

## OPERATION EVALUATION

Cameroon, Protracted Relief and Recovery  
Operation 200552, Food and nutrition assistance to  
Nigerian and Central African refugees and host  
populations in Cameroon: An evaluation of WFP's  
Operation (2013-2016)

[June, 2016]



**World Food Programme**

wfp.org

Management response cleared by:

Country Director: : Felix B.F. Gomez/ 20.06.16

## Detailed responses to evaluation recommendations

Evaluation Recommendations	Management	Management - Action to be taken			
	Accepted, partially accepted or not accepted and COMMENT on the Recommendation, providing clear reasoning for partially accepted and not accepted	Action	Responsible CO unit	Timeframe	Further funding required (Y or N)
<p><b>Recommendation 1: Integrate activities targeting food and nutritional security to maximize internal and external efficiencies and support sustainability:</b> CO food, nutrition and gender leads should work to design complementary activities targeting the same communities. This will help WFP improve its internal efficiencies and maximize opportunities to engage communities in developing effective, integrated gender targeted food and nutrition strategies.</p>	<p><b>Accepted:</b> As of the first quarter of 2016, WFP has piloted a new nutrition strategy to streamline food security and nutrition interventions. This initiative will be further developed in the new PRRO.</p>	<p>The new nutrition strategy will be expanded in the new PRRO proposed to start in March 2017 to ensure stronger linkages between food security and nutrition assistance.</p> <p>Food distributions targeting vulnerable refugees and host populations will integrate a nutrition support component and be closely linked with complementary activities provided UN/NGO partners.</p>	<p>CO programme unit/field staff, under overall supervision of CO management.</p>	<p>Ongoing, with full implementation expected under the new PRRO in March 2017.</p>	<p>N</p>

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<p><b>Recommendation 2: Adopt strategies that apply WFP's 2015-2020 gender policy to support women's empowerment and achieve greater impact:</b> the Country Director should lead a cross unit task force to develop FFA and nutrition strategies that empower women and girls in decision-making and leadership in households and communities. For example, prioritizing FFA infrastructure to specifically benefit women.</p>	<p><b>Accepted:</b> Women's empowerment will be specifically considered in the new PRRO, referred to above.</p>	<p>All Cash For Work (CFW)/ FFA projects under the new PRRO will be designed in consultation with women's groups to ensure that asset creating activities account for their specific needs.</p> <p>Recommendations from the gender and market analysis carried out in the first quarter of 2016 highlighted specific barriers that hinder women from participating in markets, this analysis will inform the future cash-for-work and cash-for-food interventions in the PRRO to ensure that women benefit equally from market based interventions</p> <p>WFP will closely monitor intra-household gender roles and power dynamics to inform future programming and ensure that WFP interventions reinforces a stronger decision making role of women.</p>	CO Programme unit under the general supervision of the management.	Fully implemented by March 2017.	N
<p><b>Recommendation 3: Introduce communications strategies to complement food and nutrition activities and address the interests of women and men:</b> CO nutrition and communications staff should target men</p>	<p><b>Accepted:</b> Reinforced Behavioral Change Communications will be central to WFP's new</p>	<p>Positive behavioral patterns towards nutrition will be promoted through increased field communication and trainings, targeting men in particular.</p>	CO Programme/nutrition unit in collaboration with	March 2017.	N

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with Behavioral Change Communications as a core part of its strategy to address household nutrition, diet diversification and women's roles in decision-making over food use in the home.	nutrition approach and in the new PRRO.		RB nutrition leads and field staff.		
<b>Recommendation 4: Maximize the contributions of communities to sustainability:</b> the CO and RB should prioritize the long-term sustainability of new or rehabilitated food for asset infrastructure with a simple phase-out strategy that helps communities organize and fund their own infrastructure expansion and maintenance activities.	<b>Accepted:</b> This recommendation will be implemented within the framework of the new PRRO.	WFP will aim to put in place phase-out strategy working in close collaboration with communities, NGOs and local authorities so that communities can maintain activities once WFP withdraws its assistance.  Training sessions will focus on developing the capacities of community members to manage the projects and continue to maintain the assets created.  Communities will be sensitized to participate in project activities with complementary inputs.	CO programme unit in collaboration with RB food security and field office staff.	March 2017.	N
<b>Recommendation 5 Develop strategic partnerships with national and international NGOs to enhance impacts and sustainability:</b> sub Office staff and technical leads should agree a medium-term memorandum of	<b>Accepted:</b> This recommendation will be implemented in the framework of WFP's CSP in 2018.	A partnership capacity assessment is planned in 2017.  WFP will engage in strategic partnerships with likeminded partners to establish complementary	CO Programme unit and sub office leads.	January 2018.	N

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understanding with the CO's strategic partners it believes will best deliver and sustain support to communities across sites and years.		activities and enable linkages with other key partners.			
<b>Recommendation 6 Address the pressure points that limit government's ability to sustain services:</b> CO staff should work with government, donor and UN counterparts to jointly address critical areas of support to ensure government mainstreaming of effective interventions is properly resourced.	<b>Accepted:</b> This recommendation will be implemented in the framework of WFP's new PRRO and CSP in 2018.	A component dedicated to capacity development will be considered under the new PRRO to support transition to national ownership and be further developed in the CSP.	CO programme and management in collaboration with RB technical and policy leads.	January 2018.	N
<b>Recommendation 7 Prioritize resources to navigate chronic funding shortfalls:</b> where it faces significant funding shortfalls the CO should negotiate resource priorities with donors. Geographical targeting, and the prioritization of individual components should help financial clarity and resource-based budget forecasts allowing sub-office managers to plan beyond 6 monthly cycles.	<b>Accepted</b>	WFP is negotiation multiyear funding arrangements with several of its main donors, which will allow for more efficient planning, and defined priority targeting.  A prioritization strategy will be put in place internally and as needed where resources are limited.	Programme staff and CO management.	Ongoing, with full implementation expected by March 2017.	N
<b>Recommendation 8 Preposition stocks to improve operational effectiveness:</b> CO Field Office and	<b>Accepted</b>	Programme technical units support logistics to assess the mapping of beneficiaries and orient decision to	Logistics an programme staff	Ongoing, with full implementation	N

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Logistics staff should continue to work with technical and M&E leads to assess the geographical distribution of beneficiaries in target localities and focus limited resources to ensure adequate coverage of community level distributions.		preposition of stocks in priority areas. The CO is strengthening pre-positioning capacity by putting in place additional wikhalls in the Far North. However, augmentation of prepositioning stock is contingent on funding.		expected by March 2017.	
<b>Recommendation 9 Invest in strengthening M&amp;E systems to better understand and attribute changes to WFP's work:</b> the CO should build on improved M&E capacities to ensure adequate resources are in place to build local partner M&E capacities and ensure its own M&E initiatives are resourced.	<b>Accepted</b>	<p>The CO has invested substantially in a robust M&amp;E system under WFP's parallel emergency operations.</p> <p>The M&amp;E system has been reinforced by recruiting additional personnel and capacity has been increased for the country office to conduct more regular PDMs. WFP is also using innovative processes such as mVAM and a recently established food security monitoring system (FSMS) to collect data on food security indicators. In the future, the FSMS initiative will feed into the government's future early warning system. remote monitoring.</p> <p>Based on the successful experience under the EMOPs, this will be further expanded to the new PRRO.</p>	Programme unit	Ongoing, with full implementation expected in March 2017.	N