



# CAMEROON – UNITED NATIONS SYSTEM COOPERATION



The United Nations in CAMEROON  
Delivering as One

UNITED NATIONS DEVELOPMENT ASSISTANCE FRAMEWORK

UNDAF 2018-2020



**A MORE RESILIENT POPULATION,  
COMMITTED TO INCLUSIVE AND  
SUSTAINABLE DEVELOPMENT**

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## FOREWORD

Since 2010, Cameroon's National Development Strategy as outlined in its Growth and Employment Strategy Paper (GESP) articulates phase one of a long-term development vision with a shared ambition by all stakeholders to transform Cameroon into a democratic and emerging country, united in its diversity by 2035. Despite several internal and external shocks, implementation of the GESP translated into significant progress from an economic and social standpoint especially in the education and health sectors.

The country is therefore reaping the fruits of multiple efforts made by public authorities and other national stakeholders receiving numerous forms of support and key international partners such as the United Nations System. Hence, and in keeping with the Paris Declaration on Aid Effectiveness, GESP becomes the meeting point for cooperation with technical and financial partners on development issues. As part of UNDAF 2013-2017, the United Nations System (UNS) has supported Government's efforts particularly in terms of promoting strong and inclusive growth, job creation and State governance and strategic management.

The numerous changes that have occurred in the meantime and especially the security and humanitarian crises affecting the country in its East and Far North regions have led the Government and UNS to redefine the guidelines of their main cooperation framework which is the United Nations Development Assistance Framework (UNDAF). UNDAF 2018-2020 is aligned with the horizon and priorities of GESP, which is the reference framework for all UNS actions in Cameroon for the duration of the cooperation cycle. It is hinged in four pillars and outlines the collective, coordinated, coherent and integrated contribution of UNS to national development priorities.

UNDAF is the result of a participatory process involving all development stakeholders in Cameroon under national leadership. It enshrines UNS commitment as part of the "Delivering as One" (DAO) initiative adopted in response to Government's request for more harmonization in the actions of all Agencies in an effort to tackle the country's structural challenges and those resulting from its new development context more efficiently. This mainly involves ensuring social inclusion of disadvantaged groups, consolidating gains made in social development, especially in health and education as well as developing and building capacity in terms of economic, social and environmental resilience.

Considering that Cameroon is now a humanitarian emergency zone, the current challenge is that of developing bold, targeted and early post-crises recovery strategies to help communities return to autonomy. As such, UNS offers a gamut of comparative advantages aimed at making a significant contribution. This is the reason why its actions over the next three years of implementing UNDAF will focus mainly on the Far North, East, North and Adamawa regions that are particularly affected by security and humanitarian crises.

UNS action will therefore form part of a broader and more global perspective aimed at tackling the structural development challenges of the country especially when it comes to harnessing its demographic dividend, structural transformation of its economy, prevention of conflicts and maintaining social cohesion as well as managing environmental risks and adapting to climate change.

In this light, UNS commitment involves making a more coherent and harmonized contribution under the jointly developed, implemented and evaluated programs in the spirit of partnership based on existing institutional facilities and mechanisms. The Government for its part, commits to facilitate resource pooling efforts and to honor its commitments in consistence with the provisions of cooperation and assistance agreements.

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Resident Coordinator/Humanitarian Coordinator  
United Nations System in Cameroon

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**Mr Louis Paul Motaze**

Minister of Economy, Planning and Regional Development

## VISION & STATEMENT OF COMMITMENT OF THE UNITED NATIONS COUNTRY TEAM<sup>1</sup>

The United Nations Country Team (UNCT) in Cameroon working collaboratively and inspired by Cameroon's Vision 2035– “An emerging Cameroon, democratic and united in diversity” and the African Union Agenda 2063– “An integrated, prosperous and peaceful Africa, driven by its own citizens, representing a dynamic force in an international arena” will engage with the Government to support the universal and transformative agenda which will leave nobody behind and will strive to render “People more resilient and engaged toward inclusive and sustainable development”.

The coming years will provide a unique opportunity to strengthen the partnership with the government and other stakeholders for the implementation of the sustainable development goals. There is a narrow window of opportunity for Cameroon to achieve the unfinished business of the Millennium Development Goals (MDGs) and get on-track in the pathway for sustainable development and structural transformation with a focus on building a strong, diversified and resilient economy; reducing inequalities; vulnerabilities and strengthening the nexus between emergency and development.

The United Nations System (UNS) is a partner of choice in supporting the government to unlock the country's potential for itself and for the sub-region; the potential of the youth, the human capital and its cultural and religious diversity. We are responsible and accountable to accompany the government in identifying and supporting the conditions for an inclusive and equitable development and social justice; in thinking differently by investing in sectors that have the potential to catapult the country to broad-based and equitable economic, social and environment development. This will only be achieved if productive sectors such as agriculture; forestry and pastoralism; water management, renewable energies are the core of the country's investment agenda and in line with the imperatives of global initiatives such as the Sustainable Development Goals (SDGs) and the Conference of the Parties (COP) 21 and 22.

The United Nations Development Assistance Framework (UNDAF) is the 4<sup>th</sup> generation Programme Document produced by the United Nations System in Cameroon and covers the period 2018-2020. The uniqueness of this UNDAF lies in its foundation in the UN's “Delivering as One” approach and its participatory formulation with other key stakeholders through a consultative process. In that process, UNDAF has identified four strategic pillars:

1. Development of decent job opportunities and social inclusion;
2. Health and nutrition;
3. Education and vocational training;
4. Resilience, food security and early recovery

The four pillars bring together the collective expertise of 16 United Nations Agencies, Funds and Programmes to contribute to the achievement of national development goals and aspirations and a concrete step towards an “Emerging Cameroon” for the Cameroonian people. Building on the UN comparative advantages and mutualizing our resources; the UN in Cameroon will be able to bring to the fore their catalytic and synergic contribution to a Cameroon whose development is driven by people, relying on the potential offered by Cameroonians especially women, youth and children.

We are accountable to the people of Cameroon to make it happen by being results-oriented and fit for purpose and we'll work together to ensure that our commitments to the Cameroonian people and the international community are translated into action and that nobody is left behind in a peaceful and secure Cameroon.

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<sup>1</sup> The English version is the original

#### *Translation of the preceding text in French:*

*L'Equipe Pays des Nations Unies au Cameroun, dans une démarche conjointe et inspirée par la vision 2035 du Cameroun "Le Cameroun, un pays émergent démocratique et uni dans sa diversité" et de l'Agenda 2063 de l'Union Africaine qui ambitionne d'œuvrer en faveur d'une "Afrique intégrée, prospère et pacifique, dirigée par ses propres citoyens, et représentant une force dynamique sur la scène internationale", s'engagera aux côtés du Gouvernement pour soutenir l'agenda universel et transformatif dont l'objectif est de "ne laisser personne pour compte". Elle s'efforcera d'œuvrer pour rendre les "populations plus résilientes et engagées pour un développement inclusif et durable".*

*Les années à venir vont offrir une opportunité unique de renforcer les partenariats avec le Gouvernement et les autres parties prenantes majeures pour réaliser les Objectifs de Développement Durable. En cela, le Cameroun dispose d'une brèche à saisir pour achever les efforts entamés vers l'atteinte des Objectifs du Millénaire pour le Développement (OMD) dont l'échéance de certaines cibles a été renvoyée à 2020 ; ce qui nous place résolument sur le chemin d'un développement durable et d'une transformation structurelle qui mettent l'accent sur: la construction d'une économie solide, diversifiée et résiliente; la réduction des inégalités et des vulnérabilités et le renforcement de la transition entre l'humanitaire et le développement.*

*Le Système des Nations Unies (SNU) se veut un partenaire stratégique privilégié aux côtés du Gouvernement pour la valorisation de son immense potentiel au bénéfice du pays et de la sous-région, particulièrement le potentiel de la jeunesse, le capital humain diversifié tant sur le plan culturel que religieux. Dans cette capacité, le SNU est responsable et redevable dans l'accompagnement apporté au Gouvernement pour l'identification et la mise en place des conditions favorables à un développement inclusif et équitable et à la justice sociale; en pensant différemment à travers l'investissement dans les secteurs disposant des opportunités pour propulser le pays vers un développement économique, social et environnemental inclusif et équitable. Cet objectif ne pourra être réalisé que si les secteurs productifs comme l'agriculture, la foresterie, l'élevage, l'eau et l'assainissement, les énergies renouvelables sont au cœur des programmes nationaux d'investissement et alignés sur les impératifs des initiatives globales à l'instar des Objectifs de Développement Durable (ODD) et de la Conférence des Parties (COP) 21 et 22.*

*Le présent Plan Cadre des Nations Unies pour l'Aide au Développement (PNUAD) est la 4<sup>ème</sup> génération du cadre programmatique pays produit par le SNU au Cameroun qui couvre la période 2018-2020. La particularité de ce PNUAD tient à son ancrage au processus "Unis dans l'Action" et au caractère participatif de son approche de formulation qui a mis ensemble les principales parties prenantes au développement à travers un processus inclusif. Cette démarche a permis d'identifier quatre piliers stratégiques:*

- 1. Développement des opportunités d'emplois décents et de l'inclusion sociale*
- 2. Santé et Nutrition*
- 3. Education et formation professionnelle*
- 4. Résilience, relèvement précoce et Sécurité alimentaire*

*Ces quatre piliers concentrent l'expertise collective de 16 Agences, Fonds et Programmes pour contribuer à l'atteinte des aspirations et objectifs nationaux de développement et réaliser une avancée concrète pour un Cameroun émergent en faveur du peuple camerounais. En s'appuyant sur nos avantages comparatifs et en mutualisant nos ressources, le SNU au Cameroun sera capable de mettre en évidence sa contribution catalytique et synergique au Cameroun de sorte que son développement soit tiré par sa population, et se fonde sur ce fait sur le potentiel offert par les camerounais, en particulier les femmes, les jeunes et les enfants.*

*Notre responsabilité devant le peuple du Cameroun est d'y parvenir, en étant orienté sur les résultats, et en ayant des approches adaptées aux buts recherchés. Nous travaillerons ensemble pour nous assurer que nos engagements vis-à-vis du peuple camerounais et de la communauté internationale sont traduits en actions concrètes et que personne ne soit laissé pour compte dans un Cameroun paisible et sécurisé.*

UNITED NATIONS SIGNATURE PAGE

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## EXECUTIVE SUMMARY

Following the 2013-2017 UNDAF, the Cameroon Government and the United Nations System agreed to draft a new cooperation framework aligned with the country's National Strategic Reference Framework, the Growth and Employment Strategy Paper (GESP). The 2018-2020 UNDAF comes against the backdrop of significant changes in the country's economic, social and security context.

From an economic standpoint, Cameroon recorded marked economic performances with an average economic growth rate of 4.7% for the 2010-2014 period. The country has pursued its global policy of economic openness and is showing great resilience abilities despite the difficult global environment. It has mainly relied on its relatively diversified economic structure and variety of international business partners.

Economic growth remains fragile and especially below the objectives outlined in the main scenario of GESPP and is still grappling with the numerous social deficits accumulated during the years of crises. The same applies to the job market, characterized by chronic underemployment which stood at 79.0% in 2014. The growth of the informal sector provides fertile ground for underemployment which is marked by precariousness, low revenues, low wages and the lack of social security. The phenomenon is rife in rural areas and affects mainly youths, graduates and women.

Taking after the pace set by the economic sector, the education, health, water and sanitation sectors in Cameroon showed signs of growth. Although there are still significant gaps, the country is beginning to reap the fruits of the numerous efforts made since 2004 with emphasis on poverty alleviation strategies. Hence, Cameroon's Human Development Index (HDI) stood at 0.512 in 2015, up from 0.415 in 2000.

Meanwhile, several social challenges remain, and new threats have emerged with the security crises in the East and Far-North regions. For instance, out of the 17 targets set nationally for the Millennium Development Goals (MDGs), only two were effectively met by 2015. Tremendous disparities still exist, especially when it comes to poor households, rural areas, women and the northern regions.

In the health sector, significant progress has been made especially in terms of HIV/AIDS prevalence, mortality caused by Malaria in hospital settings and child mortality. But this is not applicable to non-communicable diseases. In fact, the maternal mortality which ought to have been reduced by 2/3 rather rose from 669 to 782 deaths for 100,000 live births between 2004 and 2011. The health sector is still characterized by persistent endemic diseases and recurrent episodic outbreaks.

Food insecurity is still a major concern in some areas. About 6.0 households in rural areas face food insecurity and the country has a chronic malnutrition rate of 32% and an acute malnutrition rate of 6% in children below 5.

In the area of Education, Cameroon continues to record positive gains because of the development strategies implemented to encourage literacy and non-formal education, childhood and preschool development, primary and secondary cycles as well as vocational training. The net primary school enrollment and completion rates were 85.1% and 74.2% respectively in 2014. Even though the country appears to be on track to meet the MDG targets by 2020 in this sector, much effort is still required to address persistent gaps, especially concerning literacy for women in rural areas and the northern regions to bridge the gaps that are mainly reflected in the education of young girls.

On the Social level, the positive gains made are in sharp contrast with a clear increase in social divides and challenges in terms of social inclusion. As reflected in the evolution of the Gini Index, the gap between the poor and the non-poor keeps widening. Rural zones and the northern regions including the East have the lowest development indicators. These regions are penalized by natural factors and some sociocultural obstacles that are detrimental to the education, the demand for health care services and the social inclusion of some groups. Furthermore, these four regions are the hardest hit by the double humanitarian and security crises affecting Cameroon since 2013.



In terms of social inclusion, the challenges are mainly centered on promoting the gender approach. Despite the move to institutionalize this approach in public policies, the main challenge is that of discrimination against women in sociocultural, economic and political circles and this causes considerable delays in the effective participation of women in development.

The issues in this sector are as relevant as those related to the mainstreaming of the global challenge of sustainable development. Indeed, the country is faced with several environmental factors that are now compounded by the effects of climate change at national level. Considering that the Sudan-Sahelian and coastal zones with monomodal rainfall were particularly exposed, Cameroon now hopes to harness international partnerships to deliver on the commitments made during COP 21 and 22.

The contribution of partners can already be seen in the response to the unprecedented security and humanitarian crises facing the country since 2013. The successive political crises in the Central African Republic (CAR) led to a massive influx of refugees into the East region which then became one of the priority geographical areas for a humanitarian response by the end of 2014. At the same time, the Far north region has been experiencing an escalation in violence since 2012 with serious economic and social consequence such as the exponential increase in the number of Internally Displaced Persons. Similarly, the surge of military operations in Nigeria in 2013 led to the inflow of Nigerian refugees in the region.

In addition to the emergency humanitarian response, it is important to envisage the early recovery of the weakened economic and social fabric to set the affected zones and the population concerned on the development track.

The 2013-2017 UNDAF has captured several best practices and some lessons learnt from its implementation that one can build on to address the current challenges of the country. This is the case of the significant contributions made by UNS during the emergency humanitarian response, the development of social services, advocacy for the respect of human rights, the reduction of social marginalization and exclusion, national capacity building on the planning and production of statistics and community mobilization. These lessons and the comparative advantages of UNS in Cameroon will be further enhanced by the "Delivering as One initiative" (DAO.)

In this context, UNDAF will design a unique Program which will gather all United Nations Agencies around a common strategy and will be operationalized in detail in the form of work plans/joint programs. This strategy was defined based on an analysis of the structural development challenges of the country and some key considerations which constitute the strategic position of the System. These considerations involve mainly highlighting the principles of Agenda 2030, targeting vulnerable groups and geographical zones appropriately, building the capacities of duty-bearers and rights holders, propelling the country towards the attainment of the SDGs and COP 21 and 22 commitments as well as ensuring a healthy balance between humanitarian action and development.

The 2018-2020 UNDAF vision is therefore articulated as follows: **"A MORE RESILIENT POPULATION, COMMITTED TO INCLUSIVE AND SUSTAINABLE DEVELOPMENT"**.

This vision guides UNS actions in support of national priorities hinged on four pillars jointly agreed upon with the Government:

Pillar 1. Development of decent job opportunities and social inclusion

Pillar 2. Health and Nutrition

Pillar 3. Education and Vocational Training

Pillar 4. Resilience, early recovery and food security

Through these pillars, the 2018-2020 UNDAF is consistent with the three global strategies of GESP; the Growth Strategy, the Employment Strategy and the Strategy for governance and modernizing the State. The

expected changes are captured in the nine outcomes retained after consultations with the different stakeholders. These outcomes dwell on some priority development areas as follows:

Concerning Pillar 1:

- Access to decent employment opportunities for youths and (Outcome 1.1);
- Social inclusion of women, youths, children and vulnerable persons (Outcome 1.2);

Concerning Pillar 2:

- Reproductive, Maternal, Neonatal, Child and Adolescent Health (Outcome 2.1);
- Combat HIV/AIDS, Tuberculosis and Malaria (Outcome 2.2);
- Prevention and Treatment of Malnutrition (Outcome 2.3);

Concerning Pillar 3:

- Development of inclusive preschool, primary and non-formal education (Outcome 3.1);
- Vocational Training (Outcome 3.2);

Concerning Pillar 4:

- Resilience to environmental, social and economic shocks (Outcome 4.1);
- Food security (Outcome 4.2).

Meeting the common objectives set for each of these Outcomes will be subject to the fulfillment of several assumptions both on the part of the Government and on the part of UNS in terms of implementing effective operational synergies. Some risks are of an internal nature (governance and participation, social cohesion, etc.) and others are due to the regional and international context.

A joint budgetary framework provides for an overall evaluation of the resources needed versus existing ones and those still to be sourced, earmarked to help meet expected outcomes. Based on the estimates, about USD 680 million will be needed during the 2018-2020. In keeping with the usual implementation procedures for "DAO" and taking into consideration lessons learnt from the previous UNDAF, the coordination and steering mechanism of UNDAF will rely on a partnership Steering Committee and more importantly on Groups of outcomes directly pegged to existing institutional platforms and mechanisms.

## LIST OF ABBREVIATIONS AND ACRONYMS

LNFE	Literacy and Non-Formal Education
NA	National Assembly
ILO	International Labor Office
ECA	Economic Commission for Africa
UNCHRD-CA	United Nations Center for Human Rights and Democracy in Central Africa
COP	Conference of Parties
LGA	Local Government Authorities
IHC	Integrated Health Center
DAO	Delivering as One
GESP	Growth and Employment Strategy Paper
PRSP	Poverty Reduction Strategy Paper
DHS	Demographic and Health Survey
FAO	Food and Agriculture Organization
HEFA	Health Facilities
HDI	Human Development index
NIS	National Institute of Statistics
M&E	Monitoring and Evaluation
SDG	Sustainable Development Goals
IOM	International Organization for Migration
MDG	Millennium Development Goals
WHO	World Health Organization
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNIDO	United Nations Industrial Development Organization
UNAIDS	Joint United Nations Program on HIV/AIDS
WFP	World Food Program
PLANUT	Three-Year Emergency Plan to Accelerate Growth
SME	Small and Medium-Sized Enterprises
PMT	Program Management Team
UNDP	United Nations Development Program
PST	Three-Year Special Youth Plan
GPHC	General Population and Housing Census (GPHC)
AIDS	Acquired Immune Deficiency Syndrome
NSIS	National Statistical Information System
UNS	United Nations System
RMNCAH	Reproductive, Maternal, Neonatal, Child and Adolescent Health
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNV	United Nations Volunteers
VAE	Validation of Acquired Experience
GBV	Gender-Based Violence
HIV	Human Immunodeficiency Virus

## 1. NATIONAL BACKGROUND

### 1.1- General Overview of the Country (physical environment, population and institutions)

✓ *Cameroon: A country of great climatic and biological diversity*

Situated in Central Africa at the mouth of the Gulf of Guinea, Cameroon stretches between latitude two and thirteen degrees North and longitude eight and sixteen degrees East. It covers close to 475,650 Km<sup>2</sup>, with 466,050 Km<sup>2</sup> (98%) of land surface and 9,600 Km<sup>2</sup> (2%) of maritime space. The country shares a land border with the Federal Republic of Nigeria to the West, the Republics of Congo, Gabon and Equatorial Guinea to the South, the Central African Republic to the East, the Republic of Chad to the North-West and is bounded to the North by Lake Chad.

