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Agenda item 8

*For approval on a
no-objection basis*



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COUNTRY PROGRAMME CAMEROON 200330 (2013–2017)

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NOTE TO THE EXECUTIVE BOARD

This document is submitted to the Executive Board for approval on a no-objection basis

The Secretariat invites members of the Board who may have questions of a technical nature with regard to this document to contact the WFP staff focal points indicated below, preferably well in advance of the Board's meeting.

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EXECUTIVE SUMMARY

Cameroon has a population of 20 million inhabitants, 40 percent of whom live below the poverty line. In rural areas, 55 percent of the population is poor while in the North and Far-North regions this percentage exceeds 60 percent. The nutritional status of children under 5 is also of concern: 10 percent are acutely malnourished.

School enrolment rates are low, with a girl/boy ratio well below the national average. Food insecurity affects almost 10 percent of the rural population, with large disparities among regions; the North and Far-North regions are most affected, with rates reaching 15 and 18 percent. In urban areas, food insecurity is particularly high in Douala, with almost 10 percent of households affected.

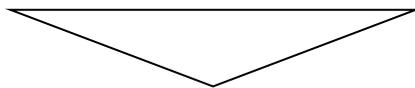
The overall objective of the country programme is to improve the food and nutrition security of rural households affected by chronically low agricultural production and recurrent climatic shocks in the North and Far-North regions. The specific objectives are to: i) promote primary education, particularly for girls; ii) improve household food security by enhancing resilience to recurrent climatic shocks; iii) reduce the prevalence of moderate acute malnutrition among children aged 6–59 months and pregnant and lactating women; and iv) strengthen the capacity of the Government to reduce hunger, including through a hand-over strategy and local purchase.

The country programme was elaborated in close collaboration with the Government; it takes into account the Strategy for Growth and Employment 2010–2020 which aims to modernize the productive system, particularly the agricultural sector, and to enhance human development through improved health, training and social protection.

The country programme targets 781,850 beneficiaries and has three components: i) support to basic education; ii) improved household food security through the establishment of community grain stocks; and iii) nutritional support for vulnerable groups. The programme is in line with the priorities of the United Nations Development Assistance Framework (2013–2017). It will contribute to the achievement of Millennium Development Goals 1, 2, 3, 4, 5 and 7 and to WFP's Strategic Objectives 2, 4 and 5.

With a view to developing government capacities and handing over the programme, starting in the 2017/18 school year, WFP will provide technical assistance for school feeding, with the Government taking over food delivery. Technical support is provided at the request of the Government in areas where needs are identified at the national level. Food aid needed for Component 2 – support for village grain reserves – will be provided by the Government, with WFP providing technical assistance with a view to enhancing ownership and sustainability of the activity. The nutritional support activities will gradually be taken over by the Government. The Government also supports the production of fortified food and encourages the production of ready-to-use nutritional products.

DRAFT DECISION*



The Board approves on a no-objection basis country programme Cameroon 200330 (2013–2017) (WFP/EB.2/2012/8/3), for which the food requirement is 18,183 mt, at a cost of US\$10.7 million, giving a total cost to WFP of US\$20.7 million.

* 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.

SITUATION ANALYSIS

Economic and Social Context

1. Cameroon is a low-income food-deficit country, with an estimated population of 20 million inhabitants, of whom 41 percent live in rural areas and nearly 45 percent are under the age of 15.¹ In 2011 the country ranked 150th of the 187 countries on the human development index of the United Nations Development Programme (UNDP).
2. The incidence of poverty remained relatively stable between 2001 and 2007, at around 40 percent, but that figure hides major disparities. The poverty index rose in rural areas from 52.1 percent to 55 percent during the period, with a great majority of the poor – 89 percent – living in rural areas.² The North and Far-North have experienced significant increases in poverty rates; 63.7 and 65.9 percent of the population, respectively, live on less than one dollar a day.² Given these trends, the country will fail to achieve Millennium Development Goal 1 – reduce extreme poverty and hunger.
3. The 3.4 percent growth in gross domestic product (GDP) for 2010³ was significantly below the growth objectives outlined in the Poverty Reduction Strategy Paper, which called for 6.8 percent growth, while annual population growth was 2.2 percent.¹ The economy, which is based mostly on the tertiary sector and agriculture (which in 2009 represented 44 and 19 percent of GDP, respectively), has suffered from weak infrastructure, a business climate with few incentives, and a widely recognized need for improved governance.
4. In 2008 the poorest groups were strongly affected by rising food and fuel prices and by the international financial crisis. The price increases affected access to food, and remittances from abroad declined. In addition, environmental factors have had a direct impact on the livelihoods of 45 percent of the population working in subsistence farming, which has low productivity.
5. In the North, net enrolment rates for boys and girls are 99.7 and 72.1 percent, respectively, while in the Far-North rates are 98.3 and 69.2 percent.⁴ It is unlikely that the goal of 100 percent enrolment by 2015 will be achieved, for a variety of reasons, including: i) a shortage of teachers and the uneven quality of education; and ii) the traditional migrations of some groups, which significantly limit the effectiveness of educational programmes and plans.
6. The national infant and child mortality rate declined between 1998 and 2011 from 151 to 122 per thousand live births;⁵ however, the national target of 75.8 per thousand live births by 2015 will not be reached. The progress achieved to date is primarily the result of an increase in vaccination coverage, promotion of breastfeeding and initiatives to fight childhood diseases. The prevalence of HIV is estimated to be 5.3 percent nationally, with

¹ United Nations. 2009. *World Population Prospects, 2009*; 2011 estimates.

² Cameroon's third household survey (ECAM 3), National Institute of Statistics. 2007.

³ Ministry of Finance officials' projection.

⁴ Statistical Yearbook and analytical report on statistical data from the Ministry of Primary Education (MINEDUB) for 2008/2009.

⁵ Population and Health Survey–multiple indicator survey (EDS-MIS).

figures of 6.8 percent for women and 4.1 percent for men;⁶ Cameroon continues to be a country with a widespread HIV/AIDS epidemic.

