



ANNEXES

INDEPENDENT COUNTRY PROGRAMME

EVALUATION: CAMEROON

Contents

ANNEX 1. TERMS OF REFERENCE	2
ANNEX 2. PEOPLE CONSULTED	9
ANNEX 3. COUNTRY AT A GLANCE.....	13
ANNEX 4. COUNTRY OFFICE AT A GLANCE	15
ANNEX 5. PROJECT LIST	20
ANNEX 6. STATUS OF COUNTRY PROGRAMME INDICATORS	23
ANNEX 7. ADR RECOMMENDATIONS.....	38

Annex 1. TERMS OF REFERENCE

1. Introduction

The Independent Evaluation Office (IEO) of the United Nations Development Programme (UNDP) conducts Independent Country Programme Evaluations (ICPEs) and Independent Country Programme Reviews (ICPRs) to assess UNDP's country-level performance and its strategy in facilitating and leveraging national efforts for achieving development results. The purpose of an ICPE/ICPR is to:

- Support the development of the next UNDP Country Programme Document
- Strengthen accountability of UNDP to national stakeholders
- Strengthen accountability of UNDP to the Executive Board

ICPEs and ICPRs are independent exercises carried out within the overall provisions contained in the UNDP Evaluation Policy.¹ The IEO is independent of UNDP management and is headed by a Director who reports to the UNDP Executive Board. The responsibility of the IEO is two-fold: (a) provide the Executive Board with valid and credible information from evaluations and reviews for corporate accountability, decision-making and improvement; and (b) enhance the independence, credibility and utility of the evaluation function, and its coherence, harmonization and alignment in support of United Nations reform and national ownership.

UNDP Cameroon has been selected for an ICPR since its current country programme is coming to an end and is submitting a new country programme document for approval to the UNDP Executive Board in 2020. A review is being conducted as the current country programme is a three-year programme (2018-2020), and the IEO conducted an in-depth country programme evaluation (then called an Assessment of Development Results in 2016). The ICPR will be focused on follow-up of the previous evaluation's recommendations and delivery of the current UNDP programme, and conducted in collaboration with the Government of Cameroon, UNDP Cameroon country office, and UNDP Regional Bureau for Africa.

2. National context

Cameroon is a lower-middle-income country located in Central Africa. It is bordered by Nigeria, Chad, the Central African Republic, Equatorial Guinea, Gabon and the Republic Democratic of Congo. The country is known for its cultural and geographical diversity and has two official languages (French and English) and upwards of 250 local languages. Its population was estimated at 25.2 million in 2018 with 42.5% of young people (below 15 years of age)².

Cameroon is the largest economy in the Central African Economic and Monetary Community (CEMAC), with 29.3% of contribution to the regional GDP in Central Africa.³ The country is endowed with rich natural resources, including oil and gas, minerals, timber, and agricultural products such as cotton, coffee, cocoa, maize, and cassava.⁴ Development in the country is guided by the Cameroon Vision 2035, according to which Cameroon aspires to join the ranks of industrialized, upper-middle-income nations with low poverty rates, strong economic

¹ See UNDP Evaluation Policy: www.undp.org/eo/documents/Evaluation-Policy.pdf. The ICPE is conducted in adherence to the Norms and the Standards and the ethical Code of Conduct established by the United Nations Evaluation Group (www.uneval.org).

² World Bank Data, 2019

³ AfDB (2018) <https://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/2018AEO/African-Economic-Outlook-2018-Central-Africa.pdf>

⁴ <https://www.worldbank.org/en/country/cameroon/overview> (Consulted on September 5, 2019)

growth, and a functioning democracy. To realize that goal, the Government's Strategy Document for Growth and Employment (DSCE) 2010-2020 envisaged annual GDP growth rates of 5.5 percent and the creation of tens of thousands of formal jobs each year. However, the country's economic situation has faced setbacks since the oil price shocks in 2014.

In recent years, Cameroon has also experienced instability. The country is currently grappling not only with the Boko Haram crisis affecting the Far North and beyond in the Lake Chad Basin, the resultant arrivals and displacement of refugees, returnees and internally displaced persons, as well as refugee influxes from the Central African Republic, but since October 2016 is also facing a socio-political crisis in the Anglophone regions of the Northwest and Southwest. Violent conflicts between secessionists and government military forces have led to more than 445 deaths of civilians in 2018 (OCHA, 2018), and massive internal displacement. Across the country, according to OCHA, 4.3 million people needed humanitarian assistance in 2019.⁵ The outbreaks of violence in the northern regions as well as in the west have suppressed local economic activity and security spending increased. GDP growth slowed to 3.5 percent in 2017, the lowest in seven years.⁶

Poverty has increased over the last two decades with high regional and rural-urban disparities: 90 percent of the poor live in rural areas⁷, and the northern and Adamaoua regions are the most affected by poverty⁸. Income inequality has also increased since the beginning of the century⁹, with the country's wealthiest 20 percent consuming 10 times more than the poorest 20 percent. Although the unemployment rate fell marginally between 2010 and 2018 (4.11 to 3.36), youth and women's unemployment rates remain higher than the national average (5.7% and 3.8% in 2018, respectively)¹⁰. Cameroon ranked 151st out of 189 countries on the 2018 human development index.¹¹

Further challenges to sustainable development include climate change and environmental degradation. Desertification, deforestation and flooding are all impacting the natural and built environment. The devastating impact of the 2015 floods showed the necessity to establish reliable early warning systems and recovery mechanisms to prevent and overcome the impacts of climate change in the country, which led the government to develop a Climate Change National Adaptation Plan in 2015.

3. UNDP programme strategy in Cameroon

The UNDP country programme (2018-2020) contributes the United Nations Development Assistance Framework (UNDAF) 2018-2020, which is aligned with the priorities and time frame of the DSCE 2010-2020. The country programme focuses on the following two outcome areas:

1. Decent employment opportunities and economic independence for women and youth
2. Resilience to environmental, social and economic shocks

These correspond to UNDAF outcomes 1.1 and 4.1.

⁵ https://reliefweb.int/sites/reliefweb.int/files/resources/cmr_hno_2019_vf_light.pdf

⁶ World Bank (2019) <https://blogs.worldbank.org/african/five-ways-for-cameroon-to-align-public-spending-with-its-2035-vision>

⁷ <http://documents.worldbank.org/curated/en/164391567303234180/pdf/Cameroon-Second-Fiscal-Consolidation-and-Inclusive-Growth-Development-Policy-Financing-Project.pdf>

⁸ CPD 2018-2020 for Cameroon

⁹ The Gini index increased from 42.1 to 46.5 between 2001 and 2014 (AfDB, 2018)

<https://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/2018AEO/African-Economic-Outlook-2018-Central-Africa.pdf>

¹⁰ World Bank Data, 2019 national estimate

¹¹ <http://hdr.undp.org/en/data#> UNDP Data, 2019

To contribute to the intended outcome of decent employment opportunities and economic independence for women and youth, UNDP developed two initiatives designed to foster inclusive economic development and community-level capacity development. One seeks to develop value chains for two plants that are compliant with Access and Benefit Sharing (ABS) principles. The second, a Youth Entrepreneurship Innovation initiative was developed in early 2019 as part of the efforts to respond to youth unemployment in the country.

With a view to strengthening resilience to environmental, social and economic shocks, UNDP has developed a range of initiatives including projects focusing on stabilization and prevention of violent extremism, capacity building for peacekeeping interventions, elections, social cohesion, and sustainable financing of protected areas.

The CPD foresaw a total budget of US\$ 36.9 million of which UNDP would provide \$5.4 million (15%), the Government of Cameroon \$12.2 million (33%), and the remainder of \$24.8 million (52%) would be mobilized. As the mid-point of the country programme period (August 2019), total expenditure was \$13.9 million (US\$ 2.66 million UNDP, US\$11 million from partners and \$0.16 million from Government).

Table 1. UNDAF and UNDP outcomes (2018-2020)

UNDAF Outcomes involving UNDP	UNDP Outputs (Areas of Contribution)	Planned Resources (US\$ million) 2018-2020	Expenditure* (US\$ million) 2018-2019
<p>Outcome 1: By 2020, women and youth have increased and equitable access to decent employment opportunities and are more economically independent.</p>	<p>1.1: Appropriate mechanisms are operational for women and youth to access socioeconomic opportunities.</p> <p>1.2: Inclusive economic diversification supported through improved quality of local products brought to market, neglected development minerals and access to benefit-sharing of genetic materials.</p> <p>1.3. Local financial institutions enabled to provide financial products and services for youth and women in the intervention areas.</p>	<p>Regular: 2.303</p> <p>Other: 3.2</p> <p>Government Cost Sharing: 8.5</p>	<p>Regular: 0.24</p> <p>Other: 0.43</p> <p>Government Cost Sharing: 0</p>
<p>Outcome 2: By 2020, the population (especially vulnerable groups) in the intervention areas are more resilient to environmental, social and economic shocks.</p>	<p>2.1. Relevant institutions are responsive and accountable to the priorities voiced by citizens (in particular, youth, women and marginalized groups) and have improved service delivery.</p> <p>2.2. Relevant institutions are enabled to prevent and manage economic shocks that affect the demand for and supply of main consumption products.</p> <p>2.3. Community economy is revitalized and generates jobs and environmentally sustainable livelihoods opportunities for crisis-affected men and women.</p> <p>2.4. Local institutions and communities in intervention areas enabled to prevent and address social conflicts and violent extremism.</p> <p>2.5. Systems in place to manage natural resources, including preparing for and addressing consequences of climate change and natural hazards at all levels of local institutions and community.</p> <p>2.6. National and local institutions enabled to mobilize resources to cope with natural hazards (floods, drought).</p> <p>2.7. Capacities of affected and vulnerable populations enhanced for natural resources management and mitigation of the consequences of natural hazards.</p>	<p>Regular: 3.1</p> <p>Other: 16.15</p> <p>Government Cost Sharing: 3.7</p>	<p>Regular: 2.4</p> <p>Other: 10.65</p> <p>Government Cost Sharing: 0.16</p>

Regular: 5.403	Regular: 2.66
Other: 19.35	Other: 11.08
Government Cost	Government
Sharing: 12.2	Cost
Total: 36.953	Sharing: 0.16
	Total: 13.9

Source: UNDP Cameroon Country Programme Document 2018-2020

*Financial figures extracted from UNDP Atlas/PowerBi tool as of August 2019

4. Scope of the review

ICPRs are conducted in the penultimate year of an ongoing UNDP country programme in order to feed into the process of developing and reviewing a new country programme document. Given that the IEO conducted an in-depth independent country programme evaluation in Cameroon in 2016, covering the period from 2008 to mid-2016 (i.e. the CPD 2008-2012 and the first three years of the CPD 2013-2017), and the present cycle covers only a three-year period, the present ICPR of the 2018-2020 programme will focus on the status of implementation of the 2016 evaluation's recommendations and the validation of selected key results reported by UNDP Cameroon. The review will focus on UNDP Cameroon-led projects designed according to the CPD.

