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Operational Matters

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Country Strategic Plans — Cameroon (2018–2020)

Duration	1 January 2018–31 December 2020
Total cost to WFP	USD 182,232,861
Gender and age marker	2A

* <https://www.humanitarianresponse.info/system/files/documents/files/gm-overview-en.pdf>

Executive Summary

WFP's country strategic plan for Cameroon (2018–2020) is based on lessons learned, discussions with the Government, donors and partners, the zero hunger strategic review and an assessment of funding possibilities.

To help Cameroon achieve zero hunger, WFP will work with the Government to establish long-term interventions to improve the resilience of vulnerable communities in Far North, North, Adamaoua and East regions. Community resilience-building will involve mutually reinforcing livelihood interventions to stabilize community productivity and nutrition, reduce post-harvest losses, improve gender and social inclusion and promote market opportunities for smallholders. These interventions will be reinforced by an emergency response capacity using social safety nets to support displaced people and refugees and protect host communities' long-term investments in resilience. After a crisis, WFP will return to supporting long-term resilience. Following an emergency in a stable locality, it will transition to early recovery.

WFP will extend its partnership with the Government to establish data monitoring and accountability systems for emergency preparedness and response, and will partner United Nations agencies, especially the Rome-based agencies, and other non-State actors.

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This country strategic plan supports achievement of the following strategic outcomes:

- i) Populations affected by disasters, including refugees, internally displaced persons and host populations in Far North, North, Adamaoua and Eastern regions, have safe access to adequate and nutritious food during and after crises.
- ii) Vulnerable households in protracted displacement and communities at risk in chronically food-insecure areas have year-round, safe access to adequate and nutritious food and increase their resilience to shocks.
- iii) Malnutrition rates among children aged 6–59 months and other vulnerable groups in prioritized food-insecure districts are reduced in line with national standards by 2020.
- iv) The livelihoods and self-reliance of food-insecure smallholders, especially women, in prioritized districts in Far North, North, Adamaoua and Eastern regions are increased through sustainable increases in income and improved productivity by 2020.
- v) The Government's work towards zero hunger is supported by effective partnerships by 2030.
- vi) The humanitarian community has access to United Nations Humanitarian Air Services until satisfactory alternatives are available.

The Government is WFP's primary partner, with the Food and Agriculture Organization of the United Nations, the International Fund for Agricultural Development, the United Nations Development Programme, the Office of the United Nations High Commissioner for Refugees, the Joint United Nations Programme on HIV, the United Nations Children's Fund, UN Women, the Scaling Up Nutrition initiative and the World Bank.

The plan is aligned with Cameroon Vision 2035 and the Growth and Employment Strategy Paper (2010–2020); it is integrated with the United Nations Development Assistance Framework (2018–2020) and contributes to WFP Strategic Results 1, 2, 3, 5 and 8.

Draft decision*

The Board approves Cameroon Country Strategic Plan (2018–2020) (WFP/EB.A/2017/8-A/1/DRAFT), at a total cost to WFP of USD 182.2 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.

1. Country Analysis

1.1 Country Context

1. Cameroon is a lower-middle-income country with a population of 23.3 million people of 230 ethnic and linguistic groups; 80 percent of the people live in eight French-speaking regions, the remainder in two English-speaking regions; 54 percent live in urban areas. There are five agro-ecological zones. The country produces many agricultural goods and benefits from natural resources, including oil, gas, timber and minerals.
2. Cameroon is politically stable and peaceful, but it ranks 153rd of 188 countries in the Human Development Index.¹ Between 2007 and 2014, the number of poor people increased by 12 percent to 8.1 million.² The poverty rate is 39 percent, and poverty is concentrated in the Far North, North, Adamaoua and Eastern regions, where 90 percent of people requiring humanitarian support reside.³
3. Conflicts in northern Nigeria and northwestern Central African Republic exacerbate poverty by displacing refugees to Cameroon; insecurity hampers humanitarian access in Far North and along the border in the east.
4. Far North has been the target of Boko Haram attacks since 2013. Joint military operations by Cameroon and Nigeria have dispersed many of the fighters, but small groups still carry out unpredictable attacks that make many areas difficult to reach. Even in areas where security has improved sufficiently for populations to return, unexploded munitions pose a risk.
5. The national gender inequality index of 0.879 places Cameroon 132nd of 188 countries in the Human Development Report;⁴ 65 percent of women are literate compared with 78 percent of men. In 2015, primary school enrolment was 90 percent, and enrolment in secondary education was 50 percent for girls and boys.⁵

1.2 Progress Towards Sustainable Development Goal (SDG) 2

Progress on SDG 2 targets

6. *Access to food.* Food consumption rose from 2,200 kcal/person/day in 2011 to 2,550 kcal/person/day in 2015, above the Food and Agriculture Organization of the United Nations (FAO) minimum threshold for national food availability of 2,400 kcal/person/day. The Government has stabilized food prices since 2011 by building buffer stocks, setting up warehouses and introducing specialized markets under the *Mission de régulation des approvisionnements des produits de grande consommation*.⁶
7. Food insecurity increased from 19 percent in 2015 to 24 percent in 2016 in the target regions, where food production is limited by frequent droughts and flooding, poor roads and access to markets, land degradation, lack of technical services and institutional support, and property rights that disproportionately limit access for women. Limited access to food affects 25 percent of rural and 12 percent of urban households.⁷ In the target regions, 14 percent of households are headed by women, and 16 percent of these households are food insecure.

¹ UNDP. <http://hdr.undp.org/en/data>.

Human Development Reports HDI, <http://hdr.undp.org/en/data>.

² The data do not show gender disparity in areas affected by poverty.

³ OCHA. *Aperçu des Besoins humanitaires*:

https://www.humanitarianresponse.info/en/system/files/documents/files/hno_cameroun_2016.pdf

⁴ UNDP. Human Development Reports GII.

⁵ According to UN Women, the female/male ratios were 94/100 in primary education, 93/100 in secondary education and 88/100 in tertiary education.

⁶ *Mission de régulation des approvisionnements des produits de grande consommation*.

⁷ WFP Emergency Food Security Assessment 2016.

8. Insecurity compounds these problems: 200,000 people have been internally displaced by the Boko Haram crisis, and there are 65,000 Nigerian refugees in Far North and 259,000 refugees from the Central African Republic, who have been moving into Cameroon's Eastern region since 2008.
9. The arrival of displaced people in food-insecure areas affects host communities by reducing farm productivity and access to land and food markets.⁸ Food insecurity threatened 1.4 million people in Far North in 2016, where 180,000 people were severely food insecure;⁸ in Adamaoua, food insecurity increased unexpectedly to an alarming 39 percent, highlighting the lack of a robust evidence base to inform decision-makers.
10. *End malnutrition.* The 2014 multiple indicator cluster survey found that stunting affected 32 percent of children under 5, 13 percent of them severely.⁹ Of the 258,000 children under 5 affected by moderate acute malnutrition (MAM) – 14.8 percent of the total – 49 percent were boys and 51 percent girls. In Far North, 42 percent of children in this age group were stunted, in North 34 percent, in Adamaoua 38 percent and in Eastern 36 percent.¹⁰
11. The 2016 zero hunger strategic review showed that at the individual level the main cause of malnutrition was high incidence of diarrhoeal diseases limiting the bioavailability of nutrients. At the household and community levels, the main causes were low consumption of nutritious food by young children, diarrhoeal diseases, limited access to clean water and sanitation, poor health coverage and limited access to vitamin A treatment. Capacity constraints mean that 500,000 people living with HIV have no access to anti-retroviral treatment (ART); malnutrition is a major factor contributing to non-completion of ART.¹¹ Women are more affected by HIV than men: the prevalence among women aged 15–49 years is 5.6 percent compared with 2.9 percent among men. The 2011 vulnerability study of people living with HIV on ART showed that 14.1 percent suffered from acute malnutrition.
12. Treatment has not significantly reduced the prevalence of acute malnutrition and the associated mortality, largely because the coverage of treatment programmes for MAM is between 20 and 30 percent in rural areas, well below Sphere standards. The causes of infant malnutrition must be addressed as a matter of urgency.