Food and Nutrition Insecurity

7. Cameroon has a major cereal deficit, and has to import 25 percent of the cereals consumed,⁷ which makes it vulnerable to price variations on international grain markets. With 22 percent of the population undernourished, the challenge is to feed a population that is expected to double in the next 30 years.⁸ Growth in the agricultural sector is crucial for driving growth and reducing poverty.
8. According to the findings of the 2011 comprehensive food security and vulnerability assessment (CFSVA), 9.6 percent of the rural population is affected by food insecurity,⁹ with inadequate consumption of food and economic problems that limit their access to food. There are regional disparities: the North and Far-North are most affected, with 15 percent and 18 percent of households, respectively, suffering from a chronic lack of adequate food affecting approximately 615,000 people.¹⁰ The North and Far-North also have the highest rates of severe food insecurity – 3.7 percent and 4.1 percent respectively.
9. The food insecurity of rural households is attributable to small plots, poor use of agricultural inputs and use of rudimentary tools. These households produce too little food to feed themselves throughout the year or to provide sufficient dietary diversity.
10. Since 2007, recurrent climate shocks have contributed to increased poverty and food insecurity in the North and Far-North.¹¹ In 2008 and 2009, both regions were subject to drought, and in 2009 and 2010 their populations were affected by floods and a cholera epidemic. As a result, staple food prices increased over the previous five-year average, exacerbating problems of economic access: increases of 18 percent for maize and cassava, 33 percent for rice and 39 percent for plantains.⁹
11. According to the 2011 CFSVA, nearly two thirds of rural households resort to negative coping strategies when they lack money and food, though the frequency with which they do so remains limited. The most common strategies used are: consumption of cheaper food (72 percent of households), reduction in the amount of food consumed (45 percent) and reduction in the number of meals (33 percent).⁹
12. Cameroon's agricultural markets function relatively well at the national level, but constraints lead to unstable prices and supply problems in the most isolated areas. In particular, the poor condition (and lack) of roads makes it difficult to supply certain areas and to store food in good condition until sold. Seasonal fluctuations in food prices and availability and the rise in prices since 2007 restricted the poorest households' access to food, especially in the food-deficit areas of the North and Far-North.
13. The nutritional situation remains critical in the North and Far-North, which have the highest global acute malnutrition rates: 10.2 percent and 11.8 percent of children

⁶ Estimates from the Joint United Nations Programme on HIV/AIDS, 2009.

⁷ Data from the United States Department of Agriculture (USDA).

⁸ FAO. *The State of Food Insecurity in the World 2011*, 2006–2008 data.

⁹ CFSVA 2011.

¹⁰ CFSVA data 2011. Data collected between 18 April and 17 May, a period of relatively good food availability in the northern part of the country, following the off-season harvest (less abundant than during the main harvest season), and prior to the lean season.

¹¹ CFSVA 2007.

respectively, suffer from stunting, while the national average is 6 percent.¹² These figures are beyond the critical thresholds, and are comparable to some countries in the Sahel. Children under 18 months of age are most severely affected by stunting. The 2011 Standardized Monitoring and Assessment of Relief and Transitions (SMART) survey also indicated that the nutritional status of women had not improved significantly: 11.8 percent of women in the North and 14.7 percent in the Far-North had mid-upper arm circumference (MUAC) measurements of less than 230 mm.¹³

14. The malnutrition rates are primarily a result of: low educational level of mothers, insufficient care, poor food practices and early weaning, along with limited access to basic health services and drinking water, and inadequate hygiene – all within the context of overall household food insecurity. Anaemia affects 60 percent of children nationally, 68.2 percent in the North and 63.5 percent in the Far-North.⁵

Government Food Security and Poverty Reduction Policies

15. In order to pursue the “*Grandes Ambitions*” project that forms part of a long-term development approach, the Growth and Employment Strategy Document (known by its French acronym DSCE) 2010–2020 defines an economic growth and poverty-reduction strategy centred on job creation.¹⁴ Under this plan, growth will be based on modernizing productive structures, particularly in the agricultural sector, accompanied by emphasis on human development, improving the health of the population, development of human capital through training, and social protection. The March 2009 development strategy for the rural sector aims at ensuring food security for the population as a whole, by strengthening the rural sector as the driver of growth.
16. The National Food Security Programme 2008–2015¹⁵ details the investments required to: increase agricultural production and producers’ incomes; improve grain storage systems in villages in at-risk areas; implement a system for monitoring, early warning and rapid response to food crises; and improve the nutritional status of targeted groups, which is the component requiring most resources.
17. The sectoral strategies in education, food and nutrition – along with the national policy on school feeding and the programme to provide nutritional support to vulnerable groups – will be reviewed to ensure that they are aligned with DSCE objectives. Social protection is also a high priority, and will include a coordinated system of social safety nets supported by the World Bank, starting in 2013. This will include cash transfers to reduce chronic food insecurity, emergency programmes to respond to climate shocks, and labour-intensive public works programmes.

¹² Preliminary report EDS-MIS 2011. Data collection in August 2001.

¹³ Preliminary report from the evaluation of health, nutrition and mortality in the North and Far-North regions. Data collected between 24 June and 20 July 2011.

¹⁴ Republic of Cameroon, Growth and Employment Strategy Document 2010–2020. Frame of reference for government action for 2010–2020.

¹⁵ Republic of Cameroon, FAO, National Food Security Programme (PNSA) 2008–2015, 2007.

PAST COOPERATION AND LESSONS LEARNED

18. The previous country programme (CP) 105300 (2008–2012) began with two components: i) supporting primary education and enrolment of girls; and ii) enhancing food security through the installation of village grain storage facilities in Adamaoua, and the North and Far-North regions of the country. The conclusions of the mid-term evaluation underscored the relevance of the objectives in terms of support for primary education – particularly with regard to girls – in the rural areas where the education indicators are the lowest. The installation of grain storage facilities to enhance households' access to cereals, and to reduce the impact of recurrent droughts, is also viewed as appropriate.
19. The evaluation acknowledged that results have fallen short of those planned, given the budget deficit of more than 45 percent at the end of 2010. Moreover, the policy framework, institutional base, and the monitoring of the management and performance indicators for the school feeding programme need improvement.
20. A technical review of emergency operation 200127, "Emergency Food Assistance to Drought-Affected Populations in Northern Cameroon" (June 2010 to November 2011), carried out from July 2011, showed that there were persisting critical rates of acute and chronic malnutrition in the North and Far-North, despite the supplementary food programme targeting 41,000 children and 25,000 pregnant and lactating women suffering from malnutrition. This situation was undoubtedly related to care and feeding practices, and to chronic food insecurity. It was therefore recommended that a nutritional component be included in CP 105300, and that this activity be pursued as a part of the new CP.

