious food, quality care, social behaviour change communication and capacity strengthening, to prevent malnutrition

48. In collaboration with stakeholders, WFP will deliver an integrated malnutrition prevention package. WFP will strengthen its multi-stakeholder approach to develop a gender-responsive, nutrition-sensitive strategy, addressing multiple factors such as nutritious food availability, household income, maternal health and nutrition and care and feeding practices, taking into account the nutrition of adolescent girls as well as gender inequality, disability and other factors associated with socioeconomic and cultural practices. Cash-based transfers will be introduced progressively to allow beneficiaries to purchase locally produced and fortified nutritious food items.

Partnerships

49. Partners include UNICEF, lead agency of the nutrition cluster, and the Food and Agriculture Organization of the United Nations (FAO), co-lead, with WFP, of the food security and livelihoods cluster. Together with those partners, WFP will contribute to integrated responses that maximize impact, including by supporting the ministry of health and the interministerial committee to fight malnutrition in strengthening the capacity of community

health workers and caregivers to deliver better community-based malnutrition prevention interventions.

Assumptions

50. Affected areas are accessible; government partnerships are stable; collaborative handover plans are developed and implemented; adequate donor funding is received.

Strategic outcome 3: Food-insecure and climate-affected populations and smallholder farmers have enhanced livelihoods and resilience to shocks by 2026

51. WFP, responding to the food access needs of targeted beneficiaries, will apply a nutrition-sensitive, gender-aware food systems approach in working with smallholder farmers, especially women, to build their ability to withstand and recover from shocks and to access pathways to self-reliance. To build resilience to multiple shocks over the long term, WFP will focus not only on transfers but also on establishing the assets and services to underpin adaptive capacity. WFP will support solutions that address bottlenecks so that food systems and value chains are rendered more productive, more inclusive of women, young people and marginalized populations, more environmentally sustainable and better able to deliver healthy and nutritious diets for all.

Focus area

52. This strategic outcome focuses on resilience building.

Alignment with national priorities

53. Under this strategic outcome, WFP will promote sustainable food systems (SDG target 2.4) in line with pillar 2 of the NDS30 (development of human capital and well-being) and strategic priority 2 of the UNSDCF (quality, inclusive and equitable human and social development).

Expected outputs

54. This strategic outcome will be achieved through one activity and deliver the following four outputs:
- i) Targeted food-insecure populations, especially women and including climate-affected communities, receive timely and adequate support, nutrition-sensitive food assistance for assets and technical assistance in disaster preparedness that improve their livelihoods and strengthen their resilience to climate change and other shocks.
 - ii) Targeted food-insecure populations benefit from strengthened capacity in sustainable food production and access to financial services that enhance and diversify the productivity of food systems and deliver nutritious diets.
 - iii) Targeted female and male smallholders receive technical assistance to access improved innovative technologies that boost their productivity, post-harvest management, food handling and processing and reliable market opportunities and are thus able to enhance their productivity and their role in the value chain, including in relation to home-grown school feeding.
 - iv) Targeted value chain actors, including food processing and fortification actors, receive technical assistance for improved food market and supply chain efficiency and thus become able to increase procurement from smallholder farmers and enhance access to affordable, quality and safe foods in markets.

Key activities

Activity 4: Provide livelihood support to targeted groups, including through productive asset creation and regeneration and value chain development

55. Under this activity, WFP will continue to apply nutrition-sensitive food system interventions, offering technical assistance to smallholders and cooperatives (with a target of at least 50 percent female participation) in post-harvest management, climate risk management, business plan development and market access in targeted areas. The activity will focus on conflict-sensitive disaster risk reduction programming through the creation of sustainable assets, the promotion of ecosystem resilience and regeneration and support for farmers' cooperatives in gaining access to financing and insurance and local procurement programmes, when feasible, linked, where possible, to school-based programmes. Cash-based transfers are projected to increase gradually over the CSP period. In the best case scenarios, the number of food assistance for assets beneficiaries is expected to decrease after three years as the focus shifts to market access activities.

Partnerships

56. The selection of activities will require government approval, at both the central and local levels, and consultation with local communities, including women's groups and OPDs. Programming will be guided by WFP's three-pronged approach, with communities identifying their priorities through community-based participatory planning. Partnerships, particularly with the other Rome-based agencies, will be based on synergies and complementarity.
57. Through its support for the Scaling Up Nutrition (SUN) movement, WFP will engage national actors coordinating food and nutrition security activities and will facilitate the sharing of experience, lessons learned and best practices through South-South cooperation and exchanges.

Assumptions

58. Access to prioritized areas and vulnerable groups is assured; funding requirements are met; climatic conditions are conducive to crop performance; smallholder farmers are willing to join cooperatives, attend training and adopt adequate post-harvest management technologies; and the Government enforces food quality and safety standards.

Strategic outcome 4: National institutions and partners have strengthened capacity to manage food and nutrition programmes and social protection systems by 2030

59. Focusing on the 2030 horizon, this strategic outcome lays the foundations in this CSP for WFP's transition to the following CSP, which will be designed to accelerate progress towards SDG 2. WFP will invest in improving the skills, knowledge base, systems and institutions required to enable government, food system and nutrition actors to take responsibility for investing in and managing hunger-reducing solutions in an inclusive, equitable and empowering manner.