From a geographical perspective, Cameroon's relief is marked by a long mountain range which splits the country into two, stretching from the Adamawa Plateau and continues to the south-east with volcanic mountains whose highest peak is Mount Cameroon (4,070 m). On both sides of the Adamawa plateau, one can find two major water systems; the Niger basins<sup>2</sup> and Lake Chad<sup>3</sup> to the North and the Atlantic<sup>4</sup>, the Sanaga<sup>5</sup> and Congo<sup>6</sup> basins to the South. Cameroon is considered as one of the richest African countries in terms of water resources. However, despite the density of its hydrographic network, it is unevenly distributed across the national territory: 72 % of the resources are in the southern part of the country.

Given that the country is situated in an intertropical zone, annual temperatures vary between 20 °C and 28 °C and increase from the south to the north. Rainfall levels depend on factors such as proximity to the sea, altitude and latitude, with lower levels from the sea towards the interior and from the South to the North. This phenomenon splits Cameroon into three major climatic zones that are usually further divided into five agro-ecological zones (AEZ). The first climatic zone is the equatorial zone characterized by abundant rainfall reaching an average of 2,000 mm annually. The average temperature is about 25 ° Celsius. It comprises three AEZ: the monomodal forest zone of the Littoral and South-West; the bimodal forest zone of the Center and East; and the highlands of the West and North-West regions.

The second climatic zone is the Sudan climate zone in which average temperatures are about 220 Celsius and the rainfall levels are around 1,000 mm. It covers mainly the Adamawa region. The third climatic zone is the Sudan-Sahel region which extends beyond latitude 10 degrees north. It is marked by less abundant rainfall and seven months of dry season. It concerns mainly the North and Far North regions.

As for the vegetation, it is a mosaic which gradually disappears as one travels northwards. As a matter of fact, one goes from the equatorial forest in the South to the Steppe in the North. The southern Littoral is occupied by the mangroves and the highlands of the West by woodlands. This great climatic diversity makes Cameroon the 5th richest African country in terms of biological diversity. Its forests are home to 40% of African animal species, i.e., 48% of mammal species on the continent, at least 54% of avian species, 50% of known amphibian species on the continent, 30 to 75% of reptile species, 42% of all listed African butterfly species and at least 21% of fishery resources.

✓ *Cameroon: a diverse social and cultural environment dominated by youths and women*

Cameroon's population was estimated at about 22 million people in 2014, meaning an average density of 46 inhabitants per Km<sup>2</sup>. Its socio-demographic structure is typical of that of developing countries, characterized by a strong demography and high proportion of youths. The demographic growth rate falls between 2.4% and 2.6% on average yearly whereas the birth rate stands at 22.5%.

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<sup>2</sup> River Benoue and Rivers Katsina Ala, Donga, Faro, Kébbi, Menchum, Gordi

<sup>3</sup> Rivers Chari and Logone as well as Rivers Mbéré and Vina

<sup>4</sup> Rivers Cross River, Mungo, Wouri, Dibamba, Nyong, Lokoundjé, Kienke, Lobé and Ntem

<sup>5</sup> Rivers Sanaga and its tributaries Djerem, Noun, Mbam, Lom and Pangar

<sup>6</sup> Rivers Sangha, Dja, Boumba & Ngoko and Kadei

The proportion of the population aged below 20 increased from less than 45% in 1992 to 54.8% in 2010. The median age has therefore regressed by about two years, thereby increasing the representativeness of youths; those aged under 15 now represent 43% of the entire population and those aged 65 and above account for 3.5%.

Despite this marked improvement in the figures, its structure by gender has not changed much. In 2010, women slightly outnumbered (50.6%) men (49.4%). However, this significant demographic dynamic is linked with rapid and uncontrolled urbanization and exerts high pressure on social infrastructure and the labor market. Over half (52%) of the population lives in urban settings, especially in the two major cities which are Douala and Yaoundé.

From a cultural standpoint, Cameroon's population is comprised of a gamut of about 230 ethnic groups and languages with more or less specific cultural identities. The dominant religions on the national territory are Christianity and Islam. 35% of the population is Catholic making this group the majority, followed by 25% of the population made up of Muslims and followers of traditional religions practiced in the West, South and East regions of the country. Protestants represent 15% of the population.

✓ *Cameroon: A Decentralized Unitary State*

The form of the State of Cameroon is that of a Decentralized Unitary State since 18 January 1996. The country has 10 Regions, 58 Divisions and 360 Sub-Divisions. At the same time, the architecture of decentralization is centered on 10 regions and 360 councils. The territorial boundaries of these territorial units are similar to those of the administrative regions and divisions.

The Constitution shares powers between the Executive Branch headed by the President of the Republic; the Legislative Branch represented by the National Assembly and the Senate; and the Judiciary Branch represented by the Supreme Court, the Courts of Appeal and Tribunals. Democracy is the consecrated mode of designating political figures leading the country's progress. The Constitution stipulates in this respect that "freedom of communication, of expression, of the press, of assembly, of association, and of trade unionism as well as the right to strike shall be guaranteed under the conditions fixed by law".

The decentralization process has been strengthened substantially since 2004 as well as the regulatory establishment of the principle of transferring skills from the State to Local Government Authorities in the economic, health, social, educational, sports and cultural domains. Pursuant to the provisions adopted, the transfer of skills to the Local Government Authorities (LGA) is being done progressively.

## **1.2- Economic Growth and Employment**

✓ *The economic indicators are improving despite uncertainties*

After the golden age of the 70s, the Cameroon economy experienced a decade, starting from the mid-80s, of crises which deeply upset and destabilized its setup. The structural adjustment policies adopted with the support of international financial institutions helped to restore macroeconomic balance, but the economic recovery achieved remained lackluster and lacked buoyancy. The country decided to focus on the social sectors as from 2003 as part of its first Poverty Reduction Strategy Paper (PRSP) aligned with the Millennium Development Goals (MDGs) but failed to address its huge "social deficit" accumulated during the crisis years.

Thanks to the leeway found because of various debt write-offs, a new strategic framework known as the Growth and Employment Strategy Paper (GESP) was adopted in 2009 and aligned with a long-term vision in which the country states its ambition of becoming an emerging nation by 2035, "A country emerging, democratic and united in its diversity". Since then, government authorities have rolled out an ambitious plan to develop infrastructure with attendant public finance reforms and initiatives aimed at improving the business environment and attract more investments.

Since 2010 and after the episode of the international financial crisis, Cameroon has recorded a marked improvement in terms of economic performances with an average economic growth rate of 4.7% for the

2010-2014 period. From 3.3% in 2010, the country even reached the 5% mark in 2013 (5.6%), 2014 (5.9%) and 2015 (5.8%). However, the country is expected to kick off as from 2014. The positive results recorded can be attributed to some specific sectors such as:

- (i) The extraction of hydrocarbons which have surged since 2012 with the commissioning of two new wells - Dissoni, Padouk, Mvia-;
- (ii) Constructions driven by major projects, social-housing construction, commissioning of new cement factories and the satisfactory performance of household constructions;
- (iii) Transportation, warehousing and telecommunications activities and;
- (iv) Banking and financial body services.

Based on a sector approach, Cameroon's economy still appears to be one of the most diversified in the south of the Sahara. The primary sector is driven by agriculture and traditional livestock farming, but is also hinged on a few large farms that are generally export-oriented. The development of the country's massive forestry potential extends the sector despite its mixed performance. Its average growth over the 2010-2014 period stands at 3.96% and except for the forestry and timber exploitation sectors (7.78% average growth) whose production rose significantly at the start of this period due to global demand recovering after the international financial crisis of 2008-2009, no other sector recorded a growth figure of up to 4% during this period. Cameroon's agropastoral potential therefore remains underdeveloped despite the commitments and initiatives taken to promote so-called second-generation agriculture.

In the secondary sector where hydrocarbons extraction and construction rank high, average growth stood at 4.4%. As an oil-producing country, Cameroon obtains 40% of its external earnings from crude oil exports. The manufacturing industries recorded an average growth rate of 5.2% whereas the "electricity, gas and water" sector features among the most productive sectors, propelled by the commissioning of the Kribi Gas Power Plant and the rehabilitation of the Water Plants in Yato, Douala and Mefou, Yaounde.

The tertiary sector remains the most vibrant sector of Cameroon's economy; its average growth during the benchmark period was 5.28%. Even though most informal activities are listed in this sector, its expansion is mainly due to the activities in "transportation, warehousing, telecommunications" and "banking and financial institutions". The telecommunications sector took particular advantage of the commissioning of the fiber optic while the diversification of banking services, the extension of agency networks and the impetus of financial markets explain the success of the second sector mentioned.

From a demand standpoint, growth is driven by internal demand, which profited from the rise in final consumption. The high level of final consumption can be explained by price control measures implemented and improved household revenues in the past years resulting from recruitments into the Public Service, companies and major projects, assistance to farmers to increase their yields and the substantial support brought by migrant remittances. As for investments, its contribution to GDP growth remained marginal despite efforts made.

Since the devaluation of the CFA Franc in 1994, monetary authorities have made inflation control a priority in their monetary policies when implementing the convergence criteria adopted as part of multilateral surveillance activities in the CEMAC zone. This resulted in a good performance of the general consumer price index. Overall, inflation was kept under control below the Community standard (3%).

Furthermore, since the 2008-2010 financial crisis, the country has shown good resilience to global headwinds. Its diverse economic structure and the variety of its international trade partners help the country to mitigate the impact of adverse effects of global headwinds such as the recent drastic fall in oil prices. The country hopes to make the most of the Stepping Stone Economic Partnership Agreement (EPA) which came into force on 04 August 2016 with its main economic partner, the European Union.

#### □ **Employment and Labor Market in Cameroon**

Despite this encouraging outlook and performance, Cameroon's economic growth still remains fragile and more importantly, falls short of the objectives outlined in the main scenario of the Growth and Employment Strategy Paper (an average of +6.3% for 2013-2014) and far from achieving the emergence vision (an average of +7.0% for 2013-2014) set for 2035. Moreover, growth is poorly redistributed, and the level of indebtedness is higher and leads to huge trade deficits. The willingness of public authorities to address these gaps translates into the implementation of special programs such as the Three-Year Emergency Plan to Accelerate Growth (PLANUT) for which F CFA 925 billion has been earmarked and the Three-Year Special Youth Plan to facilitate and speed up the socio-economic integration of youths (PST) for which F CFA 102 billion has been set aside.

The year 2018 is expected to mark the completion of the first phase of major projects which constituted one of the pillars on which the economic "resilience" displayed by Cameroon was hinged over the past years. Despite the already accumulated deficits, public authorities plan to roll out phase two of major projects at the end of phase one<sup>7</sup>. Although persistence on developing infrastructure is certainly relevant when taking into consideration sector challenges, emphasis should equally be placed on much needed structural reforms to ensure a smooth transition of the large mass of informal production units into a structured sector, building on the efforts made under major projects, developing a robust industrial fabric and better mainstreaming of global value chains.

Such reforms are a precondition for ensuring the sustained growth (an average of 9%) needed to drive structural change on a social level especially with respect to employment. In this sector, Cameroon, like most developing countries, is characterized both by a high participation in the labor market (72.1% in 2014 for those aged 15 and above) and the persistence of three distortions in this market: unemployment, underemployment and informal employment.

Even though this concerns only 5.7% of the active population, unemployment remains an essentially urban phenomenon affecting persons aged between 15-24 (10.3%) and those aged 15-34 (8.9%) more severely. In these groups of persons, unemployment increases with the level of instruction and is especially high with university graduates (27.1%).

Considering the structure of the economy, the most preoccupying distortions are informal employment and underemployment<sup>8</sup>. By measuring the number of people employed by the informal sector, it appears that this employment sector accounts for 90% of jobs with 95% in rural settings and 79% in urban areas.

Underemployment appears as the main challenge of the labor market in Cameroon. The global underemployment rate of persons aged 10 and above fell from 75.8% in 2005 to 71.1% in 2007 to later rise to 79.0% in 2014<sup>9</sup>. There is a correlation between the growth of the informal sector and underemployment which is characterized by job insecurity, low revenues, low wages and the absence of social insurance. The most glaring disparities in employment are recorded in terms of the place of residence, the age, the level of instruction and especially gender; women appear to be particularly disadvantaged.

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<sup>7</sup> Construction of railway lines consistent with the National Railway Blueprint, the 3<sup>rd</sup> bridge on the Wouri river, the Limbe Port, the extension of the fiber optic network, etc.

<sup>8</sup> In 2013, BIT adopted new indicators to better characterize the situation of the labor market in developing countries. One of these indicators is the composite measurement of the underutilization of the labor force in persons aged 15 and above. In Cameroon, this indicator was assessed at 17.8% in 2014, i.e., and a 2-point improvement compared to 2010. It is a composite measure which combines unemployment, underemployment linked to time and potential labor force (persons of working age who have searched for work over the last 7 days but who are unavailable to take up a job immediately, or who have not searched for work at all but are available for work).

<sup>9</sup> For those aged 15 and above, the global unemployment stood at 77.6% in 2014

### 1.3- Social Development

Taking after the pace set by the economic sector, the education, health, water and sanitation sectors in Cameroon showed signs of growth. Although there are still significant gaps, the country is beginning to reap the fruits of the numerous efforts made since 2004 with emphasis on poverty alleviation strategies. Cameroon was thus able to garner a few points on its Human Development index (HDI); the HDI rose from 0.415 in 2000 to 0.460 in 2010 to finally settle at 0.504 in 2013 and 0.512 in 2015. The most important strides were made in education with a significant improvement in the average years of schooling. In the UNDP ranking according to the HDI level, Cameroon however still falls within the "low Human Development Index Countries" category. In 2015, it was ranked 153rd out of 188 countries surveyed worldwide.

However, several social challenges remain, and new threats have emerged with the security crises in the East and Far-North regions. For instance, the level of implementation of the MDGs is unsatisfactory for most of these objectives and tremendous disparities still exist, especially when it comes to poor households, rural areas, women and the northern regions. Out of the 17 targets set nationally, only two were effectively met by 2015.

#### □ Health and Nutrition

In the health domain, significant milestones have been achieved over the past years, especially in terms of disease control. The Disability Adjusted Life Years (DALYs) which is an indicator used to assess disease burden, dropped by 23.5% between 2000 and 2013. This reduction concerns mainly communicable diseases: (i) HIV/AIDS prevalence fell from 5.5% to 4.3% between 2004 and 2011 even though the epidemic outbreaks are still a main concern in some areas and in some specific groups of persons; (ii) the mortality rate from Malaria in hospitals fell from 43% to 22.4% between 2008 and 2013; (iii) infant and child mortality reduced significantly by 28%, going from 144 to 103 deaths for children under 5 for 1,000 live births between 2004 and 2014.

Even though there have been visible improvements in the case of communicable diseases, the same cannot be said for non-communicable diseases, whose disease burden only fell by 4.3% between 2000 and 2010, with an upward trend as from 2010: (i) Maternal Mortality which ought to have been reduced by 2/3 rather surged from 669 to 782 deaths for 100,000 live births between 2004 and 2011; (ii) the percentage of developed districts whose target was set at 80% remained around 7%.

In terms of health promotion, the main achievement is a reduction in the number of malnourished children by over 50% across the entire country between 2001 and 2014. The health sector is still characterized by persistent endemic diseases and recurrent episodic outbreaks. Notably the prevalence of infectious and parasitic diseases is still an issue of concern with Malaria remaining the primary cause of morbidity, followed by respiratory infections, dermatitis and gastrointestinal diseases. One also notes the resurgence of some diseases such as Tuberculosis, Human African Trypanosomiasis and episodic occurrences of Cholera outbreaks in the north. These threats are compounded by recurrent natural disasters (floods), security crises in the East and Far North regions and exacerbated by a preoccupying nutritional situation of the population.

Indeed, food production is booming but is not proportionate to demographic growth which stalled at 2.8% annually thereby leading to food insecurity. As a result, 9.6 % of households in rural areas experience food insecurity (2.2% of which is severe and 7.4% of which is moderate). In urban settings, the prevalence of food insecurity in households is 6.7% (0.7% of which is severe and 7% of which is moderate). In addition, we have poor maternal and child nutrition habits. All these factors account for significant nutritional deficiencies still observed in Cameroon, especially considering its chronic malnutrition rate of 32% and acute malnutrition rate of 6% in children below 5 (MICS 2014).

Concerning nutrition, the main challenges are those of improving breastfeeding, complementary feeding for the toddler, controlling micronutrient deficiencies (iron, vitamin A, iodine, etc.) and controlling nutrition-related chronic diseases. Nutritional problems are at the origin of several deaths of young children, of a drastic reduction in their intellectual capacities, which leads to significant economic losses.



#### □ Education

In Education, Cameroon continues to record positive gains because of the development strategies implemented to encourage literacy and non-formal education, childhood and preschool development, primary and secondary cycles as well as vocational training. The literacy rate of the population aged from 15-24 has improved significantly from 73.4% in 2004 to 81.8% in 2011. The rate of schooling at primary level stood at a net rate of 85.1% in 2014 whereas the primary school completion rate rose by 16.3 points over 10 academic years to reach 74.2% in 2014. The country appears to be on track to reaching the MDG targets by 2020 in these two areas.

For this to happen, efforts are required to bridge persistent gaps, especially literacy levels for women which are still incredibly low in rural areas of the Far North (17.4%), the North (26.7%) and the Adamawa (31.8%) regions. The operational challenges are mainly the lack of facilities and extracurricular education equipment as well as lack of qualified teachers and trainers. In addition, there is a low level of interest from the population for LNFE and the absence of a harmonized minimal curriculum.

Under primary education, the focus should be addressing disparities, especially those involving the enrollment of young girls, reinforcing staff training for preschool and caring for children with special needs, developing infrastructure, improving access to school textbooks and improving curricula. To tackle the challenge of containing overcrowding in the education sector, its overall management will require some improvements especially in terms of its coordination and management mechanisms.

#### □ Vocational Training

These mechanisms should be extended to the vocational training system of which one of the missions is to regulate the educational system flow and to serve as a link between this system and the production sector. Recent efforts by the country yielded fruits in terms of vocational training opportunities even though they do not address most real labor market needs. There is a plan in place to pursue these efforts to bolster private initiatives from publicly-run institutions or initiatives developed using a public-private partnership approach; all of these underpinned by a reliable certification system for professional skills and qualifications including the Validation of Acquired Experience (VAE). The strong involvement of socioeconomic and professional circles is to be sought to better match training with employment realities and standards/quality via jointly drafted, implemented and evaluated curricula. A key component of the implementation of education and vocational training strategies remains the transfer of several powers to Local Government Authorities.

#### □ Poverty and Inequalities

Progress made in the afore-mentioned sectors are reflective of the strides made by the country from a social point of view generally speaking, and as reflected in the evolution of its Human Development index. Nevertheless, the social situation is still characterized by social divides and challenges in terms of social inclusion. The most glaring disparities are noticeable between urban and rural areas, between the poor masses and the rich as well as to the detriment of some specific groups such as women. Between 2007 and 2014 for instance, while the incidence of poverty was regressing by 3.3 points in urban settings, the phenomenon was on the rise by 1.8 points in rural settings. Over the same period, the Gini Index, which allows for the measurement of inequalities among different groups rose from 0.39 in 2007 to 0.44 in 2014 thereby translating a hike in inequalities between the poor and the rich by 13%. For want of proper targeting, poor households seem to be benefiting only marginally from the social protection measures taken.

The northern and east regions clearly stand out as the regions with the lowest development indicators in all pillars for wellbeing and in terms of accessibility to basic social services. In addition to natural factors such as low soil fertility, climate hazards (insufficient rainfall, severe droughts, flooding), natural disasters (prevalence of numerous predators or frequent invasions of locusts, pachyderms, caterpillars, seed-eating birds, etc.), the northern regions are penalized by some socio-cultural obstacles reflected in the feeding habits and way of life and which is detrimental for schooling, the demand for health services and social inclusion of some groups. Furthermore, these four regions are the hardest hit by the double humanitarian and security crises affecting Cameroon since 2013. The social and humanitarian situation has worsened due to the impact of the Central African Republic crisis in the East and the terrorist attacks in the Far North.

Social disparities also concern other categories which in the absence of a social protection floor are unable to enjoy either basic income or guaranteed access to financially affordable basic social services such as healthcare, potable water and sanitation, education, food security and accommodation. The efficiency of the social policies implemented by countries (non-contributory social schemes, support for income-generating activities, free access to some basic social services for some ...) remains limited because of small scope and targeting challenges involving the most disadvantaged groups. Some initiatives are compromised by insufficient standardization and the lack of budget or resource allocation principles. Such challenges are mainly centered on promoting the gender approach.