5. Methodology & data collection

The review methodology will adhere to the United Nations Evaluation Group (UNEG) Norms & Standards.¹² The review will seek to address the following key questions:

1. To what extent has UNDP implemented the recommendations from the previous evaluation in the period under review, including the recommendation regarding the mainstreaming of gender?
2. How is UNDP progressing towards key outputs identified in its results framework, and to what extent are these contributing to stated outcomes?

Data collection methods. The review will use data from primary and secondary sources, including desk review of documentation. The IEO team will attend the Annual Review of the Country Programme Document organized by the Government and the Country Office in January 2020 and conduct interviews with key stakeholders, including in particular UNDP staff and main government counterparts, and to the extent possible, representatives from other UN agencies, civil society organizations, multilateral organizations, bilateral donors, and beneficiaries of the programme.

Secondary data to be reviewed will include: background documents on the national context, documents prepared by international partners and other UN agencies during the period under review; programmatic documents such as project documents, workplans and frameworks; progress reports; monitoring self-assessments such as the yearly UNDP Results Oriented Annual Reports (ROARs); and evaluations conducted by the country office and partners, including the quality assurance reports. The UNDP country office will assist the IEO to compile the relevant documentation which will be posted on an ICPR SharePoint website.

Information and data collected from multiple sources will be triangulated to ensure the credibility of review findings.

¹² <http://www.uneval.org/document/detail/1914>

Stakeholder involvement: During the desk review and preparatory phases UNDP country office and the IEO will develop a list of key stakeholders for the programme which will serve to identify key informants for interviews during the main data collection phase of the evaluation.

6. Management arrangements

Independent Evaluation Office of UNDP: The UNDP IEO will conduct the ICPR in consultation with the UNDP Cameroon country office, the Regional Bureau for Africa and the Government of Cameroon, as appropriate, based on UNDP programmatic engagement in the country. An IEO lead evaluator will lead the review and coordinate the review team. The IEO will meet all costs directly related to the conduct of the ICPR.

UNDP Country Office in Cameroon: The country office will support the evaluation team to liaise with key partners and other stakeholders, make available to the team all necessary information regarding UNDP's programmes, projects, and activities in the country, and provide factual verifications of the draft report on a timely basis. The country office will provide the evaluation team support in kind in the preparation and conduct of country level data collection missions (e.g. arranging meetings with project staff, stakeholders and beneficiaries; and should field visits be deemed necessary, assistance for the project site visits, including providing all necessary security related information in liaison with local UNDSS officers). To ensure the anonymity of the views expressed in interviews with stakeholders for data collection purposes, country office staff will not participate. Additionally, the country office will prepare a management response in consultation with the regional bureau and will support the use and dissemination of the final outputs of the ICPR process.

UNDP Regional Bureau for Africa: The UNDP Regional Bureau will support the review through information sharing and participate in discussing emerging conclusions and recommendations.

Review Team: The IEO will constitute a team to undertake the ICPR which will include the following members:

- **Lead Evaluator (LE):** IEO staff member with overall responsibility for developing the review design and terms of reference; managing the conduct of the ICPR, and preparing/finalizing the final report.
- **Associate Evaluator/Research Analyst (AE):** IEO team member with the general responsibility to support the LE, including in the background research, preparation of terms of reference, data collection and analysis and the final report.

7. Review process

The ICPR will be conducted according to following framework.

Phase 1: Preparatory work. The IEO conducts an initial desk review and prepares the terms of reference for the review, and shares the TOR with the country office. The IEO continues collecting data and documentation internally first and then filling data gaps with help from the UNDP country office, and external resources through various methods.

Phase 2: Desk analysis. Initial data collection is conducted, through an "advance questionnaire" to the country office and interviews (via phone, Skype etc.) with key stakeholders, including country office staff. Based on this, the key evaluation questions will be further elaborated into sub-questions and matrices to guide subsequent data collection and interviews. A skeleton report is prepared with emerging findings, to be validated during the next phase.

Phase 3: Field data collection. The data collection will consist of a one-week in-country mission in Cameroon in January 2020. The IEO team will attend the Annual Review of the Country Programme Document organized by the Government and the country office. The evaluation team will engage with country office staff and management, key government stakeholders and other partners and beneficiaries during and following the review meeting. At the end of the mission, the evaluation team will provide the country office with preliminary findings and conclusions.

Phase 4: Analysis, report writing, quality review and report finalization. Based on the analysis of data collected and triangulated, the IEO will draft an ICPR report. The first draft of the ICPR report will be subject to peer review by IEO and the Evaluation Advisory Panel (EAP) and shared with the country office and the UNDP Regional Bureau for Africa for factual corrections. The second draft, which takes into account any factual corrections, will be shared with national stakeholders for information. The UNDP Cameroon country office will prepare the management response to the ICPR, under the overall oversight of the regional bureau.

Phase 5: Publication and dissemination. The ICPR report will be disseminated in electronic versions. The report will be made available to UNDP Executive Board by the time of approving the new Country Programme Document. The report and the management response will be published on the UNDP website¹³ as well as in the Evaluation Resource Centre (ERC). The regional bureau will be responsible for monitoring and overseeing the implementation of follow-up actions in the ERC.¹⁴

8. Timeframe for the ICPE process

The timeframe and responsibilities for the evaluation process are tentatively as follows in Table 3:

Table 3: Timeframe for the ICPE process going to the Board in May 2020		
Activity	Responsible party	Proposed timeframe
Phase 1: Preparatory work		
TOR – approval by the Independent Evaluation Office	LE	November 2019
Phase 2: Desk analysis		
Preliminary analysis of available data and context analysis	Evaluation team	November- December 2019
Phase 3: Data Collection		
Data collection and preliminary findings – Cameroon	Evaluation team	January 26 – February 1, 2020
Phase 4: Analysis, report writing, quality review and debrief		
Analysis and Synthesis	LE	February 2020
Zero draft ICPR for clearance by IEO	LE	February 2020
First draft ICPR for CO/RB/EAP review	CO/RB	March 2020
Final report	LE	April 2020
Phase 5: Publication and Dissemination		

¹³ web.undp.org/evaluation

¹⁴ erc.undp.org

Editing and formatting	IEO	April 2020
Dissemination of the final report	IEO/CO	May 2020

Annex 2. PEOPLE CONSULTED

Government of the Republic of Cameroon

Assamba Ongodo, Charles, Ministre Plénipotentiaire, Hors Echelle, Direction générale de la Coopération et de l'Intégration Régionale, Ministère de l'Economie, de la Planification et de l'Aménagement du Territoire

Bopda, Florence, Directeur National Projet, Projet d'appui à la résilience économique, Ministère de l'Economie, de la Planification et de l'Aménagement du Territoire

Essama, Mathurin, Chef de service du suivi des programmes et projets en faveur des jeunes, Ministère de la Jeunesse et l'Education Civique

Foko Kamdem, Mirabeau, Chef de la Cellule des Statistiques, Ministère du Commerce

Matto Lotin, Anne Irma, Point focal, Projet d'appui à la résilience économique, Ministère de l'Economie, de la Planification et de l'Aménagement du Territoire

Meka Mebenga, Martin, Direction générale de la Coopération et de l'Intégration Régionale, Ministère de l'Economie, de la Planification et de l'Aménagement du Territoire, DNS

Ndzana Nduga, Victor, Administrateur Civil Principal, Coordinateur National, Programme d'Appui à la Stratégie Nationale de la Finance Inclusive, Ministère des Finances

NGANGUE Christelle, Direction générale de la Coopération et de l'Intégration Régionale, Ministère de l'Economie, de la Planification et de l'Aménagement du Territoire, DNS

Otsomotsi Mbida, Alain Martin, Point focal, Projet d'appui à la résilience économique, Ministère de l'Economie, de la Planification et de l'Aménagement du Territoire

Rayna, Mathias Houmoussi, Conseiller Principal de Jeunesse et Animation, Sous-Directeur de la Promotion de l'Emploi des Jeunes, Direction de la Promotion économique des jeunes, Ministère de la Jeunesse et l'Education Civique

Saidou, Hamadou, Coordonateur Technique du Projet d'Appui à la production des instruments stratégiques nationaux (PAPRINS), Ministère de l'Economie, de la Planification et de l'Aménagement du Territoire

Tamo Mbouyou, Eric Stive, Direction générale de la Coopération et de l'Intégration Régionale, Ministère de l'Economie, de la Planification et de l'Aménagement du Territoire, DNS

Andela Ndongo, Joseph Calasanz, Chef Service de la Coopération Multilatéral, Ministère de l'Agriculture et du Développement rural

Mbala Mtsama, Anne Marie Lazare, Chargé d'Études Assistant, Cellule de Suivi, Ministère de la Promotion de la Femme et de la Famille

Bangweni, Hélène Solange, Sous-Directeur du Suivi de la Promotion de l'Emploi de la Femme

Ongolo, Maximin, Programme d'Appui à la Stratégie Nationale de la Finance Inclusive, Ministère des Finances

Ndzana Nduga, Victor, Coordonnateur du Projet Appui à la Stratégie Nationale de la Finance Inclusive

Nkonghoataw, Dorcas Nkongho, Focal Point ACP-EU Development Minerals Programme, Ministry of Mines Industry and Technological Development

Mounjouhou Mahomed, Aziz, Focal Point ACP-EU Development Minerals Programme, Ministry of Mines Industry and Technological Development

Civil Society and Private Sector

Apedo-Amah, Adokou, PCA Groupe de Travail des OSC sur le genre et les politiques publiques au Cameroun

Boumtje, Veronique, CYTOH

Denewol Pidi Penda, Charlotte, Directrice Générale, Institution de Crédit Solidaire dans le grand Nord (ICS)

Djibetsou, Etienne, Responsable Commercial, Crédit du Sahel, S.A.

Douomong Yotta, Serge, Directeur Exécutif, Affirmative Action

Etongue Mayer, Eva, Secrétaire General, Secrétariat Permanent, Commission Nationale des Droits de l'Homme et des Libertés

Kaler, Jules Dollar, Chargé de Relation Publique, Association Camerounaise pour la Promotion de l'Entreprenariat Jeune

Koudjou Pyrrus, Cliicagro

Kuate, Abraham, Chargé d'Etudes Economiques et la Documentation, Groupement Inter-Patronal du Cameroun

Mondo, Mathias, Conseiller Technique, Agence de Promotion des Petites et Moyennes Entreprises

Moumini, Ousmanou, Administrateur-Directeur Général, Savana Islamic Finance, S.A.