Focus areas

60. This strategic outcome focuses on root causes.

Alignment with national priorities

61. Under this strategic outcome, WFP will provide capacity strengthening services (SDG target 17.9) in alignment with pillar 2 of the NDS30 (development of human capital and well-being) and strategic priority 4 of the UNSDCF (environmental sustainability, management of climate risks and disasters.)

Expected outputs

62. This strategic outcome will be achieved through one activity and deliver the following two outputs:
- i) Food-insecure and nutritionally vulnerable populations benefit from strengthened government and partner capacity in food and nutrition, social protection and emergency preparedness and response that enables them to meet the food and nutrition needs of those populations.
 - ii) Food-insecure and nutritionally vulnerable populations benefit from strengthened government and partner capacity in supply chains that enables them to meet the food and nutrition needs of those populations.

Key activities

Activity 5: 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

63. Under this activity, WFP will offer policy advice, capacity-building support, knowledge sharing, advocacy and evidence generation, training and learning opportunities in the areas of data collection, food and nutrition security analysis and the integration of nutrition-sensitive and gender-transformative approaches into social protection programming and supply chain and risk management in order to improve government systems and develop shock-responsive programmes that sustainably address hunger. WFP will ensure that disability-specific services are included.
64. Logistics and supply chain analyses will inform WFP's support for the Government and ensure adequate preparedness for future responses.
65. WFP is a lead technical actor in the conduct of the *cadre harmonisé*, which is the key tool for generating accurate food security and nutrition data, analyses and evidence for decision making in Cameroon.

Partnerships

66. WFP will strengthen its collaboration and partnership with sectoral ministries, including those responsible for agriculture, gender issues and social affairs, as well as with national programmes such as the national social safety net programme. Research institutes, including the National Institute of Statistics, will also be key partners, as will private sector actors, women's groups and OPDs. Support will also be sought from other United Nations entities such as FAO, the International Labour Organization, UNAIDS, UNICEF, UNFPA and UN-Women. In developing a comprehensive capacity strengthening strategy (as recommended in the evaluation of the CSP for 2018–2020), WFP will explore opportunities to expand its service provision by brokering South–South and triangular cooperation to complement its capacity strengthening activities across the board in thematic areas such as nutrition, social protection and emergency preparedness.

Assumptions

67. The Government and partners are interested and take ownership; donor funding is secured.

Strategic outcome 5: Government, humanitarian and development partners in Cameroon can reach vulnerable populations and respond to emergencies throughout the year

68. Under this strategic outcome, WFP will manage the United Nations Humanitarian Air Service (UNHAS) on behalf of the humanitarian community, providing critical safe air transport services to move humanitarian workers to crisis-affected areas in Cameroon and deliver life-saving humanitarian assistance. WFP will also provide on-demand services to the

humanitarian community (supply chain, administrative, procurement services, and more) as needed.

Focus area

69. This strategic outcome focuses on crisis response.

Alignment with national priorities

70. Under this strategic outcome, WFP will enhance global partnerships (SDG target 17.16), in line with pillar 1 of the NDS30 (structural transformation of the national economy) and strategic priority 4 of the UNSDCF (environmental sustainability, management of climate risks and disasters).

Expected outputs

71. The strategic outcome will be achieved through two activities and deliver the following two outputs:
- i) Crisis-affected populations targeted by humanitarian partners benefit from timely and efficient UNHAS services and thus receive timely life-saving assistance.
 - ii) Targeted populations receive timely assistance through government and partner access to WFP on-demand and common services.

Key activities

Activity 6: Provide UNHAS services to the Government and humanitarian partners

72. Under this activity, UNHAS, managed by WFP, will continue to provide critical air services to the humanitarian community to locations in Cameroon and Chad (N'Djamena). UNHAS transports passengers as well as light cargo (essential equipment and relief items) on behalf of partners and the Government to ensure timely and secure movement and medical evacuation services.

Activity 7: Provide, on demand, supply chain, information and communications technology and coordination services to the Government and humanitarian and development partners

73. Under this activity, WFP's country office supply chain unit will continue to support the Government with relief items and provide capacity strengthening in the management of non-food items, including in the areas of warehousing, transport and contracting. The country office will support the Government in its ongoing response to the COVID-19 pandemic. The country office will continue to chair the supply chain management working group to ensure that logistics gaps are filled. On-demand services will be supplied to the Government, other United Nations entities and other humanitarian and development partners on a full cost-recovery basis.
74. In November 2019, as co-chair (with UNICEF) of the task force on protection from sexual exploitation and abuse in humanitarian crises, WFP extended the use of its hotline to enable the wider humanitarian community to receive sexual exploitation and abuse complaints from beneficiaries against humanitarian actors in Cameroon.

Partnerships

75. In recent years, UNHAS, under the coordination of WFP, provided the humanitarian community with critical passenger and cargo transport, security and medical evacuation services in Cameroon.