Smallholder productivity and incomes

13. Per capita food availability is satisfactory, but 2 percent annual growth in agricultural production lags behind the 3 percent of population growth. Local production accounts for 74 percent of cereals and most livestock, but although urban food supplies are augmented by imports, provincial markets rely on smallholders, of whom 56 percent are poor. Productivity is low, with cereal yields averaging 1.68 mt/ha in 2014.¹²
14. The importance of smallholders to national food security is recognized,¹³ but increased productivity is hampered by the small size of farms, low level of mechanization, high labour demands, limited use of external inputs, and absence of soil conservation strategies. In addition, with 66 percent of cultivated land under customary control, access to land can be uncertain, giving smallholders little incentive to invest in their farming systems. Low productivity is compounded by an absence of an enabling agricultural infrastructure, and high post-harvest losses of 25 percent, making the sustainability of local food systems fragile and vulnerable to climate events.¹⁴

⁸ : *Stratégie Nationale du Secteur Protection au Cameroun 2016–2017.*

⁹ [Multiple Indicator Cluster Survey.](#)

¹⁰ Gender-disaggregated data on stunting are not available. The 2014 SMART survey in the four most food-insecure areas found stunting to be higher among boys than girls.

¹¹ [UNAIDS estimates 4.5 percent HIV prevalence rate in Cameroon.](#)

¹² [FAOSTAT and World Bank Systematic Country Diagnostic.](#) Productivity data are not disaggregated by gender or age or by commercial and smallholder status.

¹³ [Plan National d'Investissement Agricole \(2014\).](#)

¹⁴ [World Bank Systematic Country Diagnostic.](#)

15. Participation in markets¹⁵ 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. Rural trade is informal and dominated by cross-border traders, most of whom are men, supplying Chad, Gabon and Nigeria, where demand for food imports is high.¹⁵ These factors limit the ability of rural producers, especially women, to innovate, organize or invest in production and marketing.¹⁶

Sustainable food systems

16. National investments focus on commercial productivity for export and national food supplies. There is little use of new varieties, fertilizers or machinery. Climate change is recognized as a challenge to food systems, particularly in North and Far North, but seasonal weather forecasts are unavailable and there is no national strategy to address this.¹⁷
17. There is no monitoring system to track progress towards SDG 2, and no multi-sector platform to develop national programmes for zero hunger: a gender-sensitive comprehensive food security and vulnerability assessment (CFSVA) is accordingly planned for mid-2017.

Macroeconomic environment

18. Per capita gross domestic product was USD 2,739 in 2013, and social indicators reflected low-income status;¹⁸ per capita income is currently lower than in the 1980s when structural reforms and currency devaluation caused public-sector wages to collapse by 50 percent. Wealth is unevenly distributed, particularly between the north and south, and underemployment is aggravated by insecurity and displacements. Women's 54.7 percent participation in economic activity is concentrated in the precarious informal sector because women's access to land, capital and financing is poor.
19. Gross domestic product is nonetheless expected to grow by an average of 5.6 percent a year over the coming years as a result of political stability, good terms of trade, urbanization and a large public investment programme, in line with the Growth and Employment Strategic Plan (GESP) (2010–2020). However, global prices, especially recent low oil prices, have put pressure on public debt repayments.

Cross-sector linkages

20. The Government intends to focus on the development of institutional partnerships for achieving SDG 17. The food and agriculture sectors provide opportunities to address underemployment and reduce poverty through improved social protection under SDG 1, particularly among women and young people. Women's increased participation in agricultural decision-making and organizations will contribute to gender equality.

1.3 Hunger Gaps and Challenges

21. An estimated 259,000 refugees require immediate food assistance, and 589,000 internally displaced persons (IDPs) and vulnerable residents affected by crisis require food assistance for long-term livelihood recovery.¹⁹ With the arrival of large numbers of refugees and IDPs in North, competition over resources has increased, which exacerbates tensions among pastoralists and farmers over transhumance routes and access to land and water.²⁰

¹⁵ Evaluation of the WFP Protracted Relief and Recovery Operation.

¹⁶ Cameroon Zero Hunger Country Strategic Review, *Gender and Markets and Value Chain Analysis in the North and Far-North Regions of Cameroon* and *Gender and Markets Case Study for the Lake Chad Basin*.

¹⁷ World Bank Policy Research Working Paper 4364.

¹⁸ <http://hdr.undp.org/en/countries/profiles/CMR>.

¹⁹ *Plan de Réponse Humanitaire*.

²⁰ *Stratégie Nationale du Secteur Protection au Cameroun 2016–2017*.

22. Global acute malnutrition in the target regions averages 6–7 percent. In the Logone department in Far North it is 10.9 percent, with 2 percent severe acute malnutrition – above the emergency threshold;²¹ severe acute malnutrition at 1.8 percent also affects Adamaoua. There are calls for a shift from treatment of malnutrition to long-term prevention through coordinated joint actions by all sectors to improve nutrition, health and food security, access to water, hygiene and protection.²²
23. The 2015/2016 zero hunger strategic review identified the requirements for achieving SDG 2 targets:
 - a coherent regulatory and institutional framework for agriculture and food security;
 - a policy framework to rationalize food security programmes and initiatives;
 - improved food security and nutrition monitoring in coordinated preparedness and response systems;
 - regular production of agricultural statistics to support decision-making;
 - commitment to the Scaling Up Nutrition (SUN) movement focusing on prevention of malnutrition;
 - greater access to food through improvements in food storage and processing, and provision of social safety nets for poor households; and
 - increased support for local production and diversification of nutritious foods in regions at risk of food insecurity, primarily Far North, North, Adamaoua and Eastern regions.

1.4 Country Priorities

Government

24. National policies and programmes for agriculture, food security and nutrition are guided by the Government’s Vision 2035 and the GESP,²³ which aims to achieve 5.5 percent average annual growth, a 33 percent reduction in underemployment, a reduction of poverty rates to below 28 percent by 2020, and a doubling of agricultural production.
25. The National Agricultural Investment Plan (2014–2020)²⁴ will create an enabling environment for increased agricultural production for export and national needs through increased access to markets to improve the living standards of rural producers and increase investment in land and water resources. The Government has met its funding commitments to date but has so far raised only USD 950 million from external sources, leading to a USD 2.5 billion – 43 percent – funding gap.
26. The Government is examining social protection policies that take into account the rights of women and social safety nets that support women’s increased participation in the national economy.
27. The National Food and Nutrition Policy (2015–2035) will provide a multi-sector approach to coordinating malnutrition prevention, in line with SUN.²⁵ It will introduce complementary strategies to reduce non-communicable diseases, increase the production and consumption of safe and nutritious foods and incorporate food and nutrition objectives into agricultural programmes with the support of the Strategy for the Health Sector (2016–2027) for prevention of malnutrition and provision of nutrition education.

²¹ UNICEF/MINSANTE. *Résultat Préliminaire Enquête Nutritionnelle SMART*.

²² OCHA. 2017. *Plan de Réponse Humanitaire*.

²³ *Cameroun Vision 2035*.

²⁴ *Plan National d’Investissement Agricole*.

²⁵ <http://scalingupnutrition.org/sun-countries/Cameroon/>

28. School feeding is led by the Ministry of Basic Education and supported by the ministries of agriculture and health. Under the Partnership for National Social Development Initiatives a government team visiting Brazil in 2014 identified the need for a cross-sector business approach to school feeding that links schools to producers.