In this particular area, Cameroon ushered itself into a new era with the entry into force of its Gender Policy Paper on 14 January 2014. This emanates from the country's long-term vision 2035, which is: "Cameroon, an emerging country, built on the principles of good governance, in which women and men enjoy the same rights and take equal part in development". Despite transitioning towards institutionalizing this approach in public policies, the main challenge is that of discrimination against women in sociocultural, economic and political circles and this causes considerable delays in the effective participation of women in development.

The major challenges are related to the education of young girls, maternal health, gender-based discrimination and violence, access and control of economic resources and participation in public life. On the

labor market in particular, women are still marginalized in terms of the quantity and quality of employment; they are less active compared to men in Cameroon (64% as against 74%); more affected by unemployment and underemployment (79% as against 63%).

In terms of shielding children from abuse, violence, exploitation and discrimination, the legal and policy framework is conducive for these rights to be upheld, despite the fact its harmonization with international law is still uncompleted. One of the most serious shortcomings is the minimum age of marriage, which is allowed at 15. Though the legal framework needs to be fine-tuned, the main challenge is its effective enforcement. Social Welfare Services for families and children at risk are scarce. Efforts are scattered and implemented on a small scale, with more focus on treatment rather than prevention, except in the form of information and awareness-raising campaigns. The referral of cases between public, private and community institutions is virtually inexistent. A number of children in conflict with the law is unnecessarily held in temporary custody in prisons. Civil Registration services are dysfunctional and characterized by the ineffectiveness of a decentralized system that is yet to be truly computerized, red tape and high cost of legal procedures required to secure declaratory judgments. These challenges encourage illicit practices to circumvent these obstacles. The ongoing reform agenda needs to be reinforced.

**Commented [KTF1]:** Quite conclusive, are there statistics?  
Otherwise lets remove

#### **1.4- Sustainable Development and Climate Change**

Environmental issues are a major global challenge and the awareness of the common destiny of humanity now offers opportunities for cooperation and building regional and international synergies in this sector. Cameroon is equally concerned by these challenges considering that the country is faced with several other environmental issues (surface water, water table, soil and air pollution, degradation of some environmental resources and fragile ecosystems, accumulation of solid waste, sanitation problems in cities, flooding, volcanoes, landslides and rock slides, toxic gas emissions, desert encroachment, ...).

Most of these threats are exacerbated today by the impact of climate change at national level. Even though Cameroon almost does not contribute to greenhouse gas emissions, the general consequences of global warming can be felt in the continuous regression in rainfall levels (-2.2% per decade), the rise in average annual temperatures (+0.7 °C between 1960 and 2007) and the spate in extreme events across the country (droughts, floods, landslides, mudslides, falling rocks, etc.). In the coming years, the country should also expect a more significant increase in the sea level (between 9 to 38 cm in 2050 and 86 cm in 2100).

Two agro-ecological zones are particularly exposed to the effects of climate change:

- the Sudan-Sahel region where rising heat waves, reducing quantities of rainfall and increasing variability of rainfall leads to the drying up of rivers, a decrease in agricultural yields and production, a surge in diseases such as malaria, colds, typhoid, flu, skin diseases, waterborne diseases and drought-related illnesses.
- the coastal zone with monomodal rainfall where rising sea levels resulting in the salinization of irrigation water, estuaries and fresh water systems, coastal erosion, flooding, destruction of infrastructure; any factor which is likely to fast track population movements with social conflicts of all sorts as a corollary.

To address this, Cameroon is a party to the United Nations Framework Convention on Climate Change (UNFCCC) and its intended nationally Determined Contribution (INDC) presented at COP21 in Paris is based on a commitment to curb its greenhouse gas effects to the tune of 32% based on a benchmark scenario for the target year (2035). There are National strategies on countering desertification, the sustainable management of biodiversity and tackling pollution and hazards including harmful and/or hazardous chemicals.

The main challenges include improving climate change knowledge, information, education and mobilizing the population to adapt to climate change, reducing vulnerability to climate change in the main sectors and agro-ecological zones of the country and mainstreaming adaptation to climate change in national sector strategies and policies.

### 1.5- Humanitarian Crisis and Social Cohesion

Cameroon has been experiencing an unprecedented security and humanitarian crisis since 2013. Historically, the country has always had to deal with humanitarian crises though they were mainly episodic, localized and restricted (refugees, outbreaks, floods, fires, road crashes, volcanic eruptions, droughts ...). The resulting internal population movements regularly affects millions of people<sup>10</sup>; fueled by poverty, malnutrition and chronic food insecurity, recurrent outbreaks, and floods. Besides these internal factors, several other crises are caused by the instability plaguing the region. The region is often prone to socio-political and armed conflicts (Central African Republic and Nigeria) which forces thousands of people of different nationalities to seek asylum in Cameroon. Since 2013, the already fragile situation worsened with the intensification of the Central African Republic crisis in the East and the terrorist attacks in the Far North.

Indeed, Cameroon is one of the preferred destinations of people fleeing violence resulting from the political, security and military crises ravaging the Central African Republic. In the East and Adamawa regions bordering CAR, the total number of Central African Republic refugees present in Cameroon was estimated at 325,000 in July 2016. The crisis in CAR and the influx of refugees provoked by it have led to multiple consequences for Cameroon and is perceptible from a humanitarian, security, social, economic and even from a public investments standpoint. It requires significant needs and huge mobilization to provide humanitarian assistance to the refugees. East Cameroon thus became one of the priority geographical zones by the end of 2014 for a humanitarian response.

This raises a social problem which is that of tackling the additional pressure generated by the hosting of displaced persons on resources and tensions with the host population. Economically speaking, the crisis has upset some activities (transportation, trade, stock farming, and tourism) which need to be restored, especially by re-launching public investment projects and multiplying efforts to prevent and counter any incursions and looting by armed groups.

Together with the East region, the Far North has since 2012, seen escalating violence. From deadly raids by terrorists, they evolved to kidnapping and military-style attacks with disastrous economic and social consequences such as the exponential rise in the number of Internally Displaced Persons<sup>11</sup> (IDP). Similarly, the surge of military operations in Nigeria in 2013 led to the inflow of Nigerian refugees in the region especially in the Mayo Tsanaga, Mayo Sava and Logone and Chari Divisions. Since then, the Minawo camp has kept on welcoming new refugees daily. The rise in these two phenomena (refugees and Internally Displaced Persons) brings about a particularly preoccupying humanitarian emergency in the region, causing it to become a priority by the end of 2014, in terms of a humanitarian response for refugees.

As in the eastern part of the country, the economic and social consequences of this crisis are numerous, each being as devastating as the other. This situation has encouraged de-schooling, health risks, youth unemployment, organized crime (highway robbery, enrollment into terrorist groups) and rendered social cohesion even more fragile.

In addition to the emergency humanitarian response, it is important to envisage the early recovery of the weakened economic and social fabric (disarmament, demobilization, rehabilitation, recovery of the social and economic fabric, return of refugees...) to set the affected zones and the population concerned back on the development track. The issues concern restoring basic social services (especially health and education), ensuring the recovery of the economic fabric, demobilization and the rehabilitation of children released from the bondage of armed groups as well as identifying and neutralizing radicalization factors.

At the same time, it is indispensable to design strategies to reduce pockets of fragility and factors threatening social cohesion in Cameroon as a whole. The main risks usually mentioned concern the deterioration of the

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<sup>10</sup> 3,400,000 in 2011

<sup>11</sup> In July 2016, the number of IDPs was estimated at 190,000

religious climate, inter-ethnic conflicts, defiance from the population (especially youths against public institutions) and the handling of an ultimate political transition. These risks further compound the challenges in promoting human rights. In this respect, Cameroon ratified several international and regional conventions on Human Rights<sup>12</sup> and has endowed itself with a national human rights body known as the National Commission on Human Rights and Freedoms instituted by Law No 2004/016 of 22 July 2004 which was amended in 2010.

## 2. UNDAF AND THE SHARED VISION OF UNS FOR 2018-2020

### 2.1. Lessons Learnt From the 2013-2017 UNDAF

The 2013-2017 UNDAF, presented as UNS collective, coordinated, coherent and integrated response to national development priorities and titled “For Inclusive Growth and the Protection of Vulnerable Persons”, was formulated in consistence with the United Nations programming principles. It was articulated in three cooperation areas hinged on those of the Growth and Employment Strategy Paper: (i) supporting strong, sustainable and inclusive growth; (ii) assisting in the promotion of decent employment and; (iii) Supporting State governance and strategic management.

It was implemented within a context marked by economic recovery which enabled the country to make significant strides in the social domain. The persistence of some gaps led the authorities to adopt special remedial plans within the context of public finance reforms such as, notably, the entry into force of the program budget. The double security and humanitarian crisis experienced in the country since 2013 as well as other international contingencies tended to slow the momentum and compromise some achievements.

The best practices and main lessons learnt from the implementation of the 2013-2017 UNDAF are:

- contribution to the emergency humanitarian response: Though the security crisis occurred after the adoption of UNDAF, the humanitarian response mobilized a huge part of UNS interventions during the period. A big humanitarian team was deployed both in the Far North and in the East regions making it nine United Nations System Agencies.
- development of social services: In the health, education and literacy, food security and social protection sectors, the United Nations System in Cameroon assisted the country in its quest to meet MDGs by making a significant contribution in defining norms and standards, providing significant support in terms of the direct supply of inputs and service provision, implementing innovative strategies and improving management mechanisms.
- Advocacy for the respect of Human Rights: Through its multiple alerts, advocacy actions, and technical support, UNS played a key preventive role in the area of human rights. Several capacity building activities for key stakeholders on their role in promoting and protecting human rights were held. This contribution became more decisive in the context of the security crisis which led to the country’s military engagement and the massive influx of refugees on its East and North West border.
- Reduction of marginalization and Social Exclusion: Tackling discrimination and inequalities and reducing vulnerabilities were some of the cross-cutting markers of UNS initiatives during the implementation of the 2013-2018 UNDAF. UNS is involved in social transfer programs, in developing income-generating activities for some disadvantaged groups, documenting marginalization factors for more advocacy in view of addressing these and improving regulatory frameworks.
- National Capacity Building on Statistical Planning and Production: UNS assisted in the operational capacity building of administrations on preparing plans, strategies and policy documents, improving

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<sup>12</sup> The nine main conventions are: the International Convention on the Elimination of All Forms of Racial Discrimination (CERD), the International Covenant on Economic, Social and Cultural Rights (ICESCR); the International Covenant on Civil and Political Rights (ICCPR); The Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW); the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (CAT); the Convention on the Rights of the Child (CRC); the Optional Protocol to the International Covenant on Civil and Political Rights; Optional Protocol to the Convention on the Elimination of All Forms of Discrimination against Women; and the Optional Protocol to the Convention on the Rights of the Child on the involvement of children in armed conflict

these instruments as well as tools and methods needed for monitoring and evaluating these. Special attention was granted to the national statistics system.

- **Community Mobilization:** In compliance with its principles, UNS contributed to building the capacities of rights holders on information, organization and mobilization. These actions helped to improve their representational and advocacy capacities and to address some bottlenecks and bureaucracy which often lead to defiance, risky practices, rejection and other forms of discrimination.

## **2.2- Comparative Benefits of the Cameroon UNS**

In Cameroon, the United Nations System positions itself as an institutional watchdog in a bid to ensure the country's alignment to international development norms and standards and to place the human being at the center of the country's development issues. Because of the neutrality, legitimacy and credibility enjoyed by UNS, past actions conducted with local stakeholders often serve as leverage for building relations with other institutional partners.

To be more specific, the comparative benefits of UNS are focused on support and assistance in terms of:

(i) **Strategic Management:**

UNS makes a strong contribution in promoting and implementing international norms and standards, mainstreaming emerging issues (gender, sustainable development, vulnerability, human rights, etc.) in development policies and the drafting of unbiased development policies and strategies based on factual and compelling arguments. UNS thus distinguishes itself through its capacity to mobilize the technical and advisory expertise needed for knowledge sharing and improving public policies by tapping into its international network in this field. In this respect, UNS assists in major societal reforms thereby ending discrimination and easing access to fundamental rights for all groups of persons.

(ii) **Local Development:**

UNS plays a visible catalyzing role in the implementation of development plans at community level and in experimenting local approaches drawn from international best practices and experience. It distinguishes itself through its contribution to building local capacities at all levels using a national ownership approach.

(iii) **Capacity Building:**

Since its mission is not that of replacing Cameroonian stakeholders in their sphere of operations, UNS agencies intervene mainly to reinforce and build capacity. They distinguish themselves by supporting reforms, assisting in drafting public policies and mobilizing stakeholders. In this regard, the United Nations is working in close collaboration with institutional stakeholders and assisting them during their terms.

(iv) **Intermediation:**

UNS also stands out through its ability to mobilize and facilitate interactions between national development stakeholders (rights holders and duty-bearers) on the one hand and between the latter and international partners. The system is very active in intermediation and advocacy for the attainment of international development objectives and the promotion of human rights. The system provides a neutral ground within which policy and social issues can be discussed and resolved, including supporting mediation or peace negotiations.

(v) **Emergency Humanitarian Response:**

By virtue of its experience in the international scene and in developing local approaches, UNS has a comparative advantage in the field of humanitarian action. UNS is particularly equipped for the collection and analysis of data on risks and vulnerabilities, for building resilience capacities of populations exposed to shocks, by developing warning signs, post-crisis recovery mechanisms and for delivering the coordinated and integrated emergency assistance (Health, Water, Hygiene and Sanitation, Nutrition, Protection, Food Security, Education) needed for the survival of populations affected by conflicts and disasters.

(vi) **Promotion of human rights:**

UNS strives for the systematic integration of human rights in planning and implementation processes for development action. UNS has distinguished itself by supporting the government and this helps to bolster its interactions with international human rights mechanisms such as the Universal Periodic Review (UPR), treaty bodies, special procedures, the mechanisms of the African Commission on Human and Peoples' Rights especially regarding the drafting of periodic reports and the mainstreaming of recommendations from these mechanisms in development actions.

Looking at the significant number of UN agencies (16 in all) in Cameroon, UNS has committed, at the behest of the Government to the "Delivering as One" (DAO) initiative for better coherence and an effective and efficient United Nations System for development. The "Delivering as One" initiative addresses four key challenges identified:

- ✓ Fragmentation: This compromises coherence in operational activities, generates high transaction costs for the country.
- ✓ Fragmentation of Funding: The relative increase in targeted contributions and competition from other stakeholders tends to undermine the financial soundness of UNS and to limit their ability to fully deliver their missions.
- ✓ The complexity of operational practices: The variety of operational practices in force within UNS agencies imply a number of divergences in planning, funding, reporting and evaluation and raises the costs of transactions for coordination activities.
- ✓ Responsibility for outcomes and transparency: Improvements in the efficiency of United Nations operational development activities are subject to monitoring and evaluation of coherent outcomes. Accountability mechanisms by the United Nations System in its commitment with local stakeholders needs to be improved.

DAO thus implies the adoption of joint planning, monitoring and evaluation procedures, the use of a single budgetary framework and finally, the need for deeper harmonization of operational practices especially in terms of financial management, accounting and human resource management standards. To achieve this, five key principles have been outlined:

- **A Unique Program:** it gathers all United Nations Agencies around a development strategy/national plan, and is hinged on integrated policy views and services, as well as on real time monitoring using joint work plans;
- **A Common Budgetary Framework:** it comprises all planned and budgeted program activities of the United Nations System presented in total transparency in a single document and provides a joint overview of the contributions of all United Nations institutions in the country.
- **A Single Executive and one management for the United Nations Country Team:** This is based on mutual accountability and is the preserve of the resident coordinator to assume a reinforced coordination role, with the participation of the entire Country Team (CT), in view of assuming the role and outcomes of UNS in-country.
- **A Common Funding:** this helps to pool resources in a coherent manner and ensures cost effectiveness. The Common UN Funding in Cameroon will ease management of contributions from donors to assist the Common UN Program. It aims at making progress towards the commitments made during the various declarations on Aid effectiveness.
- **A Common Communication:** this promotes coherence in the transmission of messages and awareness on normative and operational issues.

### **2.3- Strategic Position for 2018-2020**

UNS strategic position for the 2018-2020 UNDAF is defined based on its comparative benefits in Cameroon, the structural development challenges of the country and its emerging problems as revealed through its reference frameworks and international commitments. It is based on these different elements and the 2030 Vision prepared by UNS on the country's development outlook that the vision and strategic position of the United Nations System in Cameroon has been defined for the 2018-2020 period.

The structural development challenges drawn from an analysis of the country's capacity to achieve its long-term development goals (15-20 years) have been captured in the vision formulated in 2009. Generally speaking, the main challenges identified at the time of drafting the 2035 Vision and the GESP still remain relevant and are complemented today by new challenges induced: (i) firstly by internal evolutions that have transpired in the interim, the most significant of which is the double security and humanitarian crisis; (ii) secondly by changes on the international scene which led to the evolution of global references and challenges and; (iii) thirdly by the country's already existing gaps and delays on its path to emergence. As a result, the analysis reveals that in a long-term perspective, Cameroon needs to:

- Harness its Demographic Dividend: This notion refers to the economic benefits that will accrue from an increase in the quantity and quality of people of working age compared to dependent people. Achieving this will depend mainly on increased access to education and vocational training (that corresponds to the needs of the production sector) for youths and especially young girls, on their participation in economic activities and on healthcare in general, including reproductive health and family planning in particular. Targeted investments are thus needed to ensure that young people are well educated and qualified, are in sound health and can access decent jobs in their numbers in an environment characterized by inclusive and good governance processes.
- Achieving the structural transformation of the economy: Despite the relatively good performance recorded these past years, the Cameroon economy is still not well diversified even though its structure is quite distinctive from other countries in the region in this regard. From an economic viewpoint, the main challenge is that of bringing the informal sector into the formal sector through improvements in global productivity and the mainstreaming of the different sub-sectors; developing the processing sub-sector in order to better mainstream global value chains. This also involves addressing the challenge of transforming services into an efficient tool to support industrialization and the creation of decent jobs for a majority of the active population.
- Reinforcing social inclusion and improving the distribution of wealth: In spite of the undeniable social progress made over the last years, Cameroon's social situation is still marked by deepening social gaps. Developing a true social Inclusion policy therefore remains a major challenge which Cameroon needs to address. The precondition is to complete the attainment of the MDGs by extending previous efforts to address multidimensional causes of poverty, reducing the vulnerability of the most disadvantaged, eliminating discrimination against the vulnerable populations including women and indigenous minority groups and rolling out a real policy for social protection and the mainstreaming of the rights of these different categories.
- Preventing violence and social conflicts: Since 2013, Cameroon has been experiencing an unprecedented security and humanitarian crisis which has heightened the triggers of fragility in Regions beset by multiple threats. These crises are new pointers to the social cohesion that is already compromised by the deteriorating religious climate, inter-ethnic conflicts, and the defiance of public institutions by factions of the population. This challenge requires awareness and general mobilization to provide relevant responses from a political standpoint and medium and long-term development policies.
- Improving governance and enhancing participation: Despite the improvements, the system of governance in Cameroon has a number of shortcomings inherent to the manner in which it is designed and the shortcomings of its self-regulatory mechanisms. These have contributed in making Cameroon a country perceived as a high-risk country for investment. The medium-term challenge is to reinforce local governance, enhance the participation, involvement and representation of all segments of the population, make the system more accountable, reduce corruption and numerous administrative bottlenecks, re-brand the image and credibility of the country in the eyes of its partners.



- **Managing Environmental Risks and adapting to Climate Change:** Environmental issues are a key global challenge for the 21st century. Cameroon is already dealing with several challenges in this sector and must henceforth keep addressing the already felt impact of climate change nationwide. The environmental challenge is centered on the quest for environment-friendly development that preserves biological balances like every other country. In the years ahead, its different dimensions will be based on respecting the country's commitments in countering climate change, protecting and restoring fragile ecosystems and adapting to climate change.