Assumptions

76. The absence of reliable commercial airlines continues; demand from the humanitarian community for services is high; donor funding is received.

Transition/handover strategy for all activities

77. WFP designs its food and nutrition initiatives to include plans to hand them over to willing and appropriate partners. The exit plans and agreements developed in collaboration with partners prior to transition are evidence-based. As the capacity of national and regional health and education authorities develops, WFP will seek to progressively transition safety-net, nutrition and education activities to the Government and national entities.
78. When reliable commercial air services that meet United Nations aviation standards for peacekeeping and humanitarian air transport operations are available, UNHAS will reduce its fleet size, flight frequency and number of destinations accordingly. WFP will position national stakeholders at the centre, enabling them to assume ownership of their supply chains through a transition process, and will gradually impart the skills, knowledge and capacity related to each operational role to the relevant national actors.

4. Implementation arrangements

4.1 Beneficiary analysis

79. Beneficiary targeting, guided by WFP's beneficiary data protection principles, starts with the identification of geographical locations based on food security, nutrition and essential needs assessments, including multisectoral assessments and the *cadre harmonisé*, and will reflect the particular needs of women, men, girls and boys, including those with disabilities. Protection, gender and conflict sensitivity considerations will be integrated into the targeting and delivery of assistance programmes. WFP will ensure that vulnerable persons from minority and indigenous communities are not excluded from the targeting process, including by ensuring their representation in local targeting committees.
80. Within selected geographical areas, lists of potential beneficiaries matching predefined WFP vulnerability criteria will be established and verified by WFP and its partners, in close cooperation with communities. During that exercise, new potential beneficiaries can be added to the list if they meet the criteria and any that do not are removed. Through its commitment to dynamic targeting, WFP, together with its partners, will identify the means to mitigate potential inclusion and exclusion errors.
81. Refugees and newly displaced IDPs will receive in-kind food and cash-based transfers to address their immediate needs. Vulnerable host-population households and long-term IDPs in food-insecure and risk-prone areas will receive supplementary relief assistance during periods of food deficit. Vulnerable women and men in stable communities in crisis-affected areas will engage in community asset creation for early recovery and resilience building.

TABLE 1: BENEFICIARIES BY STRATEGIC OUTCOME, ACTIVITY AND SUBACTIVITY (2022-2026)

Strategic outcome	Activity	Subactivity	Beneficiaries	Year 1 (2022)	Year 2 (2023)	Year 3 (2024)	Year 4 (2025)	Year 5 (2026)	Total
1	1	General food assistance (refugees/ IDPs and vulnerable host populations)	Boys	202 650	195 300	170 800	149 800	149 800	202 650
			Girls	191 070	184 140	161 040	141 240	141 240	191 070
			Men	81 060	78 120	68 320	59 920	59 920	81 060
			Women	104 220	100 440	87 840	77 040	77 040	104 220
			Total	579 000	558 000	488 000	428 000	428 000	579 000
		Food assistance for assets - early recovery	Boys	29 400	36 400	36 400	43 400	43 400	79 800
			Girls	27 720	34 320	34 320	40 920	40 920	75 240
			Men	11 760	14 560	14 560	17 360	17 360	31 920
			Women	15 120	18 720	18 720	22 320	22 320	41 040
			Total	84 000	104 000	104 000	124 000	124 000	228 000
		School feeding	Boys	78 700	79 050	80 450	80 450	80 450	172 790
			Girls	59 700	60 030	61 350	61 350	61 350	131 010
			Men	700	840	1 400	1 400	1 400	1 400
			Women	900	1 080	1 800	1 800	1 800	1 800
			Total	140 000	141 000	145 000	145 000	145 000	307 000
		Prevention and treatment of acute malnutrition	Boys	60 668	60 669	59 492	58 317	58 316	138 768
			Girls	64 985	64 986	63 437	61 890	61 890	148 172
			Men	420	420	420	420	420	958
			Women	9 396	9 396	7 920	6 444	6 444	19 342
			Total	135 469	135 471	131 269	127 071	127 070	307 240
2	3	Prevention of malnutrition	Boys	27 440	27 440	27 440	27 440	27 440	63 661
			Girls	33 717	33 717	33 717	33 717	33 717	78 223
			Men						
			Women	23 493	23 493	23 493	23 493	23 493	54 504
			Total	84 650	84 650	84 650	84 650	84 650	196 388
3	4	Food assistance for assets - resilience building	Boys	10 500	10 500	10 500	14 000	14 000	24 500
			Girls	9 900	9 900	9 900	13 200	13 200	23 100
			Men	4 200	4 200	4 200	5 600	5 600	9 800
			Women	5 400	5 400	5 400	7 200	7 200	12 600
			Total	30 000	30 000	30 000	40 000	40 000	70 000
Total unique beneficiaries (without overlap)			Boys	404 403	404 500	383 357	371 875	372 770	677 215
			Girls	382 137	382 234	362 039	350 785	351 681	641 861
			Men	98 140	98 140	88 900	84 700	84 700	125 138
			Women	158 529	158 529	145 173	138 297	138 297	233 505