United Nations and other partners

29. The United Nations country team will work with the Government in the GESP with a view to reducing the vulnerability of the most marginalized people by targeting “... support to geographical regions most at risk, while focusing on the development of social protection systems, access to social services, development of employment opportunities, and promotion of gender sensitive approaches that strengthen resilience and empower women”.²⁶
30. The United Nations Development Assistance Framework (UNDAF) (2018–2020) prioritizes the United Nations Delivering as One approach in supporting the Government in achieving the SDGs, focusing on the four target regions and coordinating the work of United Nations agencies to:
- i) increase decent employment opportunities and measures to protect women, young people, children and socially vulnerable people in target areas;
 - ii) improve the health of target populations and introduce measures to prevent child malnutrition in all its forms;
 - iii) improve access to education and quality vocational training, especially for vulnerable groups; and
 - iv) strengthen the resilience of target populations, including women, by addressing food insecurity and environmental, social and economic shocks.

2. Strategic Implications for WFP

2.1 WFP’s Experience and Lessons Learned

31. The 2016 evaluations of regional emergency operation 200777 and protracted relief and recovery operation 200552 recommended that WFP provide integrated, cross-cutting and scalable approaches to operational and technical assistance,²⁷ in line with the zero hunger strategic review and the UNDAF, which recommend that WFP adopt a flexible approach to accelerate the shift from emergency response to early recovery and long-term, gender-sensitive resilience approaches based on local needs, requests and capacities.
32. WFP will assist the Government in establishing institutional capacities to set up sustainable safety nets for food and nutrition security. There is evidence that in such an environment women participate more in decision-making²⁸ and vulnerable households have increased access to food and engage in community recovery activities that bring humanitarian, development and peacebuilding benefits.²⁹
33. WFP’s experience in nutrition shows that targeted supplementary feeding alone is inadequate to address high rates of MAM and stunting: a package of nutrition support is therefore recommended along with support for communities to improve the management of water, sanitation, hygiene and food security.³¹
34. The achievement of zero hunger will rely on resilient farming communities that manage natural resources sustainably and equitably and increase productivity. WFP and FAO will therefore leverage a package of extended support through the three-pronged approach and *Communes de*

²⁶ UNDAF (2018–2020).

²⁷ Independent evaluations of [PRRO 200552](#) and [EMOP 200777](#) in 2016.

²⁸ [West Africa gender and market initiative](#).

²⁹ [The impact of cash transfers on nutrition in emergency and transitional contexts](#); [The role of social safety nets in social protection: update of WFP’s safety nets policy](#); [Safety Nets Guidelines](#); [From Protection to Production](#); and [Cash transfers: what does the evidence say?](#)

Convergence to achieve sustainable impacts:³⁰ this will include community-based participatory planning³¹ and modalities such as school voucher schemes that link smallholders to value chains.³²

35. The diverse needs of women, men, girls and boys, as well as whole communities, will be addressed in crisis, post-crisis and resilience-building periods on the basis of robust gender and economic analyses supported by effective data collection, monitoring and accountability systems with data disaggregated by sex and age and information sharing and response planning among countries and organizations. This will be supported by the enhancement of national partnerships and systems in all sectors to coordinate and deliver common approaches at all levels.
36. WFP's country portfolio evaluation and evaluations by FAO and the International Fund for Agricultural Development (IFAD) in 2017 will inform a common agenda for the Rome-based agencies (RBAs) that will explore community procurement and asset transfers to support market access and supply national-level data, monitoring and accountability systems to improve the evidence base for preparedness and response.

2.2 Opportunities for WFP

37. The zero hunger strategic review identified six recommendations for WFP. These involve strengthening national capacities to:
 - i) increase access to school feeding using local produce;
 - ii) expand social safety nets;
 - iii) establish an early-warning and response system based on robust data monitoring;
 - iv) support the reduction of post-harvest losses to improve household food availability;
 - v) expand the processing and biofortification of food products; and
 - vi) support the prevention of malnutrition through enhanced nutrition education.
38. The theory of change for WFP (see Annex 1) provides for long-term work to improve the resilience of vulnerable households and communities in target regions by enhancing their capacities to support community-led nutrition and livelihood interventions, establish infrastructure, stabilize productive resources, open market opportunities and improve social inclusion.
39. This will require flexible and mutually reinforcing interventions, including a preparedness and response capacity that supports displaced groups and refugees and protects the long-term resilience of host communities to ensure sustainability. After a crisis, WFP will focus on early recovery through disaster risk education and social safety nets for community resilience (see section 3.1).
40. Operations will be brought to scale through enhanced partnerships with the Government and the RBAs. WFP will support the Government in establishing an enabling environment in which multi-sector partnerships support a national social safety net system, the joint action plan for the prevention of malnutrition, improved information systems for disaster preparedness, contingency planning for emergency preparedness and response, and joint programming with the RBAs and non-governmental organizations (NGOs) to build community resilience.

2.3 Strategic Changes

41. WFP will use a community-led approach to address emergency response, early recovery, and resilience building. The expansion of social safety nets will link emergency support to early recovery: this will require a flexible approach using conditional or unconditional transfers of cash or food and seasonal support as required.

³⁰ Carucci, V. 2016. *Livelihood assets (FFA) for community resilience building in Cameroon*. Douala, WFP. See also: [Resilient Livelihoods: Disaster Risk Reduction for Food and Nutrition Security](#); and [Increasing the Resilience of Agricultural Livelihoods](#).

³¹ WFP's 3-Pronged Approach.

³² [Building Resilience through Asset Creation](#).

42. Resilience strategies will be informed by participatory community-based plans developed under the three-pronged approach in which households and communities participate in decision-making.³³ Support will focus on the creation of sustainable assets, promotion of resilience and regeneration of ecosystems through improved management of water, land and forest resources that reduces the risk of conflict. WFP will work with local authorities, FAO, IFAD and other actors to synchronize activities and provide complementary inputs and support.³³
43. WFP will support the Government in setting up social protection systems that are nutrition-sensitive, equitable and shock-responsive, and in ensuring that social transfers are designed with measurable objectives to address the underlying causes of undernutrition and that future transfer systems address the causes of malnutrition, including gender inequalities.
44. Nutrition partners will advocate for strengthening national capacities in nutrition-related safety nets, in line with SUN, and for private-sector initiatives for food bio-fortification.
45. WFP will work with partners to strengthen government capacities to manage social safety nets to achieve SDG 2. South–South learning will involve countries in the Lake Chad basin and China, Brazil and Ethiopia in establishing a coherent policy framework for expanding safety nets using SCOPE.^{34, 35} Gender considerations will be embedded in all initiatives.
46. By focusing on sound data, monitoring and accountability WFP will help to enhance the Government’s capacities for early warning, preparedness and response and subregional food-security analyses that will inform evidence-based programming; the results will be made available to communities to enable them to engage in early recovery and resilience planning.
47. WFP will support the Government in working with FAO, IFAD and the food security cluster to integrate agency-led frameworks and develop a national monitoring and accountability system to optimize the evidence base and track progress towards SDG 2.

3. Strategic Orientation

3.1 Direction, Focus and Intended Impacts

48. The UNDAF (2018–2020) and the 2016 zero hunger strategic review constitute the framework for WFP’s contributions in six areas:
 - i) ensuring that vulnerable refugees and IDPs have access to food during times of crisis;
 - ii) supporting government training interventions for community-focused asset creation to help households and communities affected by crises to transition to early recovery and improve their resilience to shocks;
 - iii) shifting from treatment of acute malnutrition to support for integrated approaches for prevention of acute and chronic malnutrition;
 - iv) supporting the Government in linking activities to improve community assets, productivity and regeneration of ecosystems through management of natural resources that is sensitive to the risk of conflict, increased access to markets and a possible home-grown school feeding programme;
 - v) helping the Government to shape national social safety nets and monitoring systems and enhance resource mobilization for achieving SDG 2; and
 - vi) providing air services to enable the humanitarian community to reach beneficiaries as required.
49. Each area is linked to a strategic outcome of the country strategic plan (CSP). The strategic outcomes are mutually reinforcing and foster synergies and partnerships for a national agenda of gender-sensitive household and community resilience building.