These challenges that fall within a long-term perspective must guide Cameroon's global and sector strategies as well as reference frameworks and cooperation with its partners such as UNS. These challenges particularly guide the main considerations that form the strategic position of the United Nations System under this UNDAF. These considerations involve:

- **Highlighting the principles of Agenda 2030:** These principles recommend the mainstreaming of Human Rights, the promotion of gender equality and women empowerment, focusing on environmental sustainability, reinforcing resilience, the Inclusion of disadvantaged groups and stakeholder accountability. UNS actions under the selected pillars will in a crosscutting way, revolve around a common goal which is to reduce rising vulnerabilities that are compromising social cohesion and reversing some of the gains for which significant efforts and resources had been invested.
- **Proper targeting of vulnerable groups and geographical zones:** Lessons learnt from the implementation of the previous UNDAF and the mainstreaming of the comparative advantages of UNS recommend better targeting of actions under the selected pillars. The principles of Agenda 2030 above imply a focus on bridging disparities and thus proper targeting of vulnerable groups such as Refugees, Internally Displaced Persons, host populations, children, women, youths (aged 15 -35) and other vulnerable groups. UNS's experience in Cameroon and the context leads to the conclusion that the priority areas for intervention are the Far North, Adamawa, East and North regions respectively.
- **Capacity Building for Duty-bearers and rights holders:** To drive significant change, the actions of UNS will be leveraged for a greater and better mobilization of stakeholders. Among the four pillars, the initiatives will aim at closing the capacity gaps of rights holders and duty-bearers to boost the provision of development programs and their consistency with clearly expressed and assumed demands from the population.
- **Driving the country's onward march towards SDGs and COP 21 Commitments:** The adoption of SDGs has triggered the urge to refocus national, sector and local reference frameworks as well as cooperation instruments which were anchored on the MDGs. In this light, UNDAF will serve as the country's assistance framework for internalizing and localizing these objectives, beginning with the completion of MDGs for which the timelines for some targets have been pushed to 2020, which is also the UNDAF timeline.
- **Ensuring a smooth articulation between humanitarian action and development:** Considering that Cameroon is now an emergency humanitarian zone, actions such as these which will bring together several United Nations System agencies are codified under the annual Humanitarian Response Plans (HRP). This UNDAF aims to serve as a framework for transitioning from humanitarian action into development by mainstreaming well targeted post-crisis resilience and early recovery strategies. In this regard, UNS will guide the concerned communities' return to autonomy especially by restoring basic social services and re-launching economic activities.
- **Alignment with National Strategies and Priorities:** The Growth and Employment Strategy Paper (GESP) articulates implementation strategies for the 2035 Vision for the 2010-2020 decade around

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four global objectives: (i) reducing poverty to a socially acceptable level; (ii) becoming a middle-income country; (iii) achieving the status of Newly Industrialized Country and; (iv) enhancing national unity and consolidating the democratic process. In addition to emerging challenges relating to security crisis and global development challenges, UNDAF will remain a collective, coordinated, coherent and integrated response from UNS to national development priorities.

As stated in the Declaration of Commitment of UNS Country Team, the 2018-2020 UNDAF vision is for: **"A MORE RESILIENT POPULATION, COMMITTED TO INCLUSIVE AND SUSTAINABLE DEVELOPMENT"**. Based on the 2035 Cameroon Vision" and taking into consideration national priorities, emerging challenges and the comparative benefits of the United Nations Country Team, the partnership framework is broken down into the System's strategic priorities centered on the four pillars agreed on with the Government for the 2018-2020 period.

Pillar 1. Development of decent job opportunities and social inclusion

Pillar 2. Health and Nutrition

Pillar 3. Education and Vocational Training

Pillar 4. Resilience, early recovery and food security

Through each of these pillars, three crosscutting issues will be used as guidelines in formulating commitments and defining actions. They are based on the principle that "No one is left behind" which is at the core of Agenda 2030 and addresses the major challenges outlined below:

- **Reinforcing the Social Inclusion of the most vulnerable:** In a bid to decrease the vulnerability of disadvantaged groups, UNDAF will emphasize supporting the development of social protection systems, rolling out safety net programs for access to social services, developing employment opportunities, promoting gender and women empowerment.
- **Consolidating gains and responding to new social challenges:** The shared ambition of the Government - UNS is to address gaps and make up for delays, address disparities and lift systemic bottlenecks in the Health sector, notably in Reproductive, Maternal, Neonatal, Child and Adolescent Health and combat HIV/AIDS and Tuberculosis; in the food, education, literacy and non-formal education and vocational training sectors.
- **Developing and bolstering economic, social and environmental resilience capacities:** The 2018-2020 UNDAF aims at endowing countries with sufficient capacities to preserve biodiversity, anticipate, manage and recover rapidly from natural hazards. The actions will be focused on building climate change adaptation capacities and strategies for mitigating environmental risks. In a "post-crisis" context, the objective will also consist in building resilience capacities of the population affected/exposed to crisis by insisting on early recovery based on the consideration of balancing humanitarian action with development.

#### **2.4. The Drafting Process of the 2018-2020 UNDAF**

The United Nations Country Team and the Government of the Republic of Cameroon led the 2018-2020 UNDAF Drafting exercise based on a participative approach which involved representatives from the administration, the private sector and civil society organization as well as United Nations agencies. Under the aegis of the coordination team, the process was supported by some consultants. UNDG WCA took part in the process from start to finish and tracked the following stages in keeping with the methodological guidelines offered by the 2016 UNDAF Drafting Guide:

- ✓ **Review and Analysis of the relevance of the 2013-2017 UNDAF:** This exercise listed and analyzed the main evolutions in the economic and social context as well as those in the country's strategic and operational guidelines for development policies and the support from partners. This was

followed by an exploration of the implications of these evolutions on UNDAF strategic framework and incidentally, the changes and arrangements needed for the framework to maintain and improve its relevance during its review process. The importance of the changes highlighted led the Government and UNS to agree on the need to draft a new cooperation framework. On the heels of this, both parties carried on with a selection of the pillars for this UNDAF.

- ✓ **Conducting Regional Consultations:** These consultations, held in six regions (Center, East, Littoral, South-West, Adamawa and North) informed the planning and drafting process of UNDAF through participatory dialogue, discussions and partnership meetings were held with target groups. The viewpoints of these groups of key stakeholders on vulnerabilities and inequalities, intergenerational dialogue, decentralization, urbanization, resilience in the face of shocks and hazards were gathered to strengthen the planning process and mutual accountability.
- ✓ **Conducting Complementary Surveys:** Here, the Country Team and the Government conducted a mapping of UNS actions in Cameroon and a causality analysis of the shortlisted pillars. The mapping exercise led to a spatial database, analysis on the geographical distribution of humanitarian actions and development support actions implemented by various United Nations Agencies on Cameroon soil. The causality analysis helped to identify development challenges relating to each pillar and to which UNS can make a significant contribution through a collective response by the system. In each of the areas covered, the analysis identified and analyzed key development problems, the immediate, intermediate and indirect causes and the types of responses for which a joint UNS contribution would bring significant added value.
- ✓ **Conducting a Complementary Analysis:** This exercise consisted in carrying out sector and crosscutting analysis based on the four pillars shortlisted by the Government and UNS. The complementary analysis completed the situational analysis for the country in terms of identifying problems and structuring challenges for the formulation of the UNS 2030 Vision on the country's development as well as the capacities of the national statistics mechanism. It led to an analysis of the strategic position of UNS over this period based on its comparative benefits, the position of other development partners and the national and international context.
- ✓ **Strategic Planning Workshop:** this workshop brought together all stakeholders involved in the exercise (administrations, UNS agencies, private sector, civil society) and this was an opportunity for information and sharing of the main guidelines of the exercise and the outcomes of the work already done and to build capacity on UNS principles of programming. The main outcome was the drafting of the Outcomes, action areas, indicators and the identification of stakeholders for each shortlisted Outcome.
- ✓ **Activities to fine-tune Outcomes and Indicators:** These comprised workshops on each Outcome. Based on the methodology of the "**Theory of Change**" approach, these workshops tried to fine-tune the causality matrices and outlined the outcomes, products, and indicators for each Outcome level (impact/Outcome, Outcome and Product). The risks and hypotheses relating to each Outcome were also outlined at this phase. The activity continued later with a costing of actions relating to each Outcome. Each group then explored the forecast of core resources and non-core resources and established the Funding Gap to be mobilized to conduct the activities required to meet the expected Outcomes.
- ✓ **Consultations with the Civil Society and the Private Sector:** The consultations were held during an information-sharing workshop. This was also an opportunity to identify synergies and partnerships between CSOs and the private sector and the United Nations System.
- ✓ **Endorsement:** The endorsement of the 2018-2020 UNDAF was done at several levels. The findings of various phases were regularly scrutinized by the Program Management Team (PMT) and endorsed

during the monthly sessions of UNCT. On 10 October 2016, the first version of UNDAF narrative was reviewed during a limited workshop of UNCT and this paved the way for the partnership endorsement phases with the Government and other development actors.

### 3. EXPECTED OUTCOMES OF THE 2018-2020 UNDAF

The expected changes from the 2018-2020 UNDAF derive from the shortlisted strategic cooperation areas which are aligned with the guidelines of the national strategic framework, GESP. Leaning on the Human Rights-based approach, the Outcomes take into consideration the development challenges which Cameroon must address, most especially its international commitments and Millennium Development Goals (MDGs) which it has already internalized.

#### 3.1- Alignment with National Priorities and MDGs

Concerning national priorities, GESP remains the reference framework for Government action. It covers the first phase of a long-term development vision aimed at making Cameroon an emerging and democratic nation, united in its diversity by 2035. The three strategic areas of GESP are focused on growth, job creation, governance and the strategic management of the State respectively. Special programs have been initiated to address the gaps identified at the end of its first implementation phase and to reset the country on the rails of the three initial objectives which are: (i) to achieve an annual growth figure of 5.5% between 2010 and 2020; (ii) to reduce unemployment by one third by reversing unemployment figures from 75.4% (2005) to less than 50% in 2020 and; (iii) rolling back poverty from 39.9 (2007) to less than 28% in 2020.

To assist Cameroon in its response to challenges in these three area, UNS strategy will focus on reducing disparities, mainly in terms of human development (reducing vulnerabilities, health and education) and access to employment opportunities (increasing, matching demand with market efficiency). As part of building resilience capacities, UNS will assist the country in building its capacities in terms of strategic management, especially early warning, analysis, and crisis and disaster management systems. In total, the 2018-2020 UNDAF is consistent with the three global strategies of GESP, which are the Growth, Employment and governance strategy and modernizing the State. However, it places emphasis on the growth strategy and especially on the human development aspect of it.

Regarding SDGs, this UNDAF will be implemented within the context of the new global development framework enshrined in these objectives. In addition to consolidating and extending MDGs, SDGs have mainstreamed responses to emerging development challenges. They are an integrated and indivisible set of global priorities that are indispensable in ensuring sustainable development for which each country will set national targets depending on its context and peculiarities.

Cameroon took an active part in the consultations held ahead of the adoption of the post-2015 agenda and the outcomes underpinned the positions held by the Cameroon government in New York in September 2013. The priorities highlighted at the end of the said consultations are linked to health, education, employment, especially youth employment and environment while taking into consideration governance issues and those related to infrastructure as prerequisites to the attainment of these priorities.

Out of the 17 SDG objectives outlined, this UNDAF responds directly to 13 and is aligned with the indicative targets shortlisted in order to achieve: No poverty (SDG1), "Zero" Hunger (SDG2), Good Health and Well-being (SDG3), Quality Education (SDG4), Gender Equality (SDG5), Clean Water and Sanitation (SDG6), Affordable and Clean Energy (SDG7), Decent Work and Economic Growth (SDG8), Reduced Inequalities (SDG10), Sustainable Cities and Communities (SDG11), Take urgent action to combat Climate Change and its impact (SDG13), Life below Water (SDG14), Life on Land (SDG15) Peace, Justice and Strong Institutions (SDG16).

**Table:** Coherency Matrix of UNDAF Strategic Framework with National Priorities and SDGs

Areas /Pillars / Outcomes	National Priorities (GESP)	SDG
<b>Pillar 1: Development of decent job opportunities and social inclusion</b>	<ul style="list-style-type: none"> <li>◆ Growth Strategy</li> <li>◆ Employment Strategy</li> </ul>	
Outcome 1.1: By 2020, women and youth have greater and equitable access to decent employment opportunities and are economically more self-reliant	<ul style="list-style-type: none"> <li>- Employment Strategy</li> <li>- Modernizing the production apparatus</li> <li>- Human development</li> <li>- Increasing Employment</li> <li>- Improving the efficiency of the labor market</li> <li>- Special Three-year Youth Plan</li> </ul>	
Outcome 1.2: By 2020, women, youth, children, and vulnerable people benefit from increased effective and sustainable social protection measures to reduce inequalities and violence	<ul style="list-style-type: none"> <li>- Human development</li> <li>- Social service development strategy</li> </ul>	
<b>Pillar 2. Health and Nutrition</b>	◆ Growth Strategy	
Outcome 2.1: By 2020, women, newborns, children, and adolescents have increased and equitable access to and use of quality reproductive health services	<ul style="list-style-type: none"> <li>- Human Development</li> <li>- Sectoral Strategy for Health</li> </ul>	
Outcome 2.2: By the end of 2020, men, women, adolescents, and children have access to and increasingly and equitably use HIV/AIDS, tuberculosis, malaria, etc. prevention and care	<ul style="list-style-type: none"> <li>- Human Development</li> <li>- Sectoral Strategy for Health</li> </ul>	
Outcome 2.3: By 2020, children under 5 and women in vulnerable areas have access to malnutrition prevention and management services and use them increasingly and more equitably to improve their nutritional status..	<ul style="list-style-type: none"> <li>- Human Development</li> <li>- Sectoral Strategy for Health</li> <li>- National Feeding and Nutrition Policy</li> </ul>	
<b>Pillar 3. Education and Vocational Training</b>		
Outcome 3.1: By 2020, children and young people from vulnerable groups, especially girls, benefit from quality inclusive education and literacy programs	<ul style="list-style-type: none"> <li>- Human Development</li> <li>- Sector Strategy for the Education and Vocational Training sub-sector</li> </ul>	
Outcome 3.2: "By 2020, youth aged 15-35 have greater and more equitable access to vocational training and apprenticeship opportunities that match the needs of the production sector (efficiency of training with openings)"	<ul style="list-style-type: none"> <li>- Human Development and Vocational Training</li> <li>- Special Three-year Youth Plan</li> <li>- National Volunteering Strategy</li> </ul>	
<b>Pillar 4. Resilience, early recovery and food security</b>	<ul style="list-style-type: none"> <li>◆ Growth Strategy</li> <li>◆ Governance Strategy and Strategic Management of the State</li> </ul>	
Outcome 4.1: By 2020, people (especially vulnerable groups) in target areas are more resilient to environmental, social, and economic shocks	<ul style="list-style-type: none"> <li>- Human Development</li> <li>- Modernizing the production apparatus</li> <li>- Strategic Management of the State</li> <li>- National Climate Change Adaptation Plan</li> <li>- Rural Sector Development Strategy (RSDS);</li> <li>- Regional Development Program for the northern regions</li> </ul>	
Outcome 4.2: By 2020, the people (particularly vulnerable groups) in target areas have permanent, increased and equitable access to adequate food	<ul style="list-style-type: none"> <li>- Human Development</li> <li>- Rural Sector Development Strategy (RSDS);</li> <li>- PNIA</li> </ul>	

### 3.2. Pillar I: Decent Job Opportunities and Social Inclusion

#### Outcome 1.1: By 2020, women and youth have greater and equitable access to decent employment opportunities and are economically more self-reliant

Since about a decade, Cameroon placed employment at the center of its strategic guidelines on development matters. Bearing in mind that access to a decent job is the first form of social inclusion, the most reliable

factor for improving living conditions and rolling back poverty and reducing vulnerabilities, GESP understood the need to promote a conducive global framework to incentivize the development of SMEs. This, in order to make them a melting point for the creation of decent jobs.

As part of the GESP employment strategy, and especially the part on increasing the supply of decent jobs and improving labor market efficiency, national efforts will be supported in terms of promoting employment for two of the most marginalized groups: youths and women. The main expected outcome is to grow more decent job opportunities for them and improve the working conditions of those already active in the labor market. This must translate into a drop in the global unemployment rate after three years as far as these two groups are concerned.

UNS support will focus firstly on improving the institutional and regulatory environment to further drive the development of SMEs in general and thus increase decent job opportunities. This involves contributing to match the demand for employment with the needs of businesses to ensure more integration of youths and women especially in target regions. Emphasis will be placed on building technical capacities to address the needs of the labor market. To achieve this, several initiatives will lean on the existing apparatus and mechanisms to which strategic and operational support will be added in a drive to improve their efficiency.

*The aim is to contribute to reducing global youth and women's unemployment from 71.4% and 78% respectively to 50%.*

Secondly, emphasis will be on promoting self-employment by encouraging entrepreneurial initiatives, facilitating setting up and integration into promising sectors and in developing related activities around some major projects. To that end, the identification of promising sectors for employment will be carried out, the weaknesses of youths and women in the target regions will be identified and in terms of business creation and development, businesses will be identified, and their capacities will be reinforced. Furthermore, the factors limiting youth's and women's access to productive resources will be outlined and strategies developed to tackle them progressively. Challenges in accessing financial resources will be targeted in priority considering their importance and the negative impact it may have on the ability of youths and women to initiate and sustain income-generating projects.

Thirdly, support will be directed at improving the working conditions of youths and women who are already on the job market. In an environment globally dominated by the informal sector, the significant disparities affecting these two categories require a lot of effort to improve ownership and implementation of international labor standards. In the same vein, action should be taken to enhance the structure and representativeness of workers' and employers' organizations for proper mainstreaming of the specificities of youths and women in social dialogue.

In addition, UNDAF will pursue the efforts already undertaken to strengthen the information system on the labor market. Drawing lessons from previous experiences, UNS will support the dissemination of best practices on the coordination, monitoring and evaluation of actions to promote employment. Strategic information needed to formulate adequate and targeted programs will be developed to better guide the choices of actors, especially those of decision makers across board and the population.

In accordance with the policy options of the Government, the actions of this UNDAF in the employment sector will be to reverse the current unemployment trend of youths and women which is on the rise with levels estimated at 73% and 78% respectively in 2010; thereby exceeding the national average estimate of 70.6%. The outcomes will depend on the efficiency of actions taken but more importantly on the synergy between the actions of various stakeholders which have often been scattered and fallen short in terms of integration.

**Outcome 1.2: By 2020, women, youth, children, and vulnerable people benefit from increased effective and sustainable social protection measures to reduce inequalities and violence**

Over the past years, Cameroon's development in the social sector have unfortunately been combined with growing inequalities and worsening social gaps. Meanwhile, ensuring that every member of a community takes full part in this (especially through employment), that they are nurtured and respected appears to be an imperative in maintaining social cohesion in an environment that is increasingly being characterized by crises. The ambition of UNDAF is to contribute to the integration of all groups and categories of the population by acknowledging their rights and their need to enjoy basic income security, access to basic social services, economic opportunities, and the need for them to participate in decision making processes that impact their lives.

The first area targeted is that of gender promotion. Women, despite being the majority within the population, are still victims of inequalities, discrimination and even violence which translates through their low participation and involvement in decision making processes and in the economic and social fields. By harnessing recent developments in favor of the institutionalization of the gender approach in public policies, UNDAF hopes to develop advocacy strategies and mechanisms in view of the adoption and implementation of legal instruments encouraging women's empowerment. Attention will be paid to the allocation of sufficient resources for programs pegged to this objective. These efforts should set the stage for increased participation of women in decision making processes at family, community and policy levels. At community level in particular, actions will be taken to better engage community leaders to defend, protect and promote the rights of women and young girls as well as in addressing gender-based violence.

*The objective is to: (i) increase gender mainstreaming and the level of political, legal, economic and social empowerment of the woman and the girl child; (ii) reinforce and extend social protection mechanisms and; (iii) ensure better protection for girls and boys against violence, negligence and exploitation*

Still on promoting gender, the advocacy effort will focus on promoting and popularizing the gender approach for it to be mainstreamed at all levels (planning, programming and budgeting). This mainstreaming must be driven through institutionalized accountability mechanisms and made more operational as well as illustrated mainly through a gender report appended to the Finance Law each year. The intensification of these accountability mechanisms will be pursued by reinforcing the monitoring and evaluation system for the National Gender Policy adopted in January 2014 with the vision of ensuring that women and men enjoy equal rights and take equal part in development. To gain a critical mass of women leaders, these outcomes will require strong backing from women.

To improve the inclusion of all vulnerable groups, UNS support will target the enhancement and extension of social protection mechanisms in second position. For the most vulnerable, coverage of social safety net and social action programs will be extended to provide them with basic income security which is indispensable for their social and economic development. Furthermore, a social security reform is underway in the country and has already led to the signing of Decree No 2014/2377/PM of 13 August 2014 establishing a voluntary insurance scheme for workers in the informal economy and the review of conditions for levying social insurance contributions. UNS support will focus on supporting this reform in a bid to enhance social security system tools and to tailor them to the specificities of socially vulnerable persons.