TABLE 1: BENEFICIARIES BY STRATEGIC OUTCOME, ACTIVITY AND SUBACTIVITY (2022–2026)

Strategic outcome	Activity	Subactivity	Beneficiaries	Year 1 (2022)	Year 2 (2023)	Year 3 (2024)	Year 4 (2025)	Year 5 (2026)	Total
			Total	1 043 209	1 043 403	979 469	945 657	947 448	1 677 719

4.2 Transfers

82. Transfer modalities will be selected based on a multifunctional transfer modality and mechanism selection process, comprising context analysis and feasibility assessments across population groups, activities and locations.
83. Rations meeting the food and nutrition needs of vulnerable refugees, IDPs and resident populations are in line with the preferences of the various age and gender groups. Refugees in camps and IDPs in rural areas will receive a 12-month general food ration; vulnerable residents and IDPs in peri-urban areas will receive food rations proportional to the food gaps that arise during lean seasons; and food assistance for assets beneficiaries under strategic outcomes 1 and 3 will receive a full general food ration each working day.
84. The value of cash-based transfers and food vouchers will be determined for each target area based on the minimum expenditure basket covering the food gap, as recommended by the cash working group. The choice of transfer modality will depend on the results of assessments of food availability, preferences, protection risks, seasonal factors, markets and supply chains, cost-efficiency and gender and protection considerations. Children age 6–59 months affected by moderate acute malnutrition ~~or referred for treatment for severe acute malnutrition, as well as and~~ pregnant and lactating women and girls will receive rations of Super Cereal Plus, while children age 6–59 months suffering from severe acute malnutrition will be referred to appropriate services for treatment.
85. Malnourished women and men living with HIV and undergoing anti-retroviral treatment (ART) will receive nutrition support for six months to encourage their adherence to the treatment protocol. School feeding will provide 43 percent of the recommended nutrient intake for children of primary school age. WFP and the Government will also pilot the home-grown school feeding model to improve the nutritional value of rations with locally produced foods and establish an entry point for value chain development and the provision of market support to smallholder farmers in prioritized areas.
86. WFP plans to register all beneficiaries with its corporate digital beneficiary information and transfer management platform, SCOPE, with biometric authentication where appropriate and a focus on COVID-19-related challenges and other protection and security risks.

Food and cash-based transfers

TABLE 2: TOTAL FOOD AND CASH-BASED TRANSFER REQUIREMENTS AND VALUES

Food type/cash-based transfer	Total (mt)	Total (USD)
Cereals	207 297	118 101 731
Pulses	65 476	37 209 693
Oil and fats	22 045	32 174 336
Mixed and blended foods	31 578	27 803 766
Others	2 767	680 450
Total (food)	329 163	215 969 975
Cash-based transfers		140 393 070

Total (food and cash-based transfer value)	329 163	356 363 045
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4.3 Country office capacity and profile

87. WFP will source talent and build capacity across the country office to ensure that the appropriate skills are in place to meet the objectives and that staff have access to professional development opportunities so that their skills are in line with the requirements for implementing the portfolio, including those for core process areas and critical controls, both at the country office in Yaoundé and in operations across 10 field offices. The organizational structure of WFP in Cameroon will maintain the flexibility and capacity to scale up operations as required.

4.4 Partnerships

88. The partnership approach seeks to place the country office in a position to gradually move “from delivering to enabling” and working with the Government, its partners and the private sector to add value while maintaining WFP’s mandate. Aligning itself with WFP’s corporate strategic plan, the country office will organize its approach around the development of five kinds of partnership with resource, knowledge, policy and governance, advocacy and capability partners. Partnerships will be guided by the fundraising strategy, as outlined in the partnership action plan developed in tandem with this CSP.

89. The country office will strengthen partnerships with traditional donors through evidence-based advocacy to raise sufficient funds to meet humanitarian and emergency needs, overcome resource shortfalls and avoid pipeline breaks. WFP will diversify the funding pool, seeking increased engagement with international financial institutions and the private sector.

90. WFP is implementing the recommendations from the evaluation of the previous CSP regarding the need to strengthen partnerships with other United Nations entities on specific thematic priorities, such as with UNHCR on refugee and IDP responses, with UNICEF on nutrition and with the other Rome-based agencies, such as FAO, on smallholder resilience building. WFP is also reaching out to NGOs primarily working on development issues to engage them in emergency and recovery contexts. WFP, with 2030 in its sights, will consult existing donors with a view to positioning itself as a key partner for national capacity strengthening throughout both this CSP period and the next.