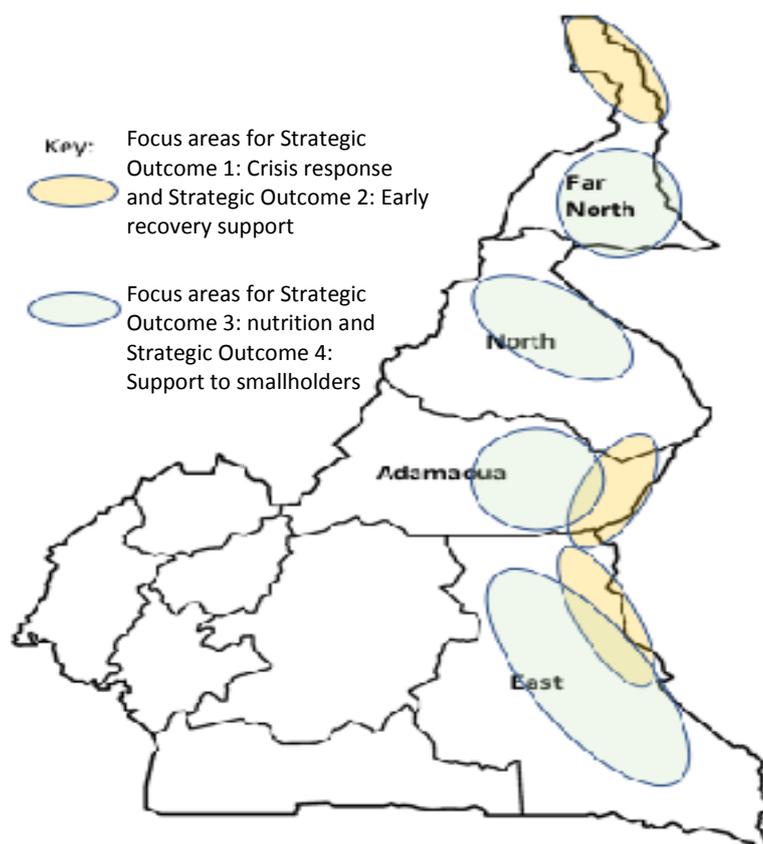
³³ WFP’s 3-Pronged Approach.

³⁴ SCOPE.

³⁵ The 2016 zero hunger strategic review and feedback from the Government and partners on the draft CSP.

50. Implementation of the CSP will focus on Far North, North, Adamaoua and East regions; the related strategic outcomes are shown in Figure 2. Some capacity strengthening and support for the development of social protection systems will be implemented at the national level.

Figure 2: Strategic outcomes: target regions and localities



51. Cross-cutting issues such as protection and accountability to affected populations are central to CSP operations. In accordance with the WFP Strategic Plan (2017–2021) and the Gender Policy (2015–2020) and Gender Action Plan, gender will be integrated throughout the design, implementation and monitoring of the CSP to ensure gender-transformative programmes and policies for a world free from hunger.
52. WFP will work with the Government and partners to ensure that a policy framework is in place that recognizes the contributions to food and nutrition security of women and men smallholders, promotes social safety nets and common approaches, and guarantees humanitarian access to beneficiary groups.

3.2 Strategic Outcomes, Focus Areas, Expected Outputs and Key Activities

Strategic outcome 1: Populations affected by disasters including refugees, IDPs and host populations in Far North, North, Adamaoua and Eastern regions have safe access to adequate and nutritious food during and after crises

53. WFP will continue to provide life-saving food assistance for populations affected by crises. Population displacements and returns are expected to continue, requiring immediate life-saving support and subsequent livelihood assistance. The number of beneficiaries is likely to fluctuate: major displacements are to be expected if Boko Haram attacks continue in Far North and the security situations in Nigeria and the Central African Republic deteriorate. WFP will adapt its approach to the evolving context.

Focus area

54. Strategic outcome 1 focuses on providing effective crisis response to refugees, IDPs and crisis-affected communities facing food insecurity.

Expected output

55. WFP assistance will contribute to strategic outcome 1 through one expected output:
- i) Women, men, girls, boys, communities at risk and refugees and IDPs (tier 1)³⁶ in crisis-affected areas receive food assistance to meet their basic food and nutrition requirements.

Key activities

56. *Activity 1: Provide unconditional food assistance with accompanying social and behavioural change communication for vulnerable households affected by disaster.* WFP will provide immediate emergency food assistance to prevent food insecurity among refugees and IDPs affected by shocks. The transfer modality will be adapted to the needs and preferences of target groups, taking into account age, gender, diversity, and economic and security-related changes. Community leaders will be sensitized to social and behavioural change messaging, which will be accompanied by awareness-raising on food and nutrition security and will focus on diversified food consumption, sanitation, hygiene and gender equality.
57. Vulnerable, recently displaced populations in the target regions will be assisted with a general food distribution package that includes SuperCereal. WFP will work with United Nations agencies, ministries, NGOs and civil society organizations to ensure that vulnerability-based targeting takes age, gender and diversity into account.
58. In line with WFP's commitment to protection, vulnerable groups will be identified through participatory gender and protection analyses. Feedback mechanisms will enable beneficiaries³⁷ to express their views, to which WFP will respond through SCOPE, adjusting operations accordingly.³⁴
59. WFP will adhere to data protection and privacy standards in beneficiary registrations and food or cash disbursements,³⁸ with attention to gender and protection issues such as the registration of polygamous households and households headed by women, and the risks associated with having a United Nations identification card. Staff, partners and contractors will be trained in protection from sexual exploitation and abuse.

Strategic outcome 2: Vulnerable households in protracted displacement and communities at risk in chronically food-insecure areas have safe year-round access to adequate and nutritious food, and increase their resilience to shocks

60. WFP will support the Government in intervening at an early stage with a community-centred approach that transitions to long-term resilience building to enable communities to sustain their assets through crisis periods to re-establish their livelihoods quickly. This shift enables WFP to work in partnership with state and non-state partners and United Nations agencies to implement asset creation activities alongside complementary food and nutrition interventions. Nutrition education will be introduced with food and cash-based transfers (CBTs) to support equitable livelihood opportunities for women and men refugees, IDPs and targeted residents.

Focus area

61. Strategic outcome 2 provides an early recovery response linked to a resilience-building approach that supports the livelihoods of refugee, IDP and host communities in protracted crises while building their resilience.

³⁶ Tier 1 beneficiaries are individuals – not institutions or systems – who benefit directly from WFP interventions. Those in tiers 2 and 3 benefit indirectly.

³⁷ See: [WFP minimum standards](#).

³⁸ See: [WFP Guide to personal data protection and privacy](#).

Expected outputs

62. WFP's assistance will contribute to strategic outcome 2 through four outputs:
- i) Food-insecure women, men, boys and girls in communities at risk (tier 1) receive food assistance to meet their basic food and nutrition requirements.
 - ii) Food-insecure women, men and communities emerging from crisis (tier 1) receive food assistance to enhance livelihoods, with a view to early recovery.
 - iii) Food-insecure women and men in target areas (tier 1) participate in asset creation during lean seasons in exchange for food or cash to meet short-term food gaps.
 - iv) Food-insecure women and men in target areas (tier 1) participate in asset creation and productive safety net programmes to improve their productivity and food security and, in the long term, to adapt to environmental changes and support the regeneration of ecosystems.