In the country's move towards achieving the MDGs, the health sector appears as the sector in which the most significant gaps remain. Meanwhile access to health, besides being a fundamental right is a prerequisite for one to even envisage any development outlook. Harnessing the demographic dividend requires a qualitative leap in the organization of the health system, especially its funding mechanisms. Whereas households contribute over 75% of the total health expenditure estimated at over F CFA 600 billion yearly for their health, a considerable number of Cameroonians still do not receive the quality care and health services which they legitimately aspire to. The direct payment system, which is the most widely used (95%) contribution mode is reputed to be the most inefficient for equitable and timely access to healthcare. In addition to encouraging mercantile behavior, this system leads to a lack of clarity on the solvency of patients investing in hospital

technology. Furthermore, UNDAF will strive for the introduction of a universal health coverage system which will ensure risk sharing and guarantee access to essential health services for all.

The third aspect of vulnerability which UNS intends to address in priority during this period is that of the protection of children, girls and boys, against all forms of violence, negligence and exploitation. By taking advantage of recent developments in policies and strategies protecting children, UNDAF aims to mobilize resources to improve social protection services for children, develop an information management system for children who are victims of violence and exploitation, to enhance the Civil Status Registry system and implement legal instruments protecting girls and boys.

This will mean mobilizing resources to improve social protection services for children, developing an information management system for children who are victims of violence and exploitation, enhancing the Civil Status Registry system and implementing legal instruments protecting girls and boys. These objectives will be met mainly by building the organizing capacities of the social economy which intervenes in this sector.

### 3.3. Pillar II: Health & Nutrition

The health sector is the sector with the most challenges to tackle in order to meet MDG targets. To put this challenge into perspective and mainstream all the peculiarities of the sector, three Outcomes were selected under this UNDAF.

#### **Outcome 2.1: By 2020, women, newborns, children, and adolescents have increased and equitable access to and use of quality reproductive health services**

Of all MDG targets (now reformulated in the SDGs), the level of achievement of the one on maternal mortality remains particularly disturbing. The main challenge of the Government is to reverse this trend using targeted strategies but also and especially through significant system reforms regarding the quality of services, the availability of medication, training and motivating staff and driving demand.

UNS shall build on these efforts to enhance the demand and supply of quality preventive, curative and promotional reproductive, Maternal, Neonatal, Child and Adolescent health services (SRMNIA). In the target zones of the north and East, actions will especially aim at building human resource capacities and ensuring equitable geographical distribution, improving the supply of health prevention and promotion services, enhancing the quality of care including infrastructure and equipment. The actions aim at guaranteeing the availability of inputs through targeted actions on the supply chain, the monitoring system and conservation mechanisms.

Since the insufficient outcomes observed are also due to low demand from households and communities, UNS actions will assist government efforts for greater mobilization and involvement of these stakeholders. These outcomes are expected to bring about real behavior change, reduce risky attitudes and practices for the population. The outcomes of such actions should be reflected in vaccination coverage, especially for children aged between 12 to 23 months and who must receive all vaccines recommended by the national vaccination program before their first birthdays, skilled attendance at delivery and the prevalence of early pregnancies in girls aged 15 to 19.

*The objective is to reduce maternal mortality rates (from 782 to 596 for a thousand live births), neonatal mortality (by 4.5% yearly), infant and child mortality (by 5% yearly).*

For several vulnerable segments of the population, the financial barrier remains the main challenge in accessing healthcare. Moreover, UNS will assist some social safety net programs and provide indirect grants to support them. To offer a sustainable solution to this preoccupation on financial accessibility, emphasis will be placed, as indicated above, on reforming the health funding system.



The advocacy efforts will aim at maintaining the pace in the progression of the public budget earmarked for the health sector. Efforts made in 2015 helped to increase the sector's budget share to 5.5% of the total budget after a substantial increment. By 2020, the scope of challenges envisaged requires that the target should be to aim for at least 10% of the total budget. Furthermore, UNS will assist the country in setting up and extending universal health coverage which is indispensable in ensuring equitable access to quality healthcare.

**Outcome 2.2: By the end of 2020, men, women, adolescents, and children have access to HIV/AIDS, tuberculosis, malaria, etc. prevention and management, and use them increasingly and in an equitable manner**

In Cameroon, the situation of the three main diseases, which are: malaria, tuberculosis and HIV/AIDS is still a matter of serious concern, especially in the four targeted regions. To consolidate the achievements made in the country over the past decades, UNS will assist strategies aimed at reinforcing prevention and treatment of these diseases by placing emphasis on the quality of service delivery.

In this sector like elsewhere, actions will insist on health facilities (HFs) in the target zones and on enhancing human resources given that there is an acute shortage of them in these zones. At the end of the period under consideration, the goal is to increase the proportion of HFs with at least a quarter of the skilled human resources needed to deliver quality healthcare services by 50% or more. This reinforcement of human resources will be coupled with that of infrastructure and equipment in particular, in order to grow supply and address the challenges raised by migratory flows. In this respect, UNS aims to aid in the construction/equipping of at least 75% of the 200 Integrated Health Centers (CSI) targeted.

Still under reinforcement of the supply of healthcare services, joint efforts will be made in order to enhance management, supply (supply chain), storage, and distribution systems for inputs that are generally in short supply and constitute one of the highest systemic bottlenecks. It involves making sure that the proportion of health care facilities without stock-outs of at least one tracer drug per year which stood at just 6% in 2003 should be raised to at least 60% by 2020 in the target areas.

In view of stimulating increase in demand for healthcare as part of efforts to combat the three diseases, the actions to be taken will be similar to those described in the first Outcome of this pillar. Large scale education and awareness-raising campaigns will focus on change of risky behavior, attitude and practices including rejection, discrimination, stigmatization, prostitution, addictive behavior, early and forced marriages and Gender-Based Violence (GBV).

*The objective by 2020 is to reduce: (i) the HIV incidence rate to 1.9%; (ii) the prevalence of multi-drug-resistant tuberculosis to less than 2%; (iii) the mortality rate in children under 5 to 31%.*

These will be combined with other initiatives contributing to better prevention of the three diseases among which is the distribution of long-lasting insecticidal nets (LLINs) as far as malaria prevention in particular is concerned. In a specific manner, targeted distribution campaigns will be held alongside awareness-raising campaigns on their proper use, to raise the proportion of children aged 0 to 5 sleeping under a LLIN to 80%; the rate was just 54.8% in 2014.

In combating HIV/AIDS, UNS actions will support the government's commitment to achieve the objectives of the "90-90-90" FAST TRACK Program by 2020. Efforts will be geared towards reinforcing and extending HIV screening initiatives in all circles (communities, work places, health facilities), supporting the decentralization of ARV therapy in the priority UNDAF intervention zones, consistently with the Plan to fast track ARV treatment launched in 2016.

Having seen the efficiency of the community approach in some cases, capacity building will be conducted locally through community mobilization. The goal here therefore will be to increase the proportion of Civil Society Organizations and Community-Based Organizations per health area at least by 80%. UNS will offer

crosscutting support to the planning chain, coordination and accountability mechanisms. to enhance their efficiency under results-based budget programs. In this respect, the principle of performance-based funding initiated in 2011 which has yielded rather positive results could be extended and reinforced. Specific attention will be paid to reducing the country's high dependence on external funding to combat these three diseases. UNS will pursue its efforts in sourcing domestic and/or innovative funds.

**Outcome 2.3: By 2020, children under 5 and women in vulnerable areas have access to malnutrition prevention and management services and use them increasingly and more equitably to improve their nutritional status...**

It is common knowledge that in Cameroon, the problems observed in children and women's health especially in vulnerable zones in the Far North, the North, the Adamawa and East regions are for the most part, due to their poor nutritional status. Also, the Government and UNS agreed to pool their efforts to improve access to and use of prevention and treatment services for malnutrition in these zones.

In this regard, strategies will consist in increasing the quality and quantity of nutrient intake for mother and child in order to better address their nutritional needs. The strategies will be broken down into the following aspects: (i) promoting optimum quality and adequate maternal nutrition, infant and child feeding in order to prevent different forms of malnutrition (severe malnutrition, chronic malnutrition, iron deficiency, vitamin A deficiency, iodine deficiency, etc.); (ii) facilitating access to prevention, treatment and care services for malnutrition and; (iii) promoting infant and child feeding (initiating breastfeeding within the first hour of birth, exclusive breastfeeding during the first six months, optimum quality complementary feeding between 6 and 23 months).

*The objective is to reduce the chronic malnutrition rate for children under 5 years from 32% to 27% by 2020.*

UNS will assist in reinforcing the supply of services to significantly improve the proportion of children aged between 6 and 23 months on an acceptable minimum diet. Other care practices will be encouraged in view of preventing malnutrition (hand washing with water and soap at critical moments, the use of treated nets to prevent malaria, the use of ORS/Zinc for treatment of diarrhea, birth spacing, etc.). These efforts will be extended to prevention and treatment services for malnutrition-related diseases to improve the availability of an integrated package for prevention and treatment of communicable diseases (diarrhea, IRA, malaria, HIV, measles, Tuberculosis...).

The efforts focusing on reinforcing clean water access and encouraging best hygiene and sanitation practices are expected to impact the use of improved toilets, improved drinking water sources, vaccination coverage (especially the measles vaccine and PENTA) and ultimately, the incidence of communicable diseases in children.

In a crosscutting manner, the challenge of UNS will be to assist Cameroon, a country with immense potential, in reinforcing the place reserved for nutrition in development programs and mobilize human, financial and material resources needed to achieve the associated economic and social objectives.

### **3.4. Pillar III: Education and Vocational Training**

Education is the social sector in which the most remarkable strides have been achieved by Cameroon over the past years on the path set by the MDGs. Progress achieved in terms of education coverage are translated by overcrowding which leads to newer challenges. These new challenges now include improving the quality of teaching and training, enhancing the inclusion of the educational sector and the improvement of its external efficiency, especially ensuring correlation between vocational training and economic needs. These challenges concern mainly the target zones and groups of this UNDAF.

**Outcome 3.1: By 2020, children and young people from vulnerable groups, especially girls, benefit from quality inclusive education and literacy programs**

In view of the highlighted challenges and its comparative advantages, UNS will focus its interventions on preschool, primary, and inclusive alternative education (Literacy and non-formal education) to support national strategies in these areas in the four target regions. Particular emphasis will be laid on analyzing and removing obstacles preventing marginalized groups, especially the poorest and most vulnerable, from accessing quality basic education as well as adequate literacy and non-formal education programs.

Support will be directed in particular toward correcting the shortcomings of qualified personnel observed at the preschool level and catering to children with special needs. It will also be aimed at the inadequacy of school infrastructure and facilities that particularly limit access to education in the Far North, North, Adamawa and East Regions. The influx of refugees and the population displacement caused by the various crises require adapting the school map because several schools were forced to close (139 schools were closed due to insecurity in the East, Adamawa, and Far-North Regions) while schools in host areas have to cope with surplus demand.

*The goal is to increase the primary school completion rate for girls and boys from 76% (2015) to 100%, and the literacy rate from 81.8% to 100%.*

One of the factors inhibiting quality at all levels of basic education in Cameroon is accessibility to textbooks. The textbook / pupil ratio is only 1/12 and should be increased to 1/3 at least to hope for a significant impact. To this effect, the UN will support the Government in defining and implementing an effective textbook policy. Given these textbooks have to be based on curricula adapted to real needs, attention will also be given to updating the said curricula.

With a view to correcting the main disparities observed and making the Cameroonian system more inclusive, one of the objectives will be to promote the schooling of children with special needs. Obstacles such as the lack of staff equipped for supervisory roles and the inadequacy of infrastructure to host the children will be gradually lifted through actions and initiatives that will be implemented by the Government in synergy with UNS.

Considering that greatest disparity in the target areas remains at the level of the schooling of the girl child, special emphasis will be placed on stimulating the demand, within families and communities, for education aimed at this category of children. Whether through awareness, specific transfers (scholarships, school kits...), compensation mechanisms or initiatives to improve the attractiveness of the school environment (canteens, toilets, drinking water, ...), everything will be done to remove socio-cultural barriers and encourage parents to send and keep their girls in school.

In addition to the formal cycle, there are also challenges in the promotion of literacy –particularly for adult women–, and non-formal education for out-of-school youth or school dropouts. Efforts here will be focused on developing and equipping LNFE infrastructure in target areas, developing an LNFE harmonized minimum program, and building the capacity of LNFE staff to equip them with the tools to better implement this harmonized minimum program. To stimulate demand, joint initiatives will be carried out to raise awareness among the people and thus increase the attendance rates of the LNFE centers.

To achieve the objectives thus set out, it will be necessary to work toward strengthening national strategies and policies for the management of the school system, including in emergency situations, as well as building the capacity of actors at all levels, particularly at the operational level and especially in areas with low access and completion rates. To this end, UNS will support the strategy to improve education governance, particularly in the following areas: (i) mobilization of resources and optimization of intra-sectoral distribution; (ii) development and operationalization of the Integrated Education Management Information System (EMIS) and; (iii) strengthening of mechanisms and the culture of accountability.

In addition, to promote more participative management, actions will be taken to enhance the involvement of families and communities in education activities and to provide support to Local Government Authorities

(CTD) in the target areas, for better management of the skills and resources transferred to them as part of the decentralization process. The said initiatives will be deployed using a cross-sectoral approach considering that results in education require and/or lead to progress in other areas such as health and food security.

**Outcome 3.2: By 2020, youth aged 15-35 have greater and more equitable access to vocational training and apprenticeship opportunities that match the needs of the productive sector (efficiency of training with openings)**

Considered as a lever for the regulation of flows within the education system, an asset for professional integration, and a major instrument of social integration for vulnerable and marginalized people, vocational training has received particular attention from the State and its partners in the past few years. Reform undertaken in this area is aimed at extending opportunities, ensuring coherence of interventions, and improving the efficiency of the entire system, especially by adapting it to the needs of the productive sector and social demand.

Within the framework of this UNDAF, UNS intends to support Government's initiatives to improve and diversify vocational training opportunities, increase access for young girls in particular, and improve the efficiency of the system and its management mechanisms. Regarding vocational training provision in target areas, the focus will be on: (i) the availability and accessibility of teaching material and vocational training standards; (ii) training, information, and guidance facilities and their equipment; (iii) the capacities of supervisors and trainers, and; (iv) the vocational training engineering mechanism.

As concerns access for girls and other vulnerable groups, strategies will focus on: (i) incentives to encourage young girls' access to and retention in vocational training; (ii) consideration of the specificities of vulnerable groups in vocational training provision, and; (iii) the removal of financial barriers to access for young people from poor households.

*The aim is to enhance vocational training of young people in target areas and ensure that at least 50% of them are integrated into the labor market.*

External effectiveness, measured by the rate of integration of learners into the labor market, will be improved through actions aimed at: (i) aligning training programs with need; (ii) monitoring the professional integration of graduates of vocational training institutions and; (iii) harmonizing systems for assessment, validation, and certification of professional learning.

As for governance mechanisms, support from specialized bodies will provide expertise in the revision of the legislative and regulatory framework of vocational training such as to speed up the preparation and adoption of the law on vocational training guidance and its implementing instruments. In addition, UNS will support advocacy for an increase of the resources allocated to vocational training, as well as the establishment of a vocational training management information system (EMIS) and its effective use as a tool to inform decision making.

**3.5. Pillar IV: Resilience, Early Recovery, and Food Security**

The adoption of this pillar reflects the shared concern of the Government and the UN to respond effectively to new development challenges brought about by the security and humanitarian crises in the Far North and East Regions and by climate change, whose adverse effects severely affect the population's food situation. Strategies will not only be remedial, extending emergency humanitarian action to ensure early recovery for the population, but also and above all, preventive, to improve their resilience and ability to cope with the various shocks to which they are exposed and to mitigate latent risks of social conflict.

**Outcome 4.1: By 2020, populations (especially vulnerable groups) in target areas are more resilient to environmental, social, and economic shocks**

UNS' goal is to support Government efforts to give institutions and people –be they individuals, households, local communities, vulnerable groups, or institutions– a better capacity to cope with economic and social shocks caused by crises and extreme natural events, to adapt and recover quickly without compromising their future in the medium- and long-term. Based on existing development potential, UNS will work to restore and revitalize basic services and means of livelihood while promoting human rights, which are a vector of social cohesion.

Regarding strengthening the people's environmental resilience capacities, UNS will continue targeted actions for the adoption of production and conservation techniques adapted to the new climate context. With a view to ensuring sustainable management of natural resources, actions will be undertaken to strengthen people's capacities with more appropriate management techniques, particularly as concerns energy and fisheries resources.

Given that community participation is very important in the event of a crisis, the people will receive sustained support to ensure their increased involvement in the prevention and management of shocks to which they are subjected or exposed. Strengthening of their resilience capacity will also involve implementing recovery programs, restoring and diversifying means of livelihood, creating economic opportunities and access to decent jobs, and to relevant and practical knowledge to promote the behavioral changes required for this purpose.

As for institutions, they will receive support in the strengthening of their capacities for the prevention, preparation, and management of environmental, social, and economic shocks. Support from UNS will thus focus on the monitoring and control of factors of vulnerability to shocks, the effectiveness of information and warning systems, response capacities (human, material resources and inputs), and post-crisis support mechanisms. Ultimately, institutions, especially those in charge of civil protection, will be better equipped to prevent shocks (factors of vulnerability), react quickly, and take care of victims.

*The aim is to reduce the proportion of people affected by economic, social, and environmental shocks*

Crisis management being an area that brings together a variety of stakeholders, UNS will provide its expertise to enhance the coordination of interventions. This will involve in particular, setting up a monitoring and evaluation system for interventions, mobilizing resources, increasing resources allocated to crisis management, and setting up platforms for dialogue and consultation between different stakeholders.

***Outcome 4.2: By 2020, the people (particularly vulnerable groups) in target areas have permanent, increased and equitable access to adequate food***

By reducing the rate of food insecurity to 15.40% in 2015, Cameroon achieved the related MDG target, which called on countries to halve, between 1990 and 2015, the proportion of the population suffering from hunger. However, recent crises have shown how fragile this achievement is, especially in the northern and eastern parts of the country. Because of these events and other environmental shocks, the food insecurity rate now stands around 20%.

Therefore, the Government and UNS have agreed to combine their efforts to meet the resulting challenges and to ensure permanent availability and accessibility of foodstuffs in these regions. Initially, these efforts will focus on improving the agricultural production systems of the areas concerned, notably by facilitating access to agricultural inputs and equipment (financial services, water, fertilizers, improved seeds, phytosanitary products, etc.) and increasing the level of professionalization of producers. The objective here is to ensure steady growth in agricultural production and productivity with a focus on smallholder farmers, particularly in the northern part of the country where this has often dropped in recent years.

*The objective is to reduce the rate of food insecurity by 19% in target areas (East, Adamawa, North, and Far North) to 16%.*

To increase the competitiveness of various agricultural sectors, actions to improve production and productivity will be coupled with those aimed at improving the storage, processing, and marketing capacities of agropastoral and fish products. Expected results include a reduction of post-harvest losses, better anticipation of lean periods, and greater development of products; which are all guarantees of the competitiveness of agricultural sectors. The community approach will thus be promoted, supported, and developed through various incentives.

On the subject of food security, as with the others, focus will be placed on improving and strengthening the mechanism for coordinating interventions at all levels. This will involve eliminating duplication, overlaps, and conflicts of authority, inconsistencies, and redundancies that often mark different interventions. UNS will therefore work on the establishment of a management and coordination mechanism as well as an integrated information system.

Ultimately, UNS interventions should create favorable conditions for improving food and nutritional security, which is essential to human development. To this end, special emphasis will be laid on environmental preservation and the sustainable management of natural resources.

### **3.6. Risks and Assumptions**

The Cameroon UNDAF 2018-2020 will be implemented in a specific context marked by several risk factors. Achieving the results therefore also depends on specific assumptions and conditions.

At the national level, the many uncertainties hanging over the economic, social, and budgetary context weigh on the prospects of change in the two shocks that the country is currently facing: the security crisis and the oil shock. While the latter has a negative impact on the state's budgetary resources, the former shock leads to the diversion of resources from traditional development sectors to satisfy security requirements.

In addition, two major events will mark the period under review: the presidential election and the 2019 Africa Cup of Nations. The preparation and organization of the 2019 AFCON will certainly capture the attention of most of the Cameroonian authorities over the next three years, but the event could also serve as a catalyst for some reforms.

Structurally, issues of governance and participation can be serious obstacles. The effectiveness of initiatives envisaged in this UNDAF and in all other development actions will depend on the prospects as concerns the participation, involvement, and representation of all social strata in local governance, the accountability of the system, the fight against corruption, and the streamlining of administrative procedures.