TABLE 3: FOOD RATION (g/person/day) AND CASH-BASED TRANSFER VALUE (USD/person/day) BY STRATEGIC OUTCOME AND ACTIVITY														
	Strategic outcome 1							Strategic outcome 2				Strategic outcome 3		
	Activity 1						Activity 3				Activity 4			
Beneficiary type	Crisis-affected households (refugee/IDP/returnee /vulnerable host population)		School-age children		Children age 6-23 months (prevention - acute malnutrition)	Pregnant and lactating women and girls (prevention - acute malnutrition)	Children age 6-59 months (treatment - moderate acute malnutrition)	ART clients	Children age 6-23 months (prevention - all malnutrition)		Pregnant and lactating women and girls (all malnutrition)		Food assistance for assets beneficiaries	
Modality	Food	CBTs*	Food	CBTs	Food	Food	Food	Food	Food	CBTs	Food	CBTs	Food	CBTs
Cereals	370		150										400	
Pulses	120		30										120	
Oil	40		10			20		25					40	
Salt	5		2										5	
Sugar														
Super Cereal						200		250						
Super Cereal Plus					100		200							
Lipid-based nutrient supplements - small quantity									20					
Total kcal/day	2 095	2 095	728	728	394	783	783	984					2 198	2 198
% kcal from protein	10	10	9.3	9.3	16.6	16.6	16.6	16.6					10	10
CBTs (USD/person/day)		0.27		0.28						0.30		0.35		0.41
Number of feeding days per year	360	360	180	180	360	360	90	180	360	360	360	360	360	360

*cash-based transfers

5. Performance management and evaluation

5.1 Monitoring and evaluation arrangements

91. The Government will track progress towards SDGs 2 and 17 using a contribution assessment system with technical support from WFP. Baselines for each strategic outcome will be established in 2022 through a national food security assessment disaggregated by region, gender, age and disability and cross-checked against post-distribution monitoring data. The country office will conduct a mid-term review in 2023. WFP will contribute to the evaluation of the UNSDCF and carry out a centralized evaluation of the CSP over the course of its penultimate year to inform the design of the next CSP.
92. WFP will use the improved community feedback mechanism (CFM) to raise awareness of WFP programmes and ensure that beneficiaries' needs are met. The CFM strategy will focus on the proximity and engagement of affected people, swift and confidential management of complaints and partnership with intervention stakeholders. In addition to the CFM hotline, which is managed by a third party, the helpdesk and suggestion boxes and the supervision of complaint management committees will be handled by partners in key locations. That will help WFP to increase its presence in the field and guarantee the transparency and impartiality of its interventions. Data derived from the CFM will be analysed, visualized and shared via real-time CFM dashboards and periodic reports to inform WFP management in making programme adjustments.
93. Analysis of the output indicators will be facilitated by the COMET country office tool for effective management. Monitoring results and lessons learned, including the findings from third party monitoring and the CFM, will inform the validation of the theory of change and implementation performance, and interventions will be adapted accordingly. Data will be collected and managed using WFP's digital data collection tools, and WFP will continue to strengthen country office and partner capacity in data privacy and protection and the use of digital platforms and monitoring techniques.

5.2 Risk management

Strategic risks

94. The country office has a risk register and a preparedness plan for major risks that are reviewed and updated periodically. WFP will provide all partners, including the Government and cooperating partners, with capacity strengthening in emergency preparedness and response targeting to support operations in areas subject to access constraints. WFP will continuously update its vulnerability targeting strategy to better capture and address the specific needs of women, men and children. The CSP cannot be achieved without ensuring protection, inclusion, empowerment and the full participation of all women.

Operational risks

95. Considering the complexity of operations in Cameroon, there is a risk of supply chain disruption because of inaccessibility caused by conflicts, insecurity, resistance to humanitarian activities and efforts to prevent them from reaching their targeted communities. Poor infrastructure may also contribute to delays in the delivery of food assistance during the rainy seasons. The country office will regularly review its logistics capacity with the aim of identifying measures by which it can ensure the continued flow of assistance to beneficiaries. In every operation efforts will be made to mitigate risks to the environment using corporate safeguards.

Fiduciary risks

96. Drawing on the lessons learned from past challenges concerning the diversion of food assistance and risk of fraud and corruption, such as the manipulation of beneficiary lists, as well as that of sexual exploitation and abuse, the country office will continue to sensitize stakeholders, including staff, cooperating partners, financial service providers and beneficiaries, to measures to prevent fraud and corruption and protect individuals from sexual exploitation and abuse; closely monitor activities and control system transactions through the CFM; and conduct regular training courses in – and information campaigns on – anti-fraud and corruption measures and protection from sexual exploitation and abuse.

Financial risks

97. Food price volatility, caused in part by poor harvests due to climate shocks, affects beneficiaries receiving restricted and unrestricted cash-based transfers. In addition, the financial risk posed by exchange rate fluctuations can affect programme implementation costs. WFP aims to address those financial risks by continuing to advocate more adequate and flexible funding streams.

5.3 Social and environmental safeguards

98. To improve the environmental impact of its programmes and operations, WFP will identify and manage the potential harm to the environment that they may cause; progressively enhance the environmental sustainability of its operations, activities and joint initiatives; increase resource efficiency and minimize its environmental footprint; align its actions with global standards for environmental sustainability; and strengthen the capacity of partners, including governments, to plan and implement environmentally sound food security and nutrition activities.
99. For community assets creation activities and national capacity strengthening through infrastructure work, WFP uses social and environmental screening tools to identify and manage significant risks and potential environmental and community-level impacts. The CFM is equipped to receive and process all complaints, including those related to social safeguards such as protection from sexual exploitation and abuse, gender-based violence and any other harm that might be caused by WFP and its partners and contractors. The CFM is accessible to all beneficiaries, particularly the most marginalized, to ensure they are able to voice their concerns about any WFP activities.