Nnomo, Jean Michel, Responsable des Opérations, Entreprises du Cameroon

Ntsama, Yves Cedric, CEO & Founder, Ecolia Labs

Pangop, Yves, Kathalog

Tabi, G. Prestley Pride, Chief Executive Officer, Agribiz Home, Cameroon – Eta Dibombari

Tchamdeu, Carine, Chief Executive Officer, Peniel

Vatvoumsia, Mathieu, SG Conseil National de la Jeunesse du Cameroun

United Nations

Andrianarison, Francis, Economics Advisor, UNDP

Azandossessi, Arsene, Représentant adjoint, UNICEF

Ba, Alassane, Deputy Resident Representative, UNDP

Bilé, Mathieu, Expert en Elections, UNDP

Eboule, Annette, Assistante Administrative et Financière du Projet d’Appui à la Résilience Economique & Appui Program Oversight Unit, UNDP

Ehowe Nguem, Blaise, Economiste National, UNDP

Elouga, Yves Yannick Elouga, M&E Analyst, UNDP

Emini, Zephirin, Assistant Resident Representative, Democratic Governance Team Leader

Gangnon, Cyprien, Conseiller Technique Principal, UNDP

Gweth, Jean Vincent de Paul, Conseiller Technique Principal, Projet d’Appui à la Résilience Economique, UNDP

Mballa Ebengue, Madeleine Julie, Expert national chargé du genre, UNDP

Konno, Hiroko, Spécialiste de la Mobilisation des Ressources et du Plaidoyer, UNDP

Kouemo, Tony, Spécialiste Suivi & Evaluation, UNDP

Malibanga née Sissoko, Aline, Regional Coordinator, UNDP

Mforain, Soilihon, HIV Youth Expert, UNFPA

Moussa, Charlot, Coordinateur National, Programme ACP-EU en faveur des Minéraux du Développement, UNDP

Mpeck, Marie-Laure, National Coordinator, Small Grants Programme, UNDP

Ndzomo, Gilbert, Project Manager TRIDOM2, UNDP

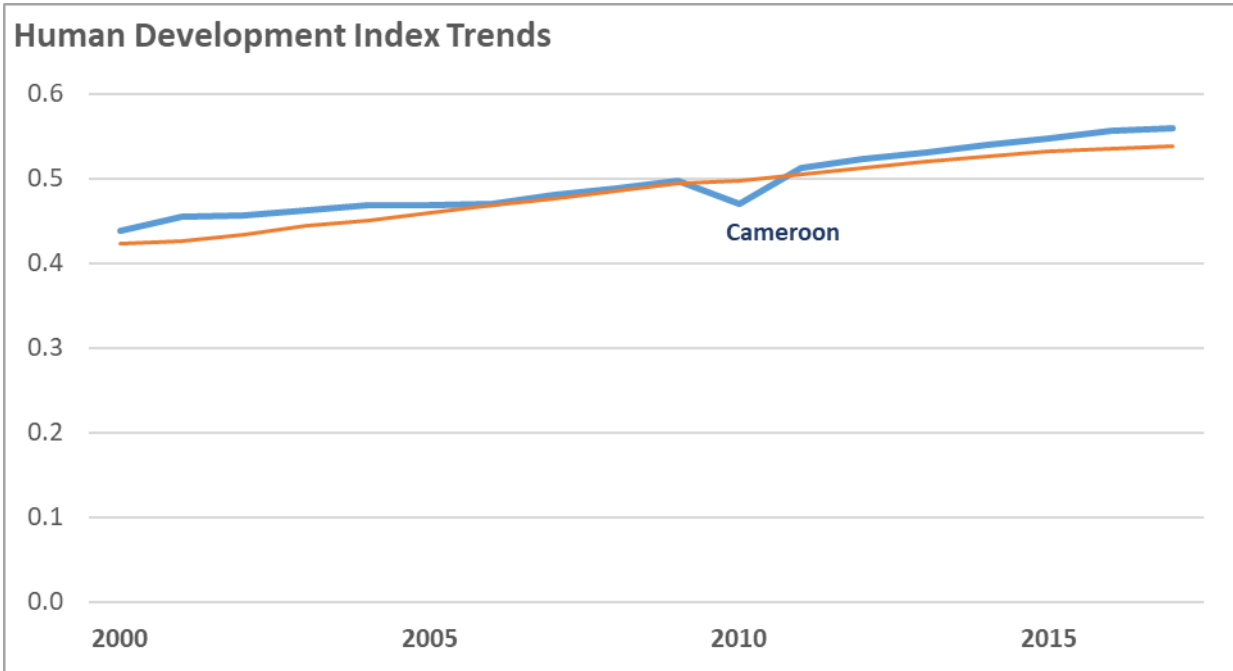
Ngo Mbock, Madeleine, CT Instruments Stratégiques Nationales, UNDP

Satchivi, Ayele Pepe Wansi, Spécialiste de programme pays, Equipe d'appui aux Pays – Plateforme Régionale pour l'Afrique de l'Ouest et du Centre, UNDP

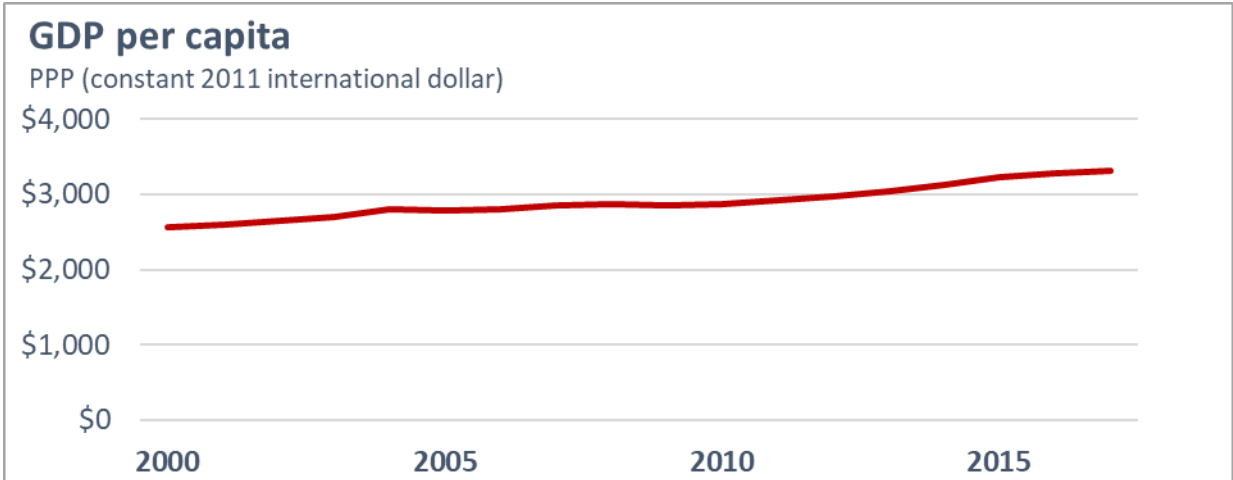
Stalon, Jean Luc, Resident Representative, UNDP

Zeh Nlo, Martin, Assistant Représentant Résident, Développement Durable, UNDP

Annex 3. COUNTRY AT A GLANCE



Source: Human Development Data, 1990-2018



Source: World Development Indicators, World Bank, 2020

Foreign Direct Investment

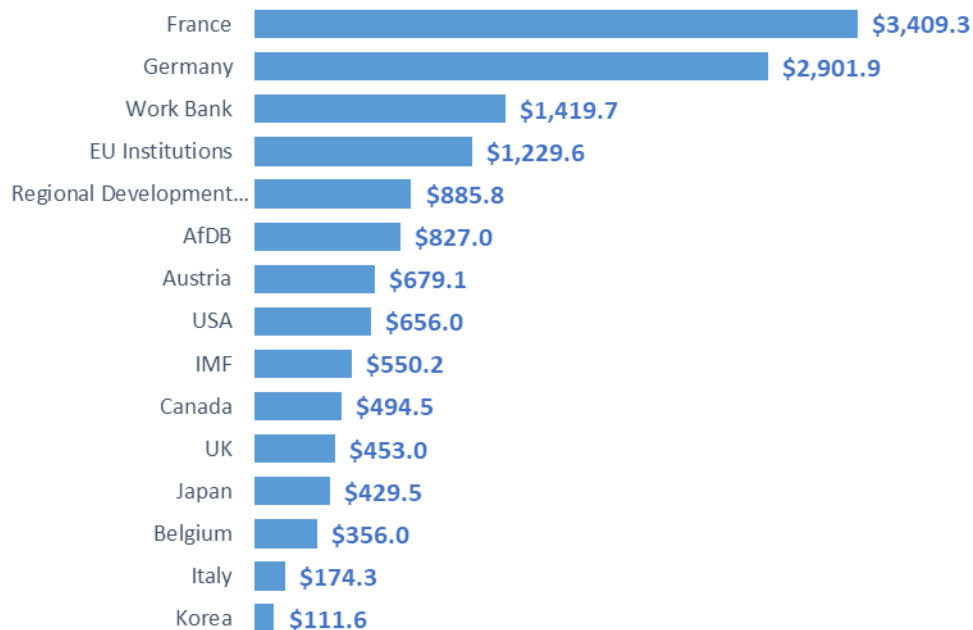
net inflows, Millions (current US\$)



Source: World Development Indicators, World Bank, 2020

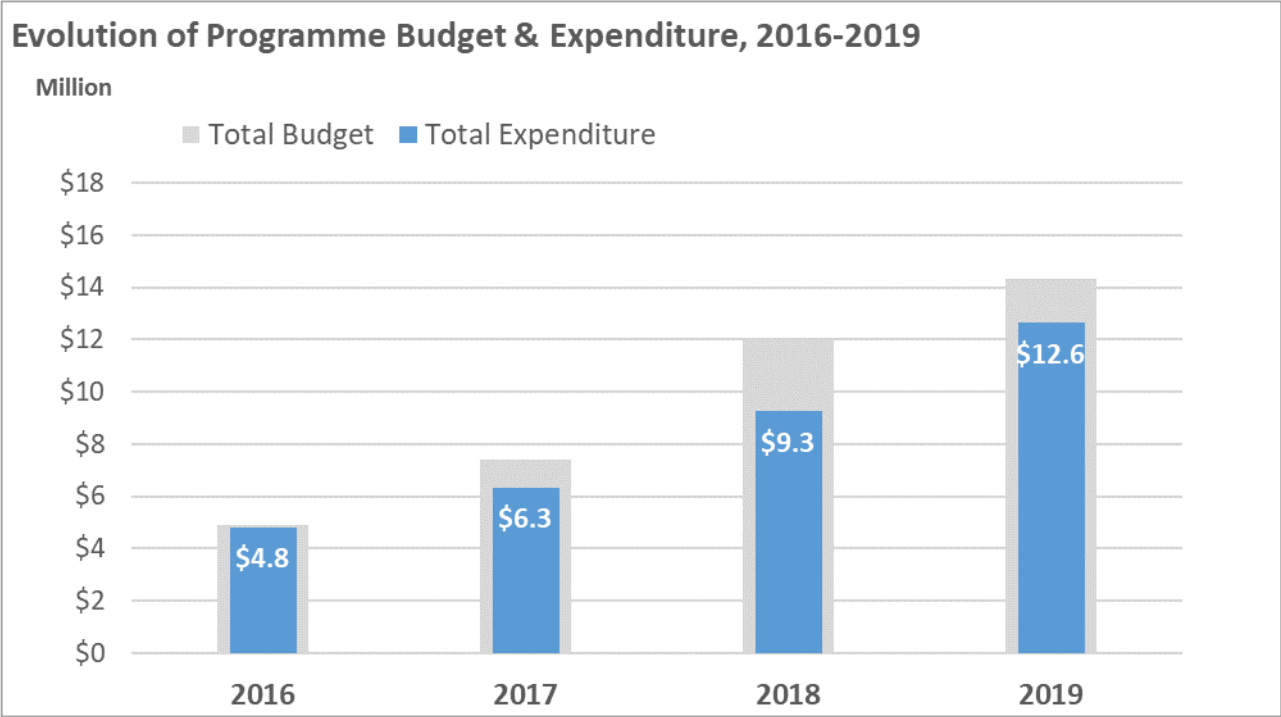
Official Development Assistance Disbursements (2000-2018)