On a much more operational level, some constraints that have hitherto limited the effectiveness of development assistance in Cameroon persist and are obstacles to the achievement of the results described above. These include:

- difficulties in mobilizing counterpart funds from the State;
- lack of harmonization of partners' methods of intervention, which causes overlaps and fragmentation;
- the superficiality and dispersal that characterize interventions;
- poor harmonization of tools and strategies for mobilizing aid;
- low capacity of absorption of external resources mobilized;
- difficulties of collaboration between the different ministries;
- persistence of prejudice and suspicion between the Government and other local stakeholders.

On the internal level, within UNS, there are several assumptions:

- the existence of leadership at the strategic and operational level;
- the substantial support of headquarters and regional offices;
- the reduction of transaction costs in the implementation of interventions and the effective targeting thereof.

To be specific, certain risks and assumptions identified relate to particular pillars.

<b>Pillars</b>	<b>Specific assumptions</b>	<b>Specific risks</b>
Pillar 1: Decent jobs and inclusion	<ul style="list-style-type: none"> <li>– Women’s empowerment policy</li> <li>– National Action Plan for Youth Employment</li> <li>– Critical mass of female and male leaders</li> <li>– Normative framework conducive to inclusion and gender equality</li> <li>– Implementation of the Three-Year Special Youth Plan</li> <li>– Proper coordination of interventions to promote youth employment</li> </ul>	<ul style="list-style-type: none"> <li>– Low adherence by companies and youth</li> <li>– Insufficient financial resources</li> <li>– Instability of the institutional framework</li> <li>– Poor targeting of beneficiaries</li> <li>– Reduction of external financing due to changes in priorities</li> </ul>
Pillar 2: Health and nutrition	<ul style="list-style-type: none"> <li>– Adherence of communities for behavior change</li> <li>– Commitments of the partners</li> <li>– Inter-agency and cross-sector coordination</li> <li>– Availability of technical and financial resources</li> <li>– Institutional anchoring of nutrition</li> </ul>	<ul style="list-style-type: none"> <li>– Non-adherence of health care professionals</li> <li>– Natural disasters</li> <li>– Deterioration of the socio-economic conditions of households</li> <li>– Epidemics</li> </ul>
Pillar 3: Education and vocational training	<ul style="list-style-type: none"> <li>– Commitment of education sector stakeholders</li> <li>– Expertise and partnerships</li> <li>– Improvement of the business climate</li> </ul>	<ul style="list-style-type: none"> <li>– Non-adherence of communities, beneficiary groups</li> </ul>
Pillar 4: Resilience and food security	<ul style="list-style-type: none"> <li>– Political will to involve youth in agricultural activities</li> <li>– Political will to reduce disaster risk</li> <li>– Availability of data on resilience</li> </ul>	<ul style="list-style-type: none"> <li>– Emergence of new threats</li> <li>– Issues of governance that have a negative impact on the management of resources</li> <li>– Low capacity of absorption of the initiatives by the beneficiaries</li> </ul>

### 3.7. Initiatives outside the Results Matrix

Between 2018-2020, some Agencies will continue to implement a few initiatives not included in the results of this UNDAF. This will include completing programs already started or for which partnership agreements have already been concluded. It also includes certain pre-determined interventions that cover geographical areas other than the priority regions selected for UNDAF.

**Table:** Initiatives outside the 2018-2020 UNDAF Results Matrix

AGENCY / GOV. PARTNER	PROGRAM/ACTIVITY	IMPLEMENTATION PERIOD		INTERVENTION AREA
		START	END	
UNICEF				
MINEPAT	Children-sensitive plans and budgets	2018	2020	Central
UNCHRDD				
MINJUSTICE, MINAS	<p>“(a) The fight against discrimination, especially discrimination based on race, gender, religion, and discrimination against marginalized people:</p> <p>1. Advocacy, technical support, awareness-raising, and capacity building of key stakeholders (government, CSOs, media) to eliminate discrimination against generally marginalized groups: Women, people with disabilities, LGBT, people living with HIV/AIDS, indigenous peoples, minorities, the elderly, children, etc.</p> <p>2. Advocacy, technical support for the ratification of non-ratified conventions and the implementation of those that have been ratified.”</p>	2018	2020	Everywhere
MINJUSTICE, MINDEF, DGSN	<p>“(b) Early warning and the protection of human rights in situations of conflict, violence, and insecurity:</p> <p>1. Awareness-raising and capacity building of key stakeholders (government, CNDH, CSOs, humanitarians, media etc.), for the prevention of human rights violations and for the protection of human rights within the context of the fight against terrorism:</p> <ul style="list-style-type: none"> <li>- Forces of security and law enforcement –on respect for human rights in the fight against terrorism</li> <li>- The CNDH and CSOs –on the monitoring of human rights</li> <li>- Humanitarians –on considering human rights in humanitarian response</li> </ul> <p>2. Advocacy and technical support to the government to ensure compliance of local policies and legislation with international human rights standards”</p>	2018	2020	Everywhere
MINJUSTICE, ELECAM, MINDEF, DGSN	<p>“(c) Expanding democracy, with a focus on public freedoms and the protection of human rights defenders;</p> <p>1. Advocacy for the implementation of the African Charter on Democracy, Elections and Governance (ACDEG)</p> <p>2. Awareness-raising, capacity building for the mainstreaming of groups generally marginalized in electoral processes</p> <p>3. Awareness-raising and capacity building of key actors to ensure respect of fundamental freedoms in electoral processes,</p> <p>4. Monitoring of human rights violations in the electoral context”</p>	2018	2020	Everywhere
MINJUSTICE, MINT, MINAS	<p>“(e) Mainstreaming human rights in development and in the economic sphere, with a focus on businesses and human rights, and land, water and housing rights:</p> <p>1. Advocacy, technical support, awareness-raising and capacity building of key stakeholders (government, businesses, media, CSOs) for the implementation of guiding principles on human rights and business”</p>	2018	2020	Everywhere

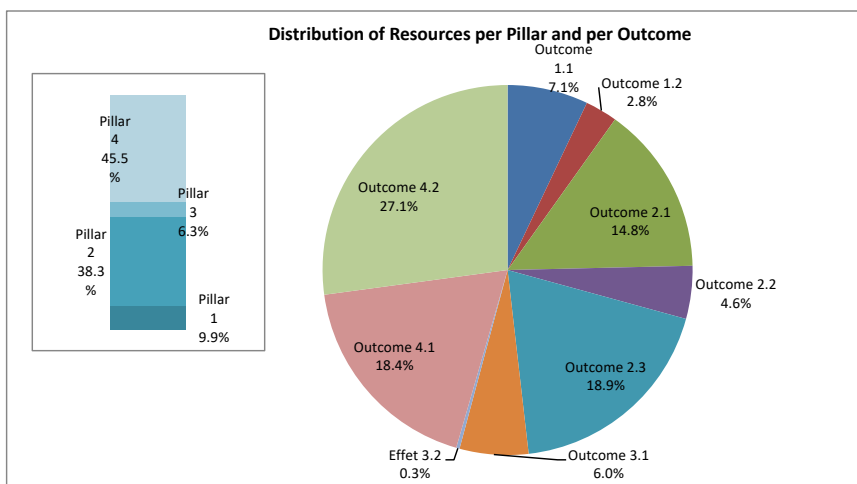
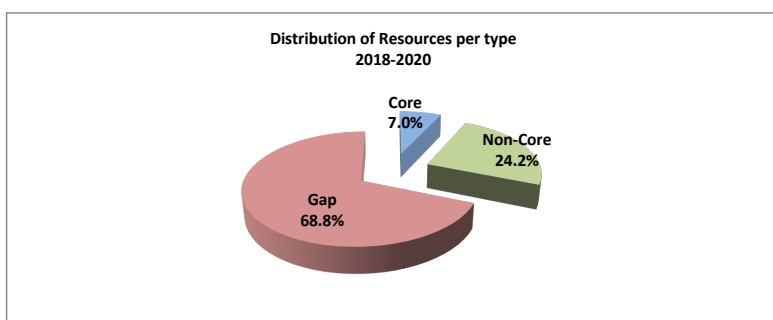


MINJUSTICE	<p>“(f) Tackling impunity, and reinforcing accountability and the rule of law with a focus on human rights when administering justice, transitional justice, torture, detention, and the death penalty</p> <p>1. Advocacy, technical support, awareness-raising and capacity building of the government (Magistrates, security and police forces, parliamentarians, prison officials, etc.) on their obligation to promote and protect human rights</p> <p>2. Capacity building of CSOs, the media, CNDH, on their role in the fight against impunity”</p>	2018	2020	Everywhere	AD
IOM					
Government of Cameroon and Civil Society	<p>“Governance of migration and return to and sustainable reintegration in Cameroon.</p> <p>”</p>	2017	2020	Yaounde, Douala, Bamenda, Maroua, Bafoussam, Buea	
MINREX MINEDUB, MINESEC, MINESUP, MINEFOP, MINSANTE	<p>Health: Transfer of knowledge of the Cameroonian diaspora living in France and Belgium through one-off time-bound activities (2 to 3 weeks) by volunteer experts, in different medical specialties (surgery, anesthesia, gynecology; etc.). The contribution of the Cameroonian diaspora falls within the framework of health facilities identified for this purpose. and education</p> <p>Education: Transfer of knowledge of the Cameroonian diaspora living in France and Belgium through one-off time-bound activities (2 to 3 weeks) by volunteer experts in higher education (university).</p>	2017	2018	<p>Yaounde Central Hospital, Hôpital des sœurs Saint Martin de Porres (Mvog-Betsi)</p> <p>the National Advanced School of Engineering of Yaounde (ENSP)</p>	

#### 4. UNDAF 2018-2020 RESOURCE FRAMEWORK

##### 4.1. UNDAF Resources

The total cost of UNDAF programs for 2018-2020 has been estimated at close to USD 630 million, 68.8% of which is yet to be mobilized. This budget will be allocated to actions related to employment opportunities and social inclusion (9.9%) from an inclusive development perspective; to initiatives to strengthen the supply and demand for health care and nutrition (38.3%); to closing the gaps in education and vocational training (6.3%), and; to building resilience and food security (45.5%). Considering the challenges in this area, a joint mobilization strategy will be implemented.



2018-2020		(In thousands of USD)														
Outcomes	Outcome 1.1			Outcome 1.2			Outcome 2.1			Outcome 2.2			Outcome 2.3			
Agencies	Core	Non-Core	Gap	Core	Non-Core	Gap	Core	Non-Core	Gap	Core	Non-Core	Gap	Core	Non-Core	Gap	
BIT	1,300	2,050	3,750	0	650	1,250	0	0	0	0	0	0	0	0	0	
UNCHRD	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
IOM	0	0	0	0	200	600	0	0	0	0	0	0	0	0	0	
UNIDO	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
UN Women	60	545	9,580	630	1,250	1,270	0	300	150	0	300	150	0	0	0	
WFP	0	0	12,000	0	0	2,400	0	0	0	0	0	600	0	0	29,400	
UNDP	800	1,300	2,900	0	0	0	0	0	0	0	0	0	0	0	0	
UNV	300	0	4,000	106	0	0	50	0	0	50	0	0	0	0	0	
UNESCO	240	91	0	240	0	0	125	0	0	145	0	0	0	0	0	
UNHCR	1,200	1,900	1,650	0	0	0	500	4,050	3,050	200	1,050	850	400	4,200	4,100	
ECA	165	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
UNICEF	0	0	0	3,900	600	2,800	3,700	13,500	9,800	3,200	2,800	800	4,460	42,772	33,182	
WHO	0	0	0	0	0	0	1,665	6,600	20,700	270	1,050	3,000	0	0	0	
UNAIDS	0	0	0	45	20	0	1,200	150	550	4,000	5,000	5,500	0	0	0	
UNFPA	0	150	200	1,050	0	600	5,400	9,000	12,000	0	0	0	0	0	0	
FAO	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
<b>TOTAL</b>	<b>4,065</b>	<b>6,036</b>	<b>34,080</b>	<b>5,971</b>	<b>2,720</b>	<b>8,920</b>	<b>12,640</b>	<b>33,600</b>	<b>46,250</b>	<b>7,865</b>	<b>10,200</b>	<b>10,900</b>	<b>4,860</b>	<b>46,972</b>	<b>66,682</b>	

Outcomes	Outcome 3.1			Outcome 3.2			Outcome 4.1			Outcome 4.2			Total			
Agencies	Core	Non-Core	Gap	Core	Non-Core	Gap	Core	Non-Core	Gap	Core	Non-Core	Gap	Core	Non-Core	Gap	Total
BIT	0	0	0	0	150	300	150	300	450	0	0	0	1,450	3,150	5,750	10,350
UNCHRD	0	0	0	0	0	0	0	150	180	0	0	0	0	150	180	330
IOM	0	0	0	0	0	0	0	1,400	4,000	0	0	0	0	1,600	4,600	6,200
UNIDO	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UN Women	0	0	300	0	0	0	0	1,050	900	0	600	450	690	4,045	12,800	17,535
WFP	0	0	20,100	0	0	0	0	0	38,400	0	0	159,000	0	0	261,900	261,900
UNDP	0	0	0	0	0	0	580	7,550	2,150	0	0	0	1,380	8,850	5,050	15,280
UNV	0	0	0	0	0	0	156	0	0	0	0	0	663	0	4,000	4,663
UNESCO	555	646	0	100	0	0	0	250	150	0	0	0	1,405	987	150	2,542
UNHCR	500	5,525	3,975	0	700	600	1,000	11,000	15,500	0	2,600	3,400	3,800	31,025	33,125	67,950
ECA	0	0	0	0	0	0	0	0	0	0	0	0	165	0	0	165
UNICEF	2,580	3,000	420	0	0	0	1,950	9,500	7,600	0	0	0	19,790	72,172	54,602	146,564
WHO	0	0	0	0	0	0	0	0	0	0	0	0	1,935	7,650	23,700	33,285
UNAIDS	0	0	0	0	0	0	0	0	0	0	0	0	5,245	5,170	6,050	16,465
UNFPA	0	0	0	0	0	0	600	0	900	0	0	0	7,050	9,150	13,700	29,900
FAO	0	0	0	0	0	0	0	7,800	1,500	0	0	3,900	0	7,800	5,400	13,200
<b>TOTAL</b>	<b>3,635</b>	<b>9,171</b>	<b>24,795</b>	<b>100</b>	<b>850</b>	<b>900</b>	<b>4,436</b>	<b>39,000</b>	<b>71,730</b>	<b>0</b>	<b>3,200</b>	<b>166,750</b>	<b>43,573</b>	<b>151,749</b>	<b>431,007</b>	<b>626,329</b>

#### 4.2. Joint Resource Mobilization Strategy

Based on the common budget framework presented above, UNCT will develop a common strategy for mobilizing the resources needed to achieve UNDAF outcomes agreed upon with the Government. The resource mobilization approach is based on the principle that the primary responsibility for the economic and social development of the country using national resources falls on the Government while the role of the United Nations is to provide support and mobilize the additional resources needed in a partnership approach involving other stakeholders and in mobilizing various financing facilities, the private sector, civil society, and even the public sector.

The implementation context of UNDAF 2018-2020 could remain very constrained considering the global economic outlook, which is still gloomy. Cameroon's classification as a lower-middle-income country does not give it priority access to certain funding windows, so a diversification of partnerships is essential. Furthermore, the resource mobilization strategy will be based on the following levers:

- ✓ Targeted interventions: Depending on comparative advantages, the UN will clearly differentiate itself from other partners by developing interventions and highlighting the alignment of its action with the country's development priorities, as well as the coherence of such action and its complementarity with the initiatives of other actors.
- ✓ A joint strategy: Based on joint responsibility, constant involvement, and mutual trust, other initiatives must be carried out in addition to the actions of various Agencies. Delivering as One (DaO) mechanisms will be activated in the mobilization of the resources needed for the implementation of joint plans. This approach will help to consolidate and enhance collaboration with traditional partners and broaden the range of partners/donors.

Within the framework of political dialogue with the Government, attention will be paid to the mobilization of counterpart funds and other State contributions for the implementation of joint plans. Contribution agreements could then be considered.

## 5 IMPLEMENTATION FRAMEWORK

### 5.1. Coordination and Implementation Mechanisms

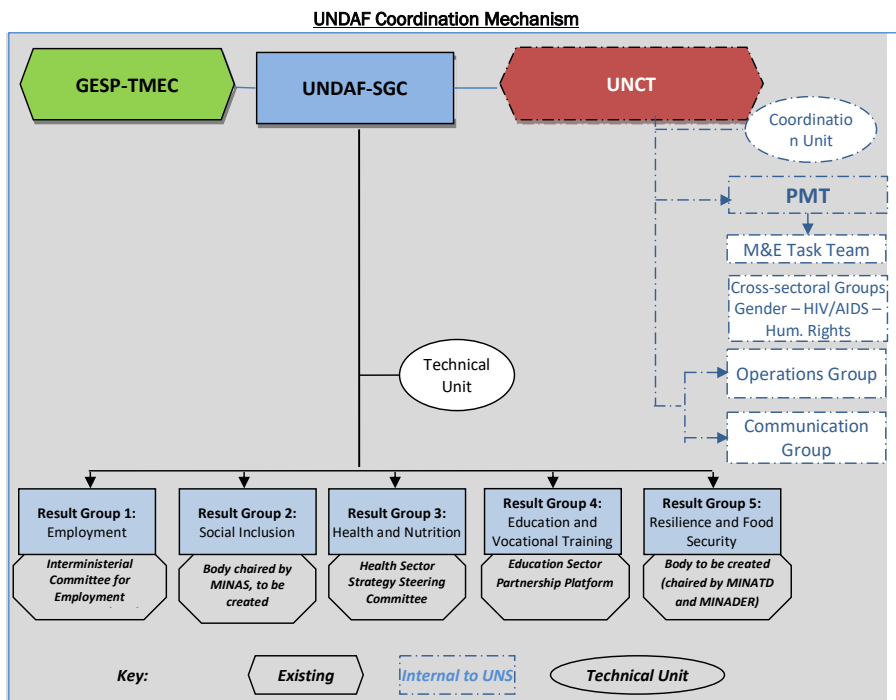
UNDAF coordination and implementation mechanisms proposed in consultation with the Government are based on three principles: (i) alignment with existing institutional arrangements and mechanisms; (ii) anchoring to the policy dialogue mechanism designed for Delivering as One; (iii) highlighting the partnership approach. UNDAF is aligned with GESP and steered at level of UNS by UNCT.

#### ✓ **Steering and Guidance Committee**

**Constitution:** UNDAF Steering and Guidance Committee (UNDAF-SGC) is co-chaired by the Minister of Economy, Planning and Regional Development (MINEPAT) and the Resident Coordinator of UNS. It is made up of the Secretaries General of government bodies that are direct partners in the implementation of DaO, and Heads of United Nations Agencies. Representatives of civil society and the private sector may be invited to participate as needed.

**Mission:** The Steering and Guidance Committee is exclusively in charge of steering UNDAF. Its mission is to examine the results achieved, give strategic guidance –for the continuation of implementation in particular–, and jointly coordinate and follow-up interventions.

**Working procedure:** UNDAF-SGC meets once every six months. It is assisted by a Technical Unit made up of technicians from MINEPAT, UNS Coordination and the PMT, which prepares the documents for Steering Committee meetings. This unit is coordinated by the MINEPAT's Directorate General of Cooperation and Regional Integration.



✓ **UNDAF Results Groups**

There are five envisaged results groups. They were set while considering the principle of alignment with existing institutional arrangements and mechanisms.

**Mission:** The overall function of the results groups is to: (i) serve as a mechanism to ensure the coherence of work carried out by UN Agencies in the various joint programs and their alignment with national programs; (ii) strengthen the integrated action of UNS in areas concerned, through strategic analysis, advocacy, and joint programming. To be specific, each Result Group will:

- initiate and facilitate joint strategic analyses on all issues related to the pillar;
- identify opportunities for strategic partnership with other actors in the areas covered and make proposals to UNDAF-SGC;
- contribute to the process of developing joint programs as part of the implementation of UNDAF;
- monitor program implementation, assess the achievement of results, and make recommendations to UNDAF-SGC;
- Prepare annual joint work plans;
- Contribute to the drafting of common UNCT advocacy messages;
- Contribute to the development of the terms of reference for UNDAF evaluation.
- Contribute to resource mobilization.

**Constitution:** Co-chaired by a Head of Agency and a Program Manager of one of the government bodies of the relevant field, each Result Group is made up of representatives of the agencies and government bodies involved.