STRATEGIC FOCUS OF THE COUNTRY PROGRAMME

21. This CP is based on the DSCE and the national sectoral strategies for education, rural development and nutrition, and is aligned with United Nations Development Assistance Framework (UNDAF) 2013–2017. Its objectives are to:
 - promote primary education, with particular emphasis on girls; reduce micronutrient deficiencies in school-age children; and strengthen the capacity of government and other cooperating partners in school feeding (design, management and sustainability of the school feeding programme);
 - increase the food security of households and mitigate the effects of climate shocks by improving access to food through the implementation of social protection safety nets and sustainable management of community grain stocks;
 - reduce the prevalence of moderate acute malnutrition among children between the ages of 6 and 59 months, and in pregnant and lactating women; and
 - strengthen national capacities for the prevention and management of malnutrition through a hand-over strategy.

22. The programme will contribute to achieving Millennium Development Goals (MDG) 1, 2, 3, 4, 5 and 7,¹⁶ and Strategic Objectives 2, 4 and 5,¹⁷ and is organized around the following three components:
- **Component 1:** Promote primary education, particularly for girls (Strategic Objectives 4 and 5).
 - **Component 2:** Improve household food security by enhancing resilience to recurrent climatic shocks (Strategic Objectives 2 and 5).
 - **Component 3:** Provide nutritional support for vulnerable groups (Strategic Objectives 4 and 5).
23. The programme will target the North and Far-North regions of the country, where food insecurity rates are high and school enrolment rates are low, particularly for girls in rural areas and where acute and chronic malnutrition rates exceed critical thresholds. WFP will continue to provide food assistance, since it has not yet established partnerships with non-governmental organizations (NGOs) and financial institutions to carry out cash transfers. However, this decision may be reviewed once a planned feasibility study on cash transfers has been carried out.
24. The components of the CP focus on targeting women and aim to promote gender equality and empower women to ensure sustainable food and nutrition security, in accordance with WFP's gender policy.
25. With partner support, WFP will establish synergies between the various components, and will encourage the creation of community fields or gardens in the context of school feeding programmes and community grain stocks. As far as possible, food supplies for school feeding programmes will be purchased locally. Women's groups will also benefit from dissemination of information on basic nutrition practices.
26. Through the three components, employing a hand-over strategy, WFP will work to develop the Government's capacity to fight hunger and malnutrition. As part of government efforts to increase agricultural production, WFP will increase local purchases, mainly through producers' groups and programmes designed to boost production.

¹⁶ MDGs 1 – Eradicate extreme poverty and hunger; 2 – Achieve universal primary education; 3 – Promote gender equality and empower women; 4 – Reduce child mortality; 5 – Improve maternal health; 7 – Ensure environmental sustainability.

¹⁷ Strategic Objectives 2 – Prevent acute hunger and invest in disaster preparedness and mitigation measures; 4 – Reduce chronic hunger and undernutrition; 5 – Strengthen the capacities of countries to reduce hunger, including through hand-over strategies and local purchase.

TABLE 1: BENEFICIARIES BY COMPONENT AND YEAR

Component	2013	2014	2015	2016	2017	TOTAL	% Women/ girls
Component 1: Promote primary education, particularly for girls							
School feeding	55 000	55 000	55 000	55 000	55 000	91 660	50
Dry rations	32 500	32 500	32 500	32 500	32 500	54 160	60
Component 2: Improve household food security by enhancing resilience to recurrent climatic shocks							
Community grain storage facilities ¹⁸	107 500	107 500	107 500	107 500	107 500	537 500	80
Component 3: Provide nutritional support for vulnerable groups							
Management of moderate acute malnutrition—children 6 to 23 months of age (targeted)	6 450	5 775	5 100	4 275	3 450	25 050	50
Management of moderate acute malnutrition—children 24 to 59 months of age (targeted)	14 025	12 525	10 950	9 300	7 500	54 300	50
Management of moderate acute malnutrition—pregnant and lactating women (targeted)	6 300	6 150	6 000	5 850	5 700	30 000	100
TOTAL*	215 275	212 950	210 550	207 925	205 150	781 850	76

* Totals have been adjusted to avoid double counting of 6,500 girls receiving both school meals and dry rations.

Component 1: Promote primary education, particularly for girls

27. The objective of this component is to increase enrolment and retention rates through the end of primary school, particularly for girls, and to reduce micronutrient deficiencies in school-age children. The component focuses on the districts within the North and Far-North regions that have the worst food insecurity and have gross enrolment rates, primary school completion rates and girl/boy ratios below the regional average. The school feeding programme also has a nutritional objective, since the prevalence of anaemia in children under 5 is 68.2 percent in the North and 63.5 percent in the Far-North.¹⁹

28. On average, 55,000 students per year in 250 rural schools will be targeted in these two regions. The schools will be selected according to the criteria established in the school feeding programme guidelines, which were used in the previous programme.²⁰ The rations will include fortified maize meal, which is available locally, and micronutrient powders to be used in the meals eaten on site. To increase dietary diversity, parents will contribute vegetables, meat, fish and condiments, providing a substantial nutritional supplement.

¹⁸ It is estimated that annual installation of 50 grain warehouses will directly benefit an average of 430 households, for a total of 21,500 households, or 107,500 people per year.

¹⁹ Supplementary indicator of anaemia in school-age children.

²⁰ Schools will be targeted according to the following criteria: i) enrolment rate less than 40 percent; ii) public schools in rural areas; iii) schools providing the full educational curriculum with fewer than 40 percent girls; iv) a maximum of 325 students; v) food-insecure areas where communities are involved; and vi) presence of basic infrastructure.