Millions USD

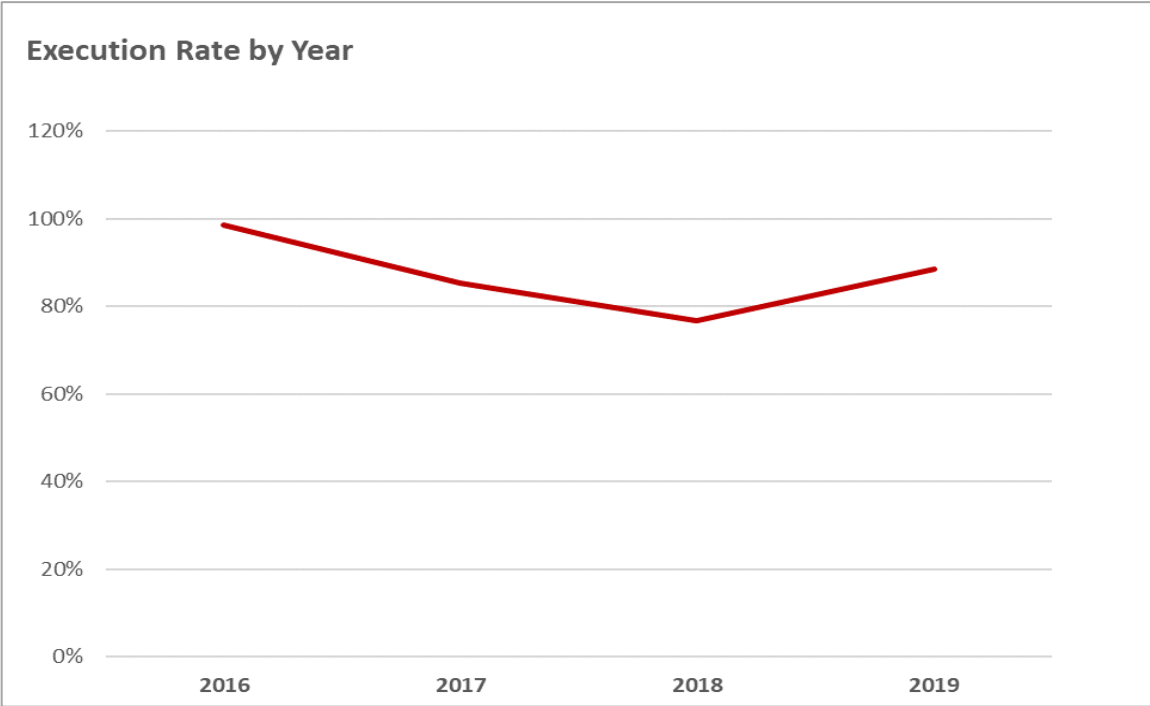


Source: OECD QWIDS, March 2020

Annex 4. COUNTRY OFFICE AT A GLANCE

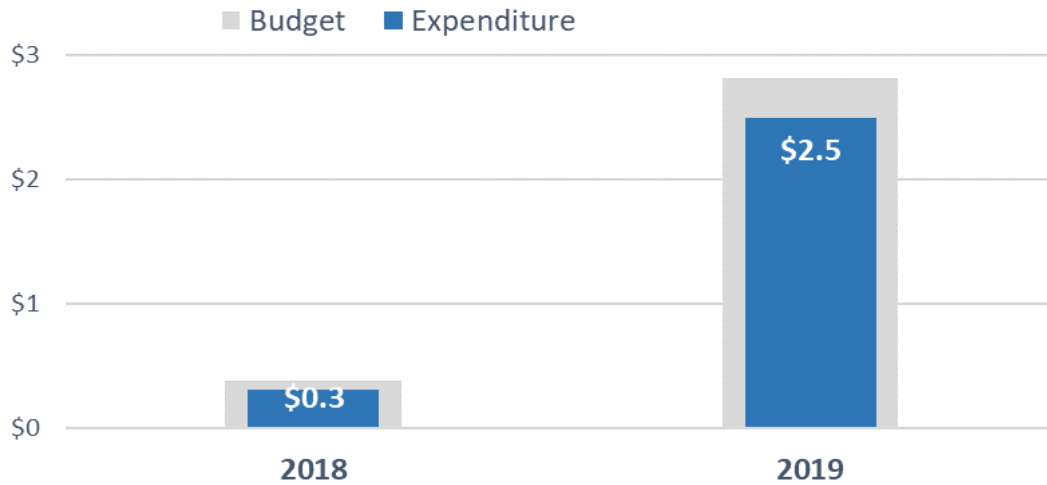


Source: Atlas Project data, Power Bi, May 2020



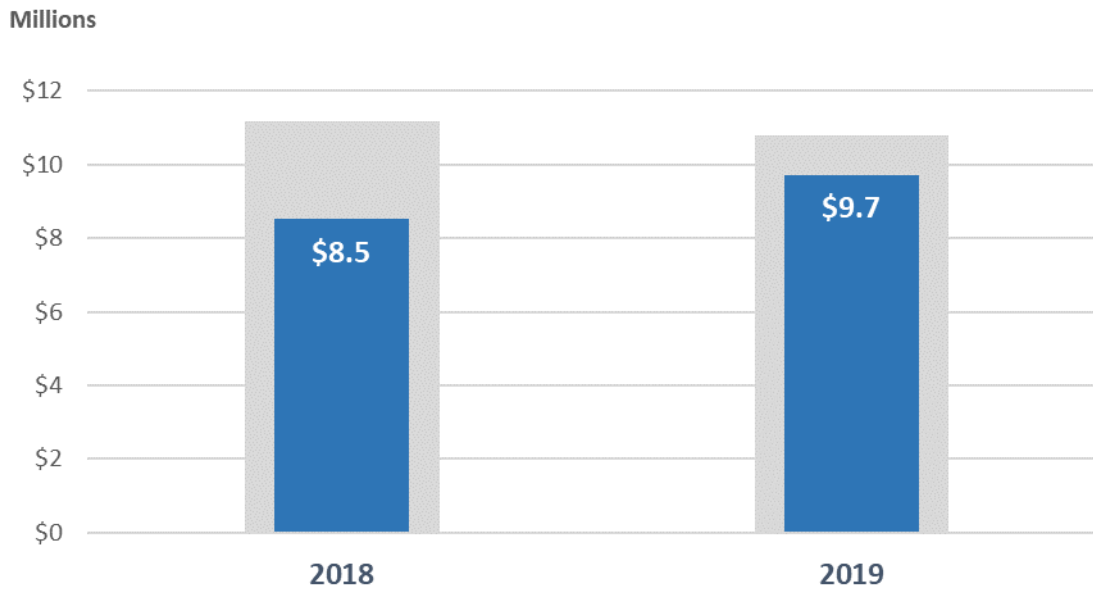
Source: Atlas Project data, Power Bi, May 2020

Outcome 1: By 2020, women and youth have increased and equitable access to decent employment opportunities and are more economically independent