Key activities

63. *Activity 2. Provide school feeding and a home-grown school feeding pilot for primary schoolchildren in target regions.* WFP will implement a school feeding programme to complement the Government's education inputs and its work in addressing emergency needs, and to support the education of children affected by crises, particularly girls. It will provide incentives for children to enrol in schools to minimize the risk in Far North of forced recruitment into armed groups.
64. Schools will be identified for the pilot home-grown school feeding voucher scheme, which will enable schools to procure nutritious foods from local smallholders, thereby stimulating purchases from women and men smallholder farmers and establishing a value chain partnership with schools and linking school feeding to resilience building under strategic outcome 4. The pilot will inform the planned national school feeding programme, as outlined in the draft National School Feeding Policy.
65. Locally produced nutritious foods will be purchased, mainly from women smallholders many of whom will be mothers of schoolchildren. This will facilitate the women's market entry, technical transformation and economic empowerment.
66. *Activity 3. Provide targeted seasonal food assistance to food-insecure host populations during lean seasons to address short-term hunger gaps.* Vulnerable women, men, girls and boys in host communities in chronically food-insecure and shock-prone areas will receive food assistance during lean seasons to maintain their nutrition status and prevent negative coping strategies.
67. *Activity 4. Provide food assistance for asset creation in target communities to support early recovery.* Early-recovery activities will use food assistance for assets (FFA) to mitigate community stresses. Women and men will be equal participants, decision-makers and beneficiaries in food and cash-based support to enhance resilience and promote reconciliation between host and displaced communities. FFA activities will support low-risk, self-help technologies that can be managed by men and women and households and communities, in line with the recent joint strategy of WFP and the Office of the United Nations High Commissioner for Refugees (UNHCR) for enhancing self-reliance in food and nutrition security in protracted refugee situations.
68. *Activity 5. Provide food assistance to create productive assets and community market infrastructure, and support environmental protection and adaptation.* WFP, the Government and partners will support asset-building and income-generating activities that promote resilience and provide opportunities for women and men in vulnerable communities by synchronizing interventions with those of the RBAs, in line with the UNDAF.
69. To increase community productivity and resilience, WFP will provide technical assistance to complement the work of the Government and FAO in ways that increase production, stabilize degraded landscapes and promote environmental regeneration and ensure that women and men benefit equitably. This will complement emergency food security and livelihood support within

the FAO country programme framework.³⁹ Resilience strategies will be informed by seasonal livelihood programming and community-based participatory planning to ensure equitable leadership and decision-making.⁵⁴

70. The FFA programme will also be used to promote green enterprise initiatives led by IFAD that help women and young people to market products from agroforestry and multi-purpose nurseries to diversify their incomes. Priority will be given to products over which women have control, such as cereals, pulses, small ruminants, vegetables and fruit.

Strategic outcome 3. Children aged 6–59 months and vulnerable women and men in food-insecure prioritized districts have reduced malnutrition rates in line with national standards by 2020

71. WFP will prioritize integrated approaches for prevention of acute and chronic malnutrition over treatment of acute malnutrition, targeting children aged 6–23 months⁴⁰ and moderately malnourished children aged 24–59 months in food-insecure areas with high malnutrition rates. Blanket supplementary feeding (BSF) programmes will support complementary services provided by other agencies, in line with the Joint Action Plan for the Prevention of All Forms of Malnutrition and the United Nations Network for SUN. Working through health centres will help communities to take charge of malnutrition prevention and will reduce the distances beneficiaries have to cover to obtain assistance. Malnourished ART patients will receive food by prescription; general food distributions, FFA and school feeding under strategic outcomes 1 and 2 will provide nutrition-sensitive interventions and nutrition education.

Focus areas

72. This strategic outcome focuses on preventing malnutrition and contributes to the long-term resilience of individuals, households and communities.

Expected outputs

73. WFP's assistance contributes to this strategic outcome through three outputs:
- i) Targeted girls and boys aged 6–59 months and malnourished women and men on ART (tier 1) receive a comprehensive package for the prevention of malnutrition.
 - ii) Children aged 6–59 months, pregnant and lactating women and girls and malnourished people living with HIV on ART in target areas (tier 1) receive specialized nutritious foods and accompanying social and behavioural change communications to improve their nutrition status.
 - iii) Vulnerable populations using district health facilities (tier 2) benefit from the enhanced capacity of districts to deliver on the joint action plan for the prevention of malnutrition.

Key activities

74. *Activity 6. Implement malnutrition prevention activities including BSF for children aged 6–59 months, treatment of MAM for children aged 24–59 months and food by prescription for malnourished ART patients.* WFP will provide nutrition-specific interventions through BSF for children aged 6–23 months in target health districts; BSF will be integrated with general food distributions and support for children aged 6–59 months with MAM. Community health workers will identify severe acute malnutrition cases and refer them to health facilities for treatment.
75. The vehicle for partners' coordinated provision of complementary nutrition-sensitive services will be BSF programmes. Services will include promotion of improved water, sanitation and hygiene practices, family planning, early identification and treatment of infectious diseases, support for agriculture and food security initiatives, support for child protection and early development, capacity development for community infant and young child feeding groups, and nutrition education.
76. These initiatives will have a social and behavioural change communications component to encourage mothers of young children to consume locally produced nutritious foods, diversify

³⁹ Cameroon and FAO: partnering for sustainable food and nutrition security.

⁴⁰ Except those being treated with support from UNICEF.

their diets, and adopt optimum infant and young child feeding practices such as exclusive breastfeeding of infants for the first six months, continued breastfeeding until 24 months of age, and use of micronutrient supplements.

77. Because malnutrition is a major reason for discontinuing ART, nutrition and food support will be integrated into HIV programmes. Research shows that severely malnourished individuals are six times more likely to die in the first three months of infection than those with normal nutrition status. Malnourished people living with HIV and on ART will, accordingly, receive food supplements through food by prescription to improve their nutrition status and adherence to treatment under the WFP/UNAIDS joint programme.
78. *Activity 7: Train community health workers in malnutrition prevention through multi-sectoral coordination systems and partnerships.* To maximize the effects of malnutrition prevention interventions and increase their scale, WFP will work with the United Nations Children's Fund (UNICEF), the Government and NGOs to train infant and young child feeding groups, community health workers and health centre staff, with a view to improving community-led malnutrition prevention and nutrition-sensitive interventions.
79. *Activity 8: Enhance capacities in health districts to implement the joint action plan and support SUN.* To maximize community outreach, WFP will focus on the Joint Action Plan for the Prevention of All Kinds of Malnutrition, working with UNICEF to provide a training and support package for health districts, health centre staff and community health workers: this will establish health centres as the first tier for integrated and gender-transformative services. Communications will cover malnutrition prevention, and community health workers will receive coaching in screening by mid-upper arm circumference, timely referral of children with severe acute malnutrition to treatment centres, and support for infant and young child feeding groups.
80. To provide an enabling environment for the coordination and scale-up of malnutrition prevention, WFP will work with the Government and donors under the joint action plan and SUN. Multi-sectoral coordination will be enhanced, and nutrition monitoring and response systems will build on anticipated improvements in nutrition-related data, such as disaggregation by sex, age and other variables at the health area and district levels on the basis of community-level mid-upper arm circumference screening. WFP will work with SUN partners and private-sector food processors to develop fortified food products.

Strategic outcome 4. Food-insecure smallholders, especially women, in priority districts of Far North, North, Adamaoua and Eastern regions have sustainably increased incomes to enhance their self-reliance and livelihoods and improve their productivity by 2020

81. To enhance household and community resilience in secure areas of the target regions, WFP will work with the Government and the RBAs to increase the productivity of women and men smallholders through FFA implemented under strategic outcome 2, with technical and financial support for building and managing community infrastructure and grain stores. Smallholders with experience of marketing will be helped to develop local value chains using home-grown school feeding initiatives. WFP will purchase locally for FFA under strategic outcomes 1 and 2 and strengthen the capacities of smallholder cooperatives, prioritizing increased access for women.

Focus area

82. This strategic outcome builds the long-term resilience of smallholder households and communities living in stable areas of the CSP's four target regions.

Expected outputs

83. WFP assistance will contribute to this outcome through one output:
 - Women and men smallholders living in environments at risk (tier 1) have access to improved agricultural assets and practices to enhance their productivity and resilience and increase value chain opportunities.