29. To encourage girls' enrolment through the end of the primary school, 6,500 girls in intermediate grades 1 and 2, selected on the basis of their attendance rate, will receive 25 kg of maize per quarter. WFP will conduct a feasibility study in 2013 to explore the possibility of replacing the food provisions with vouchers of the same value.
30. In collaboration with the United Nations Children's Fund (UNICEF), the Food and Agriculture Organization of the United Nations (FAO), the United Nations Population Fund, the World Bank, the Institute of Agricultural Research for Development and partner NGOs such as Plan International and Counterpart International, WFP will make efforts to improve the school environment, through access to clean water and sanitation, deworming, nutrition education, environmental conservation, and community ownership of school activities.
31. Enhanced synergies among the programme's three components will facilitate strengthened capacities for food production and security in communities, so that students' parents can take on greater responsibility in supplying food for the school feeding programme. The women's groups charged with managing the village grain storage facilities will participate in the promotion of production and dietary diversity, nutrition education, and the dissemination and adoption of basic nutrition practices. Training sessions on these issues will also target men, so as to enhance their understanding of the problems connected with food security and nutrition, and thus increase their support for the women's efforts.
32. The national school feeding policy will adopt a sustainable approach, and will define clearly the respective roles of the Government, the communities and WFP. The design of the policy will be discussed in detail at the Forum on School Feeding. In collaboration with the communities, the Government will gradually assume responsibility for the partial provisioning of the school feeding programmes by providing both food and financial resources to cover a portion of the transportation costs incurred by the CP. Starting in school year 2017/18, WFP will supply only technical assistance, while the Government ensures full provisioning of the school feeding programme.

Component 2: Improve household food security by enhancing resilience to recurrent climatic shocks

33. Component 2 is designed to reduce communities' food insecurity and enhance their resilience to climate shocks and the effects of market speculation, by implementing community grain storage facilities. These village grain stocks are one element in the rapid response system for dealing with food crises – part of the national early warning system and the Grain Department's emergency reserves.
34. The grain storage facilities will make it possible to: i) establish community grain reserves to improve access to food; ii) slow the rise in grain prices during the lean season; iii) improve rural people's incomes from agricultural production; and iv) enhance women's participation in community activities and their ability to manage and conserve assets.

35. Fifty new grain storage facilities will be put in place each year,²¹ with the Government providing 1,000 mt of grain annually under Component 2. The criteria for selecting the communities will include the population's level of food insecurity and ability to manage stocks, and the presence of a school that is part of the school feeding programme. A large majority of the grain storage facilities will be managed by women's groups.
36. Each grain storage facility will receive a start-up stock averaging 20 mt of cereals. Community groups will contribute 10 percent of this initial contribution. Food assistance will provide the initial supply for a revolving stock for the community. These stocks will provide food supplies at reasonable prices, which communities will replenish at each harvest. This use/replenishment mechanism will mitigate communities' food deficits in a sustainable manner, while stabilizing prices and protecting farmer incomes from speculation, particularly during the lean season. It will also serve as an effective mechanism to reduce the impact of recurrent climate shocks such as drought. Interest of about 10 percent will cover the costs of managing and maintaining the initial stocks.
37. In addition to the first-year initial contribution, community groups will receive one or two years of technical support from partners, particularly FAO, on managing cereal stocks, in order to gain skills in ensuring quality control and to ensure sustainability in the face of new shocks. Assistance will include support in managing stocks, working with micro-credit institutions (opening accounts) and selling and renewing stocks. Groups will be encouraged to organize federations so that they can provide the technical support required. These producer federations will eventually be able to provide food assistance.
38. The cash transfer component of the World Bank's social safety net programme²² will target the same food-insecure areas as the CP. The World Bank will base its targeting on the objectives of Component 2, and will enhance resilience to shocks of groups benefiting from the community cereal stocks.²³ Training activities to improve mother-and-child health and nutrition are also being planned. This element of the programme is aligned with Component 3 of the CP.²⁴

Component 3: Provide nutritional support for vulnerable groups

39. Component 3 is designed to support the Government's efforts to address moderate acute malnutrition by providing a supplementary food targeted to children aged 6–59 months and pregnant and lactating women. Initially the component will cover the Far-North, which suffers from acute and chronic malnutrition rates above critical thresholds, although if resources permit it will expand its coverage to the North. In parallel, UNICEF will support the Government in tackling severe acute malnutrition.

²¹ This figure is based on available resources, though the actual needs are higher. WFP will support the establishment of additional cereal storage facilities each year.

²² The CP is based on two comprehensive food security and vulnerability assessments (CFSVAs) conducted in 2007 and 2011.

²³ The programme plans to provide 15,000 CFA francs per month for 24 months to each beneficiary household.

²⁴ World Bank. February 2012. Pilot cash transfer programme. Households with stocks therefore will be able to wait for optimum times to sell or consume food.

40. Children under 5 and pregnant and lactating women suffering from moderate acute malnutrition will be identified by community facilitators performing routine screening at health centres.²⁵ Management methods will be agreed with the Ministry of Public Health (MINSANTE), in line with the national malnutrition management protocol.²⁶ Women will receive a ration of Supercereal, sugar and vegetable oil enriched with vitamins A and D, while children will receive Supercereal Plus.²⁷
41. With a view to providing a better response to recurrent and increasingly frequent food and nutrition crises, WFP will work with UNICEF to develop health staff capacity in basic nutrition, allowing them to promote feeding practices beneficial to children. Participants will receive nutrition education and cooking demonstrations when having their nutritional status monitored at health centres.
42. In addition to training stakeholders, WFP and UNICEF support will include nutritional inputs and equipment. Collaboration between the two agencies will include a review of food and nutrition sector strategies and management protocols, and assistance in planning activities for the nutrition programme. In terms of a hand-over strategy, specific training sessions will be provided for MINSANTE staff, to strengthen their capacities in procuring and managing nutrition inputs,²⁸ planning, monitoring and evaluation, and preparing reports. Starting in 2016, MINSANTE will assume responsibility for the in-country transport of inputs. The Ministry is committed to including nutritional inputs on its list of basic generic drugs, and to dedicating a budget line to these activities. The Government will mobilize additional resources to scale up the food supplement initiative for other regions with high malnutrition rates.