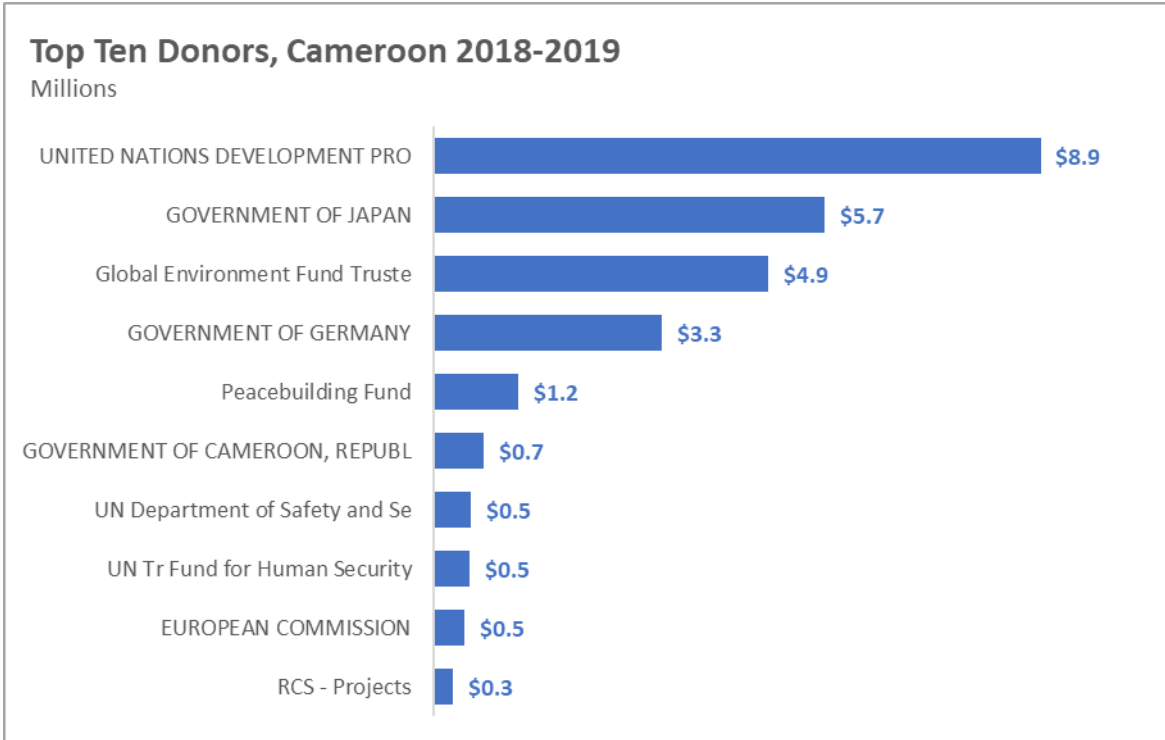


Source: Atlas Project data, Power Bi, May 2020

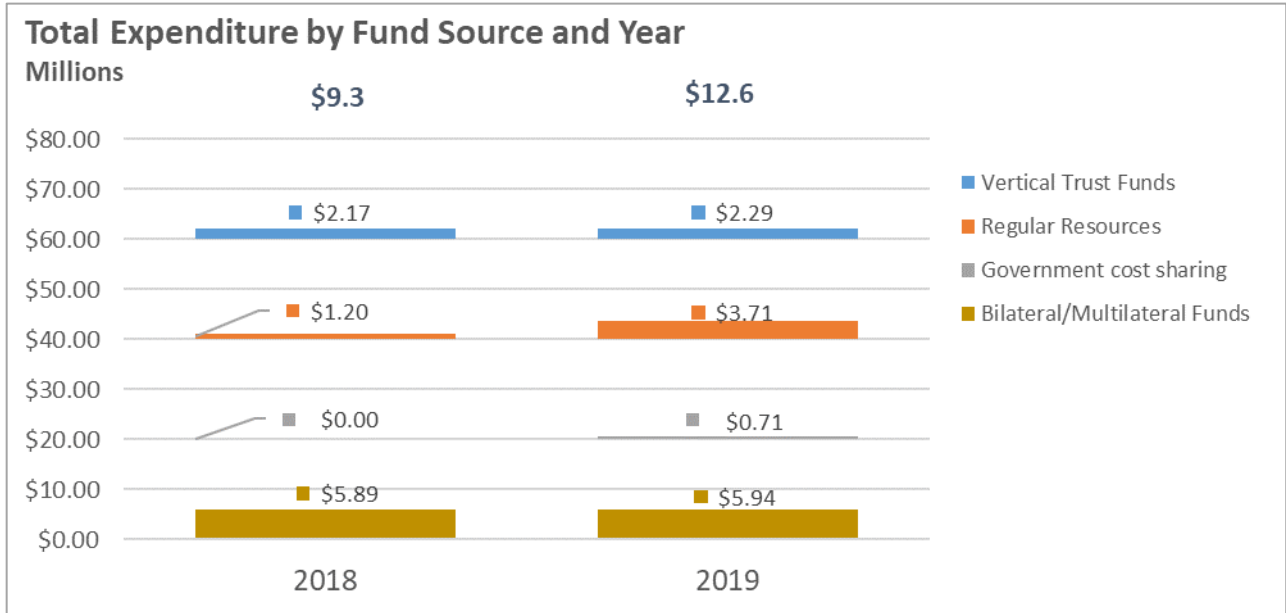
Outcome 2: By 2020, the population (especially vulnerable groups) in the intervention areas are more resilient to environmental, social and economic shocks



Source: Atlas Project data, Power Bi, May 2020



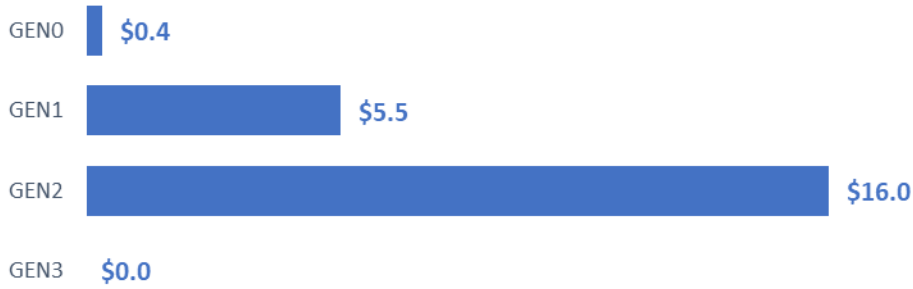
Source: Atlas Project data, Power Bi, May 2020



Source: Atlas Project data, Power Bi, May 2020

Expenditure by Gender Marker

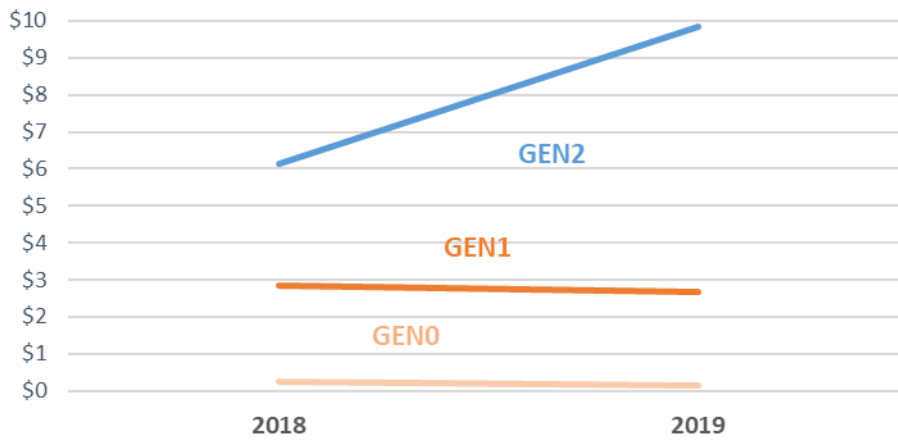
Millions



Source: Atlas Project data, Power Bi, May 2020

Expenditure by Gender Marker and Year

Millions



Source: Atlas Project data, Power Bi, May 2020

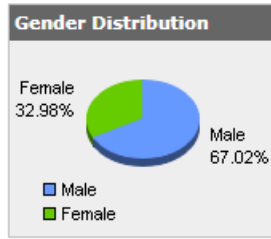
Programme Expenditure by Source, 2018-2019

Millions

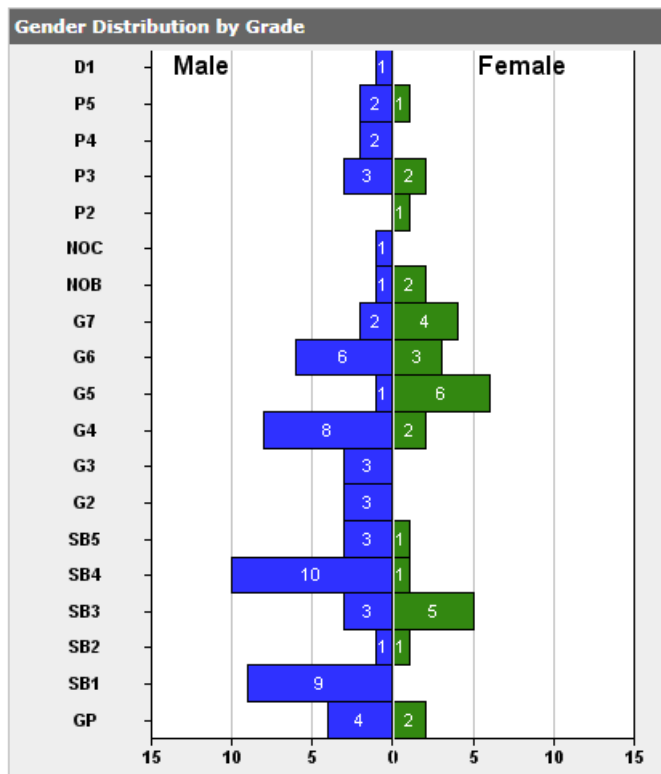
■ CORE ■ NON-CORE



Source: Atlas Project data, Power Bi, May 2020



Source: Data from Executive Snapshot, February 2020



Source: Data from Executive Snapshot, February 2020

Annex 5. PROJECT LIST

PROJECT ID	PROJECT TITLE	OUTPUT ID	OUTPUT_DESCR	OUTPUT START YEAR	OUTPUT END YEAR	GENDER MARKER	IMPL MODALITY	2018 BUDGET	2018 EXPENDITURE	2019 BUDGET	2019 EXPENDITURE	Total BUDGET	Total EXPENDITURE
Outcome 1: By 2020, women and youth have increased and equitable access to decent employment opportunities and are more economically independent.													
00090258	A Bottom Up Approach to Access and Benefit Sharing	00096111	A Bottom-up approach to Access	2015	2019	GEN2	NIM	\$385,320.00	\$311,096.53	\$381,323.00	\$350,862.94	\$766,643.00	\$661,959.47
00114952	Inclusion Economique	00114932	Appui Résilience Economique	2019	2020	GEN2	DIM	\$0.00	\$0.00	\$1,635,491.00	\$1,507,437.15	\$1,635,491.00	\$1,507,437.15
		00115095	Youth Entrepreneurship Innovation	2019	2020	GEN2	DIM	\$0.00	\$0.00	\$798,093.00	\$639,220.39	\$798,093.00	\$639,220.39
Sub Total Outcome 1								\$385,320.00	\$311,096.53	\$2,814,907.00	\$2,497,520.48	\$3,200,227.00	\$2,808,617.01
Outcome 2: By 2020, the population (especially vulnerable groups) in the intervention areas are more resilient to environmental, social and economic shocks.													
00094683	Engagement Facility Project	00098771	Engagement Facility	2016	2020	GEN1	DIM	\$1,362,241.00	\$1,001,958.59	\$657,194.35	\$536,664.74	\$2,019,435.35	\$1,538,623.33
00095686	Integrated and Transboundary Conservation of Biodiversi	00099740	Integrated and Transboundary	2017	2023	GEN1	NIM	\$771,750.00	\$507,877.09	\$443,658.78	\$432,326.67	\$1,215,408.78	\$940,203.76
00111372	EIFORCES Capacity Building for peacekeeping Intervention	00110441	EIFORCES Capacity Building for	2018	2019	GEN2	NIM	\$1,298,740.00	\$1,248,668.60	\$411,044.00	\$372,900.36	\$1,709,784.00	\$1,621,568.96
		00114797	EIFORCES CAR	2019	2019	GEN2	NIM	\$0.00	\$0.00	\$329,000.00	\$288,899.54	\$329,000.00	\$288,899.54
00111416	Stabilization & Prevention of Violent Extremism	00110469	Integrated Reg. Stabilization	2018	2019	GEN2	DIM	\$1,064,818.00	\$958,633.70	\$116,582.12	\$102,862.96	\$1,181,400.12	\$1,061,496.66
		00110470	Empower Youth for Peace, Sec.	2018	2019	GEN2	DIM	\$1,723,307.00	\$1,617,718.09	\$265,403.00	\$204,524.71	\$1,988,710.00	\$1,822,242.80
		00110471	Provide Assistance to IDPs.	2018	2019	GEN2	DIM	\$739,617.00	\$483,145.05	\$579,775.00	\$514,190.83	\$1,319,392.00	\$997,335.88
		00115075	Integrated Reg Stabilisation 2	2019	2020	GEN2	DIM	\$0.00	\$0.00	\$1,063,350.00	\$1,031,448.96	\$1,063,350.00	\$1,031,448.96
		00115121	Strengthening Stabilization	2019	2020	GEN2	DIM	\$0.00	\$0.00	\$845,233.00	\$750,833.59	\$845,233.00	\$750,833.59
		00118334	Preventing Violent Extremism	2019	2020	GEN2	DIM	\$0.00	\$0.00	\$10,285.00	\$10,106.51	\$10,285.00	\$10,106.51
00114862	Electoral Process & Social Cohesion	00112714	Electoral Process & Social Coh	2018	2020	GEN2	DIM	\$426,930.00	\$123.99	\$501,421.00	\$476,504.71	\$928,351.00	\$476,628.70