Working procedure: Result Groups meet once every six months.

In addition to partnership bodies, UNDAF implementation will be based on a structured internal mechanism of the UN and built around UNCT.

✓ **United Nations Country Team (UNCT);**

Under the chairmanship of the Resident Coordinator, it is made up of the Heads of UN Agencies and is primarily in charge of the implementation of UNDAF. It determines the overall strategic and operational guidelines for the implementation, monitoring, and evaluation of UNDAF. It also defines guidelines for strengthening: (i) strategic partnerships, (ii) joint programming, and (iii) joint advocacy, resource mobilization; and communication actions.

✓ **Coordination Unit (CU)**

Under the direct responsibility of the Resident/Humanitarian Coordinator, the Coordination Unit (CU) will facilitate the flow of information and communication between Agencies, serve as the prime contractor for certain joint activities, ease conditions for the implementation of DaO, and provide support for the UN's strategic considerations. In addition, the CU will provide the technical interface with technical teams of the Ministry in charge of planning, particularly within the framework of the partnership Technical Unit.

✓ **Program Management Team (PMT)**

Composed of program officers from the various UN agencies and of representatives/deputy directors, this committee facilitates the coordination and management of UNDAF-related program activities. It interfaces between the country team and various working groups in charge of the implementation of UNDAF. It oversees preparation and follow up of: (i) UNDAF Annual Priority Action Plan, and; (ii) annual reports with the Government, including the final UNDAF evaluation.

✓ **M&E Task Force**

This core component of the PMT set apart to monitor coherence in the implementation of UNDAF monitoring and evaluation framework, ensure respect of the monitoring and evaluation schedule, and support national monitoring and evaluation teams. It reports to the UN Country Team.

✓ **Operations Management Team – OMT (for harmonization of procedures, rationalization...)**

Its role is to ensure efficient management of the operational resources of UNS to achieve economies of scale, improve the implementation of programs and interventions, and manage the common services of the agencies. The Committee must speed up the implementation of the procedures relating to the DaO. It is made up of all the operations managers of agencies.

✓ **Communication Group (UN Communication Group or UNCG)**

The Communication Group will develop and implement, after validation by UNCT, a joint communication strategy. It should have an internal communication component and an external communication component (for relations with partners within and outside the country). The Group will advise UNCT on the drafting of key messages concerning the implementation of UNDAF.

## 5.2. Partnerships

The development of partnerships is one of the areas where UNS' comparative advantage can be demonstrated, and used within the framework of this UNDAF with regards to the context (implementation of DaO) and the significant amount of resources needed to achieve the set objectives.

As such, the first part of the deployment of the partnership strategy will be internal to the United Nations system. The existing partnership will be strengthened by promoting synergy and complementarity between the components of the Programs of the various agencies. This inter-agency partnership will take the form of joint programs implemented in a coordinated manner in the common intervention areas.

The second part of the partnership strategy will focus on political and strategic dialogue with the State party. Within the steering bodies of this UNDAF, it will focus on medium- and long-term development guidelines, development challenges and priorities, the country's international commitments, social cohesion, decentralization, mobilization of financial resources, etc.

The third part of the strategy will focus on Cameroon's other technical and financial partners –in accordance with the principles of the Paris Declaration–, but also and above all for the mobilization of financial resources.

Finally, at the programmatic and operational level, the strategy will involve entering into specific agreements with national partners (government agencies, CTD, civil society organizations, businesses, private sector organizations, community organizations, etc.) for the implementation of some interventions.

### **5.3. Joint Programming/Joint Programs**

To capitalize on and strengthen synergies, joint initiatives and joint programs involving several United Nations System (UN) agencies will be carried out in priority geographical areas. As from 2017, these programs will be developed by the Result Groups in partnership with the relevant government bodies. These will present an opportunity for United Nations agencies to pool their expertise based on their comparative advantage, to jointly contribute to national development priorities and strategies.

Based on a joint work plan and a common budget, the joint programs will outline inter-agency synergies needed for the realization of the indicators of one or more Outcomes. These programs will be identified by the Country Team in collaboration with national implementing partners, based on this UNDAF, specific analyses, or other reference documents. A specific steering committee composed of representatives of various bodies involved will be set up for each of the said programs. This Committee will lay down operational arrangements for the Joint Program and, in conjunction with the Government, determine responsibilities and the different sources of funding.

An Agreement and any other necessary document will be signed by the partners concerned (United Nations Agencies and Government Partners). The agreement will specify the situation analysis, the Joint Program Strategy (Background/Context, Lessons Learned, Areas of Focus, and Sustainability of Results), the results framework, management and coordination arrangements, terms of reference for monitoring, evaluation and reporting, as well as work plans and budgets.

### **5.4. Communication Strategy**

In line with the "Delivering as One" initiative, the United Nations coordination team in Cameroon is committed to developing and disseminating common advocacy messages on the UN system's positions on humanitarian and development issues.

The United Nations Communication Group (UNCG), made up of communication officers of all agencies, under the leadership of a Head of Agency, will develop a joint communication strategy in 2017 that will cover the three years during which UNDAF will be implemented. The communication strategy will cover both internal and external aspects of the United Nations system's communication efforts in Cameroon.

The United Nations Communications Group will also develop a three-year communication action plan, based on the communication objectives and targets set out in the joint communication strategy. This action plan, which will accompany the implementation of the 2018-2020 UNDAF, will ensure the visibility of joint activities and the results achieved, as well as promote the image of the United Nations as a unified presence in Cameroon. It will also indicate which communication tools will be developed, and through which channels they will be disseminated; what common communication actions will be carried out by the United Nations system in Cameroon, as well as the timing and budget thereof.



The United Nations Coordination Team will consider joint communication as one of its strategic tools for achieving common results.

## **6 MONITORING & EVALUATION FRAMEWORK**

Monitoring and evaluation of UNDAF will be carried out through joint actions involving national actors and other development partners, based on the indicators identified in the results matrix.

The mechanism for the monitoring and evaluation of the 2018-2020 UNDAF will rely mainly on national systems, under the supervision of the Ministry of Economy, Planning and Regional Development, including: (i) major operations planned under the National System of Statistical information (SNIS); (ii) examination of administrative records, and; conduct of specific studies.

As concerns SNIS, some major statistical operations are planned for the 2018-2020 period:

- The Demographic and Health Survey (DHS);
- The 4th General Population and Housing Census (GPHC);
- The 3rd Employment and Informal Sector Survey (EESI);
- The 5th National Survey on the Situation of Women and Children (MICS 5).

In addition to the results of these surveys, the monitoring and evaluation of UNDAF will be conducted through annual SMART surveys (2018, 2019, and 2020) and two SARA surveys; a baseline survey in 2018 and an evaluation survey in 2020. It will also use data from the regular periodic reports of some agencies and organizations, such as the National Human Development Report, the Report on Central African Economies, the Report on Cameroon's Socio-Economic Development, and the Human Rights Report

The Monitoring and Evaluation (M&E) Task Force, made up of a pool of UN monitoring and evaluation experts, will be at helm of this exercise. It will define the methodological aspects, collect and analyze information, and make recommendations to the PMT and UNCT. In this sense, the M&E Task Force will develop a budgeted, multi-annual monitoring and evaluation plan, in conjunction with the PMT and the Ministry of Economy, Planning and Regional Development.

### **6.1. Monitoring Mechanism**

UNDAF annual reports will be the main monitoring tools of this cooperation framework. These reports, which will be submitted to UNCT and MINEPAT for joint validation, will be prepared by the Coordination Unit, with the support of the M&E team and the PMT, and will involve the main sectoral government bodies concerned within the framework of the Steering and Guidance Committee (UNDAF-SGC).

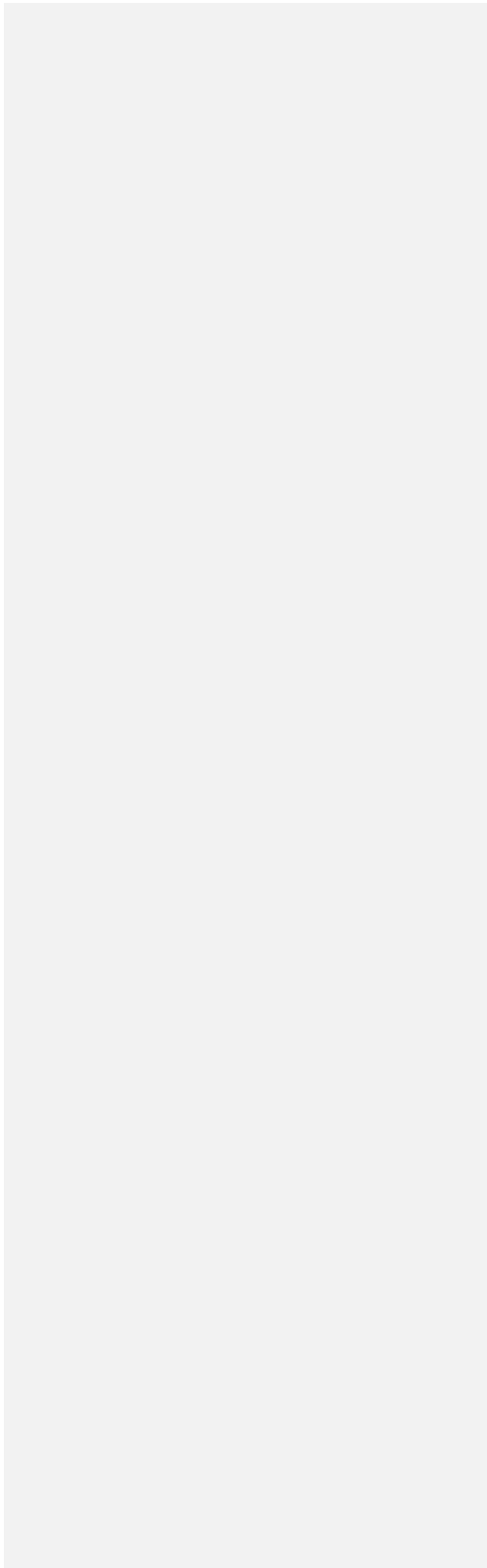
Annual UNDAF implementation reports will be based on annual reviews of joint and agency-specific programs, outcomes of biannual Result Groups meetings, and findings of joint field visits.

They will help to review overall progress towards achieving UNDAF results and identify lessons learned and good practices. They will also be used to check if assumptions and risks identified during the definition phase of the main outcomes are still valid or need to be revised.

The annual reports will give rise to guidelines for improving the implementation of UNDAF during the next term.


### **6.2. Evaluation Mechanism**

A final evaluation of the 2018-2020 UNDAF will be conducted in 2020 at the end of UNDAF cycle to assess the relevance, efficiency, impact, and sustainability of UNS interventions in relation to national development priorities.




## ANNEXES

### ANNEX 1: 2018-2020 UNDAF Results Matrix

Pillar 1: Development of decent employment opportunities and social inclusion: Increase decent employment opportunities and measures to protect women, youth, children, and socially vulnerable people in target areas								
National priorities and link with Sustainable Development Goals (SDGs):								
<ul style="list-style-type: none"> <li>- Employment strategy / Development of SMEs and promotion of decent paid employment</li> <li>- National Gender Policy</li> <li>- 2016-2020 PANEJ</li> <li>- National Volunteering Strategy</li> <li>- Three-Year Special Youth Plan to facilitate and speed up the socio-economic integration of youths</li> </ul>								
Indicators	Indicators	Reference	Target	MoV	Gov. Partners - UN	Medium Term Budget Framework (in thousands of \$)		
UNDAF Outcome 1.1: By 2020, women and youth have greater and equitable access to decent employment opportunities and are economically more self-reliant						Total	Estimated	Gap
<b>Outcome indicators:</b>	Overall underemployment rate of youth and women	(2010)		EESI/INS	MINEFOP, MINJEC, MINPROFF, MINEPAT, MINPMEESA, MINADER, MINEPIA, MINTP, MINFI, MINMIDT, MINAS, MINPROFF, MINEPAT <b>United Nations</b> ILO UN Women WFP UNDP	44,181	10,101	34,080
	- Youth aged 15-35	71.4%	50%					
	- Women	79.2%	50%					
<u>Indicator 1.1.1:</u> More young people and women have paid employment or an activity that improves their employability	Proportion of youth with a pay slip	7.8%	At least equal to that of adults	PM (ILO)	ILO UN Women WFP UNDP	44,181	10,101	34,080
	Proportion of women with a pay slip	5.9%	At least equal to that of mean					
<u>Indicator 1.1.2:</u> More young people and women are self-employed	Proportion of young and female Entrepreneurs	(2013)		CFCE	UNV UNESCO	44,181	10,101	34,080
	Proportion of youth aged 15-35 years	PM	PM	MINJEC				
	Proportion of women	24.8%	PM					
<u>Indicator 1.1.3:</u> Young people and women enjoy decent working conditions	Percentage of workplace accidents	12.2%	5%	PANEJ	UNHCR ECA UNFPA	44,181	10,101	34,080
	Percentage of occupational diseases	7.5%	3.5%	MINTSS report CISE report				
<u>Indicator 1.1.4:</u> The information system is functional and reliable with regard to the labor market	Availability of a formal INS-OMDES-ONEFOP-ONT partnership framework	Yes	1	Partnership agreement signed		44,181	10,101	34,080
	Number of studies specific to knowledge of the job market produced, disseminated, and popularized	3	At least 3/year	PANEJ Study reports				

Indicator 1.1.5: A functional national volunteering system is in place	Instrument creating the PNV	0	1	Official Gazette				
	PNV management institution	0	1	Founding instrument				
	Number of volunteers recruited in the PNV	0	TBD	PNV report				
<b>Outcome 1.2: By 2020, women, youth, children, and vulnerable people benefit from increased effective and sustainable social protection measures to reduce inequalities and violence</b>						<b>Total</b>	<b>Estimated</b>	<b>Gap</b>
<b>Outcome indicator</b>	<b>N.A.</b>							
Indicator 1.2.1: By 2020, women are increasingly involved in decision-making at all levels (family, community, and political)	Percentage of women (M/F ratio) who participate in decision-making in elective and nominative positions	NA: 31% <sup>13</sup> Government: 10%	At least 30%	Statistical yearbook on women's situation	MINAS, MINPROFF, MINEPAT, MINJEC, MINTSS/ CNPS, MINFI, CTD, INS, BUCREP <b>United Nations</b> ILO IOM UN Women WFP UNV UNESCO UNICEF UNAIDS UNFPA	17,611	8,691	8,920
	Number of people made aware of gender-based violence	No 3,000,000	Yes 6,000,000	Study report Campaign reports				
Indicator 1.2.2: By 2020, plans and budgets at the sectoral, national and local levels take gender into account	Annual gender equality report produced and disseminated	0	3	MINEPAT/MINFI				
Indicator 1.2.3: By 2020, social protection mechanisms are strengthened and expanded	Proportion of people covered by social protection mechanisms	10% (2012)	20%	ECAM/INS MINEPAT surveys				
	Number of social protection mechanisms reviewed or developed	0 (2018)	PM	PM (ILO)				
Indicator 1.2.4: By 2020, girls and boys are better protected against violence, neglect, and exploitation	Birth registration rate	(2014) 66.1%	80%	MICS + DHS + GPHC				
	Proportion of newborns systematically registered within the 0- to 90-day time frame in targeted areas	TBD end of 2017	50% (2017)	Civil status registration centers/health facilities				
	Number of people in target areas who participate in community dialog to promote positive social norms to delay early marriage	0	TBD 60 000 (2017)	Reports from implementing partners				
	% of women (20-24) married before the age of 18	31% (2014)	PM	MICS				

<sup>13</sup> This is the current percentage of women in the National Assembly, but the country does not yet have a quota system

Pillar 2: Health and Nutrition:								
National priorities and link with Sustainable Development Goals (SDGs):								
- Human development								
Outcomes	Indicators	Reference	Target	MoV	Gov. Partners - UN	Medium Term Budget Framework (in thousands of \$)		
UNDAF Outcome 2.1: By 2020, women, newborns, children, and adolescents have increased and equitable access to and use of quality reproductive health services						Total	Estimated	Gap
Outcome indicator	Mortality rate (maternal, neonatal, infant, child)			DHS MICS	MINSANTE	92,490	46,240	46,250
	- Maternal (2011)	782/100000 LB	596/100000 LB					
	- Neonatal (2014)	28‰	Reduction by 4.5%/ year					
	- Infantile (2014)	60‰	Reduction by 5/year (30%)					
- Child (2014)	103‰	Reduction by 5/year (73%/year)						
Indicator 2.1.1: Provision is improved in quality and quantity for SRMNIA services	Proportion of health facilities offering a minimum package of SRMNIA activities (SONEU, PF, PCIME, SRA)	HF baseline survey	Increase of 10%	HF reports (DSF/MINSANTE)	<b>United Nations</b> UN Women UNV UNESCO UNHCR UNICEF WHO UNAIDS UNFPA			
Indicator 2.1.2: People are making greater use of SRMNIA services	Proportion of people in target areas using SRMNIA services (women, newborns, adolescents, and children)	HF survey	Increase of 25%	PM (WHO)				
Indicator 2.1.3: SRMNIA program management and resource mobilization efforts are enhanced	Rate of increase of public funding in the health care system	5.5	10%					
Outcome 2.2: By the end of 2020, men, women, adolescents, and children have access to HIV/AIDS, tuberculosis, malaria, etc. prevention and management, and use them increasingly and in an equitable manner						Total	Estimated	Gap
Outcome indicator	HIV incidence rate, PTB successful treatment rate, specific mortality rate in children under 5 years old <sup>14</sup>			EPP/SPECTRUM report CNLS Annual Report	MINSANTE MINATD MINJEC MINSUP MINPROFF MINTSS	28,965	18,065	10,900
	- HIV incidence rate (2011)	2.4‰ (2014)	1.9‰ (2020)					





	- Prevalence of multi-drug-resistant tuberculosis	TBD	≤2%	PNLT Annual Report	MINRESI MINEDUB MINESEC MINEFOP MINAS			
	- Specific mortality rate in children under 5 years	45% (2015)	31% (2020)	Annual report of the malaria control program				
<u>Indicator 2.2.1:</u> Provision of HIV/AIDS, tuberculosis, and malaria prevention and management services is improved in quantity and quality	- Proportion of health facilities offering integrated management of the three diseases				<u>United Nations</u> UN Women WFP UNV UNESCO UNHCR UNICEF WHO UNAIDS			
	- Proportion of targeted health facilities with at least 25% of qualified HR	40% (2013)	50%	Annual PDRH <sup>15</sup> /MINSANTE report RRHS <sup>16</sup>				
	- Proportion of Integrated Health Care Centers built and equipped according to standards, compared to the planned number	0/200 (2015)	75/200	Annual report of the Department for Surveys and Projects/MINSANTE				
	- Proportion of health care facilities without stock-outs of at least one tracer drug per year	6% (2003)	60%	Pharmaceuticals sector audit, National Health Information System and SARA				
<u>Indicator 2.2.2:</u> People make increasing use of malaria, HIV/AIDS, and tuberculosis prevention and treatment services	Proportion of poor households using health services at the nearest District hospital/CMA	62% (2007)	80%	ECAM3 GPHC				
	- % of children from 0 to 5 years sleeping under LLINs (2014)	54.8%	31%	PNLP				
	- % of PLHIV on ARV retained in the active queue one year after start of treatment	37%	80%	CNLS report				
	Tuberculosis treatment success rate	82% (2013)	87%	PNLT report				
<u>Indicator 2.2.3:</u> Mechanisms for coordination, management, monitoring and evaluation, resource mobilization, and accountability are improved	Proportion of health areas in partnership with at least one functional CBO	ND	70%	DCOOP/DOSTS/DPS report				

<sup>15</sup> Human Resources Development Plan

<sup>16</sup> Health Care Human Resources Census

Indicators	Indicators	Reference	Target	MoV	Gov. Partners - UN	Medium Term Budget Framework (in thousands of \$)		
						Total	Estimated	Gap
<b>Outcome 2.3: By 2020, children under 5 and women in vulnerable areas have access to malnutrition prevention and management services and use them increasingly and more equitably to improve their nutritional status.</b>								
<b>Outcome indicator</b>	Chronic malnutrition rate in children under 5 years	32% (2014) ADAMAWA =37.8% EAST =35.8% Far North =41.9% North West =33.8%	27% <sup>17</sup> ADAMAWA =32.8% East=30.8% Far North=36.9% North West =28.8%	MICS/DHS	<b>Government</b> MINSANTE MINPROFF NIS  <b>United Nations</b> WFP UNHCR UNICEF			
<b>Indicator 2.3.1:</b> Children, pregnant and breastfeeding women increasingly and equitably meet their nutritional needs	Percentage of children aged 6-23 months who have been given a minimum acceptable diet	16.6% (2014) ADAMAWA =39.3% East=10.4% Far North=18.3% North West =16.3%	26.6% (2020) ADAMAWA =49.3% East=20.4% Far North=28.3% North West =26.3%	(MICS)		<b>118,514</b>	<b>51,832</b>	<b>66,682</b>
<b>Indicator 2.3.2:</b> Cases of infectious diseases are reduced among children	Number of children suffering from severe, acute malnutrition treated each year in the 4 priority regions	59.000 (2015)	65.000 (2020)	BDD program				
	Cure rate in integrated programs for the management of severe acute malnutrition	75% (2016)	80% (2020)	BDD program				