²⁵ Children with moderate malnutrition are admitted into the programme when their weight-for-height is between -2 and -3 z-scores, or their mid-upper arm circumference (MUAC) is 115–125 mm. They will receive support until they are cured, i.e., when their height-to-weight ratio and/or MUAC exceeds these limits on two consecutive visits. Pregnant women are admitted when their MUAC is less than 230 mm, from as early as possible in the pregnancy until delivery. They will receive WFP assistance as lactating mothers until the child is 6 months old.

²⁶ The national protocol is being revised to reflect findings from the latest scientific research, including into the use of new nutrition products.

²⁷ Supercereal Plus is a corn-soya blend with added milk powder. It is appropriate for the nutritional needs of young children.

²⁸ To be included in the Ministry's generic drug supply chain.

TABLE 2: FOOD RATION BY COMPONENT (g/person/day)

	Component 1		Component 2	Component 3	
	School feeding	Take-home rations		MAM* management in children ages 6–59 months	MAM management in pregnant and lactating women
Cereals	120	275	105	-	-
Pulses	30	-	-	-	-
Vegetable oil	10	-	-	-	25
Salt	3	-	-	-	-
Sugar	-	-	-	-	15
Supercereal	-	-	-	-	250
Supercereal Plus	-	-	-	200	-
Micronutrient powder	1	-	-	-	-
TOTAL	164	275	105	200	290
<i>Total kcal/day</i>	<i>629</i>	<i>1 006</i>	<i>384</i>	<i>840</i>	<i>1 480</i>
Number of feeding days per year	165	270	53	60	270

* Moderate acute malnutrition

TABLE 3: TOTAL FOOD REQUIREMENTS BY COMPONENT (mt)

	Component 1	Component 2	Component 3	TOTAL
Cereals	7 885	5 000	-	12 885
Pulses	1 361	-	-	1 361
Vegetable oil	454	-	203	657
Salt	136	-	-	136
Micronutrient powder	45	-	-	45
Sugar	-	-	122	122
Supercereal	-	-	2 025	2 025
Supercereal Plus	-	-	952	952
TOTAL	9 881	5 000	3 302	18 183

PROGRAMME MANAGEMENT, MONITORING AND EVALUATION

43. The Government will be responsible for multisectoral programme coordination at the national level, through a committee headed by the Ministry of Economy, Planning and Regional Development (MINEPAT), which will meet regularly to oversee implementation of the programme's components, preparation of annual progress reports and channelling of financial contributions to the programme. It will encourage synergies among the different components. The committee will include representatives from the coordination units of the

Ministry of Primary Education (MINEDUB), the Ministry of Agriculture and Rural Development (MINADER), MINSANTE, WFP and other major stakeholders.

44. The Ministry of Primary Education will be in charge of implementing Component 1. The institutional responsibilities and provisions of the component will be set forth in the national school feeding policy. The Central Coordinating Unit (CCU) and the regional coordinating units headed by MINEDUB will require technical and financial capacity development, so that they can oversee the issues involved in managing the component. WFP will develop the capacities of the committee that manages assistance provided jointly by FAO and WFP in the areas of local purchasing, storage and warehouse management. The CCU will become the forum for technical coordination of activities related to school feeding, and will be strengthened to enhance programme monitoring and evaluation. Smallholder farmers and village groups with community grain storage facilities will be made aware of the opportunities provided by the school feeding programme.
45. Component 2 will be coordinated by MINADER as the technical partner, while implementation will be carried out with assistance from experienced NGOs.²⁹ To ensure MINADER's involvement in management, monitoring and evaluation, WFP will provide technical support and training in areas such as management of stocks, market trends and WFP procurement procedures.
46. Component 3 will be implemented in partnership with MINSANTE, where the Central Coordinating Committee will be established. Central coordination committees will formulate annual work plans, which will serve as the basis for a formal agreement between WFP and the technical ministries. The committees will also assume responsibility for preparing annual reports on the implementation of each component.
47. At the regional level, coordination with the local branches of MINEPAT, MINEDUB, MINADER, MINSANTE and the Ministry for the Promotion of Women and Families will be strengthened to encourage synergies among the partners involved in education, rural development and nutrition.
48. For developing a national school feeding policy, WFP is willing to support the organization of a stakeholder forum. The school feeding policy is to be integrated into the education sector policy, which will be reviewed to ensure alignment with the objectives of the DSCE. This will facilitate efforts to mobilize resources, to be deployed jointly by the Government and WFP.
49. In collaboration with United Nations agencies and the relevant technical ministries, WFP will conduct baseline surveys, particularly for the support for education and food security components; a CFSVA is planned for 2017. The programme will also provide annual support for SMART surveys, harvest assessments and studies of the effects of new nutrition products.
50. Technical support will be provided for managing the components and for the indicator monitoring system; the capacities of technical ministries will be enhanced at both the central and decentralized levels. The WFP monitoring and evaluation system applies results-based management principles and will be enhanced. Data on beneficiaries, disaggregated by gender and age group, will be collected monthly and quarterly by the local branches of MINEDUB, MINSANTE and MINADER, and will be verified by WFP

²⁹ These partners include Action for the Rural Development of the Sahel (ADERSA), Promotion and Dissemination of Improved Cooking Stoves (PROVULFA) and "Sana Logone" (the Association for Human Development in the Logone valleys).

monitors. The monitoring system will make it possible to determine the extent to which women gained greater decision-making power and took advantage of WFP assistance to improve their living conditions. A pilot project for collecting monitoring data using electronic notebooks is underway and will be scaled up for eventual hand-over to the Government if successful. A mid-term evaluation will be conducted in 2015 to assess achievements in relation to planned outcomes and, if necessary, to contribute to a possible reorientation of the CP activities.

51. Food products will be purchased at the local level to the extent possible, and increased efforts will be made to identify federations of producers and other groups that are able to meet demands. WFP will offer these stakeholders training in stock management, transport, handling, packaging, processing and preservation of food. MINSANTE will continue ongoing food fortification activities, and will explore possibilities for local production of fortified weaning flour and ready-to-use nutritional foods. WFP expects to provide technical assistance in this regard.
52. The CP will be funded by multilateral, bilateral and governmental contributions. The national school feeding policy will include a strategy to mobilize resources, and regular consultations with donors and MINEDUB. The participation of WFP in examining sectoral strategies and putting in place programmes such as the national food security plan and the World Bank's social safety nets will enable WFP to promote the CP components. Advocacy will also be carried out with private sector firms.