00114952	Inclusion Economique	00112767	Projet d'Appui à la Résilience	2018	2018	GEN2	DIM	\$70,000.00	\$69,999.74			\$70,000.00	\$69,999.74
00115098	Appui Instruments Stratégiques et Qualité des Services	00112854	Production des Instruments Str	2018	2019	GEN2	DIM	\$195,000.00	\$194,117.93			\$195,000.00	\$194,117.93
		00114920	Outils Analyses Stratégiques	2019	2020	GEN2	NIM	\$0.00	\$0.00	\$1,078,947.00	\$1,032,991.69	\$1,078,947.00	\$1,032,991.69
00115321	Early Recovery in NW and SW	00112992	Social Cohesion Early Recovery	2018	2019	GEN2	DIM	\$150,000.00	\$17,456.71	\$792,720.29	\$675,099.44	\$942,720.29	\$692,556.15
00122640	Regional Stabilisation Facility CMR	00118154	Regional Stabilisation CMR	2019	2020	GEN2	DIM	\$0.00	\$0.00	\$1,646,609.00	\$1,296,643.47	\$1,646,609.00	\$1,296,643.47
00081124	PIMS 3447 CBSP– Sustainable Financing of Protected Areas	00090552	PIMS 3447 CBSP– Sustainable Fin	2015	2019	GEN1	NIM	\$1,630,364.00	\$1,351,740.15	\$1,547,956.00	\$1,502,195.17	\$3,178,320.00	\$2,853,935.32
00095563	Strengthening Early Recovery efforts of Women and Youth	00099577	Opportunities of Rapid employm	2016	2019	GEN2	DIM	\$7,844.00	\$6,829.98	\$0.00	\$7.40	\$7,844.00	\$6,837.38
		00099578	Youths and Women affected by t	2016	2019	GEN2	DIM	\$16,632.00	\$15,452.61	\$0.00	\$7.47	\$16,632.00	\$15,460.08
		00099579	Youth involved in small-scale	2016	2019	GEN2	DIM	\$756.00	\$1,095.88			\$756.00	\$1,095.88
		00099582	Youths enhanced their economic	2016	2019	GEN2	DIM	\$78,998.00	\$76,072.71	\$0.00	\$104.24	\$78,998.00	\$76,176.95
		00099583	Community members have enhance	2016	2019	GEN2	DIM	\$48,359.00	\$43,193.90	\$0.00	-\$178.51	\$48,359.00	\$43,015.39
		00099587	Youth radicalized have been di	2016	2019	GEN1	DIM	\$13,320.00	-\$6,473.58	\$0.00	-\$111.19	\$13,320.00	-\$6,584.77
		00099589	PROJECT MANAGEMENT	2016	2019	GEN0	DIM	\$14,857.00	-\$67,252.03	\$0.00	-\$3,742.73	\$14,857.00	-\$70,994.76
00095649	Community Empowerment and Human Security in the F North	00099677	Community Empowerment& Peace	2017	2019	GEN2	DIM	\$185,483.00	\$107,781.83	\$80,105.00	\$80,017.89	\$265,588.00	\$187,799.72
		00099678	Human security	2017	2019	GEN2	DIM	\$844,889.00	\$353,374.52	\$182,609.00	\$171,667.79	\$1,027,498.00	\$525,042.31
00108403	Peacebuilding and Prevention of Violent Extremism	00108251	Prévention Transfrontalière	2017	2019	GEN2	DIM	\$208,924.00	\$206,946.17	\$32,126.00	\$31,799.53	\$241,050.00	\$238,745.70
		00108252	Participation des Jeunes	2017	2019	GEN2	DIM	\$328,134.00	\$321,222.14	\$212,208.00	\$210,849.56	\$540,342.00	\$532,071.70
Sub Total Outcome 2								\$11,180,963.00	\$8,509,683.77	\$10,796,226.54	\$9,718,614.80	\$21,977,189.54	\$18,228,298.57
Global and Regional Projects													

00086982	Strengthening African Engagement in Global Development	00094139	RBA Senior Economist Programme	2015	2019	GEN1	DIM	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
00119216	Lake Chad Stabilization Facility	00115736	LCB Stabilization Facility	2019	2021	GEN1	DIM	\$0.00	\$0.00	\$200,000.00	\$196,395.41	\$200,000.00	\$196,395.41
00033363	Joint UNDP-DPA Programme on Conflict Prevention	00101205	Joint UNDP/DPA Prog Phase2	2016	2019	GEN2	DIM	\$1.00	-\$37,372.12			\$1.00	-\$37,372.12
00116957	Joint UNDP-DPPA Programme on conflict prevention	00113905	Joint UNDP-DPPA Programme CP	2019	2023	GEN2	DIM	\$0.00	\$0.00	\$121,193.24	\$100,885.24	\$121,193.24	\$100,885.24
00075375	Extractive Industries for Sustainable Development	00099848	LVMM - Cameroon	2016	2019	GEN0	DIM	\$384,358.00	\$330,451.79	\$158,322.00	\$152,468.17	\$542,680.00	\$482,919.96
Sub Total Global and Regional Projects								\$384,359.00	\$293,079.67	\$479,515.24	\$449,748.82	\$863,874.24	\$742,828.49
Grand Total								\$11,950,642.00	\$9,113,859.97	\$14,090,648.78	\$12,665,884.10	\$26,041,290.78	\$21,779,744.07

Source: Atlas Project data, Power Bi, May 2020

Annex 6. STATUS OF COUNTRY PROGRAMME INDICATORS

Outcome and Output Indicators		Indicator Baseline	Indicator Target by 2020	Indicator Value 2018	Indicator Value 2019
Outcome 1: By 2020, women and youth have increased and equitable access to decent employment opportunities and are more economically independent					
1.1 Unemployment rate of youth and women	Total Unemployment rate of youth and women	75%	50%	75% No progress	75% No progress Source: Survey on employment and informal sector in Cameroon CO Comments: The Survey on employment and the informal sector in Cameroon is every 5 years and the next survey is in 2020. That is the reason why the milestones are the same as the baseline
	Unemployment rate of Youth men and women (15-35)	73%	50%	73% No progress	73% No progress
	Unemployment rate of Women 35+	78%	50%	78% No progress	78% No progress
1.2 Percentage of youth and women Entrepreneurs	Total Percentage of youths and Women Entrepreneurs	65%	80%	65% No progress	70% Some progress Source: Ministry of Employment and Vocational Training (MINEFOP) Ministry of Small and Medium-Size Enterprises, Social Economy and Handicrafts (MINPMEESA)
	Percentage of Youth men and women (15-35) entrepreneurs	49.30%	60%	49.3% No progress	55% Some progress
	Percentage of Women 35+ entrepreneurs	24.80%	50%	24.8% No progress	35% Some progress
1.3 Gender Gap in Access to Credit	Total Percentage of men and Women having an account at a formal financial institution	48%	63%	48% No progress	55% No progress Source: Ministry of Finance (MINFI) Microfinance institutions

	Percentage of MEN 20+ having an account at a formal financial institution	53.70%	60%	53.7% No progress	57% Some progress
	Percentage of WOMEN 20+ having an account at a formal financial institution	46.30%	70%	46.3% No progress	60% Some progress
CPD Output 1.1: Appropriate mechanisms are operational for women and youth to access socioeconomic opportunities					
Indicator 1.1.1 Number of community centres in place	1.1.1.1. Number of community centres in place	10	20	10 No progress	14 Some progress Source: Ministry of Economy, Planning, and Regional Development (MINEPAT) Report
Indicator 1.1.2. Number of jobs generated, disaggregated by sector for women and youth	1.1.2.1 TOTAL Number of jobs generated for women and youth	850	6500	800 No progress	4000 Some progress Source: Ministry of Economy, Planning, and Regional Development (MINEPAT) Ministry of Employment and Vocational Training (MINEFOP) Ministry of Industry, Mines and Technological Development (MINMIDT) Ministry of Small and Medium-Size Enterprises, Social Economy and Handicrafts (MINPMEESA)
	1.1.2.2. Number of jobs generated, disaggregated by sector for WOMEN (15-35)	250	2000	250 No progress	2000 Target reached
	1.1.2.3. Number of jobs generated, disaggregated by sector for WOMEN (35+)	150	1200	150 No progress	800 Some progress
	1.1.2.4 Number of jobs generated, disaggregated by sector for MEN (15-35)	450	3300	450 No progress	2000 Some progress
CPD Output 1.2: Inclusive economic diversification supported through improved quality of local products brought to market neglected development minerals and access to benefit-sharing of genetic materials.					
Indicator 1.2.1 Number of small-scale mining enterprises able to use adapted technology	1.2.1 Number of small-scale mining enterprises able to use adapted technology	200	500	300 Some progress	348 Some progress Source: Ministry of Industry, Mines and Technological Development (MINMIDT)

Indicator 1.2.2 Number of men and women benefiting from improved operating standards in small-scale mines and quarries	1.2.2.1. TOTAL Number of men and women benefiting from improved operating standards in small-scale mines and quarries.	0	1000	250 Some progress	1515 Target surpassed Source: Ministry of Industry, Mines and Technological Development (MINMIDT)
	1.2.2.2. Number of MEN benefiting from improved operating standards in small-scale mines and quarries	0	450	100 Some progress	982 Target surpassed Source: Ministry of Industry, Mines and Technological Development (MINMIDT)
	1.2.2.3. Number of WOMEN benefiting from improved operating standards in small-scale mines and quarries	0	550	150 Some progress	533 Some progress Source: Ministry of Industry, Mines and Technological Development (MINMIDT)
Indicator 1.2.3. Number of local product value chains strengthened	1.2.3.1. Number of local product value chains strengthened	10	15	11 Some progress	17 Target surpassed Source: Ministry of Economy, Planning, and Regional Development (MINEPAT) Ministry of Industry, Mines and Technological Development (MINMIDT)
Indicator 1.2.4. Number of communities trained to use access and benefit-sharing tools	1.2.4.1. Number of communities trained to use access and benefit-sharing tools	0	3	2 Some progress	3 Target reached Source: Ministry of Environment, Nature Protection and Sustainable Development (MINEPDED)
CPD Output 1.3: Local financial institutions enabled to provide financial products and services for youth and women in the intervention areas.					
Indicator 1.3.1. Number of financial products and services developed	1.3.1. Number of financial products and services developed	0	10	0 No progress	3 Some progress Source: Ministry of Finance (MINFI)
Indicator 1.3.2. Percentage of women and youth benefiting from funding by financial institutions	1.3.2.1. Percentage of women and youth benefiting from funding by financial institutions	0%	40%	0% No progress	20% Some progress Source: Ministry of Finance (MINFI)
	1.3.2.2. Percentage of WOMEN (15-35) benefiting from funding by financial institutions	0%	40%	0% No progress	20% Some progress Source: Ministry of Finance (MINFI)