6. Resources for results**6.1 Country portfolio budget**

Strategic outcome	Activity	Year 1	Year 2	Year 3	Year 4	Year 5	Total
		2022	2023	2024	2025	2026	
1	1	103 189 739	124 068 325	119 762 486	119 479 361	122 942 653	589 442 564
1	2	887 201	923 119	945 830	928 184	947 360	4 631 694
2	3	6 315 514	7 214 361	14 206 544	14 198 988	14 214 041	56 149 448
3	4	7 106 706	8 206 858	8 361 474	10 242 291	10 403 799	44 321 127
4	5	1 036 570	1 037 472	1 062 310	1 019 777	1 027 574	5 183 704
5	6	4 620 019	5 459 630	5 554 367	5 615 913	5 797 064	27 046 993
5	7	1 393 925	1 435 399				2 829 324

Total		124 549 673	148 345 164	149 893 011	151 484 514	155 332 491	729 604 853
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100. The budget required to implement this CSP over its five-year period is USD 729,604,853, with 85.5 percent allocated to crisis response, 13.8 percent to resilience building and 0.7 percent to root causes, thereby reflecting WFP's strategic approach across the triple nexus. Relief operations may be scaled up at any time during the CSP period if necessary, depending on events. Strategic outcome 1 has the largest budget, reflecting the scale of WFP's humanitarian response in Cameroon, which involves substantial food and cash-based transfers. Strategic outcomes 2, 3, 4 and 5 focus on efforts to improve nutrition, build resilience and develop food systems, along with the provision of technical assistance and common services. WFP will allocate 15.2 percent of the implementation budget to gender-related activities.

6.2 Resourcing outlook and strategy

Resourcing outlook

101. While past trends indicate that the emergency response, early recovery and nutrition-related components of the CSP will continue to receive support, efforts to mobilize sufficient funds to meet emergency needs in Cameroon have come up against the challenge of donors prioritizing emergencies over protracted situations.
102. WFP will explore opportunities to enhance local food procurement and accelerate the strengthening of food systems through access to the resources of, inter alia, the Global Commodity Management Facility.

Resource mobilization strategy

103. To ensure that the plan is adequately resourced, WFP will apply innovation and technology enablers and accelerators to seek new long-term partnerships that can produce attractive funding arrangements with both traditional and non-traditional, especially private-sector, donors. This approach is designed to mitigate the impact of a decline in support from traditional sources for the funding of emergency responses.
104. Should current trends persist, WFP will consolidate existing partnerships and reset, if necessary, while nevertheless continuing to step up its advocacy and pursue new funding streams and suitable partners, seeking always to operate at scale. Those efforts will be complemented by an effort to match new funding opportunities with suitable implementing partners in order to pilot, test and scale resilience and capacity strengthening components that have the potential to deliver CSP outcomes at scale.
105. The fundraising and resource mobilization strategy will be fully elaborated in the partnership action plan.

ANNEX I

LOGICAL FRAMEWORK FOR CAMEROON COUNTRY STRATEGIC PLAN (MARCH 2022–DECEMBER 2026)

Strategic Goal 1: Support countries to achieve zero hunger**Strategic Objective 1: End hunger by protecting access to food****Strategic Result 1: Everyone has access to food**

Strategic outcome 1: Crisis-affected populations in Cameroon, including refugees, IDPs, returnees and host populations, have safe access to adequate and nutritious food during and in the aftermath of crises

Outcome category: Maintained/enhanced individual and household access to adequate food

nutrition-sensitive

Focus area: crisis response

Assumptions

Security concerns and/or natural disasters do not disrupt food production and/or market mechanisms

Affected areas are accessible

Funding requirements are met to a sufficient level

Outcome indicators

ART default rate

ART nutritional recovery rate

Consumption-based coping strategy index (average)

Consumption-based coping strategy index (percentage of households with reduced CSI)

Enrolment rate

Food consumption score

Food consumption score – nutrition

Food expenditure share

Livelihood-based coping strategy index

MAM treatment default rate

MAM treatment mortality rate

MAM treatment non-response rate

MAM treatment recovery rate

Minimum diet diversity for women

Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening

Proportion of children 6–23 months of age who receive a minimum acceptable diet

Proportion of eligible population that participates in programme (coverage)

Proportion of target population that participates in an adequate number of distributions (adherence)

Proportion of the population in targeted communities reporting benefits from an enhanced livelihoods asset base

Retention rate/drop-out rate

Activities and outputs

1. Provide integrated food and nutrition assistance to crisis-affected populations to support their self-reliance and recovery (URT: Unconditional resource transfers to support access to food)

Crisis-affected beneficiaries receive social behaviour change communication to improve nutrition-related practices (E*: Social and behaviour change communication delivered)