Contextual Risk

53. The worsening of climate shocks, which could cause a deterioration in the food and nutrition situation in the northern part of the country, constitutes the main contextual risk to the CP. Tools for food security monitoring and an early warning system are already in place, and in the event of a crisis, an emergency operation could be launched. The Government, through the Grain Department, will use its grain stocks in food-insecure regions, selling them at moderate prices during the lean season and periods of shortage.

Programmatic Risk

54. Logistics remains a challenge, particularly in the northern parts of the country. For in-country transport, WFP will use local NGOs. Given access problems in winter, timing will be studied carefully to avoid pipeline breaks and ensure that food is in place before the start of the rainy season. A further programmatic risk involves the capacity of the Government and development partners to provide complementary support. WFP can limit this risk by strengthening partners' capacities and implementing advance mechanisms such as monitoring and evaluation, early warning systems and reviews of implementation plans.

Institutional Risks

55. The main institutional risks include lack of funding and weaknesses in the monitoring and management of resources, which could affect programme implementation. WFP will work to establish a joint initiative with the Government, through MINEPAT, for developing a resource mobilization plan with strong government involvement to support a gradual hand-over strategy. The Government and WFP will make efforts to maintain adequate levels of resources by seeking multi-year funding mechanisms. Regular on-site visits and strengthening of human resources will make it possible to monitor and anticipate any deficiencies in resource management. The programme includes strengthening the capacities of the Government, and regularly updating the risk matrix, based on periodic performance assessments.

ANNEX I-A

BUDGET SUMMARY (US\$)				
	Component 1	Component 2	Component 3	Total
Food (<i>mt</i>) ¹	9 881	5 000	3 302	18 183
Food cost	6 275 474	1 749 357	2 675 276	10 700 750
TOTAL	6 275 474	1 749 357	2 675 276	10 700 750
External transport				499 523
Land transport, storage and handling (<i>total</i>)				1 979 727
Landside transport, storage and handling (<i>per mt</i>)				109
Other direct operational costs				1 706 130
Total direct operational costs				19 355 557
Direct support costs (see Annex I-B) ²				4 469 428
Indirect support costs ³ (7.0 percent)				1 354 889
TOTAL WFP COST				20 710 446
Government's contribution⁴				5 944 874

¹ This is a notional food basket for budgeting and approval. The contents may vary.

² Indicative figure provided for the purpose of information; the amount allocated for direct support costs is reviewed each year.

³ The recovery rate applied to the indirect support costs may be modified by the Board during the course of the programme.

⁴ This contribution represents the cost of 7,500 mt of food donated by the Government (74%) and the cost of secondary transport of foods (26%). In principle, the contribution will be distributed as follows: 500 mt per year for Component 1 and 1,000 mt per year for Component 2. This distribution may, however, be adjusted based on need.

ANNEX I-B

DIRECT SUPPORT REQUIREMENTS (US\$)	
Staff and staff-related costs	
International professional staff	625 320
National officers	440 000
General service staff	2 034 331
International consultants	39 778
Official staff travel	181 000
Subtotal	3 320 428
Recurring expenses	
Rental of facility	70 000
Utilities	94 000
Office supplies and other consumable	68 000
Communications services	100 000
Equipment repair and maintenance	80 000
Vehicle running costs and maintenance	139 000
United Nations services	95 000
Subtotal	646 000
Equipment and capital costs	
Vehicle leasing	204 000
Communications equipment	82 000
Local security costs	217 000
Subtotal	503 000
TOTAL DIRECT SUPPORT COSTS	4 469 428

ANNEX II: LOGICAL FRAMEWORK

Results	Performance indicators	Risks, assumptions
UNDAF Outcomes Outcome area 1 Fight hunger and extreme poverty	<ul style="list-style-type: none"> ➤ Proportion of the population living below the poverty line Baseline: 40 percent Target: 25% by 2015 (UNDAF) ➤ Unemployed persons 15-24 years old Target: 8.2% (UNDAF) ➤ Percentage of malnourished children under age 5 Target: 10% reduction per year 	Support mechanisms available to vulnerable households Productivity and access to markets for small producers Strategy for combating malnutrition strengthened in the northern portion of the country
Outcome area 2 Primary education guaranteed for all	<ul style="list-style-type: none"> ➤ Gross enrolment rate 60.4% (HDI Report 2011) ➤ Net enrolment rate 83%. Target: 100% by 2015 (UNDAF) ➤ Primary education completion rate. Target: 100% by 2015 (UNDAF) 	Priority of national government: universal access to quality education that is equitable and effective Minimum quality standards and standards for schools appropriate for the children
Component 1: Promote primary education, particularly for girls		
Strategic Objective 4: Reduce chronic hunger and undernutrition		
Outcome 1 Improved access to education for girls and boys receiving assistance in the school feeding programmes of 250 formal schools	<ul style="list-style-type: none"> ➤ Enrolment rate: average annual % change in number of children (girls and boys) enrolled Target: annual increase in enrolment of at least 6% in 80% of the schools receiving WFP assistance ➤ Attendance rate: number of schooldays attended by girls and boys, as % of total schooldays Target: At least 98% in 80% of schools receiving WFP assistance Baseline: Standardized Project Report 2011 ➤ Ratio: Girl/boy parity in enrolment Target: 1:1 ratio in 95% of schools receiving assistance 	Government and partners committed and capable of providing supplementary resources Positive response from donors