	1.3.2.3. Percentage of WOMEN (35 +) benefiting from funding by financial institutions	0%	30%	0% No progress	15% Some progress Source: Ministry of Finance (MINFI)
	1.3.2.4. Percentage of MEN (15-35) benefiting from funding by financial institutions	0%	30%	0% No progress	15% Some progress Source: Ministry of Finance (MINFI)
Outcome 2: By 2020, the population (especially vulnerable groups) in the intervention areas are more resilient to environmental, social and economic shocks					
	2.1 Level of public confidence in delivery of basic services	18%	35%	18% No progress	23% Some progress Source: Ministry of Public Service and Administrative Reform (MINFOPRA)
2.2. Evolution of the average prices of mass-consumption products (onions, millet, sorghum, rice, cassava, small ruminants) in the intervention areas compared to the reference year, 2012)	Onions	38000	40000	60000 Target surpassed	60000 Target surpassed Source: Ministry of Trade (MINCOMMERCE)
	Millet	15000	17000	25000 Target surpassed	25000 Target surpassed
	Sorghum	16000	16000	25000 Target surpassed	25000 Target surpassed
	Rice	15000	17000	25000 Target surpassed	25000 Target surpassed
	Casava	20000	22000	30000 Target surpassed	30000 Target surpassed
	Goats	30000	38000	50000 Target surpassed	50000 Target surpassed
	Sheep	50000	55000	75000 Target surpassed	75000 Target surpassed
2.3. Number of critical benchmarks identified and actions implemented for local economic	Total Number of critical benchmarks identified and actions implemented for local economic revitalization	20010	41020	21560 Some progress	28018 Some progress Source: National Programme on Social Cohesion Ministry of Territorial Administration and

revitalization					Decentralization (MINATD)/Directorate of Civil Protection (DPC) Ministry of Economy, Planning, and Regional Development (MINEPAT)
	Infrastructure: Number of Infrastructure rehabilitated and functional	10	20	14 Some progress	18 Some progress
	economic livelihoods: Number of affected population benefiting from livelihood	20000	41000	21550 Some progress	28000 Some progress
2.4 Number of local institutions and platforms applying techniques and strategies for conflict prevention and management, and social cohesion	Total Number of local institutions and platforms applying techniques and strategies for conflict prevention and management, and social cohesion	6	14	10 Some progress	12 Some progress Source: National Programme on Social Cohesion Ministry of Territorial Administration and Decentralization (MINATD)/Directorate of Civil Protection (DPC) Ministry of Economy, Planning, and Regional Development (MINEPAT)
	Number of local institutions	3	7	5 Some progress	6 Some progress
	Number of platforms	3	7	5 Some progress	6 Some progress
2.5 Proportion of population disaggregated by sex using good practices in pastoral agriculture and forestry	Proportion of population disaggregated by sex using good practices in pastoral agriculture and forestry	25%	50%	25% No progress	30% Some progress Source: MINEPDED/Direction of the Natural Resources Conservation
	Proportion of Women	70%	80%	70% No progress	70% No progress
	Proportion of men	30%	50%	30% No progress	40% Some progress
CPD Output 2.1: Relevant institutions are responsive and accountable to the priorities voiced by citizens (in particular youth women and marginalized groups) and have improved service delivery					
Indicator 2.1.1 Existence of a National Action Plan for the Implementation of the	2.1.1. Existence of a National Action Plan for the Implementation of the SDGs	no	yes	yes Target achieved	yes Target maintained Source: Ministry of Economy, Planning, and Regional

SDGs					Development (MINEPAT) CO Comment: The national action plan has been developed but still awaiting a national validation from the Prime Minister Office. Nevertheless, some sectors have started with ownership and implementation
Indicator 2.1.2. number of reports available to measure national accountability on socioeconomic progress	2.1.2.1. TOTAL number of reports available to measure national accountability on socioeconomic progress	0	7	2 Some progress	5 Some progress Source: Ministry of Economy, Planning, and Regional Development (MINEPAT)
	2.1.2.2. National Human Development (NHDR) Report	0	1	0 No progress	1 Target reached Source: Ministry of Economy, Planning, and Regional Development (MINEPAT)
	2.1.2.3. Sustainable Development Goals (SDG) Report	0	3	1 Some progress	2 Some progress Source: Ministry of Economy, Planning, and Regional Development (MINEPAT)
	2.1.2.4. Country profiles on Development Effectiveness	0	3	1 Some progress	2 Some progress Source: Ministry of Economy, Planning, and Regional Development (MINEPAT)
Indicator 2.1.3 Number of institutions capable of using high-quality service standards due to UNDP intervention	2.1.3.1. Number of institutions capable of using high-quality service standards due to UNDP intervention	2	8	2 No progress	4 Some progress Source: Ministry of Public Service and Administrative Reform (MINFOPRA)
Indicator 2.1.4. Percentage of people having access to targeted public services (birth certificates, immigration, justice), due to UNDP intervention disaggregated by sex	2.1.4.1. TOTAL Percentage of people having access to targeted public services (birth certificates, immigration, justice) due to UNDP intervention	30%	70%	30% No progress	50% Some progress Source: Ministry of Public Service and Administrative Reform (MINFOPRA) Ministry of External Relations (MINREX) Ministry of Justice (MINJUSTICE) Ministry of Decentralization and Local Development (MINDDEVEL)
	2.1.4.2. Percentage of WOMEN having access to targeted public services due to UNDP intervention: birth	30%	50%	30% No progress	40% Some progress Source: Ministry of Public Service and Administrative Reform (MINFOPRA)

	certificates				Ministry of External Relations (MINREX) Ministry of Justice (MINJUSTICE) Ministry of Decentralization and Local Development (MINDDEVEL)
	2.1.4.3. Percentage of MEN having access to targeted public services due to UNDP intervention: birth certificates	40%	50%	40% No progress	45% Some progress Source: Ministry of Public Service and Administrative Reform (MINFOPRA) Ministry of External Relations (MINREX) Ministry of Justice (MINJUSTICE) Ministry of Decentralization and Local Development (MINDDEVEL)
	2.1.4.4. Percentage of WOMEN having access to targeted public services due to UNDP intervention: immigration	0%	30%	0% No progress	15% Some progress Source: Ministry of Public Service and Administrative Reform (MINFOPRA) Ministry of External Relations (MINREX) Ministry of Justice (MINJUSTICE) Ministry of Decentralization and Local Development (MINDDEVEL)
	2.1.4.5. Percentage of MEN having access to targeted public services due to UNDP intervention: immigration	0%	30%	0% No progress	15% Some progress Source: Ministry of Public Service and Administrative Reform (MINFOPRA) Ministry of External Relations (MINREX) Ministry of Justice (MINJUSTICE) Ministry of Decentralization and Local Development (MINDDEVEL)
	2.1.4.6. Percentage of WOMEN having access to targeted public services due to UNDP intervention: justice	0%	30%	0% No progress	15% Some progress Source: Ministry of Public Service and Administrative Reform (MINFOPRA) Ministry of External Relations (MINREX) Ministry of Justice (MINJUSTICE) Ministry of Decentralization and Local Development (MINDDEVEL)

	2.1.4.7. Percentage of MEN having access to targeted public services due to UNDP intervention: justice	0%	30%	0% No progress	15% Some progress Source: Ministry of Public Service and Administrative Reform (MINFOPRA) Ministry of External Relations (MINREX) Ministry of Justice (MINJUSTICE) Ministry of Decentralization and Local Development (MINDDEVEL)
Indicator 2.1.5. Number of local non-governmental organizations able to sensitize citizens (youth, women, marginalized and minority groups) for their participation in elections	2.1.5.1. Number of local non-governmental organizations able to sensitize citizens (youth, women, marginalized and minority groups) for their participation in elections	0	50	0 No progress	50 Target reached Source: Ministry of Territorial Administration (MINAT) Elections Cameroon (ELECAM)
CPD Output 2.2: Relevant institutions are enabled to prevent and manage economic shocks that affect the demand for and supply of main consumption products.					
Indicator 2.2.1 Number of market information systems established on main consumption products	2.2.1.1. Number of market information systems established on main consumption products	0	1	0 No progress	1 Target reached Source: Ministry of Trade (MINCOMMERCE)
Indicator 2.2.2 Number of stakeholders (national and local institutions, merchants, local associations, community radio) able to use data from the market information system.	2.2.2.1. TOTAL Number of stakeholders (national and local institutions, merchants, local associations, community radio) able to use data from the market information system.	0	5	0 No progress	0 No progress Source: Ministry of Trade (MINCOMMERCE)
	2.2.2.2. Number of stakeholders able to use data from the market information system: national institutions	0	1	0 No progress	0 No progress Source: Ministry of Trade (MINCOMMERCE)
	2.2.2.3. Number of stakeholders able to use data from the market information system: local institutions	0	1	0 No progress	0 No progress Source: Ministry of Trade (MINCOMMERCE)
	2.2.2.4. Number of stakeholders able to use data from the market information	0	1	0 No progress	0 No progress Source: Ministry of Trade (MINCOMMERCE)

	system: merchants				
	2.2.2.5. Number of stakeholders able to use data from the market information system: local associations	0	1	0 No progress	0 No progress Source: Ministry of Trade (MINCOMMERCE)
	2.2.2.6. Number of stakeholders able to use data from the market information system: community radio	0	1	0 No progress	0 No progress Source: Ministry of Trade (MINCOMMERCE)
Indicator 2.2.3 Number of community mechanisms set up to ensure market supply of main consumption products	2.2.3.1. Number of community mechanisms set up to ensure market supply of main consumption products	0	10	0 No progress	5 Some progress Source: Ministry of Trade (MINCOMMERCE)
CPD Output 2.3: Community economy is revitalized and generates jobs and environmentally sustainable livelihoods opportunities for crisis-affected men and women					
Indicator 2.3.1 Number of people benefiting from livelihoods opportunities in post-crisis settings, disaggregated by sex	2.3.1.1. TOTAL Number of people benefiting from livelihoods opportunities in post-crisis settings	15000	41000	21550 Some progress	22800 Some progress Source: Ministry of Economy, Planning, and Regional Development (MINEPAT)
	2.3.1.2. Number of WOMEN benefiting from livelihoods opportunities in post-crisis settings	5000	16000	7825 Some progress	8450 Some progress Source: Ministry of Economy, Planning, and Regional Development (MINEPAT)
	2.3.1.3. Number of MEN (15-35) benefiting from livelihoods opportunities in post-crisis settings	10000	25000	13725 Some progress	14350 Some progress Source: Ministry of Economy, Planning, and Regional Development (MINEPAT)
Indicator 2.3.2 Number of people benefiting from jobs opportunities in post-crisis settings, disaggregated by sex	2.3.2.1. TOTAL Number of people benefiting from jobs opportunities in post-crisis settings	500	1500	968 Some progress	2218 Target surpassed Source: Ministry of Employment and Vocational Training (MINEFOP)
	2.3.2.2. Number of WOMEN benefiting from jobs opportunities in post-crisis settings	250	750	484 Some progress	1109 Target surpassed Source: Ministry of Employment and Vocational Training (MINEFOP)