Crisis-affected children age 6–59 months, pregnant and lactating women and adolescent girls, as well as women and men living with HIV and special needs, receive adequate and timely specialized nutritious foods and cash-based transfers required to prevent and treat acute malnutrition (SDG 3) (B: Nutritious foods provided)

Crisis-affected school-age girls and boys in priority areas (Tier 1) receive food and nutrition assistance that addresses short-term hunger and improves school attendance (A: Resources transferred)

Crisis-affected women, men, girls, boys, in priority areas receive food and nutrition assistance that meets their basic food and nutrition requirements and other essential needs (A: Resources transferred)

Crisis-affected women, men, girls and boys in priority areas participate in food assistance for assets and income-generating activities to improve livelihoods, strengthen their self-reliance and support early recovery (A: Resources transferred; D: Assets created)

2. Provide capacity strengthening in emergency preparedness and response to local authorities and humanitarian partners working in crisis-affected areas (CSB: Individual capacity strengthening activities)

Crisis-affected populations benefit from strengthened emergency preparedness and response capacity of national institutions and partners that enables those institutions and partners to meet the food and nutrition requirements of those populations (C: Capacity development and technical support provided)

Crisis-affected women, men, girls, boys, in priority areas benefit from capacity strengthening for cooperating partners and government entities at the local level that enables those partners and entities to provide adequate and timely food and nutrition assistance (C: Capacity development and technical support provided)

Strategic Objective 2: Improve nutrition

Strategic Result 2: No one suffers from malnutrition

Strategic outcome 2: Children 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

Outcome Category: Improved consumption of high-quality, nutrient-dense foods among targeted individuals

Focus area: resilience building

Assumptions

Affected areas are accessible

Government partnerships are stable

Collaborative handover plans are developed and implemented

Adequate donor funding is received

Outcome indicators

Minimum dietary diversity for women

Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening

Proportion of children 6–23 months of age who receive a minimum acceptable diet

Proportion of eligible population that participates in programme (coverage)

Proportion of target population that participates in an adequate number of distributions (adherence)

Activities and outputs**3. Provide an integrated nutrition package to beneficiaries, including access to nutritious food, quality care, social behaviour change communication and capacity strengthening, to prevent malnutrition (NPA: Malnutrition prevention activities)**

Targeted children 6–23 months, pregnant and lactating women and adolescent girls and other persons in vulnerable situations have access to adequate and specialized nutritious foods sufficient to prevent all forms of malnutrition (B: Nutritious foods provided)

Targeted populations benefit from enhanced capacity of local food producers and processors to scale up local production of nutritious, age-appropriate fortified foods that meet their nutrition needs (A: Resources transferred; B: Nutritious foods provided)

Targeted populations benefit from strengthened capacity of health workers and partners to improve their nutrition status (C: Capacity development and technical support provided)

Targeted populations (women, men, girls and boys) receive SBCC on appropriate infant and young child feeding and other family practices that prevent all forms of malnutrition (E*: Social and behaviour change communication (SBCC) delivered)

Strategic Objective 3: Achieve food security**Strategic Result 4: Food systems are sustainable****Strategic outcome 3: Food-insecure and climate-affected populations and smallholder farmers have enhanced livelihoods and resilience to shocks by 2026**

Outcome category: Improved household adaptation and resilience to climate and other shocks

nutrition- sensitive

Focus area: resilience building

Assumptions

Access to prioritized areas and vulnerable groups is assured

Funding requirements are met

Climatic conditions are conducive to crop performance

Smallholder farmers are willing to join cooperatives, attend training, and adopt adequate post-harvest management technologies; the Government enforces food quality and safety standards

Outcome indicators

Consumption-based coping strategy index (average)

Consumption-based coping strategy index percentage of households with reduced CSI)

Food consumption score

Food consumption score – nutrition

Food expenditure share

Minimum dietary diversity for women

Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening

Proportion of children 6–23 months of age who receive a minimum acceptable diet

Proportion of the population in targeted communities reporting benefits from an enhanced livelihoods asset base

Proportion of the population in targeted communities reporting environmental benefits

Value and volume of smallholder sales through WFP-supported aggregation systems

Activities and outputs

4. Provide livelihood support to targeted groups, including through productive asset creation and regeneration and value chain development (ACL: Asset creation and livelihood support activities)

Targeted food-insecure populations benefit from strengthened capacity in sustainable food production and access to financial services that enhance and diversify the productivity of food systems and deliver nutritious diets (C: Capacity development and technical support provided; F: Purchases from smallholders completed; G: Linkages to financial resources and insurance services facilitated)

Targeted food-insecure populations, especially women and including climate-affected communities, receive timely and adequate support, nutrition-sensitive food assistance for assets and technical assistance in disaster preparedness that improve their livelihoods and strengthen their resilience to climate change and other shocks (A: Resources transferred; B: Nutritious foods provided; D: Assets created)

Targeted female and male smallholders receive technical assistance to access improved innovative technologies that boost their productivity, post-harvest management, food handling and processing and reliable market opportunities and are thus able to enhance their productivity and their role in the value chain, including in relation to home-grown school feeding (C: Capacity development and technical support provided; F: Purchases from smallholders completed)