Key activities

84. *Activity 9: Provide technical assistance for small-scale farmers and cooperatives – prioritizing women’s representation and leadership – in post-harvest management and value-chain opportunities, in collaboration with IFAD and FAO.* The capacities of 5,000 smallholder farmers in stable areas of the target regions will be strengthened to promote the production and use of nutritious crops and participation in markets. Activities will increase as the planning and implementation capacities of farmers’ associations improve.
85. WFP will work with local partners to increase smallholders’ engagement in local value chains, enabling communities to build on productivity increases, with emphasis on building women’s capacities to trade locally produced goods and improve their access to markets.⁴¹ Technical and financial support will help the establishment of community crop storage facilities. This work will complement IFAD’s promotion of market opportunities and financial services for smallholders and rural entrepreneurs.
86. Home-grown school feeding will be piloted in selected schools under strategic outcome 2: a voucher procurement mechanism will enable the schools to purchase food directly from smallholder cooperatives.
87. WFP, the Government, the RBAs and NGOs will build smallholders’ capacities to engage in value chains by helping them to establish cooperatives and providing management and leadership training and skills for price negotiation. Value chain opportunities will be provided through local purchases from smallholder farmers, making communities both the producers and the consumers of nutritious foods in support of food assistance provided in the CSP.

Strategic outcome 5: The Government’s work to achieve zero hunger is supported by effective partnerships by 2030

88. WFP will promote a national partnership to increase the Government’s capacities to use safety nets to achieve SDG 2. South–South learning from African countries, Brazil and China will help to extend safety nets and establish national systems for cash transfers and home-grown school feeding.
89. WFP and its partners will integrate agency-led systems for data management, gender-responsive monitoring and accountability into a national framework to inform programming and track progress towards SDG 2. The 2017 CFSVA will be the baseline for the transfer of food security assessment skills to the Government. A cost-of-hunger study will inform future national policies and programmes and the decisions of donors and investors.⁴²
90. WFP will continue to work with UNAIDS and UNICEF in support of the National AIDS Policy and assistance for people living with HIV (strategic outcome 3).

Focus areas

91. Strategic outcome 5 focuses on partnerships and capacities for national resilience-building.

Expected outputs

92. WFP assistance will contribute to strategic outcome 5 through three outputs:
 - i) Food-insecure people in target areas (tier 3) benefit from the expansion of social safety nets in a national system for the elimination of hunger.
 - ii) Food-insecure populations in target areas (tier 3) benefit from improved supply chain management and common services provided by operational partnerships.
 - iii) Food-insecure populations in target areas (tier 3) benefit from improved national systems for data handling, monitoring and accountability to track progress towards SDG 2.

⁴¹ Gender and Markets and Value Chain Analysis in the North and Far-North Regions of Cameroon; Gender and Markets Case Study for the Lake Chad Basin.

⁴² The cost of hunger in Malawi.

Key activities

93. *Activity 10. Provide the Government with technical expertise to coordinate work for zero hunger and enhance early warning, preparedness and response planning.* WFP, the Government and partners will review policies for food security, nutrition, agriculture and resilience in support of the development of a national framework for achieving zero hunger. This inclusive and participatory process will inform the final evaluation of the CSP.
94. WFP and its partners will integrate agency-led data, monitoring and accountability systems into an evidence base to track progress towards SDG 2. This will draw on data from regular food security, nutrition, vulnerability, demographic and seasonal agricultural surveys, all of which integrate gender analysis, and from the 2017 CFSVA to provide the Government with baseline information on SDG 2 indicators.
95. WFP and its partners will enhance regional early warning, preparedness and response planning by collecting more detailed data, improving gender disaggregation and coordinating analyses of food security monitoring. Data will be integrated into an evidence base for regional contingency planning and decision-making, with real-time updates, to enable WFP and its partners to identify transition points between emergency response, early recovery, nutrition and resilience-building and enable the Government to adapt national contingency plans and reactivate the national rapid alert system.
96. Use of SCOPE will enable the Government and UNDAF partners to store and manage detailed information about beneficiaries, enable service partners to make safe and accurate transfers, and provide beneficiary feedback on activities.
97. *Activity 11. Provide technical expertise to partners and stakeholders in support of a national nutrition-sensitive, shock-responsive and gender-responsive safety net system, in collaboration with the World Bank, the International Labour Organization (ILO) and the Ministry of Territorial Administration, Decentralization and Social Development, and provide common management of information technology, warehouses and delivery corridors.* WFP will set up partnerships for common services and supply chain management with the Government, United Nations agencies and private-sector actors to promote convergence, quality and cost-effectiveness in humanitarian services. It will partner the Government in supporting national resource mobilization for common services contributing to zero hunger.
98. To promote support for communities facing food and nutrition insecurity through a national social safety net system, WFP, the Government, UNICEF, ILO and the World Bank will develop policies and institutional arrangements to establish a support structure and provide the human and technical resources to administer and monitor national platforms, which will incorporate disaggregated data and gender analysis.
99. To improve the quality, cohesion and cost-effectiveness of common services, WFP will build partnerships for supply chain management with UNDAF agencies and public- and private-sector actors. As leader of the logistics cluster, WFP will provide logistics services to deliver food through corridors with linked distribution centres in the target regions, and will promote common warehouse services. The Government and private-sector actors will negotiate joint storage systems to streamline transport arrangements. WFP will manage United Nations telecommunications and provide SCOPE services.

Strategic outcome 6. The humanitarian community in Cameroon has access to UNHAS services until alternative means of air transport are available

100. Given the lack of commercial air operators and the significant road distances and insecurity limiting humanitarian access to the target regions, WFP will operate the United Nations Humanitarian Air Service (UNHAS) to enable humanitarian actors to reach remote beneficiary groups and support achievement of Cameroon's SDG priorities. WFP will also work with national aviation authorities and operators to promote initiatives that will support eventual Government ownership of the air transport services.

Focus areas

101. This strategic outcome supports humanitarian actors in addressing the root causes of hunger and building resilience.

Expected outputs

102. WFP assistance will contribute to strategic outcome 6 through two outputs:

- i) The humanitarian community (tier 2) has access to safe and cost-effective humanitarian air services to reach beneficiaries and implementation sites unhindered.
- ii) The humanitarian community (tier 2) has adequate air transport capacity to move staff and cargo for urgent humanitarian responses and medical and security evacuations.

Key activities

103. *Activity 12. Provide safe and reliable air services for the humanitarian community until alternatives are available.* UNHAS will give the humanitarian community rapid access to needy populations in the target regions. WFP will deploy aircraft adapted to local conditions to provide weekly flights to priority locations using its standard management structures and systems for bookings, customer services, flight tracking, and quality and safety management. UNHAS will provide transport for light cargo such as medical equipment, and medical and security evacuations as required.

104. WFP will organize meetings of user groups and steering committees, and carry out surveys to ensure that the service is aligned with needs.

4. Implementation Arrangements**4.1 Beneficiary Analysis**

TABLE 1: FOOD AND CASH TRANSFER BENEFICIARIES BY STRATEGIC OUTCOME AND ACTIVITY				
Strategic outcome	Activity	Women	Men	Total
1	1. Provide food and CBTs for vulnerable households affected by disasters	106 973	102 778	209 750
2	2. Provide food and vouchers for school feeding	42 570	42 230	84 800
	3. Provide targeted seasonal food assistance for food-insecure populations	28 560	27 440	56 000
	4. Provide food and CBTs for asset creation for early recovery	66 198	63 602	129 800
	5. Provide food and CBTs for asset creation for resilience	13 974	13 426	27 400
3	6. Provide BSF for children aged 6–23 months, treatment of MAM* for children aged 24–59 months and food by prescription for ART patients	117 110	121 890	239 000
TOTAL*		225 784	220 406	446 190

* Without overlaps, so does not reflect column totals.