ANNEX II: LOGICAL FRAMEWORK		
Results	Performance indicators	Risks, assumptions
<p>Output 1.1 Food and non-food items distributed in sufficient quantity and quality under secure conditions to targeted girls, boys, women and men</p>	<ul style="list-style-type: none"> ➤ Number of girls and boys receiving food, by category and as a percentage of planned Target: 55,000 beneficiaries of school feeding and 6,500 girls receiving dry take-home rations (100%) ➤ Quantity of food distributed, by type, as % of planned ➤ Quantity of enriched foods, food supplements and special nutritional supplements distributed, by type, as % of distributions Target: cereals: 7,885 mt; pulses: 1,361 mt; vegetable oil: 454 mt, iodized salt: 136 mt; micronutrient powder: 45 mt 	Contribution by Government and population to cover the total five days of rations
<p>Output 1.2 Number of schools covered consistent with the programme</p>	<ul style="list-style-type: none"> ➤ Number of schools supported by WFP Target: 250 schools, including 92 in the North and 158 in the Far-North 	Contribution by Government and population to cover the total five days of rations
Strategic Objective 5: Strengthen the capacities of countries to reduce hunger, including through hand-over and local purchase		
<p>Outcome 3a New marketing opportunities due to local purchases made by WFP on advantageous terms</p>	<ul style="list-style-type: none"> ➤ Food purchased locally, as % of food products distributed in the country Target: 24% local purchases on average 	Resources available on time
<p>Outcome 3b Progress made toward nationally owned hunger solutions</p>	<ul style="list-style-type: none"> ➤ National capacity index of success in providing solutions to problems of hunger Baseline: for school feeding: 9/20 Target: 15/20 	<p>Hunger solutions included in national poverty reduction strategy or the equivalent, and in sectoral policies</p> <p>Particular local and national partnerships taken into account in relation to implementation of hunger solutions</p>
<p>Output 3.1 Food purchased locally</p>	<ul style="list-style-type: none"> ➤ Volume of food purchased locally Target: 105 mt of local purchases 	<p>Availability of grains on the market</p> <p>Good harvests</p>





ANNEX II: LOGICAL FRAMEWORK

Results	Performance indicators	Risks, assumptions
<p>Output 3.2 Capacities and awareness strengthened through WFP training measures/programmes</p>	<ul style="list-style-type: none"> ➤ Number of persons receiving training in the following areas: targeting, food aid management, in quantitative and qualitative terms, and monitoring and evaluation <p>Targets: 50 focal points, 500 managers, 10 officials (at the national and regional levels)</p> <ul style="list-style-type: none"> ➤ WFP expenditures for technical assistance to strengthen national capacity (US\$) <p>Target: 100% of planned expenditures</p>	<p>Sufficient resources available on time Strong commitment from the Government</p>
<p>Component 2: Improve household food security by enhancing resilience to recurrent climatic shocks (rural development and food security)</p>		
<p>Strategic Objective 2: Prevent acute hunger and invest in disaster preparedness and mitigation measures</p>		
<p>Outcome 4 Adequate food consumption for targeted households at risk of acute hunger over the assistance period</p>	<ul style="list-style-type: none"> ➤ Household food consumption score <p>Target: Score above the threshold value for 80% of targeted households (food consumption score stabilized at 35 or higher for targeted households)</p>	<p>Other non-food resources available Government contribution Sufficient resources available on time</p>
<p>Output 4.1 Food and non-food items distributed in sufficient quantity and quality under secure conditions to targeted women and men</p>	<ul style="list-style-type: none"> ➤ Number of women and men receiving food, by category and as a percentage of figures called for in plan <p>Target: 322,500 women/girls and 215,000 men/boys, for a total of 537,500 programme beneficiaries (100%), and 250 village grain storage facilities</p>	<p>Positive response by the Government</p>
<p>Output 4.2 Establishment or rehabilitation of livelihood assets among targeted communities and individuals</p>	<ul style="list-style-type: none"> ➤ Number of community WFP grain storage facilities established or rehabilitated <p>Target: 50 community grain storage facilities per year</p> <ul style="list-style-type: none"> ➤ Number of women and men trained in livelihood issues (management of the facilities and community-run fields) <p>Target: 1,550 members of 50 committees for the management of community grain storage facilities, including 1,085 women and 465 men</p>	<p>Other non-food resources available Government contribution</p>

ANNEX II: LOGICAL FRAMEWORK

Results	Performance indicators	Risks, assumptions
Strategic Objective 5: Strengthen the capacities of countries to reduce hunger, including through hand-over and local purchase		
Outcome 5a Increased marketing opportunities at the national level, with cost-effective WFP local purchases	<ul style="list-style-type: none"> ➤ Food products bought in local markets, as a percentage of food products distributed in the country Target: 100% local purchases	Resources available on time and in sufficient quantity Strong commitment from the Government
Outcome 5b Progress made toward nationally owned hunger solutions	<ul style="list-style-type: none"> ➤ National Capacity Index of success in providing solutions to the problems of hunger Baseline for community grain facilities: 17/20 Target: 20/20	Resources available on time and in sufficient quantity Community participation guaranteed Strong commitment from the Government
Output 5.1 Food purchased locally	<ul style="list-style-type: none"> ➤ Volume of food products purchased locally Target: 5,000 mt	Grains available on the market Good harvest
Output 5.2 Capacity and awareness developed through WFP-organized actions and training	<ul style="list-style-type: none"> ➤ Number of persons having received training in the following areas: needs assessment, targeting, food aid management, in quantitative and qualitative terms, market analysis, information management and local procedures for the submission of bids, and management of reserves Target: 240 individuals in the regions <ul style="list-style-type: none"> ➤ WFP expenses for technical assistance to strengthen national capacity (US\$) Target: 100% of planned expenses	Resources available on time and in sufficient quantity Strong commitment from the Government