<sup>17</sup> Reduction of one point per year

Pillar 3 - Education and vocational training: Improve access to quality education and vocational training, especially for vulnerable groups								
National priorities and link with Sustainable Development Goals			   					
- Human development: Education and vocational training								
- Gender/Growth								
Outcome 3.1: By 2020, children and young people from vulnerable groups, especially girls, benefit from quality inclusive education and literacy programs							Medium Term Budget Framework (in thousands of \$)	
Indicators	Indicators	Reference	Target	MoV	Gov. Partners - UN	Total	Estimated	Gap
<b>Outcome indicator</b>	<b>Primary school completion rate for girls and boys</b>	<b>(2015) 76%</b>	<b>100%</b>					
<u>Indicator 3.1.1</u> : Provision of inclusive and quality formal education is increased	National inclusive education strategy developed and validated	0	1	MINEDUB Statistical Yearbook	MINEDUB MINESEC MINESUP MINJEC MINAS  <u>United Nations</u> UN Women WFP UNESCO UNHCR UNICEF	37,601	12,806	24,795
	National school feeding strategy developed and validated	0	1					
	Retention rate in schools targeted by the program	96%	100%					
	Gross enrollment rate by sex	(2014) 122%	100%	MINEDUB + WFP reports (indicate report)				
<u>Indicator 3.1.2</u> : Vulnerable groups, especially girls, have increased access to quality formal education	Number of children in targeted primary schools who benefit from school feeding	55,000	150,000	MINEDUB Statistical Yearbook				
	Girls' completion rate	(2014) 72%	100%	MINEDUB Annual Report Survey				
<u>Indicator 3.1.3</u> : Target groups have increased access to quality LNFE services	Literacy rate	(2011) 81.8%	100%	ECAM (INS) / MINEDUB Statistical Yearbook				



Outcome 3.2 : 'By 2020, youth aged 15-35 have greater and more equitable access to vocational training and apprenticeship opportunities that match the needs of the productive sector (efficiency of training with openings)						Medium Term Budget Framework (in thousands of \$)		
Indicators	Indicators	Reference	Target	MoV	Gov. partners and UN	Total	Estimated	Gap
Outcome indicator:	Proportion of young people who have completed vocational training and entered the labor market	PM	Baseline + 50%	Follow-up cohort survey (ONEFOP)	<b>Government:</b> MINEFOP MINJEC MINTSS MINESEC MINPROFF MINAS  <b>UN Agencies</b> UNESCO UNHCR	1,850	950	900
<i>Indicator 3.2.1: Vocational training provision is improved and diversified</i>	Number of vocational training centers with technical facilities in line with their specialties and consistent with the standards	PM (MINEFOP)	PM (MINEFOP)	MINEFOP yearbook				
<i>Indicator 3.2.2: Vulnerable groups have increased access to vocational training</i>	Proportion of youth from vulnerable groups trained in market-relevant training programs	(2011) 13.7%	30%	Mechanism concerning current labor-related statistics (MINEFOP/INS)				
<i>Indicator 3.2.3: Youths from the vocational training system are increasingly integrated into the labor market</i>	Integration rate of young people from vocational training schools	PM (MINEFOP)	Baseline + 75 %	Mechanism concerning current labor-related statistics (MINEFOP/INS)				

Pillar 4 - Resilience, Early Recovery, and Food Security: Strengthen the resilience of target populations to cope with food insecurity, environmental, social, and economic shocks								
National priorities and link with Sustainable Development Goals								
- Strong, sustainable, and inclusive growth - Support for the production of decent employment - Support for Governance and strategic management of the State								
Outcome 4.1: By 2020, people (especially vulnerable groups) in target areas are more resilient to environmental, social, and economic shocks						Medium Term Budget Framework (in thousands of \$)		
Indicators	Indicators	Reference	Target	MoV	Gov. Partners - UN	Total	Estimated	Gap
Outcome indicators	4.1 A: Change in average prices of mass consumption products (e.g. onion, millet, sorghum, rice, cassava, small ruminants) in the intervention areas compared to the baseline year (2012)	Onion: Bag/70 kg: CFAF 38,000 Millet: Bag/100 kg: CFAF 15,000 Sorghum: Bag/100 kg: CFAF 16,000 Rice: Bag/50 kg: CFAF 15,000 Cassava Goats: Live weight/50 kg: CFAF 30,000 Sheep: Live weight/50 kg: CFAF 50,000	Change of + or - 5% compared to baseline prices.	MINCOMMERCE statistical report	<b>UN Agencies</b> ILO UNCHRD IOM UN Women WFP UNDP UNV UNHCR UNICEF UNFPA FAO  <b>Gov. and CSOs</b> MINEPDED, MINAS, MINT, MINPROF, MINEE, MINFOF, MINADER, MINATD, MINEPIA, MINFOF, MIPMEESA, OSC, MINSANTE, ONACC, MINJEC	115,166	43,436	71,730
	4.1 B: Coping Strategies Index	7 (2015)	4	EFSA <sup>18</sup>				
	4.1 C: Reduction of the number of major conflicts (agro-pastoral, land tenure, inter-ethnic tensions, conflicts related to natural resources, social conflicts) in the intervention areas	Available in 2017	Reduction by at least 50% compared to the baseline value	DPC/MINATD Report				
	4.1 D: Reduction of number of vulnerable people exposed to risks of natural disasters (climatic and geophysical extremes)	Floods: 117,171 (2015) Drought: 302,104 (2015)	Floods: 50,000 Drought: 100,000	DPC/MINATD Report				

<sup>18</sup>EFSA: Emergency Food security emergency (PNSA/MINADER)

<b>Indicator 4.1.1:</b> People are better able to anticipate, adapt, and recover from environmental, social, and economic shocks	4.1.1A: Proportion of households that allocate more than 75% of their expenditure to food	20%	15%	EWSA (WFP)				
	4.1.1B: Percentage of women and youth involved in conflict resolution and inter-community dialog	Women: 1%	10%	DGCOOP/MINEPAT annual report				
		Youth: 10%	30%					
4.1.1C: Proportion of vulnerable people in intervention areas applying agro-sylvo-pastoral good practices	57%	80%	Report of the Department for the Conservation of Natural Resources/MINEPDED					
<b>Indicator 4.1.2:</b> Institutions respond better to environmental, social, and economic shocks	4.1.2A: Number of local organizations (producers, traders, consumers) using the market information system set up in the intervention areas	0	TBD	MINCOMMERCE statistical report DPC/MINATD Report				
	4.1.2B: Number of local institutions and platforms applying techniques/strategies for conflict prevention, management and social cohesion	(2016) Local institutions: 3 Platforms: 3	Local institutions: 7 (2016) Platforms: 7					
	4.1.2C: Response time of institutions to environmental shocks (floods, droughts)	(2013): 1) 8hrs for disaster sites in areas where local authorities reside; 2) 12hrs for disaster sites on the outskirts of areas where local authorities reside.	1) 1hr for disaster sites in areas where local authorities reside; 2) 2hrs for disaster sites on the outskirts of areas where local authorities reside.					
<b>Indicator 4.1.3:</b> Interventions are better coordinated	Existence of an operational coordination system	No	Yes	MINEPAT				

Outcome 4.2: By 2020, the people (particularly vulnerable groups) in target areas have permanent, increased and equitable access to adequate food						Medium Term Budget Framework (in thousands of \$)		
Indicators	Indicators	Reference	Target	MoV	Gov. Partners - UN	Total	Estimated	Gap
<b>Outcome indicator</b>	Food insecurity rate	9.6% at the national level	7% at the national level	CFSVA report <sup>19</sup> (WFP+FAO)	<b>UN Agencies</b> UN Women WFP UNHCR			
		19% in target areas (East, Adamawa, North, and Far North)	16% in target areas	EFSa annual report <sup>20</sup> (WFP+FAO)				
<b>Indicator 4.2.1:</b> Food insecurity in target areas has decreased.	Proportion of households with acceptable food consumption ("Food Consumption Score")	78% (2015)	90% (in 2020)	EFSa annual report (WFP+FAO)	<b>Government Bodies</b> FAO MINADER, MINFOF, MINEPDED, MINAS, MINCOMMERCE MINMIDT MINPROFF, MINEPIA, MINATD, MINEPAT	<b>169,950</b>	<b>3,200</b>	<b>166,750</b>
<b>Indicator 4.2.2:</b> Provision of basic socio-economic infrastructure (storage and processing systems) is improved	Rate (%) of growth in agricultural production in the northern part of the country	-33% (2015)	+5%	CFSAM annual report <sup>21</sup> (WFP+FAO)				
	Rate (%) of improvement of food storage and processing capacity in target areas	(2015) 200 storage warehouses	235 warehouses with a capacity of 800m <sup>3</sup>	- Annual report of the Cereal Board - MINADER annual reports				
		Processing units PM (FAO)	160 rice and fruit processing units					
	Reduction rate of post-harvest losses (IFAD, FAO, and WFP)	30%	25%	Survey among targeted small producers				
<b>Indicator 4.2.3:</b> Food security interventions are better managed and coordinated	Existence of a management and coordination mechanism/system, and an integrated information system	Statistical data not updated	Integrated management and coordination mechanism	Reports of coordination meetings/joint missions				
		Coordination and management not integrated	Database and information system updated	Semi-annual reports on statistical data (MINADER)				

<sup>19</sup>CFSVA = Comprehensive Food Security Vulnerability Analysis

<sup>20</sup>EFSa = Emergency Food Security Assessment

<sup>21</sup>CFSAM= Crops and Food Security Assessment Mission

**ANNEX 2: List and Timeline of UNDAF Monitoring and Evaluation Activities**

Main monitoring and evaluation activities	2018				2019				2020			
	T1	T2	T3	T4	T1	T2	T3	T4	T1	T2	T3	T4
UNDAF Outcomes Monitoring Indicator Dashboard												
<b>PROGRAM MONITORING</b>												
Annual review of Agency programs												
Semi-annual meetings of UNDAF Results Groups												
Annual review of UNDAF												
Joint field visits												
<b>EVALUATIONS</b>												
Study on food vulnerability												
General Population and Housing Census (GPHC)												
Demographic and Health Survey (DHS)												
SMART survey												
SARA survey												
MICS survey												
Evaluation of the Gender scorecard												
Cameroon household survey												
Employment and Informal Sector Survey												
Final evaluation of the 2018-2020 UNDAF												
<b>PERIODIC REPORTS</b>												
National Human Development Report												
Report on Central African Economies												
Report on Cameroon's Socio-Economic Development												
Education Management Information System												
Human Rights Report												
Report of the National Youth Observatory												
Report on the implementation of the SDGs												

## ANNEX 3: Legal Clauses

### A-3.1. Agreements with UN Agencies

Whereas the Government of Cameroon (hereinafter referred to as the “Government”) has entered into the following:

- a) WHEREAS the Government and the United Nations Development Program (hereinafter referred to as UNDP) have entered into a basic agreement to govern UNDP's assistance to the country (Standard Basic Assistance Agreement (SBAA), which was signed by both parties on 25 October 1991. Based on Article I, paragraph 2 of the SBAA, UNDP's assistance to the Government shall be made available to the Government and shall be furnished and received in accordance with the relevant and applicable resolutions and decisions of the competent UNDP organs, and subject to the availability of the necessary funds to the UNDP. UNDP Executive Board Decision 2005/1 of 28 January 2005 in particular, approved the new Financial Regulations and Rules and along with them the new definitions of 'execution' and 'implementation' enabling UNDP to fully implement the new common country programming procedures resulting from the undg simplification and harmonization initiative. Considering this decision, this UNDAF Action Plan together with an AWP (which shall form part of this UNDAF Action Plan and is incorporated herein by reference) concluded hereunder constitute together a project document as referred to in the SBAA.
- b) With the United Nations Economic Commission for Africa (UNECA), a Basic Agreement concluded between the Government and UNECA on 10 May 1986.
- c) With the Food and Agriculture Organization of the United Nations, the Basic Agreement for the opening of the FAO Representation, on 2 September 1978 and revised on 8 September 2015.
- d) With the Office of the United Nations High Commissioner for Refugees (UNHCR), a Country Co-operation Agreement concluded between the Government and UNHCR on 8 May 1982.
- e) With the Office of the United Nations High Commissioner for Human Rights (OHCHR), a Country Co-operation Agreement concluded between the Government and OHCHR on 25 September 2001.
- f) With the International Organization for Migration (IOM), an Interim Agreement for Cooperation between the Government and IOM signed on 21 March 2007.
- g) With the International Labor Organization (ILO), a Basic Agreement concluded between the Government and ILO on 6 May 1967.
- h) With the World Health Organization (WHO), a Basic Agreement concluded between the Government and WHO concerning the assistance provided, was concluded on 8 December 1962.
- i) With United Nations Industrial Development Organization (UNIDO), the Agreement between the Government of Cameroon and UNIDO for the establishment of the UNIDO Office as established on 24 April 1989.
- j) Regarding UN Women, the same agreement governing UNDP's assistance to the country was signed on 25 October 1991.
- k) With the United Nations Program on HIV/AIDS (UNAIDS), a Basic Agreement between the Government of Cameroon and UNAIDS was concluded on 1 June 2015.

- l) With the World Food Program, a Basic Agreement concerning assistance from the World Food Program, was signed by the Government and WFP on 23 January 2001.
- m) With the International Telecommunications Union (ITU), a Basic Agreement concluded between the Government and ITU on 11 April 1985.
- n) With the United Nations Educational, Scientific and Cultural Organization (UNESCO), the Basic Agreement between the Government and UNESCO signed on 1 February 1989.
- o) With the United Nations Population Fund (UNFPA)/United Nations Development Program (UNDP), the Basic Agreement between the Government and UNFPA/UNDP signed on 25 October 1991 and revised on 19 December 2006.
- p) With the United Nations Children's Fund (UNICEF), a Basic Cooperation Agreement (BCA) concluded between the Government and UNICEF on 30 December 1995.

For all agencies: Assistance to the Government shall be made available and shall be provided and received in accordance with the relevant and applicable resolutions and decisions of the competent UN system agency's governing structures

UNDAF will, in respect of each of the United Nations system agencies signing, be read, interpreted, and implemented in accordance with and in a manner that is consistent with the basic agreement between the United Nations system agency and the Host Government.

#### **A-3.2. Program Management and Accountability Arrangements**

The program will be nationally executed under the overall co-ordination of the Ministry of Economy, Planning and Regional Development (MINEPAT). Government Ministries, NGOs, INGOs and UN system agencies will implement program activities. UNDAF will be made operational through the development of joint work plan(s) (JWPs) and/or agency-specific work plans and project documents as necessary which describe the specific results to be achieved and will form an agreement between the UN system agencies and each implementing partner as necessary on the use of resources. To the extent possible the UN system agencies and partners will use the minimum documents necessary, namely the signed UNDAF and signed joint or agency-specific work plans and project documents to implement programmatic initiatives. However, as necessary and appropriate, project documents can be prepared using, inter alia, the relevant text from UNDAF and joint or agency-specific work plans and / or project documents.

#### **A-3.3. Resources and Resource Mobilization Strategy**

The UN system agencies will provide support to the development and implementation of activities within UNDAF, which may include technical support, cash assistance, supplies, commodities and equipment, procurement services, transport, funds for advocacy, research and studies, consultancies, program development, monitoring and evaluation, training activities and staff support. Part of the UN system agencies' support may be provided to Non-Governmental [and Civil Society] organizations as agreed within the framework of the individual work plans (WPs) and project documents.

Additional support may include access to UN organization-managed global information systems, the network of the UN system agencies' country offices and specialized information systems, including rosters of consultants and providers of development services, and access to the support provided by the network of UN Specialized Agencies, Funds and Programs.

The UN system agencies shall appoint staff and consultants for program development, program support, technical assistance, as well as monitoring and evaluation activities.

Subject to annual reviews and progress in the implementation of the program, the UN system agencies' funds are distributed by calendar year and in accordance with UNDAF. These budgets will be reviewed and further detailed in the work plans (WPs) and project documents. By mutual consent between the Government and the UN system agencies, funds not earmarked by donors to the UN system agencies for specific activities may be re-allocated to other programmatically equally worthwhile activities.

#### **A-3.4. Monitoring and Evaluation**

Implementing Partners agree to cooperate with the UN system agencies for monitoring all activities supported by cash transfers from the UN system agencies. To that effect, Implementing Partners agree to the following:

1. Periodic on-site reviews and spot checks of their financial records by the UN system agencies or their representatives, as appropriate, and as described in specific clauses of their engagement documents/contracts with the UN system agencies
2. Programmatic monitoring of activities following the UN system agencies' standards and guidance for site visits and field monitoring.
3. Special or scheduled audits. Each UN organization, in collaboration with other UN system agencies (where so desired and in consultation with the respective coordinating Ministry) will establish an annual audit plan, giving priority to audits of Implementing Partners with large amounts of cash assistance provided by the UN system agencies, and those whose financial management capacity needs strengthening.

The audits will be commissioned by the UN system agencies and undertaken by private audit services.

#### **A-3.5. Commitments of the Government**

The Government will support the UN system agencies' efforts to raise funds required to meet the needs of this UNDAF and will cooperate with the UN system agencies including: encouraging potential donor Governments to make available to the UN system agencies the funds needed to implement unfunded components of the program; endorsing the UN system agencies' efforts to raise funds for the program from other sources, including the private sector both internationally and in Cameroon; and by permitting contributions from individuals, corporations and foundations in Cameroon to support this program which will be tax exempt for the Donor, to the maximum extent permissible under applicable law.

Cash assistance for travel, stipends, honoraria and other costs shall be set at rates commensurate with those applied in the country, but not higher than those applicable to the United Nations system (as stated in the ICSC circulars).

The Government will honor its commitments in accordance with the provisions of the cooperation and assistance agreements.

Without prejudice to these agreements, the Government shall apply the respective provisions of the Convention on the Privileges and Immunities of the United Nations (the "General Convention") or the Convention on the Privileges and Immunities of the Specialized Agencies (the "Specialized Agencies Convention") to the Agencies' property, funds, and assets and to their officials and experts on mission. The Government shall also accord to the Agencies and their officials and to other persons performing services on behalf of the Agencies, the privileges, immunities and facilities as set out in the cooperation and assistance agreements between the Agencies and the Government. In addition, it is understood that all United Nations Volunteers shall be assimilated to officials of the Agencies, entitled to the privileges and immunities accorded



to such officials under the General Convention or the Specialized Agencies Convention. The Government will be responsible for dealing with any claims, which may be brought by third parties against any of the Agencies and their officials, experts on mission or other persons performing services on their behalf and shall hold them harmless in respect of any claims and liabilities resulting from operations under the cooperation and assistance agreements, except where it is any claims and liabilities resulting from operations under the cooperation and assistance agreements, except where it is mutually agreed by Government and a particular Agency that such claims and liabilities arise from gross negligence or misconduct of that Agency, or its officials, advisors or persons performing services.

Without prejudice to the generality of the foregoing, the Government shall insure or indemnify the Agencies from civil liability under the law of the country in respect of vehicles provided by the Agencies but under the control of or use by the Government.

"Nothing in this Agreement shall imply a waiver by the UN or any of its Agencies or Organizations of any privileges or immunities enjoyed by them or their acceptance of the jurisdiction of the courts of any country over disputes arising of this Agreement".

Nothing in or relating to this document will be deemed a waiver, expressed or implied, of the privileges and immunities of the United Nations and its subsidiary organs, including WFP, whether under the Convention on the Privileges and Immunities of the United Nations of 13th February 1946, the Convention on the Privileges and Immunities of the Specialized Agencies of 21st November 1947, as applicable, and no provisions of this document or any Institutional Contract or any Undertaking will be interpreted or applied in a manner, or to an extent, inconsistent with such privileges and immunities.