105. Refugees in the target regions and new IDPs will receive food assistance to address immediate needs. Food-insecure IDP and host-population households in chronically food-insecure and risk-prone areas will receive supplementary relief assistance during food deficits. Vulnerable women and men in communities in stable zones in crisis-affected areas will engage in community asset creation for early recovery and resilience-building. As the security situation and livelihood opportunities improve, the number of beneficiaries of general food distributions will fall while the numbers of beneficiaries of early recovery and resilience-building activities increase.
106. School feeding will assist 80,000 schoolchildren – of whom 50 percent will be girls – with flexibility to ensure that schools in crisis areas are targeted. Home-grown school feeding will be piloted in line with recommendations of the Systemic Approach for Better Education Results (SABER). School voucher procurements will incentivize purchases from men and women smallholders to create a value chain.
107. A package of nutrition-specific and nutrition-sensitive interventions in health districts with the highest global acute malnutrition and stunting rates will target children aged 6–23 months, children aged 24–59 months with MAM and women of reproductive age; beneficiary numbers will fall as nutrition rates improve. In year 3, WFP will begin to hand over the programme to the Government through the integration of services within existing health structures.

4.2. Transfers

Food and cash-based transfers

108. Rations for vulnerable refugees, IDPs and resident populations meet food and nutrition needs, are in line with the preferences of different age and gender groups and include fortified and blended foods. Refugees in camps will receive a 12-month general food ration; vulnerable residents will receive half rations during lean seasons. The rations will be regularly reviewed according to beneficiaries' food-security status.

**TABLE 2: FOOD RATIONS (G/PERSON/DAY) AND CBTs (USD/PERSON/DAY)
BY STRATEGIC OUTCOME AND ACTIVITY**

	Strategic outcome 1		Strategic outcome 2				Strategic outcome 3		
	Activity 1		Activity 2	Activity 3	Activities 4 and 5		Activity 6		
	Refugees, IDPs, vulnerable host populations	Refugees, IDPs	School-age children	Seasonal assistance for vulnerable hosts	FFA	FFA	BSF – children 6–23 months	MAM treatment – children 24–59 months	ART patients
	Food	CBTs	Food	Food	Food	CBTs	Food	Food	Food
Cereals	350		140	140	350				
Pulses	100		40	40	100				
Vegetable oil	35		15	15	35				25
Salt	5		3	3	5				
Sugar									
SuperCereal	50		50	50					250
SuperCereal Plus							100	200	
Micronutrient powder									
Kcal/day	2 058		945	945	1 870		394	788	1 160
% kcal from protein	12.2				11.8		16.6	33.2	13.2
Cash (USD/person/day)		0.62				0.62			
Feeding days/month	30	30	18	30	20	20	30	30	30

109. The value of CBTs and food vouchers will be equivalent to the market value of daily food transfers. The choice of transfer modality will depend on assessments of food availability, preferences, protection risks, seasonal factors, price trends, cost-efficiency, and gender and protection considerations.
110. Children aged 6–23 months, those aged 24–59 months affected by MAM, and those referred from treatment for severe acute malnutrition will receive BSF rations of SuperCereal Plus. Malnourished people living with HIV on ART will receive a food by prescription ration for six months to support adherence to treatment.
111. School feeding will provide 43 percent of the recommended nutrient intake for children of primary school age. WFP and the Government will pilot the home-grown school feeding model in ten schools to improve the nutritional value of rations with locally produced foods.

TABLE 3: FOOD AND CASH-BASED TRANSFER REQUIREMENTS		
Food type/CBT	Total (mt)	Total (USD)
Cereals	53 184	16 822 068
Pulses	15 195	7 935 159
Oil and fat	5 421	4 938 941
Mixed and blended foods	26 074	22 966 767
Other	809	159 340
Total food	100 683	52 822 275
CBTs		26 387 135
Total food and CBTs	100 683	79 209 410

Capacity strengthening including South–South cooperation

112. WFP will build on the findings of the zero hunger strategic review, focusing on optimizing delivery systems and creating an enabling environment for zero hunger interventions in the five pathways outlined in WFP’s draft framework for country capacity strengthening:⁴³
- *Pathway 1: Policies and legislation.* WFP, the Government, United Nations agencies and the World Bank will ensure convergence in the design, coordination and delivery of national policies for gender-responsive social safety nets, which will include CBTs, nutrition-specific and nutrition-sensitive services and school feeding.
 - *Pathway 2: Institutional accountability.* Gender-sensitive management of national social safety nets will be supported by SCOPE. WFP will assist the Government in establishing logistics capacities and corridors to supply food through linked distribution centres and common warehouse services.
 - *Pathway 3: Strategic planning and financing.* WFP and its partners will improve the collection and analysis of data disaggregated by sex and age and enhance preparedness and response capacities in the National Food Security Programme. A cost-of-hunger study in partnership with the Government will inform future zero hunger programmes.
 - *Pathway 4: Stakeholder programme design and management.* WFP and UNICEF will enhance the capacities of the Government to design malnutrition prevention programmes for regional and district health authorities and coordinate nutrition services through health centres. Partnerships with the RBAs will focus on improving the design of interventions and related management capacities.

⁴³ WFP Framework for Country Capacity Strengthening (CCS): The Zero Hunger Capacity (ZHC) Model; the Design And Implementation Of Technical Assistance And Capacity Development (2015).

- *Pathway 5: Engagement and participation of non-state actors.* WFP will enhance the capacities of the Government to design and implement social safety net programmes for zero hunger and will operate UNHAS.
113. Before the CSP starts, WFP will establish a baseline using the Zero Hunger Capacity Scorecard to assess capacities in the five pathways and identify opportunities for institutional capacity enhancement, including gender equality and women's empowerment.
 114. South–South learning will focus on the formulation of a common approach to resilience in the Lake Chad basin⁴⁴ building on learning from WFP's China Centre of Excellence to set up safety net policies and programmes. The SABER collaboration with the Brazil Centre of Excellence will support the Government in nationalizing school feeding and pilot home-grown school feeding activities.

4.2 Supply Chain

115. WFP will use food transfers and CBTs under strategic outcomes 1, 2 and 3 to support households' access to food and promote equitable livelihood opportunities for women and men. Food will be purchased from local and regional suppliers or through the Global Commodity Management Facility to minimize delays; otherwise, it will be purchased internationally. WFP will sign agreements with traders, including former beneficiaries, to ensure that food is available for CBT beneficiaries and to strengthen local markets.
116. A superintendent will check the quality of food arriving in Cameroon. There will be periodic quality controls of transported and warehoused goods.⁴⁵ Laboratories in Yaoundé, Ngaoundéré and Douala are available to verify food quality if required.
117. WFP will continue to chair the National Humanitarian Supply and Logistics Working Group to: i) ensure that preparedness plans and rapid response capacities are in place; ii) deliver food assistance; and iii) ensure protection of and accountability to affected populations.⁴⁶ Logistics capacity assessments⁴⁷ will inform annual revisions to operations. Training needs will be addressed by the global logistics cluster.⁴⁸
118. WFP will provide a rail and road delivery corridor through Douala to Chad, the Central African Republic, the Congo, the Democratic Republic of the Congo and Nigeria.
119. WFP will support the use of private-sector providers of food and logistics, and will form a partnership with the International Committee of the Red Cross to address supply chain challenges within Cameroon. WFP's logistics capacities will be made available to partners on the basis of full cost recovery.

4.3 Country Office Capacity and Profile

120. To ensure readiness for the changes linked to the Integrated Road Map process and implementation of the CSP, WFP will: i) ensure that staff are aware of and ready for the transformation; ii) align responsibilities to support the Integrated Road Map; iii) ensure that appropriate skills are in place to meet objectives; and iv) develop staff skills in line with requirements for implementing the Integrated Road Map.
121. WFP will ensure that staff working on the CSP have the required information about the change process; the country office will assess the extent to which staff adopt the "winning as one" attitude.
122. WFP will identify new roles and responsibilities to ensure that the strategic outcomes are achieved and will optimize staff talents. It will utilize the local labour market and United Nations volunteers and publish detailed job descriptions to attract talent.