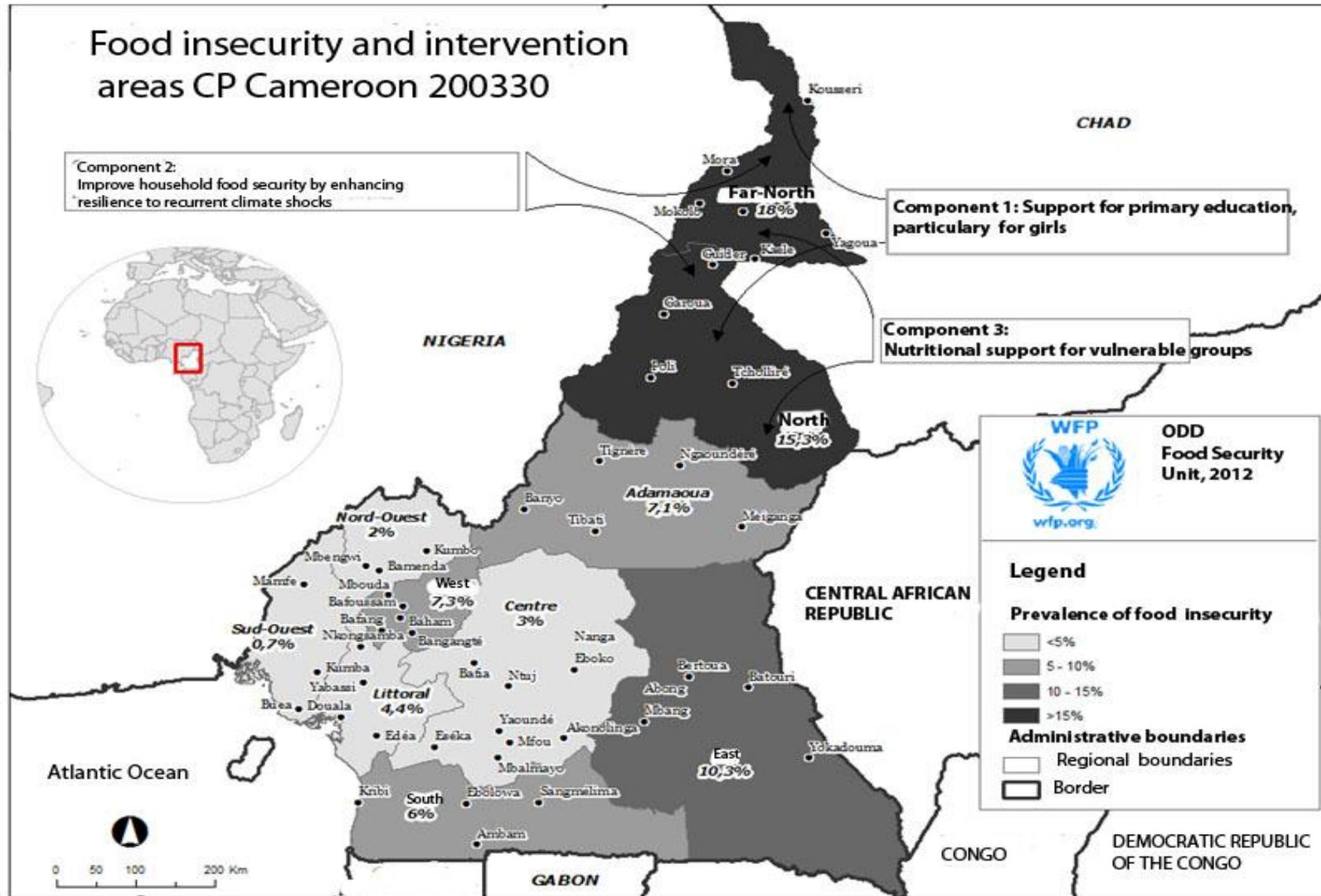
ANNEX II: LOGICAL FRAMEWORK

Results	Performance indicators	Risks, assumptions
Component 3: Provide nutritional support for vulnerable groups		
Strategic Objective 4: Reduce chronic hunger and undernutrition		
Outcome 6 Improved nutritional status of targeted girls and boys	<ul style="list-style-type: none"> ➤ Prevalence of MAM in targeted children 6 to 59 months of age (percentage with regard to height/age threshold) Target: reduction of 10% per year ➤ Cure rate Target: Above 80% ➤ Mortality rate Target: <5% ➤ Drop-out rate Target: <10% 	Sufficient resources available on time
Output 6.1 Food and non-food items distributed in sufficient quantity and quality under secure conditions to targeted girls and boys	<ul style="list-style-type: none"> ➤ Number of women, girls and boys receiving food, by category and as % of planned figures (pregnant and lactating women, children 6–59 months) Target: 30,000 women and 79,350 children 109,350 beneficiaries (100%), for a total of 250 outpatient nutritional centres ➤ Quantities of enriched foods, food supplements and special nutritional supplements distributed, by type of product, as a percentage of distributions made Target: Supercereal: 2,025 mt, Supercereal Plus: 952 mt, vegetable oil: 203 mt; sugar: 122 mt ➤ Number of health centres assisted Target: 250 outpatient nutritional centres ➤ Number of beneficiaries targeted for health and nutrition training Target: 3,060 individuals 	Other non-food resources available Government contribution Resources available on time and in sufficient quantity



ANNEX II: LOGICAL FRAMEWORK		
Results	Performance indicators	Risks, assumptions
Strategic Objective 5 : Strengthen the capacities of countries to reduce hunger, including through hand-over and local purchase		
Outcome 7 Progress made toward nationally owned hunger solutions	<ul style="list-style-type: none"> ➤ National Capacity Index (NCI) of success in providing hunger solutions Nutrition baseline: 11/20 Target: 17/20	Hunger solutions included in national planning process and fully funded Resources available on time and in sufficient quantity Regular participatory consultation with communities Strong commitment by the Government Strong community participation
Output 7.1 Capacity and awareness developed through WFP-organized actions and training	<ul style="list-style-type: none"> ➤ Numbers of people trained in the following areas: nutrition screening, targeting, food aid management, in quantitative and qualitative terms, and preventive nutrition Target: 612 people <ul style="list-style-type: none"> ➤ WFP expenditures for technical assistance to strengthen national capacities (US\$) 	Resources available on time and in sufficient quantity Strong commitment from Government





The designations employed and the presentation of material in this publication do not imply the expression of any opinion whatsoever on the part of the World Food Programme (WFP) concerning the legal status of any country, territory, city or area or of its frontiers or boundaries.

ACRONYMS USED IN THIS DOCUMENT

BMI	body mass index
CCA	common country assessment
CCU	Central Coordinating Unit
CFSVA	comprehensive food security and vulnerability assessment
ENENSE	National Survey on the Status of Nutrition and Monitoring of Key Indicators of Child Survival
GDP	gross domestic product
HIV	human immunodeficiency virus
MAM	moderate acute malnutrition
MDG	Millennium Development Goal
MUAC	mid-upper arm circumference
NGO	non-governmental organization
PLHIV	people living with HIV
PRRO	protracted relief and recovery operation
PRSP	Poverty Reduction Strategy Paper
SENAH	National Humanitarian Action Service
SMART	Standardized Monitoring and Assessment of Relief and Transitions
TB	tuberculosis
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
WHO	World Health Organization