Targeted value chain actors, including food processing and fortification actors, receive technical assistance for improved food market and supply chain efficiency and thus become able to increase procurement from smallholder farmers and enhance access to affordable, quality and safe foods in markets (C: Capacity development and technical support provided)

Strategic Goal 2: Partner to support implementation of the SDGs

Strategic Objective 4: Support SDG implementation

Strategic Result 5: Developing countries have strengthened capacity to implement the SDGs

Strategic outcome 4: National institutions and partners have strengthened capacity to manage food and nutrition programmes and social protection systems by 2030

Outcome category: Enhanced capacities of public- and private-sector institutions and systems, including local responders, to identify, target and assist food-insecure and nutritionally vulnerable populations

Focus area: root causes

Assumptions

Government (and partner) interest and ownership

Secure donor funding

Outcome indicators

Emergency preparedness capacity index

Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening

Activities and outputs

5. 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 (CSI: Institutional capacity strengthening activities)

Food-insecure and nutritionally vulnerable populations benefit from strengthened government and partner capacity in food and nutrition, social protection and emergency preparedness and response that enables them to meet the food and nutrition needs of those populations (C: Capacity development and technical support provided)

Food-insecure and nutritionally vulnerable populations benefit from strengthened government and partner capacity in supply chains that enables them to meet the food and nutrition needs of those populations (C: Capacity development and technical support provided)

Strategic Objective 5: Partner for SDG results

Strategic Result 8: Sharing of knowledge, expertise and technology strengthen global partnership support to country efforts to achieve the SDGs

Strategic outcome 5: Government, humanitarian and development partners in Cameroon can reach vulnerable populations and respond to emergencies throughout the year

Outcome category: Enhanced common coordination platforms

Focus area: crisis response

Assumptions

Continuing absence of reliable commercial airlines
High demand from humanitarian community for services
Donor funding received

Outcome indicators

User satisfaction rate

Activities and outputs**6. Provide UNHAS services to the Government and humanitarian partners (CPA: Service provision and platforms activities)**

Crisis-affected populations targeted by humanitarian partners benefit from timely and efficient UNHAS services and thus receive timely life-saving assistance (H: Shared services and platforms provided)

7. Provide, on demand, supply chain, information and communications technology and coordination services to the Government and humanitarian and development partners (CPA: Service provision and platforms activities)

Targeted populations receive timely assistance through government and partner access to WFP on-demand and common services (H: Shared services and platforms provided)

REVISION MODEL

Goal 1: Support countries to achieve zero hunger

C.1. Affected populations are able to hold WFP and partners accountable for meeting their hunger needs in a manner that reflects their views and preferences

Cross-cutting indicators

C.1.1: Proportion of assisted people informed about the programme

C.1.2: Proportion of project activities for which beneficiary feedback is documented, analysed and integrated into programme improvements

C.2. Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity

Cross-cutting indicators

C.2.2: Proportion of targeted people receiving assistance without safety challenges

C.2.3: Proportion of targeted people who report that WFP programmes are dignified

C.2.4: Proportion of targeted people having unhindered access to WFP programmes

C.3. Improved gender equality and women's empowerment among WFP-assisted population

Cross-cutting indicators

C.3.1: Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality

C.3.2: Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women

C.3.3: Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex and type of activity

C.4. Targeted communities benefit from WFP programmes in a manner that does not harm the environment

Cross-cutting indicators

C.4.1*Proportion of activities for which environmental risks have been screened and, as required, mitigation actions identified

ANNEX II

INDICATIVE COST BREAKDOWN BY STRATEGIC OUTCOME (USD)						
	Strategic Result 1/ SDG target 2.1	Strategic Result 2/ SDG target 2.2	Strategic Result 4/ SDG target 2.4	Strategic Result 5/ SDG target 17.9	Strategic Result 5/ SDG target 17.9	Total
	Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	Strategic outcome 4	Strategic outcome 5	
Focus area	Crisis response	Resilience building	Resilience building	Root causes	Crisis response	
Transfers	455 144 308	46 263 871	36 695 582	4 189 258	23 155 127	565 448 145
Implementation	64 574 788	2 868 276	2 079 676	344 331	3 138 453	73 005 524
Direct adjusted support costs	38 097 109	3 590 339	2 840 824	333 739	1 931 981	46 793 992
Subtotal	557 816 205	52 722 486	41 616 082	4 867 327	28 225 561	685 247 661
Indirect support costs (6.5 percent)	36 258 053	3 426 962	2 705 045	316 376	1 650 755	44 357 192
TOTAL	594 074 258	56 149 448	44 321 127	5 183 704	29 876 316	729 604 853

Acronyms

CFM	community feedback mechanism
CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
IDP	internally displaced person
NDS30	national development strategy for 2020–2030
NGO	non-governmental organization
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
OPDs	organizations of persons with disabilities
SDG	Sustainable Development Goal
SUN	Scaling Up Nutrition
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNFPA	United Nations Population Fund
UNHAS	United Nations Humanitarian Air Service
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNSDCF	United Nations sustainable development cooperation framework for Cameroon
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women

REVISION MODE