	2.3.2.3. Number of MEN (15-35) benefiting from jobs opportunities in post-crisis settings	250	750	484 Some progress	1109 Target surpassed Source: Ministry of Employment and Vocational Training (MINEFOP)
CPD Output 2.4: Local institutions and communities in intervention areas enabled to prevent and address social conflicts and violent extremism					
Indicator 2.4.1 Number of mechanisms for mediation and peacebuilding functioning	2.4.1.1 Number of mechanisms for mediation and peacebuilding functioning	1	10	4 Some progress	11 Target surpassed Source: Ministry of Territorial Administration (MINAT) National Program on Social Cohesion
Indicator 2.4.2 Percentage of women and youth able to participate in dispute resolution, confidence-building or cross-community dialogue activities	2.4.2.1. TOTAL Percentage of women and youth able to participate in dispute resolution, confidence-building or cross-community dialogue activities	2%	20%	10% Some progress	15% Some progress Source: Ministry of Territorial Administration (MINAT) National Program on Social Cohesion
	2.4.2.2. Percentage of WOMEN (15+) able to participate in dispute resolution, confidence-building or cross-community dialogue activities	1%	10%	5% Some Progress	7% Some progress
	2.4.2.3. Percentage of MEN (15-35) able to participate in dispute resolution, confidence-building or cross-community dialogue activities	1%	10%	5% Some Progress	8% Some progress
Indicator 2.4.3 Number of new livelihood opportunities created for at-risk young women and men, aged 18–30, in fragile areas threatened by radicalization	2.4.3.1. TOTAL Number of new livelihood opportunities created for at-risk young women and men, aged 18–30, in fragile areas threatened by radicalization	0	1500	400 Some progress	1000 Some progress Source: survey, security report, project reports

	2.4.3.2. Number of new livelihood opportunities created for at-risk young WOMEN, aged 18–30, in fragile areas threatened by radicalization	0	600	150 Some progress	450 Some progress Source: survey, security report, project reports
	2.4.3.3. Number of new livelihood opportunities created for at-risk young MEN, aged 18–30, in fragile areas threatened by radicalization	0	900	250 Some progress	550 Some progress Source: survey, security report, project reports
CPD Output 2.5: Systems in place to manage natural resources including preparing for and addressing consequences of climate change and natural hazards at all levels of local institutions and community					
Indicator 2.5.1 Number of tools and systems developed (a) Disaster contingency plans, (b) Multi-hazard early warning systems, (c) Environmental area risk maps, (d) Information, education and communication tools, (e) National Climate Service Institutional Framework	2.5.1.1. TOTAL Number of tools and systems developed (a) Disaster contingency plans, (b) Multi-hazard early warning systems, (c) Environmental area risk maps, (d) Information, education and communication tools, (e) National Climate Service Institutional Framework	4	17	4 No progress	7 Some progress Source: Ministry of Territorial Administration/Direction of Civil Protection Ministry of Environment, Nature Conservation and Sustainable Development (MINEPDED)
	2.5.1.2. Number of tools and systems developed (a) Disaster contingency plans	4	10	4 No progress	6 Some progress Source: Ministry of Territorial Administration/Direction of Civil Protection Ministry of Environment, Nature Conservation and Sustainable Development (MINEPDED)

	2.5.1.3. Number of tools and systems developed (b) Multi-hazard early warning systems	0	2	0 No progress	1 Some progress Source: Ministry of Territorial Administration/Direction of Civil Protection Ministry of Environment, Nature Conservation and Sustainable Development (MINEPDED)
	2.5.1.4. Number of tools and systems developed (c) Environmental area risk maps	0	2	0 No progress	1 Some progress Source: Ministry of Territorial Administration/Direction of Civil Protection Ministry of Environment, Nature Conservation and Sustainable Development (MINEPDED)
	2.5.1.5. Number of tools and systems developed (d) Information, education and communication tools	0	2	0 No progress	1 Some progress Source: Ministry of Territorial Administration/Direction of Civil Protection Ministry of Environment, Nature Conservation and Sustainable Development (MINEPDED)
	2.5.1.6. Number of tools and systems developed (e) National Climate Service Institutional Framework	0	1	0 No progress	1 Target reached Source: Ministry of Territorial Administration/Direction of Civil Protection Ministry of Environment, Nature Conservation and Sustainable Development (MINEPDED)
Indicator 2.5.2 Number of institutions able to use end-to-end early warning systems for man-made crises and natural hazards	2.5.2.1. Number of institutions able to use end-to-end early warning systems for man-made crises and natural hazards	0	2	0 No progress	1 Some progress Source: Ministry of Territorial Administration/Direction of Civil Protection Ministry of Environment, Nature Conservation and Sustainable Development (MINEPDED)
Indicator 2.5.3 Size of at-risk population, disaggregated by sex, covered by local-level mechanisms to prepare for and recover from disasters	2.5.3.1. TOTAL Size of at-risk population, covered by local-level mechanisms to prepare for and recover from disasters	62700	500000	62700 No progress	230167 Some progress Source: Ministry of Territorial Administration/Direction of Civil Protection

	2.5.3.2. Size of at-risk WOMEN population covered by local-level mechanisms to prepare for and recover from disasters	37620	300000	37620 No progress	123028 Some progress Source: Ministry of Territorial Administration/Direction of Civil Protection
	2.5.3.3. Size of at-risk MEN population covered by local-level mechanisms to prepare for and recover from disasters	25080	200000	25080 No progress	107139 Some progress Source: Ministry of Territorial Administration/Direction of Civil Protection
CPD Output 2.6: National and local institutions enabled to mobilize resources to cope with natural hazards (floods drought)					
Indicator 2.6.1 Number of local structures able to mobilize volunteers to respond to flood-related crises and drought	2.6.1.1. Number of local structures able to mobilize volunteers to respond to flood-related crises and drought	0	15	0 No progress	2 Some progress Source: Ministry of Youth and Civic Education
Indicator 2.6.2 Number of proposals submitted by local organizations to access climate funds	2.6.2.1. Number of proposals submitted by local organizations to access climate funds	0	3	0 No progress	2 Some progress Source: Ministry of Environment, Nature Conservation and Sustainable Development (MINEPDED)
CPD Output 2.7: Capacities of affected and vulnerable populations enhanced for natural resources management and mitigation of the consequences of natural hazards					
Indicator 2.7.1 Number of documents on good practices developed on: a) pastoral-agriculture-forestry; b) Conservation of Biodiversity in Protected Areas; c) wildfire Resources and d)benefit-sharing of genetic resources	2.7.1.1. TOTAL Number of documents on good practices developed on: a) pastoral-agriculture-forestry; b) Conservation of Biodiversity in Protected Areas; c) wildfire Resources and d)benefit-sharing of genetic resources	1	5	2 Some progress	5 Target reached Source: Ministry of Environment, Nature Conservation and Sustainable Development (MINEPDED)

	2.7.1.2. Number of documents on good practices developed: a) pastoral-agriculture-forestry	1	2	1 No progress	2 Target reached Source: Ministry of Environment, Nature Conservation and Sustainable Development (MINEPDED)
	2.7.1.3. Number of documents on good practices developed: b) Conservation of Biodiversity in Protected Areas	0	1	0 No progress	1 Target reached Source: Ministry of Environment, Nature Conservation and Sustainable Development (MINEPDED)
	2.7.1.4. Number of documents on good practices developed: c) wildfire Resources	0	1	0 No progress	1 Target reached Source: Ministry of Environment, Nature Conservation and Sustainable Development (MINEPDED)
	2.7.1.5. Number of documents on good practices developed: d) benefit-sharing of genetic resources	0	1	1 Target reached	1 Target maintained Source: Ministry of Environment, Nature Conservation and Sustainable Development (MINEPDED)
Indicator 2.7.2 Percentage of sensitized population capable of applying good practices on: a) pastoral-agriculture-forestry; b) Conservation of Biodiversity in Protected Areas; c) wildfire Resources and d) benefit-sharing of genetic resources	2.7.2.1. TOTAL Percentage of sensitized population capable of applying good practices on: a) pastoral-agriculture-forestry; b) Conservation of Biodiversity in Protected Areas; c) wildfire Resources and d) benefit-sharing of genetic resources	20%	80%	40% Some progress	60% Some progress Source: Ministry of Environment, Nature Conservation and Sustainable Development (MINEPDED) Ministry of Forestry and Wildlife (MINFOF)

	2.7.2.2. Percentage of sensitized population capable of applying good practices: a) pastoral-agriculture-forestry	50%	80%	50% Some progress	70% Some progress Source: Ministry of Environment, Nature Conservation and Sustainable Development (MINEPDED) Ministry of Forestry and Wildlife (MINFOF)
	2.7.2.3. Percentage of sensitized population capable of applying good practices: b) Conservation of Biodiversity in Protected Areas	0%	80%	0% Some progress	40% Some progress Source: Ministry of Environment, Nature Conservation and Sustainable Development (MINEPDED) Ministry of Forestry and Wildlife (MINFOF)
	2.7.2.4. Percentage of sensitized population capable of applying good practices: c) wildfire Resources	0%	80%	0% No progress	40% Some progress Source: Ministry of Environment, Nature Conservation and Sustainable Development (MINEPDED) Ministry of Forestry and Wildlife (MINFOF)
	2.7.2.5. Percentage of sensitized population capable of applying good practices: d) benefit-sharing of genetic resources	0%	80%	40% Some progress	80% Target reached Source: Ministry of Environment, Nature Conservation and Sustainable Development (MINEPDED) Ministry of Forestry and Wildlife (MINFOF)

Source: Data from Corporate Planning System, March 2020

Annex 7. ADR RECOMMENDATIONS

Recommendation 1. UNDP should concentrate more on results, strengthen its strategic positioning and cultivate its image. To achieve this, it should identify a limited number of areas where, given its mandate or its experience, it has comparative advantages. It should then define ambitious yet realistic outcomes and design and implement interventions, while at the same time achieving a good balance between targeted actions that are likely to rapidly produce concrete results, and interventions that address deeper problems. It must communicate on its positioning and its role.

Recommendation 2. UNDP must consider reinvesting in the subjects that have been identified as the greatest challenges facing the country and where, as a result of its neutrality as well as its experience internationally and in Cameroon, it has a comparative advantage: strengthening democratic processes and the rule of law.

Recommendation 3. UNDP should continue to concentrate its efforts on the poorest and most vulnerable municipalities in the country, while striking a balance between upstream interventions (of a political or strategic nature) and downstream work (with target populations). It should avoid becoming confined to the role of an implementing agency for rapid recovery projects.

Recommendation 4. UNDP should continue to work to reduce gender inequalities and promote the empowerment of women, as well as the reduction of other forms of inequality and exclusion. The participation of vulnerable groups and consideration of their needs must be integrated into all programmes. A separate programme addressing cross-cutting issues is not recommended. The country office must strengthen its gender expertise and strive to satisfy the Gender Equality Seal benchmarks.

Recommendation 5. UNDP should update its partnership and resource mobilization strategy. It should also strengthen its advocacy with the Government in order to increase the national contribution to the country programme, reminding the Government that the 2013–2017 CPAP envisaged a contribution matching that of UNDP; if this is not possible, UNDP should clearly outline what it can and cannot finance. At the same time, UNDP should take measures to improve its efficiency and direct its resources towards priority programme activities.

Recommendation 6. UNDP should strengthen its monitoring and evaluation activities, placing the accent on the changes brought about by these activities, as well as on the progress made in achieving the intended outcomes. UNDP should also structure its office according to the geographic concentration of its programming, allocating more staff to the Far North to strengthen coordination and monitoring.