⁴⁴Global Alliance for Resilience – Sahel and West Africa.

⁴⁵Logistics Operational Guide.

⁴⁶SLWG *Compte Rendu* December 2016.

⁴⁷Logistics Capacity Assessments.

⁴⁸Logistics Cluster.

4.4 Partnerships

123. WFP's government partners for the implementation of early recovery, resilience, early warning, monitoring and response components are the *Programme National de Sécurité Alimentaire* and the Ministry of Agriculture and Rural Development. WFP's partnership with the Ministry of Territorial Administration, Decentralization and Social Development and the Ministry of the Promotion of Women and the Family will expand social safety nets, including cash transfers. The Ministry of Health will be the principal partner for prevention of malnutrition. WFP will also sign long-term partnerships with NGOs and women's associations.
124. WFP's United Nations partners will include the RBAs for early recovery and resilience under strategic outcomes 2 and 4, UNICEF for nutrition and school feeding under strategic outcome 3, UNAIDS and UNICEF for nutrition under strategic outcome 3, ILO, UNHCR and UNICEF for coordination of social protection and mainstreaming of protection under strategic outcome 1, and UN Women for gender analysis and social inclusion under strategic outcomes 1 to 4.
125. WFP, the Government and United Nations focal points will develop an annual operational plan for each strategic outcome that will detail the gender commitments of each partner and align CSP activities and outcomes with the GESP and the UNDAF. Partners will be invited to join a national steering committee to oversee CSP delivery.

5. Performance Management and Evaluation

5.1 Monitoring and Evaluation Arrangements

126. The Government will track progress towards SDGs 2 and 17 using a contribution assessment system with technical support from WFP.⁴⁹ Baselines for each strategic outcome will be established in 2017 in a CFSVA disaggregated by region, gender and age. The country office will commission a decentralized evaluation at the end of 2018, and a WFP country portfolio evaluation will take place in 2019 to inform planning of the subsequent CSP and contribute to the evaluation of the UNDAF (2018–2020).
127. Alignment of the programmes of the RBAs will be supported by evaluations of their country programmes as part of the joint commitment to the 2030 Agenda. The RBAs and the Government will also assess their strategic positioning, complementarity, and policy and programme coherence. A joint paper will be published in late 2017 to coincide with a workshop held by the RBAs.
128. To ensure that monitoring and evaluation recommendations are implemented, monitoring, data collection, analysis and dissemination of results will be carried out by sub-offices. Analysis of output indicators will be enabled through COMET.⁵⁰ Monitoring results and lessons learned will inform validation of the theory of change, with interventions adapted accordingly.
129. Stunting prevention will be assessed in six-monthly surveys by WFP and the Ministry of Public Health in the target regions. A SABER exercise every two years will track the impacts of school feeding activities. The home-grown school feeding pilots will be evaluated in 2020 to inform scale-up by the Government. The relief and livelihood components of strategic outcomes 1, 2 and 4 and cross-cutting activities will be tracked every two months in post-distribution monitoring and through the food security and nutrition monitoring system.
130. Data will be collected and managed through WFP's open data kit mobile data collection system.⁵¹ A third-party complaints and feedback mechanism will be set up that comprises complaints' committees at distribution sites and a hotline. WFP will train its partners in the use of digital platforms and monitoring techniques.

⁴⁹ WFP's contributions to achievement of the SDGs will be assessed annually by the Ministry of Economy and validated by a workshop for partners.

⁵⁰ [Country Operation Management Enhancement Tool](#).

⁵¹ [Open Data Kit](#).

5.2. Risk Management

Contextual risks

131. Food and climate shocks and malnutrition could exacerbate current vulnerabilities, especially in northern regions. To mitigate the risks, the CSP focuses on long-term resilience-building as well as response to humanitarian needs.
132. Insecurity resulting from Boko Haram attacks in the subregion is expected to continue displacing populations: large-scale refugee and IDP movements will exacerbate competition over scarce natural resources, particularly in border areas of Far North and Eastern regions. The alignment of the CSP with WFP's Peace Building Policy (2013) will help to mitigate the risks.
133. WFP will work with the Government to maintain up-to-date contingency plans. Ensuring the security of staff and communities will involve compliance with minimum operating security standards, the use of UNHAS, the establishment of secure access and the use of military escorts as a last resort.

Programmatic risks

134. Implementation of the CSP will require political commitment to the resilience agenda and government support for the introduction of national programmes to address vulnerability using CBTs. CSP objectives are based on the zero hunger strategic review, peer reviews and other consultations.
135. The Government will require adequate financial resources and staff capacities. WFP will support the Government with training and support for its employees. Rigorous recruitment procedures will help to ensure compliance with humanitarian principles and commitments to gender equality, protection and accountability to affected populations.

6. Resources for Results

6.1 Country Portfolio Budget

136. Table 4 outlines the planned budget for implementing the CSP.

	Year 1 2018	Year 2 2019	Year 3 2020	Total
Strategic outcome 1	31 491 941	28 312 277	23 601 345	83 405 563
Strategic outcome 2	12 586 041	13 351 116	14 880 015	40 817 172
Strategic outcome 3	13 074 579	13 032 185	12 076 498	38 183 262
Strategic outcome 4	308 947	308 845	309 436	927 228
Strategic outcome 5	1 668 989	1 656 066	1 885 280	5 210 335
Strategic outcome 6	4 546 743	4 545 238	4 597 320	13 689 300
TOTAL	63 677 743	61 205 726	57 349 894	182 232 861

6.2 Resourcing Outlook

137. The estimated budget of this CSP for 2018–2020 is USD 182 million – an average annual cost of USD 60 million for six strategic outcomes, with a commitment to allocating 15 percent of funds to promoting gender equality. Past trends indicate that the emergency response, early recovery and nutrition components will continue to receive donor support. New funding sources will be explored to fund the resilience and capacity strengthening components.

138. WFP has received positive feedback from the *Agence Française de Développement*, the European Commission and the Japan International Cooperation Agency. Donors have expressed support for joint RBA projects for sustainable agriculture, access to markets, management of post-harvest losses and home-grown school feeding. Major donors in Cameroon recognize WFP's expertise in nutrition, working with the Government and UNICEF.
139. Donors are expected to be interested in funding the CSP because of its alignment with national priorities and planning cycles and the UNDAF. The Government's commitment to nutrition prevention, school feeding and integration of early recovery with food security and resilience-building through SABER activities is also expected to attract donor support.

6.3 Resource Mobilization Strategy

140. To address the combination of CSP activities and position itself as the partner of choice, WFP will explore new long-term funding arrangements with traditional and non-traditional donors. If the anticipated decline in emergency funding materializes, WFP will consolidate its partnerships, diversify its donor base and explore new private and international funding streams, with a focus on in-kind and budget support from the Government, supported by donor and partnership mapping to identify further opportunities.

Acronyms Used in the Document

ART	anti-retroviral treatment
BSF	blanket supplementary feeding
CBT	cash-based transfer
CFSVA	comprehensive food security and vulnerability assessment
CSP	Country Strategic Plan
FAO	Food and Agriculture Organization of the United Nations
FFA	food assistance for assets
GESP	Growth and Employment Strategic Plan
IDP	internally displaced person
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
MAM	moderate acute malnutrition
NGO	non-governmental organization
RBA	Rome-based agency
SABER	Systemic Approach for Better Education Results
SCOPE	WFP's management system for cash operations
SDG	Sustainable Development Goal
SUN	Scaling Up Nutrition
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNDAF	United Nations Development Assistance Framework
UNHAS	United Nations Humanitarian Air Service
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund