

# UN Women

## Country Portfolio Evaluation

### Final Report

#### Cameroon Strategic Note 2014-2017

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## List of acronyms

ACAFEJ	Association Camerounaise des Femmes Juristes
ASBY	Association des «Bayam-Sellam»
AWP	Annual Work Plan
BUCREP	Bureau Central des Recensements et des Etudes de Population
CAMYOSFOP	Cameroon Youths and Students Forum for Peace
CAR	Central African Republic
CBT	Cross-Border Trade
CEDAW	Convention on the Elimination of all Forms of Discrimination Against Women
CERF	Central Emergency Response Fund
CGT	Confédération Générale du Travail
CLGF	Commonwealth Local Government Forum
CNLS	Comité Nationale de Lutte contre le SIDA
CNUD	Centre des Nations Unies pour les Droits de l'Homme et la Démocratie
CO	Country Office
COP	Country Operational Plan
CPE	Country Portfolio Evaluation
CPFF	Centre de Promotion de la Femme et de la Famille
CSAG	Civil Society Advisory Group
CSO	Civil Society Organisation
CTD	Collectivités Territoriales Décentralisées
DAC	Development Assistance Committee
DHS	Demographic Health Survey
DRF	Development Results Framework
DSCE	Document de Stratégie pour la Croissance et l'Emploi
ELECAM	National Electoral Commission Cameroon
FAO	Food and Agriculture Organization
FEICOM	Fonds d'Appui aux Interventions Intercommunales de Développement
FEPLFEM	Femmes pour la Promotion du Leadership Moral
FGD	Focus Group Discussion
FGM	Female Genital Mutilation
FTE	Full Time Equivalent
GBV	Gender Based Violence
GDI	Gender Development Index
GDP	Gross Domestic Product
GERAAS	Global Evaluation Reports Assessment and Analysis System
GEWE	Gender Equality and Women's Empowerment
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GNI	Gross National Income
GoJ	Government of Japan
GoTG	Groupe de Travail des Organisations de Société Civile
GRBP	Gender Responsive Budgeting and Planning
HDI	Human Development Index
HIV/AIDS	Human Immunodeficiency Virus / Acquired Immune Deficiency Syndrome
HNO	Humanitarian Needs Overview
HRGE	Human Rights and Gender Equality
HRP	Humanitarian Response Plan
IDP	Internally Displaced Person
IFAD	International Fund for Agricultural Development
IFORD	Institut de Formation et de Recherche Démographiques
IMF	International Monetary Fund
KII	Key Informant Interview
M&E	Monitoring and Evaluation
MICS	Multiple Indicator Cluster Survey
MINADT	Ministère de l'Administration du Territoire
MINEPAT	Ministère de la Planification et de l'Aménagement du Territoire

MINPROFF	Ministère de la Promotion de la Femme et de la Famille
MoARD	Ministry of Agriculture and Rural Development
MoF	Ministry of Finance
MoH	Ministry of Health
MoJ	Ministry of Justice
MoPW	Ministry of Public Works
MoT	Ministry of Trade
MP	Member of Parliament
MTR	Mid-Term Review
MWIP	More Women in Politics
NAP	National Action Plan
NAYOBEB	National Network of Boys-to-Boys on Ending Violence against Women and Girls in Cameroon
NCY	National Council of Youth
NGO	Non-Governmental Organisation
NGP	National Gender Policy
NIS	National Institute of Statistics
NO	National Professional Officer
OECD	Organisation for Economic Cooperation and Development
OEEF	Organizational Effectiveness and Efficiency Framework
PAFICIT	Programme d'Appui aux Femmes Impliquées dans le Commerce Inter Frontalier
PRSP	Poverty Reduction Strategy Paper
RBMS	Results Based Management System
RC	Resident Coordinator
SBAA	Standard Basic Assistance Agreement
SDG	Sustainable Development Goal
SEAGA	Socio-Economic and Gender Analysis for Emergency
SMART	Specific, Measurable, Assignable, Realistic and Time-related
SP	Strategic Plan
TFP	Technical and Financial Partners
ToC	Theory of Change
UN	United Nations
UNAIDS	United Nations Programme on HIV/AIDS
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission for Africa
UNEG	United Nations Evaluation Group
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNFPA	United Nations Population Fund
UNIDO	United Nations Industrial Development Organization
UNOCHA	United Nations Office for the Coordination of Humanitarian Affairs
UNSCR	United Nations Security Council Resolution
UNV	United Nations Volunteer
UN Women	United Nations Entity for Gender Equality and Women's Empowerment
VAW	Violence Against Women
WASH	Water, Sanitation and Hygiene
WCARO	West and Central Africa Regional Office
WHO	World Health Organization
WLP	Women Leadership Programme
WLPP	Women's Leadership and Political Participation

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## **Executive Summary**

- 1. Overview of the evaluation object**
- 2. Evaluation purpose, objectives and scope**
- 3. Evaluation methods**
- 4. Context**
- 5. Key findings**
- 6. Conclusions**
- 7. Main recommendations**

## 1. Introduction

1. This Country Portfolio Evaluation (CPE) has been commissioned by the Country Office (CO) of the United Nations Entity for Gender Equality and Women's Empowerment (UN Women) in Cameroon. The scope of this CPE is the entirety of UN Women's portfolio, namely programmes and operations including regional or global programme activities in the country as well as relevant 'non-project' activities. The portfolio-wide Strategic Plan (SP) 2014-2017, which includes the Development Results Framework (DRF) and the Organizational Effectiveness and Efficiency Framework (OEEF) and their performance indicators was the basis for this evaluation. The evaluation focused on the implementation between 2014 and 2016 though. The SP will end soon, and the development of a new SP will start soon, to which this CPE is intended to contribute.

2. The CPE covered all mandate areas of UN Women and the four impact areas under the SP. The evaluation was conducted from 1 January until 31 March 2017, with a field mission taking place from 16 January until 8 February 2017. The team consisted of an international team leader, a national team member and a UN Staff member from the Independent Evaluation Office in UN Women Regional Bureau in Senegal. Staff members from the CO provided extensive support in organising meetings and providing documents and information.

3. Most of the interviews took place in Yaounde, and a site visit of three days was conducted to the Extreme North region. A total of 74 people were interviewed (44 men, 30 women) from UN Women and other UN agencies, Government, civil society and NGOs, donors, education institutes and others. Their names and organisations are reflected in Annex 2. Besides gathering information from interviews, 72 documents were studied from UN Women and relevant stakeholders in Cameroon and the region.

## 2. Portfolio Analysis

4. The SP 2014-2017 focused on four UN Women corporate impact areas, which are reflected in Table 1 below. The sequence of impact areas is slightly different from the sequence used by UN Women at corporate level; this will be adapted under the next SP.

**Table 1: Impact areas of UN Women in Cameroon**

Impact 1	Efficient policies, strategies and measures are adopted and/or strengthened to prevent and combat abuse, violence and women and girls' exploitation while providing support and rehabilitation services to potential victims
Impact 2	Women and vulnerable groups' economic status as well as living conditions are improved to boost their empowerment
Impact 3	Laws, policies, programs and budgets are fully gender mainstreaming in national sector / local level and aligned with international standards
Impact 4	Women's full participation in political and public decision-making processes including humanitarian issues are promoted

5. Priority area 1 focuses on prevention of gender-based violence (GBV) and violence against women (VAW) and management and fight against HIV/AIDS feminization. The prevalence of gender-based violence is still high in Cameroon, and it negatively impacts on women's development as well as HIV/AIDS feminization. UN Women aimed at coordinating the UN agencies in harmonising their response with regard to GBV as well as HIV/AIDS feminization and stigma, with the intention to reach two million people. Thirty holistic reference centres for victims and one call centre on GBV were established or reinforced. Also, attention was paid to GBV impact on health and access to rights for women living with HIV/AIDS and rape victims.

6. Under impact area 2, strengthening women's economic empowerment within vulnerable groups, UN Women aimed to support income increase of rural women and

those involved in informal cross-border trade. Moreover, a joint programme was planned on access to finance for poor women.

7. Under impact area 3, increasing gender budget in laws, policies, programs and budgets at national and local level, UN Women supported Ministries in charge of economics and finance, to develop a national strategy on gender responsive budgeting and planning (GRBP). Technical assistance and training on functional GRBP would be provided. UN Women also planned to work with UN agencies to increase financing for women's specific needs and interest and to support gender national policy functional coordination and monitoring mechanisms. This would enable Cameroon to monitor international commitments through relevant reports (including on the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW), Beijing and Busan).

8. Under impact area 4, promoting women's full participation in political and public decision-making processes including humanitarian issues, UN Women strengthened the capacity of the recently elected 30% quota of women in Parliament to play a strong role in monitoring commitments and strengthening the national system to promote women's rights and political participation. UN Women established a national pool of Parliamentarians, Senators and civil society organisations as gender advocates. Elected women were prepared for emergency responses to humanitarian issues and to the situation of refugees and displaced. Gender was mainstreamed in contingency plans and the Action Plan 1325 and a pool of trainers was established to set forth an early warning mechanism for gender mainstreaming in humanitarian response and conflict prevention.

9. The strategic plan total budget is \$ 19,973,279 for a 4-year period, 25% of which was available at the design stage, with the remaining budget to be secured from Government, financial partners within joint UN initiatives and through partnership with the private sector at national and international levels. Table 2 provides the resource requirements (in US\$) per impact area and output cluster as they were foreseen during the design of the SP.

**Table 2: Resource requirements under the SP 2014-2017 in US\$**

	2014	2015	2016	2017	TOTAL
<b>DRF</b>					
<b>Impact 1 : GBV/HIV</b>	900 000	900 000	1 150 000	1 250 000	<b>4 200 000</b>
<b>Impact 2 : WEE</b>	1 015 000	1 680 000	1 730 000	2 095 000	<b>6 520 000</b>
<b>Impact 3 : GRB and planing</b>	500 000	520 000	560 000	490 000	<b>2 070 000</b>
<b>Impact 4 : Leadership, Peace and Security</b>	475 000	550 000	700 000	750 000	<b>2 475 000</b>
<b>Sous total DRF</b>	<b>2 890 000</b>	<b>3 650 000</b>	<b>4 140 000</b>	<b>4 585 000</b>	<b>15 265 000</b>
<b>OEEIF</b>					
<b>OEE Output Cluster 1</b>	67 504	130 000	143 258	200 000	<b>540 762</b>
<b>OEE Output Cluster 2</b>	85 000	150 000	160 824	298 077	<b>693 901</b>
<b>OEE Output Cluster 3</b>	686 802	836 154	899 506	911 154	<b>3 333 616</b>
<b>OEE Output Cluster 4</b>	20 000	40 000	40 000	40 000	<b>140 000</b>
<b>Sous total OEE</b>	<b>859 306</b>	<b>1 156 154</b>	<b>1 243 588</b>	<b>1 449 231</b>	<b>4 708 279</b>
<b>TOTAL 2014-2017</b>	<b>3 749 306</b>	<b>4 806 154</b>	<b>5 383 588</b>	<b>6 034 231</b>	<b>19 973 279</b>

10. The total actual budget for the years 2014-2016 was US\$ 7,941,180 and the total expenditure US\$ 7,565,124, considerably lower than was foreseen in the SP. The details per year have been captured in Table 3.

**Table 3: UN Women Cameroon budget and expenditure 2014-2016**

Year	Budget	Expenditure
2014	2,169,230	1,929,704
2015	2,979,606	2,898,332
2016	2,792,344	2,737,089
	<b>7,941,180</b>	<b>7,565,124</b>

11. Starting from 2014, the SP has foreseen an increased staffing. In 2014 there were four full term staff members, and the recruitment of 13 new staff by 2017 is foreseen. By 2017, the office had 28 staff members (21 regular and 7 temporary, including three temporary drivers and nine UN Volunteers (UNVs)). Moreover, the there

are two sub-offices in Bertoua and Maroua, among others to provide support in the humanitarian context and complement other UN agencies.

### 3. Background to the evaluation

12. A Country Portfolio Evaluation (CPE) is a systematic assessment of the contributions made by UN Women to development results and effectiveness with respect to gender equality at the country level, related to its three core mandates on normative, programme and coordination work.

13. This CPE was commissioned by the CO Cameroon as a formative forward-looking evaluation to support the CO's and national stakeholders' strategic learning and decision-making. The information generated by the evaluation will feed into the development of the next SP. The draft SP for the next cycle is expected to be submitted at the end of the first quarter of 2017. This leaves room for the CO to include the recommendations, resulting from this evaluation. The evaluation also had a secondary summative backward looking perspective, to support enhanced accountability for development effectiveness and learning from experience. As per priority of UN Women, this CPE was gender-responsive, since it enabled women to engage and derive social and economic benefits from interventions addressing gender related issues. This could help support the achievement of gender equality and women's empowerment.

14. The CPE is seen as an opportunity for learning and critical reflection for the CO. The purpose of the CPE can be summarized as follows:

- Inform decision making and learning for improving the design of the SP
- Contribute to accountability for development effectiveness at country level

15. The CPE covered ongoing and completed initiatives and assessed the strategic position of UN Women. It moved beyond activity and output level reporting towards assessing of outcome level changes. The analysis also identified factors facilitating or hindering outcome level achievements. UN Women organisational structures and systems outside of the CO were not within the scope of this evaluation, and were referenced only where there was a clear implication for the design and implementation of the CO Strategic Note. The CPE assessed all aspects of UN Women's integrated mandate and the synergies of the Strategic Plan Cycle 2014-2016.

16. The primary intended users of this CPE are:

- UN Women staff
- Staff in target ministries, local government and targeted government institutions
- Participating Civil Society Organisations (CSOs)
- Target beneficiary communities and groups, rights holders
- Relevant staff members in UN-agencies who are involved as partners and/or work on gender equality in general.
- UN-agency Regional Offices and Headquarters
- Donors

17. Apart from the mentioned audience, media, research institutes and other development partners may also benefit from the CPE findings. The following ways of use of the CPE results by the primary audience are foreseen:

- Learning and improved decision-making to support the development of new programmes including the new Strategic Plan;
- Accountability for the development effectiveness of the existing SP;
- Capacity development and mobilization of national stakeholders to advance gender equality and the empowerment of women.
- Evidence based lobby and advocacy with various stakeholders

18. The CPE has applied four of the Development Assistance Committee (DAC)<sup>1,2</sup> evaluation criteria (relevance, effectiveness, efficiency and sustainability) and it applied Human Rights and Gender Equality as additional criteria. The evaluation did not consider impact (as defined by the UN Evaluation Group (UNEG)), because UN Women considered that it was too premature for such assessment. Table 4 displays the key evaluation questions as agreed between UN Women Cameroon and the evaluators. This list of questions was slightly updated from the inception workshop after the initial briefing meeting. The questions have been used as a basis for the evaluation matrix.

**Table 4: Priority Questions for Cameroon CPE**

<b>Evaluation questions</b>
<b>Relevance</b>
1. Is the portfolio aligned with national policies and strategies? To what extent has UN Women strategic choices met the priority concerns of Cameroon's development policymakers, key national stakeholders and right holders?
2. Is the choice of partners most relevant to the situation of women and marginalised groups?
3. Is the choice of interventions most relevant to the situation in the target thematic areas?
4. Has the balance between humanitarian, early recovery and development work been relevant and optimal in the portfolio? To what extent has the CO been able to adapt and respond the interventions to changing context and needs?
5. Is the results framework fit for purpose and is there a clearly articulated theory of change; are the selected outputs, outcomes and impacts relevant to the challenges in the area of Gender Equality and Women's Empowerment (GEWE)?
<b>Effectiveness</b>
6. To what extent have planned outputs been achieved on time and as planned? What were the most effective interventions?
7. To what extent are UN Women's programme choices (and decisions to scale-up) evidence-informed? How robust is the planning for results practice to ensure that the causal links between a given initiative and its outcomes are well established?
8. What has UN Women's contribution been to the progress of the achievement of outcomes?
9. Which are the main enabling and hindering factors to achieving planned outcomes? Have any unintended outcomes occurred?
10. What was the quality of the Management Information / Monitoring and Evaluation (M&E) system and framework? Was a Results Based Management System (RBMS) in place and used? What were the challenges encountered? How reliable were the data?
<b>Efficiency/Coordination</b>
11. To what extent does the UN Women CO management and the governance structure support efficiency for implementation?
12. To what extent (and how regularly) are UN Women programmes and initiatives subjected to cost effectiveness measurement? How do financial forecasts compare to actual expenditure? If costs are off track, how robust are the remedial actions?
13. Is the balance and coherence between programming-operational, coordination and policy-normative work optimal? How can the workload across mandates be prioritised most effectively?
14. What are the factors determining UN WOMEN-CMR's programme choices and scale-ups, and to what extent are these evidence- and resource-informed?
15. How has the portfolio addressed human rights and development effectiveness principles in accordance to:
16.a. Participation/empowerment

<sup>1</sup> Development Assistance Committee, Paris 1991. Principles for evaluation of development assistance.

<sup>2</sup> Glossary of Evaluation and Results Based Management Terms, Organisation for Economic Cooperation and Development (OECD), 2000.

17. b. Inclusion/non-discrimination
18. c. National accountability/ transparency
19. What contribution is UN Women making to UN coordination on gender equality and women's empowerment? Are interventions achieving synergies within the UN Women portfolio and the work of the UN Country Team?
20. What is UN Women's comparative advantage compared with other UN entities and key partners? Are the interventions achieving synergies within the UN Women portfolio and the work of the UN Country Team?
21. To what extent has gender equality and women's empowerment been mainstreamed in UN joint programming such as the United Nations Development Assistance Framework (UNDAF)?
<b>Sustainability</b>
22. How effective is the CO in harvesting learnings from ongoing and concluded interventions and disseminating these to other COs?
23. To what extent was capacity of partners developed in order to ensure sustainability of efforts and benefits?
24. What accountability and oversight systems have been established to support the continuation of activities?
<b>Technical design</b>
25. Was the technical design of the SP relevant with regard to participation, empowerment, inclusion and transparency?

19. During the Inception Workshop, the team discussed who were the most important stakeholders and how to prioritise those, with a particular emphasis on rights holders and their representatives. In the inception report, it was planned to develop a list of indicators for partnership success with the Reference Group during the debriefing, but as a result of the limited turnout and the short time available, this idea was not further pursued.

## 4. Context of gender equality and women's human rights

### 4.1 Overview

20. The Republic of Cameroon is a country in Central Africa bordered by Nigeria to the west, Chad to the northeast, the Central African Republic to the east and Equatorial Guinea, Gabon, and the Republic of the Congo to the south. In 2008, the total population of Cameroon was 17,463,836 inhabitants with 8,632,036 men and 8,831,800 women<sup>3</sup>. The 2015 population are 24,513,689 inhabitants with a yearly growth rate of 2.46%. The urban population was estimated at about 55.6% in 2017 versus 45.5% in 2000. The annual rate of urbanisation is about 3.3%. The estimated population of Cameroon in 2017 is 24.5 million.

Table 5 shows the increase of the population since the year 2000<sup>4</sup>.

**Table 5: Population prospects of Cameroon (2017 and historical)**

Year	Population	Yearly % Change	Fertility Rate	Density (P/Km <sup>2</sup> )	Urban Pop %	Urban Population
2017	24,513,689	2.46	4.74	52	55.6	13,634,154
2016	23,924,407	2.49	4.74	51	55.1	13,172,658
2015	23,344,179	2.54	4.81	49	54.5	12,721,469
2010	20,590,666	2.58	5.21	44	51.6	10,624,752
2005	18,126,999	2.62	5.49	38	48.6	8,804,182

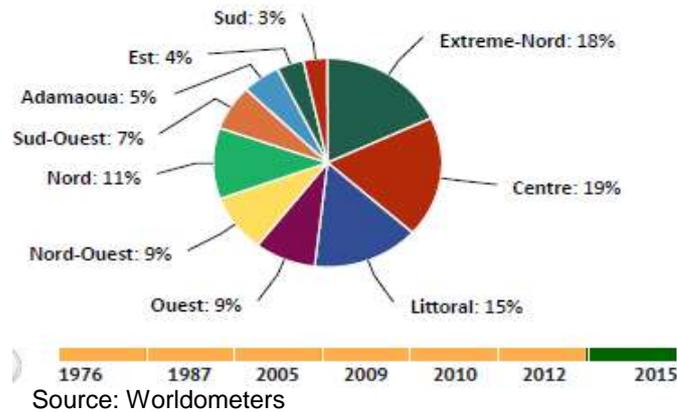
<sup>3</sup> Bureau Central des Recensements et des Etudes de Population, 2012. Institute National des Statistiques

<sup>4</sup> United Nations, Department of Economic and Social Affairs, Population Division. World Population Prospects: The 2015 Revision.

2000 15,927,713 2.72 5.77 34 45.5 7,253,723

Source: Worldometers ([www.worldometers.info](http://www.worldometers.info)).

**Figure 1: Population distribution in Cameroon in 2015**



22. The population is unequally distributed within the 10 regions of the country with four densely populated regions as per **Figure 1**. The population of Cameroon is young, with approximately 44% of people aged 15 or under and 5% are 60 and above<sup>5</sup>; 62,1% of the total population is below 35 (50,4% male and 49,6% female)<sup>6</sup>. More information and details about the population can be found in Annex 12.

## 4.2 Key gender and socio-economic indicators

23. Table 6 provides a review of Cameroon's Human Development Index (HDI) values from 1980 to 2014.

**Table 6: Cameroon's HDI trends based on consistent time series data and new goalposts**

	Life expectancy at birth	Expected years of schooling	Mean years of schooling	GNI per capita (2011 PPP\$)	HDI value
1980	51.2	7.0	2.1	3,104	0.405
1985	52.9	7.5	2.8	3,698	0.436
1990	53.6	8.0	3.5	2,655	0.443
1995	53.2	7.5	4.2	2,057	0.432
2000	52.0	7.1	4.8	2,251	0.437
2005	51.9	8.2	5.1	2,459	0.456
2010	53.7	10.0	5.2	2,542	0.486
2011	54.2	10.4	5.5	2,580	0.496
2012	54.6	10.4	5.7	2,616	0.501
2013	55.1	10.4	5.9	2,682	0.507
2014	55.5	10.4	6.0	2,803	0.512

Source: UNDP Human Development Report, 2015.

24. According to the 2015 UNDP Human Development Index (HDI), Cameroon's HDI value for 2014 was 0.512, which put the country in the low human development category positioning it at 153 out of 188 countries and territories. Between 1980 and 2014, Cameroon's HDI value increased from 0.405 to 0.512, an increase of 26.4 percent or an average annual increase of about 0.69 percent.

25. In 2014, the Gender Inequality Index of Cameroon was 0.587 and the country was ranked 132 on a total of 188. The Gender Development Index (GDI) ratio of women against men was 0.879. Most recently in 2012<sup>7</sup>, about 68% of female complete primary education which remains less than male which are about 78% for the same year. However, the gross enrolment ratio in secondary education remain less than 50% for female in 2010. Concerning the adolescent birth rate, about 140 per 1000 are women aged 15-19 in 2015 whereas the under-five mortality rate for female is about 80 deaths per 100,000 live births and about 90 per 100,000 male live births.

26. The human development indicators for women were less positive for women than for men. In education, in 2012, 86% of girls were enrolled in primary school against 97% of boys. In secondary school, 37% of girls were enrolled against 43% of boys. In 2010, 65% of women aged over 15 were literate compared to 78% of men. Women had on

<sup>5</sup> Ministère de la Promotion de la Femme et de la Famille (MINPROFF).

<sup>6</sup> CIA World Factbook (2016). [http://www.indexmundi.com/cameroon/age\\_structure.html](http://www.indexmundi.com/cameroon/age_structure.html) accessed 25/01/2017

<sup>7</sup> World Bank data for Cameroon

average six years of schooling compared to seven years on average for men<sup>8</sup>. Between 1980 and 2014, Cameroon's life expectancy at birth increased by 4.3 years, mean years of schooling increased by 3.9 years and expected years of schooling increased by 3.4 years. In terms of health, maternal mortality increased from 430 deaths per 100,000 live births in 1998 to 782 in 2011<sup>9</sup>. Adolescent fertility rate was 113 births per 1,000 adolescent girls. In 2011, 24% of women had an unmet need for family planning<sup>10</sup>. Table 7 provides the overall Cameroon's GDI for 2014.<sup>11</sup>

**Table 7: Gender Development Indicators Ration 2014.**

GDI (Ratio of women's HDI against men's HDI) 2014	0.879
GDI group (among 188 countries)	Group 5
HDI (women) 2014	0.478
HDI (men) 2014	0.544
Life expectancy at birth, women 2014	56.7
Life expectancy at birth, men 2014	54.4
Mean years of schooling, women 2014	5.3
Mean years of schooling, men 2014	6.7
Expected years of schooling, women 2014	9.5
Expected years of schooling, men 2014	11.2
Estimated GNI (Gross National Income) per capita (2011 PPP\$), women 2014	2,266
Estimated GNI (Gross National Income) per capita (2011 PPP\$), men 2014	3,341

Source: UNDP Human Development Reports, 2015.

27. The Gross National Income (GNI) per capita and the Gross Domestic Product (GDP) increased gradually from \$1,160 in 2009 to \$1,360 in 2014 for GNI, and 1.93% in 2009 to 5.9% in 2014 for GDP<sup>12</sup>. The average GDP growth rate increased from 4.2% in 2012 to 4.9% in 2013<sup>13</sup>. The inflation shifted from 3.0% in 2009 to 1.9% in 2014. Still, at 0.49 the human development index is one of the lowest in the world<sup>14</sup>.

28. The "*Document de Stratégie pour la Croissance et l'Emploi*" (DSCE) developed in 2008 aims to reduce the poverty ratio from 39.9% in 2007 to 28.7% in 2020<sup>15</sup>. The poverty rate had actually shifted from 40.1% in 2001 to 39.9% in 2007. Poverty has increased in rural areas, while three regions recorded poverty rates above the average: Extreme-North (65.9%), Adamaoua (53%), Northwest (51%) and East (50.4%). Women are slightly more affected by poverty: 52% of poor household members are female (50% of which are under 15). The CEDAW report (2012) highlighted that women's poverty ratio decreased from 40.5% in 2001 to 33.4% in 2007. Women's poverty was found more serious in the rural areas than in the cities, probably because the sources of income in rural areas are often limited to small-scale agriculture. Women mostly grow crops for self-consumption and not cash crops and men often represent the business.

29. The 2015 Human Development Report<sup>16</sup> provides the multidimensional poverty Index<sup>17</sup> for Cameroon. This report highlights that about 18, 27 and 28% of Cameroon's population lives respectively near multidimensional poverty, in severe multidimensional poverty, and below income poverty line. Approximately 48% of the population were

<sup>8</sup>World Bank 2015. World Development Indicators. <http://data.worldbank.org/products/wdi>, access 17/01/2017

<sup>9</sup> <http://cameroon.unfpa.org/fr/news/government-cameroon-launches-multisectoral-program-reduce-maternal-child-mortality> accessed 20/01/17.

<sup>10</sup> ibid

<sup>11</sup> Cameroon Human Development Report 2015. Work for human development, Briefing note for countries on the 2015 Human Development Report. UNDP.

<sup>12</sup> UNDP Human Development Report, 2015. <http://hdr.undp.org/en/composite/GDI>

<sup>13</sup> <http://data.worldbank.org/country/cameroon> accessed 20/01/2017.

<sup>14</sup> UNDP Human Development Report, 2015.

<sup>15</sup> Ibid

<sup>16</sup> Cameroon Human Development Report 2015. Work for human development, Briefing note for countries on the 2015 Human Development Report. UNDP.

<sup>17</sup> The Multidimensional Poverty Index (MPI) is the share of the population that is multidimensionally poor, adjusted by the intensity of the deprivations.

multidimensionally poor, while an additional 17.8% live near multidimensional poverty in 2011. The multidimensional poverty headcount is 20.6 percentage points higher than income poverty. This implies that individuals living above the income poverty line may still suffer deprivations in education, health and other living conditions in Cameroon.

30. In Cameroon, urbanization is correlated to the increased poverty rate in rural areas. Factors underlying urbanisation trends are related to labour, health, education (university and high school), social conflict which force people to settle in cities, professional migration for job assignment, and forced migration due to expropriation of land for public purposes<sup>18</sup>. The World Bank reveals that labour force participation rate for female aged 15-24 was only about 47% in 2001 as compare to more than 52% for male aged 15-24. Most recently, the same source argues that the overall labour force participation rate for female aged 15+ was about 64% in 2010 which remain less than for male aged 15+ (74%). Socioeconomic migration is a predominant trend in the biggest cities of Cameroon, namely Douala, Yaoundé, Maroua and Ebolowa, with respectively about 62 and 17%, 65 and 25%, 76 and 17%, 54 and 28%.

31. The employment to population ratio (15 and older) is about 67% with a labour force participation rate of 70% and a contribution 64% for women and 77% for men. In 2010, 58% of women in the labour force were employed in agriculture compared to 49% of men. The rate of vulnerable employment to total employment is about 76%; 87% of women in the labour force were employed in vulnerable employment<sup>19</sup> compared to 67% of men<sup>20</sup>. For the population aged between 15 and 64 years, the rate of activity has decreased with more than 2 points since 2005 to 77.1% in 2010<sup>21</sup>. Table 8 provides details on underemployment for Cameroon. Overall, the total rate of visible underemployment was 14.8% (14.8% for female and 14.9% for male), and the total rate of invisible underemployment was 63.7% (56.3 for female and 71.8 for male).

**Table 8: 2011 Rate of underemployment (in %) for the population in Cameroon**

	DOUALA	YAOUNDE	URBAIN	RURAL	TOTAL
<b>Rate of visible underemployment (in %)</b>	13,5	20,0	16,9	13,8	14,8
Men	11,4	15,7	14,6	14,9	14,8
Women	16,4	25,3	19,8	12,7	14,9
Public sector	11,2	27,8	24,4	36,7	28,5
Formal private sector	6,6	8,5	7,4	13,0	8,7
Non-agricultural informal sector	15,3	18,6	17,2	20,8	18,5
Agricultural informal sector	9,0	27,5	13,9	10,9	11,1
<b>Rate of invisible underemployment (in %)</b>	32,0	38,5	42,9	74,4	63,7
Men	24,0	32,1	35,1	68,5	56,3
Women	42,9	46,4	52,9	80,3	71,8
Public sector	8,7	8,7	7,9	21,2	12,3
Formal private sector	11,4	19,5	16,2	32,7	20,0
Non-agricultural informal sector	37,2	48,1	46,9	57,9	51,0
Agricultural informal sector	61,0	35,4	75,6	81,8	81,4
<b>Rate of global underemployment (ILO) (in %)</b>	41,3	53,8	54,3	79,2	71,9
Men	36,7	49,3	49,1	74,8	65,1
Women	59,2	69,0	68,9	84,3	79,2
Public sector	19,9	34,8	31,4	47,1	36,7
Formal private sector	17,7	26,9	22,9	42,3	27,5
Non-agricultural informal sector	47,2	60,9	58,0	69,0	62,0
Agricultural informal sector	65,9	57,9	79,9	84,0	83,7

Source: The National Institute of Statistics, 2011.

<sup>18</sup> ACP Observatory on Migration, 2013. Internal migration in Cameroon: Constraint for or driver of urban and health development?

<sup>19</sup> The vulnerable employment refers to the sum of the employment status groups of own-account workers and contributing family workers. They are less likely to have formal work arrangements, and are therefore more likely to lack decent working conditions.

<sup>20</sup> Cameroon: Poverty Reduction Strategy Paper. August 2010, IMF Country Report No. 10/257.

<sup>21</sup> Republic of Cameroon, National Institute of Statistics 2011. Youths and labour market in Cameroon in 2010

### 4.3 National policy and legislation context

32. The Poverty Reduction Strategy Paper (PRSP) highlights the country's macroeconomic, structural and social policies in support of growth and poverty reduction, as well as associated external financing needs and major sources of financing. It has been prepared within a context marked by a rising cost of living at the domestic level, the international financing crisis, and the global food and energy crisis. Its implementation gathers external financing sources mostly from the International Monetary Funds (IMF) and the World Bank, and UN agencies offered technical support to its development. At the time of drafting of the PRSP, the income poverty rate, which had decreased drastically by 13.1 points compared to 1996, was still as high at about 40.2%. To reduce it to the target level of the PRSP from 20 to 25% in 2015, the authorities banked on a 5.5% average growth rate of GDP from 2004 to 2007 and 7% between 2008 and 2015.

33. Poverty is addressed by the local governance policies summarized in the PRSP, and the Ministry of Territorial Administration and decentralisation (MINATD), one of the 35 existing Ministries in Cameroon, leads this process. Preparation, implementation and assessment of the Government policy on territorial administration, decentralization and civil protection are within the framework of the duties assigned to the MINATD.

34. The Constitution contains the strategic orientation that provides a basis for the implementation of the Beijing Declaration and Platform for Action and the different international conventions ratified by Cameroon to protect the Cameroonian woman such as the CEDAW. The country has joined the statement of political commitment by participating governments to advance the goals of equality, development and peace for all women and to ensure the full implementation of the human rights of women and girls. Still, there is no legal definition of discrimination and some aspects of the law are prejudicial to women. Violence and discrimination against women remain at moderate levels, with the law to impose effective penalties against perpetrators of gender-based violence and spousal abuse, which is a legal basis for divorce. So whilst laws of relatively acceptable quality exist, their implementation is lacking.

35. With regards to representation of women at the parliament of Cameroon, it is interesting to note that the number of women' seats at the parliament is increasing. For instance, less than 6% of women were members of the Parliament before 1997. Most recently in 2016, about 31% of parliamentarians are women which could certainly provide an enabling environment for gender equality and development when looking at public life and decision-making sessions.

36. MINPROFF has the mandate for gender and women's empowerment and it manages the National Plan of Action for the Integration of Women in Development (1999) with the priorities of supporting women and decision-making, promoting women's human rights, valorising women's work, eliminating VAW, poverty and improving institutional systems, and promoting education for women and girls. The women in development policy was adopted in 1997 as the first policy document on women's empowerment, which defined government strategies and priorities. The following National Gender Policy includes the women in development policy, the national population policy, the poverty reduction strategy, and the DSCE.

37. In 2002, the national population policy was adopted from the millennium summit held in 2000 as an update to the policy developed in 1994. This policy provides the gender approach as a development safeguard and notably aims to universalize quality primary education, promote functional literacy for both sexes and reduce gender disparity in all sectors of economic and social development. The poverty reduction strategy (adopted in 2003) provides sector strategies in the areas of health, education, development, and social development and covers the following gender equality aspects: the improvement of the socio-legal status of women, the improvement of women's living conditions, the promotion of gender equality and equity, the promotion of family welfare, the strengthening of institutional mechanisms and the promotion of good governance. Finally, the growth and employment strategy paper (adopted in 2009) supports gender

equality in the following seven sectors: rural infrastructure, industry and services, governance, education, social and health services. Table 9 shows the evolution of laws for gender equality and protection of women in Cameroon.

**Table 9: Evolution of laws for gender equality and protection of women**

Year	Laws
1804	Civil Code: It regulates protection of men's and women's rights in the family Ordinance No. 81/02 (1981): It supplements the Civil Code and stipulates gender equality in marriage and divorce.
1974	Ordinance No. 74/1: It regulates land ownership. Decree No. 2005/481 (2005): It stipulates that men and women are entitled to land ownership.
1990	Law No. 90/053: It regulates freedom of association. Women like men are entitled to form and join associations.
1992	Labour Code: It stipulates that labour is a basic human right for men and women.
1996	Constitution: It stipulates basic human rights and gender equality.
1999	Law (19 December 1999): A woman can travel without consent of the husband.
2004	Law No. 2004/016: It established the National Commission on Human Rights and Freedoms. It works on women's issues.
2016	Law No. 2016/007 published the new Penal Code on 12 July 2016: It established preventive and punitive measures for Gender-Based Violence.

Source: National Gender Policy Document 2011-2020.

38. Gender-based violence practices occur in various forms in Cameroon. In 2012, more than 55% women in Cameroon had experienced physical violence since the age of 15<sup>22</sup>. In 2013, 51% of women had experienced physical and/or sexual violence from an intimate partner in their lifetime<sup>23</sup>. The draft Family Code contains elements to reduce the discriminatory practices to women<sup>24</sup>, as it stipulates equal sharing of the parental authority and lays down the legal age of marriage at 18 for men and women. The new Penal Code published under the Law No 2016/007 of 12 July 2016 provides additional preventive and punitive measures to GBV and early girl marriage in Cameroon. However, there is no specific law and regulation for GBV. The new Penal Code (Act. 277-1) does criminalise Female Genital Mutilation practices in Cameroon. The draft Family Code prescribes the legal age of marriage at 18 for men and women. As it stands though, the Civil Status Registration Ordinance provides that the minimum age of marriage is 15 for women and 18 for men. There are still concerns about contents and effectiveness of legislation in preventing sexual violence and providing protection and justice for victims<sup>25</sup>.

39. Discriminatory attitudes towards women are common, including the designation of all domestic and child-rearing responsibilities to women<sup>26</sup>. The Civil Code grants Cameroonians access to land regardless of gender<sup>27</sup>, but the land law does not address women's land rights specifically. Legally, any person may individually or collectively acquire land rights, if a land title designating such property rights is obtained. Due to discriminatory inheritance practices, though, few women own land, particularly in rural areas. Assessing women's access to land, the United Nations Economic Commission for

<sup>22</sup> Cameroon: Poverty Reduction Strategy Paper. August 2010, IMF Country Report No. 10/257.

<sup>23</sup> OECD, 2014. Social Institutions & Gender Index. 2014 Synthesis Report.

<sup>24</sup> OECD, 2014. Social Institutions & Gender Index. 2014 Synthesis Report.

<sup>25</sup> For example, the Penal Code allows a perpetrator of rape to be exempt from punishment, in the event he marries the victim.

<sup>26</sup> CEDAW, 2012. Consideration of reports submitted by States parties under article 18 of the CEDAW, Combined fourth and fifth periodic reports of States parties, Cameroon, CEDAW/C/CMR/4-5.

<sup>27</sup> FAO Gender and Land Rights Database: Cameroon, <http://www.fao.org/gender/landrights/> accessed 18/01/2017

Africa gave Cameroon a score of 1 out of a 22<sup>28</sup>. Many indigenous women face discrimination based on race and gender bias<sup>29</sup>, mostly linked to access to land rights<sup>30</sup>.

40. The DHS 2004 indicates that about 1% of the female population has been subjected to female genital mutilation (FGM). This low overall prevalence conceals wide regional disparities: FGM is only practiced in the southwest and the extreme north of the country<sup>31</sup>. In addition to the fact that the new Penal Code criminalizes these practices, the Constitution recognises and protects 'traditional values that conform to democratic principles, human rights and the law'. No prosecutions have been recorded with regard to FGM, nor has the government-created National Human Rights Commission yet addressed practices discriminatory to girls and women. The Government of Cameroon has been actively involved in efforts to combat FGM since the mid-1980s though, and adopted the National Action Plan against FGM in 2011 and has been reviewed most recently in February 2017. The age at which FGM is performed varies from region to region. In some areas, baby girls are operated only a few days after they are born; in others, girls are fifteen or older before they are subjected to the practice. Most girls are operated before reaching the age of puberty; almost half suffer FGM between the ages of 5 and 9, and another fifth between their tenth and fourteenth birthdays.

#### 4.4 Marginalised and vulnerable groups

41. Dowry obligations contribute to vulnerability of young women and their families. Over the years, with the social changes occurring in Cameroon, traditional wedding ceremonies are becoming commercialised, with the payment of dowry as climax<sup>32</sup>. The dowry payment, in the past symbolic, is becoming a major constraint for the girl's relatives. In response to this extension, new concepts ("Come we stay", "Help me to live"), appear to refer to informal or consensual marriage, or cohabitation. The current Penal Code describes the conditions for dowry with the aims to reduce all form of gender violence related to dowry requirements and fixed age of marriage for girls to 18 years old. In 2005, UNICEF reports that about 57% of girls in Cameroon are married under the age of 18<sup>33</sup>. According to the UNFPA child marriage advocacy program (2004)<sup>34</sup>, child marriage exposes girls to negative health consequences like HIV/AIDS, cervical cancers and fistula. Adolescent mothers have a 35%-55% higher birth risk than older women.

42. With regards to HIV/AIDS, the prevalence rate in 2011 was 4.3% in total, and for women at 5.6% almost twice as high as for men (2.9%)<sup>35</sup>. The prevalence rate of women aged 15-49 living with HIV/AIDS was about 5.9% in 2014 as compare to 5.6% in 1995. The still high prevalence of violence and the persistence of harmful traditional practices such as levirate and sororate contribute to this prevalence. The HIV prevalence rate of pregnant women was as high as 7.8%<sup>36</sup>. Divorced women, widows and women living with HIV/AIDS are being increasingly denied their basic human rights in terms of access to inheritance or property.

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<sup>28</sup> Africa Women's Report 2009-United Nations Commission for Africa.

[www.uneca.org/sites/default/files/PublicationFiles/awr09\\_fin.pdf](http://www.uneca.org/sites/default/files/PublicationFiles/awr09_fin.pdf) accessed 18/01/2017.

<sup>29</sup> CEDAW 2012. Consideration of reports submitted by States parties under article 18 of the Convention on the Elimination of All Forms of Discrimination against Women, Combined fourth and fifth periodic reports of States parties, Cameroon, CEDAW/C/Cameroon/4-5, CEDAW New York.

<sup>30</sup> World Bank, 2013. Global Financial Inclusion Database, <http://databank.worldbank.org/Data/Views/reports/tableview.aspx> (accessed 18/01/2017).

<sup>31</sup> Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ). Africa Department Sahel and West Africa 1. Female Genital Mutilation in Cameroon. <http://www.cameroon-today.com/support-files/en-fgm-countries-cameroon.pdf> accessed 21/01/2017.

<sup>32</sup> Kamgno K. H. and Mengue M. C.E. 2014. Rise of Unofficial Marriages in Cameroon: Economic or Socio-Demographic Response? American International Journal of Social Science Vol. 3, No. 3; May 2014.

<sup>33</sup> UNICEF, 2005. Early Marriage: A Harmful Traditional Practice. New York: United Nations.

<sup>34</sup> UNFPA, 2004. Child Marriage Advocacy Programme: Fact Sheet on Child Marriage and Early Union.

<sup>35</sup> Cameroon Human Development Report 2015. Work for human development, Briefing note for countries on the 2015 Human Development Report. UNDP.

<sup>36</sup> UNDP. Human Development Report.

43. With respect to ownership of non-land assets, the law in Cameroon discriminates against women. Per the Civil Status Registration Ordinance, women are not fully entitled to use, enjoy or sell their property. The law grants the husband the right to administer communal property, granting him the right to sell or mortgage the couple's property without the wife's consent. The law also stipulates that the husband has the right to manage his wife's personal property and exercises all rights to it.

44. In terms of financial services, Cameroon's current credit legislation does not discriminate against women, but several factors make it difficult for women to gain access to bank loans. For example, if a woman owns property jointly with her husband, often only the name of the husband is on the title, meaning that women do not legally possess the collateral needed for credit. A total of 10.9% of women have accounts at formal financial institutions, compared to 18.8% of men, while 3.4% of women had a loan from a financial institution in the past year, compared to 5.5% of men<sup>37</sup>. Even in microfinance, which in many countries include relatively more women borrowers, women in Cameroon were only 36.67% of the total borrowers in 2011. Although the law gives women the freedom to establish their own businesses, the Civil Status Registration Ordinance allows husbands to end their wives' commercial activity by simply notifying the clerk of the commerce tribunal of their opposition based upon the family's interest.

45. Discriminatory attitudes as to the role of women in public life create barriers to increasing women's participation in political life. The widely-held view that women's abilities do not naturally predispose them to engage in politics may be a factor underlying the poor representation of women in public life. Increasing numbers of women were found to be heads of household and traditional chiefs, but still, women made up only 1 of 78 chiefs at the first-class level and 2 out of 867 chiefs at the second-class level<sup>38</sup>. There are no legislative quotas at the national or sub-national level, although some political parties do include voluntary quotas to encourage women's participation. Women are represented only up to 6.6% in decision-making bodies (10% in the Government, 13.8% in Parliament, 8% as mayors and 4.4% in state companies). Significant improvements have been recorded following the recent 2013 elections; 20.0% of the elected Senators and 31.1% of the Members of Parliament were female.

46. Addressing women's needs in development support remains a big challenge. Not only is women's general unemployment rate higher, more women are also more strongly involved in the informal sector (68.6%) and operate in harsh conditions especially within border areas. In rural areas, they represent a critical mass of household workforce with limited access to land. Only 4% of landowners are women. Moreover, the responsibility for household chores and reproductive role still often hampers women's full involvement in other activities.

47. The Commonwealth Local Government Forum<sup>39</sup> stresses that youth affairs are moving fast in Cameroon under the National Council of Youth (NCY)<sup>40</sup>, a council of active youth aged between 15 and 35, since 2008. The NCY is operating with regional offices in the ten regions of the country. Its activities involve: (i) Lobbying and representation; (ii) Youth and development, vocational training under seminars and awareness campaign; (iii) Lobbying for vulnerable youth or minorities; and (iv) Consultation and exchange between the youth and government, international partners and within youth. The council

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<sup>37</sup> World Bank, 2011.

<sup>38</sup> CEDAW 2012. Consideration of reports submitted by States parties under article 18 of the Convention on the Elimination of All Forms of Discrimination against Women, Combined fourth and fifth periodic reports of States parties, Cameroon, CEDAW/C/CMR/4-5, CEDAW New York.

<sup>39</sup> Commonwealth Local Government Forum (CLGF), 2013: "Country Profile: The local government system in Cameroon."

<sup>40</sup> The NCY was created in 2008 under the instruction of the Head of State and operational since 2009 as association with public utility status. The mandate of the NCY incorporates culture, sports and leisure, agriculture, health, information and communication technologies, environment, social affairs, local governance, and tourism.

promotes changes to politics, corruption and nepotism, and weak integration of youths into various governance management strategies.

48. Over the past years, the ongoing Boko Haram conflict in the Lake Chad Basin has caused a continuous flow of refugees from Nigeria to the Far North<sup>41</sup>. While the officially registered population in camps has grown since July 2013 to 58,874 Nigerian refugees in the Minawao camp, of even greater concern is an estimated 26,000 (registered and not registered) live within the host community. Currently the number of IDPs in the Far North is around 193,000, many of whom are women and children<sup>42</sup>. Many of the refugees and IDPs are moving into areas with very limited resources, putting pressure on host communities that are already facing nutrition, WASH, health and education challenges. The regions of East and Adamawa continue to face the presence of refugees from CAR, who are further settling into the host communities. The flow of refugees remains relatively small, but continuous, with approximately one hundred new arrivals per month. A total of 274,090 CAR refugees have been identified in Cameroon with 75,815 refugees in the refugee camps and sites and the majority, 183,330, in host communities in the East, Adamawa and North regions. Project reports indicate that the impoverishment of the refugees who remain in the community and their host families is becoming aggravated due to diminishing of their already limited resources and the gradual decrease in humanitarian assistance in the East and Adamaoua Regions.

49. In terms of protection, cases of sexual and gender-based violence observed among women and girls have been observed in areas affected by humanitarian crisis. The limited health care services, particularly for vaccination and reproductive health, are further stretched due to the additional demand from the displaced populations. Table 10 shows the affected population according to the latest data of end 2016.

**Table 10: Affected population per the HNO (January 2016)**

Categories	Numbers
Total affected population	2,700,000
Total affected children (<18)	1,600,000
Total affected women	1,400,000
Children <5 suffering from acute malnutrition	250,000
Persons in food insecurity	2,400,000
<b>Affected population as of August (HNO 2016)</b>	
Internal displaced persons	192,912
Nigerian refugees	73,966
Central African refugees	259,145

Source: <https://www.humanitarianresponse.info/en/operations/cameroon>

## 4.5 UN Women in Cameroon

50. UN Women supports the UN Country Team (UNCT) and the UNDAF. In the work plan, the outcomes are clearly linked to the UNDAF and in the outcomes under the work plan 2014, the link to the outputs of the various Flagship Programmes are also included.

51. The 2016 UNDAF situation analysis acknowledges the necessity of UN Women support to gender and women's empowerment, as it describes the gender approach and ownership in the country as weak<sup>43</sup>. In the UNDAF under pillar 1, the UN supports the promotion of women, girls and gender equality. Based on the Mid-Term Review<sup>44</sup> of the UNDAF 2013-2017, contributing to the development and employment opportunities for young people and women has been identified as one out of four priorities and under resilience, a strengthening of accountability for gender in humanitarian interventions has been highlighted. The UN Gender Theme Group and the multi-partner Committee

<sup>41</sup> UNICEF 2016. Cameroon Humanitarian Situation Report, October 2016.

<sup>42</sup> Ibid.

<sup>43</sup> Système des Nations Unies, Juin 2016. Analyse de la Situation des Piliers de l'UNDAF en Vue de la Détermination de ses Orientations Stratégiques

<sup>44</sup> Système des Nations Unies, Septembre 2015. Revue a Mi-Parcours du Plan-Cadre des nations Unies d'Assistance au Développement (UNDAF) 2013-2017

Gender Group (GTEG/CMP) have been merged into one group, which is led by UN Women. Within the UN family, coordination is geared towards identifying gender commitments based on the UNDAF and UN agencies' annual management frameworks to, in line with the gender score-card recommendations, and to formulating and implementing joint gender projects / programs.

## 5. Technical Design of the Strategic Note

52. The Strategic Plan (SP) 2014-2017 (Accelerate progress towards gender equality and empowerment of the most vulnerable women in the context of poverty feminization) is part the United Nations Development Framework (UNDAF) 2013-2017. The SP aims at covering four priority impact areas.

53. Priority area 1 focuses on prevention of GBV and VAW and management and fight against HIV/AIDS feminization. The prevalence of gender-based violence is still high in Cameroon, and it negatively impacts on women's development as well as HIV/AIDS feminization. According to the SP, UN Women aimed at coordinating the UN agencies in harmonising their response with regard to GBV as well as HIV/AIDS feminization and stigma, with the intention to reach two million people. Thirty holistic reference centres for victims and one call centre on GBV were planned to be established or reinforced. Other envisaged interventions included advocacy for a guarantee fund and support to women victims of non-payment of alimony and support to women to identify their HIV/AIDS status. Moreover, attention would be paid to GBV impact on health and access to rights for women living with HIV/AIDS and rape victims.

54. Under impact area 2, strengthening women's economic empowerment (WEE) within vulnerable groups, UN Women aimed to support income increase of rural women and those involved in informal cross-border trade. Moreover, a joint programme was planned on access to finance for poor women.

55. Under impact area 3, increasing gender budget in laws, policies, programs and budgets at national and local level, UN Women aimed at supporting the Government, particularly Ministries in charge of economics and finance, to develop a national strategy on gender responsive budgeting and planning (GRBP). Technical assistance and training on functional GRBP would be provided. UN Women also planned to work with UN agencies to increase financing for women's specific needs and interest and to support gender national policy functional coordination and monitoring mechanisms. This would enable Cameroon to monitor international commitments through relevant reports (including on CEDAW, Beijing and Busan).

56. Under impact area 4, promoting women's full participation in political and public decision-making processes including humanitarian issues, UN Women intended to strengthen the capacity of the recently elected 30% quota of women elected to parliament to play an important role in monitoring commitments and strengthening the national system to promote women's rights and political participation. UN Women aimed at establishing a national pool of Parliamentarians, Senators and civil society organisations as gender advocates. Elected women would be prepared for emergency responses to humanitarian issues and to the situation of refugees and displaced. Gender would be mainstreamed in the contingency plan and the Action Plan 1325 and a pool of trainers would be established to set forth an early warning mechanism for gender mainstreaming in humanitarian response, mediation and conflict prevention.

57. Table 11 depicts the four priority impact areas under the strategic note in a schematic way, and shows also the related outcome areas. The full DRF including outputs and activities can be found in Annex 7.

**Table 11: DRF - Impact and outcome areas**

<b>Impact 1 Efficient policies, strategies and measures are adopted and / or strengthened to prevent and combat abuse, violence and women and girls' exploitation while providing support and rehabilitation services to potential victims</b>
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Outcome	1.1	A shared and harmonized response is adopted by agencies to support national initiatives against GBV / VAW and harmful traditional practices affecting women and girls' health
	1.2	Relevant responses against HIV/AIDS stigma and feminization are included in the 2014 – 2017 National Strategic Plan to fight HIV/AIDS
<b>Impact 2 Women and vulnerable groups' economic status as well as living conditions are improved to boost their empowerment</b>		
Outcomes	2.1	Women involved in informal cross-border trade are granted relevant support and have opportunities / facilities to boost their business
	2.2	Women Economic Operators (Confédération Générale du Travail (CGT), rural, entrepreneurs) have access to financing facilities and markets to expand their businesses
	2.3	Rural women have increased their income to sustain their livelihoods and create wealth through UN agencies coordinated initiative
	2.4	Opportunities for women farmers & rural entrepreneurs to move up the value chain promoted
<b>Impact 3 Laws, policies, programs and budgets are fully gender mainstreaming in national sector / local level and aligned with international standards</b>		
Outcome	3.1	Gender is fully mainstreamed in plans, policies, programs & budgets at national/local level
	3.2	Major ratified resolutions of both international conferences and instruments are monitored at national level
<b>Impact 4 Women's full participation in political and public decision-making processes including humanitarian issues are promoted</b>		
Outcomes	4.1a	National and local authorities, civil society, communities, women and men have a full ownership of existing initiatives to increase women's participation in political and public life
	4.1b	Protection and economic opportunities for women in temporary shelters & in host communities displaced by sudden onset emergencies is promoted
	4.2a	National capacity of institutions and partners are enhanced to develop and implement gender-responsive policies and measures for disaster risk reduction and preparedness, response and early recovery
	4.2b	Humanitarian/crisis response planning, frameworks and programming are gender inclusive and responsive

58. The OEEF framework (Table 12) has four output areas, which support the programmatic framework and enhance the quality of its implementation. Through the OEEF, UN Women aims at achieving efficient UN coordination and strategic partnerships, so that gender equality and women's empowerment are not only achieved within the UN Women support activities, but also leveraged through a large group of stakeholders and mainstreamed throughout. The full OEEF can be found in Annex 8.

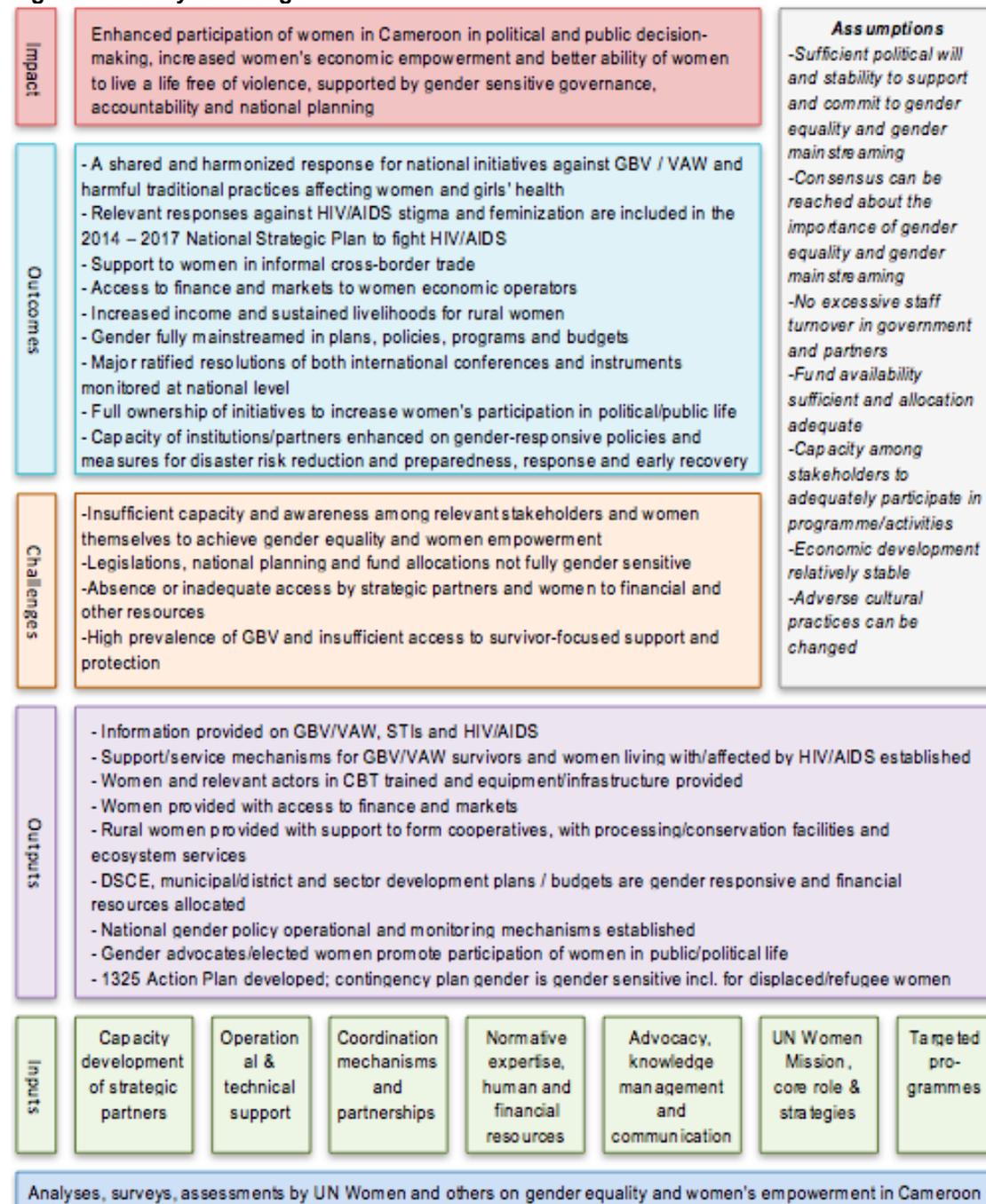
**Table 12: OEEF Framework - outputs**

<b>Outputs</b>	<b>Output cluster 1: To drive more effective and efficient United Nations system coordination and strategic partnerships on gender equality and women's empowerment</b>
1.1	Develop programs: (i) Support the fight against poverty feminization and rural and (ii) UN WOMEN ensures an effective and efficient coordination of gender mainstreaming in 2013-2017 UNDAF implementation
1.2	Partnership between UN WOMEN, government, technical and financial partners, the private sector and civil society is effective
	<b>Output cluster 2: To institutionalize a strong culture of results-based management, reporting, knowledge management and evaluation</b>
2.1	Results-based management principles results are observed in plans and programs.
2.2	UN Women actions in Cameroon are made visible at national and international levels
	<b>Output cluster 3: To enhance organizational effectiveness, with a focus on robust capacity and efficiency at country and regional levels</b>
3.1	UN WOMEN Cameroon has the required technical management skills to ensure an effective implementation of the 2014-2017 Strategic Plan and achieve related outcomes
3.2	UN WOMEN implements a strong culture of risk management, accountability, harmonization of practices and transparency in its financial management
	<b>Output cluster 4: To leverage and manage resources</b>
4.1	The office funding sources are diversified

59. As part of the evaluability assessment, the evaluation team has assessed the underlying Theory of Change to the UN Women support. The envisaged change mechanisms in relation to actual occurrence of change will be further discussed in the section on findings.

59. **Figure 2** provides the generic overview of the Theory of Change (ToC), according to the review of secondary documents, which the evaluators have conducted. This is an implicit theory of change, as no specific ToC was available among the available documents. The envisaged change mechanisms in relation to actual occurrence of change will be further discussed in the throughout the report.

**Figure 2: Theory of Change**



61. A number of mechanisms leading to change in gender equality in Cameroon are at the basis of this ToC, followed through in cooperation with various stakeholders. Enhancing the capacity of and providing technical support to relevant organizations and government institutions is a major part of the programme, to enable them to better serve women whilst at the same time anchoring gender governance in policies and plans, such as contingency plans and the National Action Plan 1325. Strengthening capacities of gender advocates (with a focus on women in politics) combined with support to

Government and civil society are supposed to create the enabling environment for women to participate in decision-making at public and political level.

62. The UN Women Programme also provides support to prevent GBV/VAW and to ensure services for survivors. GBV/VAW negatively impacts on women's development as well as HIV / AIDS feminization, so this support contributes to change at a wider level. At the same time, UN Women supports enhancing women's economic empowerment. This is essential to women's full participation in decision-making and will make the women economically and psychologically stronger in future to stand up for themselves and ultimately enforce the accountability for GEWE by themselves.

63. A good quality results based management, reliable organisational effectiveness and efficiency and availability of management of resources all ensure that the DRF can be implemented in a timely and effective manner, and that activities can be supported to have a lasting sustainable discernable impact. UN Women has taken a number of steps to ensure implementation of a results based management system, leading to results based reporting and gathering of evidence for future programming.

64. The SP describes an efficient monitoring-evaluation, communication and partnership mechanism to be established to strengthen political dialogue with Government, civil society, technical and financial partners and the private sector on gender and related issues. Primary and secondary were to be collected to inform indicators and assess recorded achievements and annual reports on gender progress in the country will be produced.

65. In the SP, a steering committee was foreseen, chaired by the "*Ministère de la Planification et de l'Aménagement du Territoire (MINEPAT)*" and UN Women to monitor its implementation. The committee is meant to meet twice a year and is composed by all sectoral ministries involved in the implementation of the strategic plan, financial partners, the advisory group of civil society and UN agencies. The committee's role is to validate the strategic direction, provide guidance in relation to national priorities and support all initiatives to mobilize internal and external resources. For regular monitoring of the SP, the SP envisaged a Technical Committee co-chaired by MINPROFF and UN Women, to meet once a quarter with implementing partners. The Technical Committee is responsible for the selection of partners' proposals, organization of progress review and reporting, and ensuring the availability of indicators target and baseline.

66. Involvement of partners from various backgrounds has been approached strategically<sup>45</sup>. Implementation partners were selected on the basis of calls for proposals, in line with relevant organizational guidelines by the end of 2013 and their organizational and management capacities will be assessed before starting cooperation. The SP also foresees minimization of the number of direct implementation partners, while resorting to national mechanisms and sharing responsibilities with other UN agencies.

## 6. Stakeholder Mapping

67. UN Women has established partnerships with and between various types of stakeholders. Apart from the earlier mentioned partnerships within the UN family, UN Women works with various Ministries and supports the coordination of the monitoring group in charge of the National Gender Policy implementation. UN Women also has built a good partnership with donor and international partners in the country. Moreover, UN Women involves civil society as a partner, including by providing support to the civil society advisory group to efficiently conduct its action plan. In addition, the SP has foreseen strategic alliances with the private sector.

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<sup>45</sup> UN Women Cameroon. Partnership and Resource Mobilisation Strategy for Gender Equality and Women Empowerment Cameroon 2014-2017

67. Table 13 describes the main stakeholders of UN Women, grouped according to their type of organization and per intervention area. During the evaluation phase, the evaluators will further analyse stakeholders through mapping relationships and power dynamics, focusing on UN Women's boundary partners. Particular attention will be paid to participation of rights holders, in particular women and vulnerable and marginalized groups.

**Table 13: UN Women partners and stakeholders and their role in creating changes**

Intervention areas	Partners					
	Govt	UN	CSO/ NGO	Others	Donors	Location
WLPP	MINPROFF ELECAM <sup>46</sup>		MWIP <sup>47</sup>		Government	National
Fight against GBV and HIV	MoH <sup>48</sup> MINPROFF, MoJ <sup>49</sup> , police	WHO, UNFPA, UNICEF, UNAIDS, UNESCO	ALDEPA, ACAFJ <sup>50</sup> Public Concern, CAMYOSFOP <sup>51</sup> FEFPLEM <sup>52</sup> PLWHA <sup>53</sup> associations	Media	SIDA, UBRAF (UNAIDS) Swiss Embassy	Far North, Center, Coastal Areas, East
WEE	MoT <sup>54</sup> , CTD <sup>55</sup> MoARD <sup>56</sup> MINPROFF MoPW <sup>57</sup> Local authorities	UNECA IFAD, UNIDO, UNDP FAO CNUD <sup>58</sup>	ASBY	Financial institutions	MoT MoPW AfDB	Centre, South, Southwest, Far North
Gender sensitive planning and budgeting	MINEPAT MINPROFF MoF <sup>59</sup>		WILFP <sup>60</sup>			National
Support in humanitarian context	MINPROFF DGSN	UNFPA UNESCO	ACAFEJ <sup>61</sup> , ALVF FEFPLEM ALDEPA	IFORD GenCap	GoJ <sup>62</sup> , UNHCR, CERF <sup>63</sup> , MSB <sup>64</sup>	East, Far North, Adamaoua
Cross cutting	MINPROFF	UN Agencies		Donors Devt. partners		Yaounde, national level

69. The roles of the stakeholder groups with respect to human rights in

<sup>46</sup> National Electoral Commission Cameroon

<sup>47</sup> More Women in Politics

<sup>48</sup> Ministry of Health

<sup>49</sup> Ministry of Justice

<sup>50</sup> Association Camerounaise des Femmes Juristes

<sup>51</sup> Cameroon Youths and Students Forum for Peace

<sup>52</sup> Femmes pour la Promotion du Leadership Moral

<sup>53</sup> People Living with HIV/AIDS

<sup>54</sup> Ministry of Trade

<sup>55</sup> Collectivités Territoriales Décentralisées

<sup>56</sup> Ministry of Agriculture and Rural Development

<sup>57</sup> Ministry of Public Works

<sup>58</sup> Centre des Nations Unies pour les Droits de l'Homme et la Démocratie

<sup>59</sup> Ministry of Finance

<sup>60</sup> Women's International League for Peace and Freedom

<sup>61</sup> Association Camerounaise des Femmes Juristes

<sup>62</sup> Government of Japan

<sup>63</sup> Central Emergency Response Fund

<sup>64</sup> Myndigheten för samhällsskydd och beredskap

69. Table 13 can be identified as follows. Government and parastatal bodies have the primary responsibility for protecting human rights of all population groups, including women. UN Agencies have a mandate to protect people at risk; they have responsibilities whenever there is a threat of serious and large-scale violations of human rights, assigned to them through the Charter of the United Nations, the Security Council and the General Assembly; UN agencies also contribute to systematic preparedness and prevention of human rights violation. All UN agencies promote women's human rights, but UN Women is the only UN Agency focusing on rights of women in particular. UN Women addresses the gender dimensions implicit to human rights and human development and focuses on priority areas that are fundamental to women's equality, and that can unlock progress across the board.

71. In general, the role of civil society organisations, as partner of UN Women, is twofold. First of all they function as a watchdog, and signal whenever government bodies or other duty bearers do not live up to expectations by monitoring whether human rights are respected, protected and fulfilled. They advocate for improvement and share their findings with other stakeholders and the public, the right holders, who can then join the effort for improvement. On the other hand, they raise awareness of duty bearers and right holders (with a focus on vulnerable groups) on human rights principles; they are the direct link to the population and they contribute to awareness raising and capacity strengthening of various stakeholders and come up with new approaches.

72. Donors and other international organizations also contribute to promoting human rights. Research institutes are involved in gathering evidence on the existing human rights situation and suggesting and testing new approaches together with UN agencies and civil society. The target population finally, though they are the ultimate right holders, will have to signal violations through civil society or directly with Government, and ensure that they contribute as far as they can to the respect of human rights of people in their environment.

## 7. Evaluation Method

73. The evaluation team proceeded logically and in a structured manner to derive conclusions and finally recommendations based on obtained findings. The assessment process started from the needs and gaps, identified in the context analysis, followed by collecting data to compare the findings of the situation analysis to the achievements of UN Women and their partners, remaining gaps and other findings.

74. The Country Office established a Reference Group (see Annex 6), consisting of staff from Government, civil society and the UN family and was chaired by UN Women. The Reference Group, together with UN Women staff, participated in the briefing session and most members of the group also participated in the debriefing session. The group will also share their comments and suggestions on the draft evaluation report.

75. The Inception Workshop was held on 16 January 2017. This workshop has been used as an opportunity to further elaborate the most important partners and sources of information and the relation of those stakeholders to UN Women and to share with the Reference Group the proposed approach of the evaluation and the input that was expected from them. The original plan was to discuss assumptions and come up with indicators for successful partnership, however, the time available for the debriefing and the background of the participants was not conducive to achieve this to the full extent. The team has therefore added questions related to successful partnership and assumptions to the stakeholder interviews, in order to facilitate access to such views.

76. The evaluators validated their findings during the debriefing workshop, which took place on 25 January 2017. The following approach was used:

- Evaluation context: a common ground was established with the audience, so that the participants could rest assured that the team had understood the context and taken their feedback and observations into consideration.

- Key findings of the evaluation: the first findings were shared, grouped per impact area.
- Future directions: coming up with recommendations without a thorough analysis of the findings was not possible for the team at this point in time; therefore, broad areas of recommendations were presented, and a discussion was started to encourage the audience to share their view and comments on those, or to indicate based on the presented findings other fields of recommendation, which had not yet been identified by the team.

77. This body of information allowed the evaluation team to come up with a set of conclusions. Whereas the finding section of the report is confined to a selection from what was actually found in data collection, in the conclusion section the team strived to explain the meaning of the findings for UN Women's previous, current and future involvement and position. Based on these conclusions, recommendations were developed and agreed upon with UN Women. The team made an effort to develop a limited number of clearly phrased practical recommendations. In as far as possible, the recommendations were prioritised.

78. The evaluation used a theory-based cluster design. The performance of the county portfolio was assessed according to the theory of change in

**Figure 2** underlying the SN. To achieve sufficient depth, programming, coordination and policy activities of the CO were clustered around the thematic areas stated in the UN Women Strategic Plan.

80. A mix of the following methods was used:

- Documentation review (of documents provided by UN Women and identified by the team itself)
- Stakeholder consultations and beneficiary interviews (face to face and through skype/telephone)
- Structured observation during field visit in Maroua (Minawao camp, Mokolo and Zamai)
- Contribution Analysis to independently assess the development effectiveness

81. Data collection included a wide range of data sources (including also field information, institutional information systems, financial records). The evaluators used participatory methods to the maximum extent possible.

82. The desk review already started during the inception phase. The main purpose was to:

- Get an overview of the UN Women programme, including major achievements and constraints;
- Collate relevant policy documents, strategic plans, project documents, analytical tools and reports as well as previous evaluations, reviews and studies of relevance to this evaluation;
- Assess the Cameroon context in relation to gender equality and women's empowerment and relate this to the design and implementation of the UN Women programme.

83. The UN Women Cameroon office has made available most of the needed information, which was very useful and contributed to easy evaluability. The team used all of the documents, including for triangulation of the findings.

84. The evaluation applied a purposive sampling design based on the following minimum standards:

- A balanced number of interventions per impact area were selected;
- An effort was made to reflect good performing as well as poorly performing interventions;

- Focus was placed on the most strategically important thematic interventions of the CO, with regard to relevance, risks and size of investment. Learning opportunities, potential for replication and scaling-up and possible contribution to knowledge gaps were also criteria in the purposive selection.

85. Though an effort was made to include quantitative data as much as possible, the evaluation mainly had a qualitative character. Information was gathered from secondary sources, including reports, assessments and analyses from UN Women as well as UN global policies and strategies. Furthermore, reports, strategies, policies and action plans from partners were studied to obtain information. Documents from other development actors in Cameroon and the region including surveys and assessments were used as far as they were relevant to the involvement of UN Women in Cameroon from 2014-2016.

**To obtain primary information, 58 interviews were conducted with a broad range of key stakeholders, selected from the partners reflected in**

Table 13. The advice of UN Women was sought, but the evaluators tried to remain objective and unbiased and arranged a number of meetings themselves. An evaluation matrix has been included in Annex 9; it was developed for this evaluation based on the priority questions in Table 4.

87. The evaluation team conducted their first interviews together, to ensure the approach is streamlined and equally understood by all three team members. Thereafter, a few times the team split in two and conducted interviews on a parallel trail, as far as feasible in terms of interviewee availability, logistics and translation. In the evening, notes were shared, to ensure all are informed on the latest findings. One of the consultants also paid a 2-day field visit to the Extreme North (Maroua).

88. Through a balanced document and stakeholder selection in consultation with UN Women, the evaluation team tried to cover as many stakeholders as possible from various backgrounds. It was ensured that all UN Women impact areas received similar attention, and that normative, coordination and programmatic work were addressed. All interviews were Key Informant Interviews (KIIs). Focus group discussions (FGD) were envisaged, but only a few could be organised.

89. All information collected from interviews was treated as confidential, and respondents were informed about the confidentiality at the onset of each interview. Information was used solely for facilitation of the analysis. Respondents were never quoted in the report without their permission.

90. The team based their approach on existing evaluation guidelines from UN Women, UNEG and other UN agencies, including the Human Rights and Gender Equality (HRGE) handbook<sup>65</sup> and the Socio-Economic and Gender Analysis for Emergency (SEAGA) guidelines<sup>66</sup>. The evaluators considered the main cultural, religious, social and economic differences when analysing the contributions of UN Women. Ethical considerations of respondents were of utmost priority in determining the most appropriate methods and their implementation.

91. The team made use of the UNEG Ethical Guidelines for Evaluation<sup>67</sup>. Source protection was guaranteed to respondents and for transparency purpose, no UN Women staff was present in interviews. Information collection methods, sources and questions were identified that facilitate a balanced view regarding gender, age and ethnic background of beneficiaries. Use was made of existing UNEG guidance on incorporating gender and human rights. The evaluation was carried out following the UN Women Country Portfolio Evaluation Guidance<sup>68</sup>. Once finalized the evaluation report will be

<sup>65</sup> UNEG, 2011. Integrating Human Rights and Gender Equality in Evaluation -Towards UNEG Guidance.

<sup>66</sup> WFP, FAO, 2008. Socio-Economic and Gender Analysis for Emergency and Rehabilitation Programmes.

<sup>67</sup> UNEG 21 July 2007. Ethical Guidelines for Evaluation

<sup>68</sup> Available at <http://www.unwomen.org/en/digital-library/publications/2016/3/guidance-on-country-portfolio-evaluations-in-un-women>

quality-assessed based on the UN Women Global Evaluation Reports Assessment and Analysis System (GERAAS)<sup>69</sup>.

92. The evaluation applied a gender responsive approach to the assessment of the contribution of UN Women to development effectiveness. The team identified expected and unexpected changes in target and affected groups. The evaluation team also applied the Women’s Empowerment Framework<sup>70</sup> to conceptualize the process of empowerment and frame progressive steps towards increasing equality.

93. A number of constraints and limitations were met. The span of time available for the field mission was relatively limited. This also limited the number of interviews that could be conducted and the time that could be spent for travel and visit to the field. Moreover, some interviewees were simply not available in that specific ten working days. Many CO staff at the time of evaluation were overwhelmed with tasks, and it appeared difficult to come up with a tight schedule of interviewees. This led to less interviewees being met than was envisaged. To make up for this, the national consultant stayed on one week longer in Yaounde to make an effort to close the information gaps.

94. Assessing attribution of interventions of UN Women and partners to certain changes was complicated, since different actors and circumstances contributed to these changes. The team could only conduct interviews in Yaounde and Maroua, and could not travel to other field locations, though staff members from these locations were interviewed through phone, skype and meetings in Yaoundé.

95. Interviewees were not always the right placed ones and hence at times did not avail of extensive information. This was particularly the case if cooperation had only taken place in the first years of the period under evaluation. Reliability of statements in interviews may occasionally have been sub-optimal, since partners tend to give socially acceptable or convenient replies. Moreover, some staff members of partner organisations had left the organisation, taking with them a part of the institutional memory. Having used multiple sources of information from various backgrounds should have minimized these issues.

## 8. Findings

### 8.1 Relevance

#### **Finding 1. UN Women’s portfolio was found relevant to national and international policies, strategies and legislation and the CO contributed to improving some of the frameworks**

The portfolio of UN Women was aligned with a large number of international and national policies, strategies and laws.

Table 14 includes the most important ones relevant to UN Women and the Cameroon context, though the list is not exhaustive.

**Table 14: National and international legislation, strategies, policies, and commitments, to which the SN was aligned**

Impact Area	Policy/Strategic Framework
Overarching	CEDAW, Universal Declaration on Human Rights, Universal Periodic Review, African Charter for Human and Peoples’ Rights (Maputo Protocol), Beijing Declaration and Platform for Action (1995), Post 2015 Development Agenda, African Charter on Human and Peoples’ Rights, Convention on the Political Rights

<sup>69</sup> Available at <http://www.unwomen.org/en/about-us/evaluation/decentralized-evaluations>

<sup>70</sup> Developed by Sara Hlupekile Longwe, [http://awidme.pbworks.com/w/page/36322701/Women%27s-Empowerment-Framework#\\_ftn1](http://awidme.pbworks.com/w/page/36322701/Women%27s-Empowerment-Framework#_ftn1)

	of Women (7 July 1954); Declaration on Gender Equality in Africa
	Constitution of Cameroon; National Gender Policy and related Action Plan; National Plan of Action for the Integration of Women in Development, Poverty Reduction Strategy Paper (PRSP)
<b>Impact area 1</b>	Penal Code (Law No 2016/007 of 12 July 2016); National Action Plan to End Violence Against Women; Family Code; Civil Code; National Strategy Plan on HIV/AIDS 2011/2015; National Action Plan to Combat Female Genital Mutilation 2009
<b>Impact area 2</b>	Growth and Employment Strategy Paper; "Greater Achievement" Policy, Vision 2035; Poverty Reduction Strategy Paper
<b>Impact area 3</b>	National Governance Programme
<b>Impact area 4</b>	Electoral Code N° 2012/001 (revised in December 2012); Law on Creating Political Parties (1990); UNSCR 1325

96. Not only was the Country Portfolio aligned to those policies, laws and strategies, UN Women has also been instrumental in developing and improving a number of them. This included support to MINPROFF in the revision and/or dissemination the National Action Plan to End Violence Against Women and the National Action Plan on Female Genital Mutilation. Moreover, UN Women supported gender mainstreaming in the National HIV/AIDS Strategic Plan, of which a new version will be launched soon.

97. UN Women, together with civil society, advocated for and supported the revision of the gender sensitivity of the Penal Code<sup>71</sup>, which provides preventive and punitive measures to GBV, one of those being early girl marriage in Cameroon. The original law on marriage allowed girls to marry at the age of 15, but now this has been changed to 18 in the Penal Code. Though there is no specific law on GBV, the Penal Code at least offers a solution to various aspects. UN Women and partners together with MINPROFF also supported the related information campaign in October 2016. The Penal Code still needs further revision though, to ensure it to be fully aligned with international legislation.

98. The Annual Work Plans (AWPs) for 2016 and 2017 were based on the implementation of the National Gender Policy adopted in 2014, which prescribed strengthening the efficiency of the national institutional mechanism for the promotion of the equality of sexes as a development imperative and a governance requirement. It also envisaged the development of a national multi-sector action plan, which was supported by the CO.

99. The CO has considered lessons learned, recommendations from evaluations and proceedings from annual retreats. The SP is also closely linked to the UNDAF. The AWPs of 2016 and 2017 were based on the elaboration process of the upcoming UNDAF as well as on the Mid-Term Review of the UNDAF 2014-2017<sup>72</sup>. The development of the AWPS was also based on the adoption of the Sustainable Development Goals (SDGs).

100. As for UN Women Flagship Programmes, the CO has prioritised four: (i) women's access to land and productive resources in climate resilient agriculture (ii) Prevention and access to essential services to end violence and (iii) women's leadership, empowerment, access and protection in crisis response. Since most of the ongoing programmes were already aligned to the various outputs and outcomes of the flagship programmes, it took only minor rephrasing of the outputs to ensure these were appropriately addressed.

<sup>71</sup> Published under the Law No 2016/007 of 12 July 2016

<sup>72</sup> Système des Nations Unies, Septembre 2015. Revue a Mi-Parcours du Plan-Cadre des nations Unies d'Assistance au Développement (UNDAF) 2013-2017.

## **Finding 2. Stakeholders confirmed the alignment of UN Women to GEWE norms and the comparative advantage of UN Women in supporting these norms**

101. All stakeholders held the opinion that UN Women has a strong mandate and an added value, which is not matched by any other organisation. Even though many organisations have gender strategies and some even have a gender focus, UN Women is the only one who addresses GEWE from a rights-based point of view. This was seen as essential in general and in the context of Cameroon in particular. They also shared that even though the staff is not large in number, their competence and knowledge are good and relevant. UN Women is seen important in reminding Government of the importance of women's rights and supporting civil society as the guardian of these rights.

102. Donors shared that they are appreciative of the work and message of UN Women on human and women's rights; they found that with other agencies, this message is often diluted and crowded out by other priorities. Almost all donors nowadays have human rights and gender as a high priority on their agenda, and they found that UN Women has helped them live up to this priority. The global and regional support and best practices were found to be of additional value as well.

## **Finding 3. UN Women's gradual shift to supporting gender in the aggravated humanitarian context was found relevant, though much focused on SGBV and WEE programming and less on women's leadership in peace brokering and conflict resolutions**

103. By December 2016, more than 550,000 people, out of which 276,000 refugees from the Central African Republic, 87,000 from Nigeria and 199,000 internally displaced<sup>73</sup>, had felt forced to move to Adamaoua, the East, the North and the Far North; approximately 55% of the refugees were estimated to be female<sup>74</sup>. The Far North is the poorest of Cameroon's regions and has the lowest school enrolment rate. Though the first attacks there took place in 2014, Boko Haram has been present since 2011. Boko Haram exploited the vulnerabilities to make the Far North a logistics base, and a source of recruitment. Thus, the region has become vulnerable to infiltrations of this organisation<sup>75</sup>, which not only amounts into violence, but also leads to various forms of fear and mistrust in the communities. Military interventions have not been successful in adequately resolving this issue.

104. Whilst the situation is a constraint to adequately implementing interventions, it also stresses the importance and relevance to address the situation of refugees, IDPs and poor host communities. Women can and should play an important role in peace brokering and conflict resolution. Also, women are often disproportionately and differently affected by conflict, and female refugees are particularly at risk of sexual and gender-based violence (SGBV) and other violations of human rights<sup>76</sup>, inside and outside the camps by men from various backgrounds<sup>77</sup>. Therefore, the role of UN Women is a very important one. It was therefore found fully relevant that UN Women has invested an increasing part of its human and financial resources to address this situation. The humanitarian challenges, including in the area of gender and especially related to GBV and poverty, remain persistent. As approximately 50% of the refugees live in camps<sup>78</sup>, it

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<sup>73</sup> OCHA 2017. Aperçue des besoins humanitaires

<sup>74</sup> ONU Femmes, Mars 2016. Réponse Holistique dans la Lutte Contre les Violences sur le Genre en Contexte Humaine.

<sup>75</sup> International Crisis Group, 16 November 2016. Report No 241/Africa. Cameroon: Confronting Boko Haram.

<sup>76</sup> Nana-Dombe, P, December 2014. Rapport de la mission d'observation sur la pratique de la prostitution de survie des Femmes et jeunes filles Centrafricaines à l'Est du Cameroun (International Emergency and Development Aid), IEDA- Relief.

<sup>77</sup> Dargal, J.P. et al. (2014). Gender-based violence in Garoua-Boulaï and Gado Refugee Camp: A rapid assessment by International Medical Corps, May 2014.

<sup>78</sup> Humanitarian aid and civil protection: ECHO Factsheet Cameroon. April 2016.

is also relevant that UN Women targets not only refugees and IDPs in camps, but also host communities with targeted interventions including on GBV and women's economic empowerment and social reinsertion.

105. Through supporting the development of the National Action Plan (NAP) 1325, UN Women is also contributing to an increasing role for women in conflict resolution and peace brokering. In the humanitarian areas, itself though, the interventions were programmatic and more geared towards awareness raising and services for GBV, protection of women and support to income generation.

106. Whilst many stakeholders reported the support of UN Women as relevant, some were voicing different expectations as to the nature of assistance. They saw the role of UN Women mainly in technical assistance to others on gender equality, women's empowerment and women's rights, and not for instance in directly supporting women's economic empowerment or GBV related services.

107. The humanitarian support of UN Women has been mostly linked to gender issues in emergency relief, as it was offered as a reaction to the influx of refugees in Cameroon. When the influx in the East and Adamaoua halted, UN Women and others severely decreased their support and human resources at local level. Though this decision was mainly driven by funding availability, the needs of the people had not decreased, since the number of refugees in a dire situation remained more or less the same.

108. Finally, notwithstanding the sadness of the circumstances, the work in the humanitarian context has presented itself as an opportunity for the visibility as well as the strategic positioning for UN Women. Several interviewees admitted that they had become better familiar with the mandate of UN Women only after their involvement in humanitarian work, and that it contributed to their understanding of the gender dynamics under humanitarian conditions.

**Finding 4. The SP only contained an implicit theory of change, but the outputs, outcomes and impact areas were relevant to the needs related to GEWE. Issues like FGM, early marriage and women leadership in politics did not get as much emphasis as the situation warranted**

109. The CO had not developed a clearly articulated theory of change as part of the SP. Still, the evaluation found that in the description of the approach, an implicit theory of change had been included, which was at the basis of a result framework that was fit-for-purpose. In broad lines, the outputs, outcomes and impact areas were relevant to the needs of Cameroon related to GEWE.

110. UN Women has managed to target the most vulnerable women; these include refugees and IDP women in the humanitarian areas, but also poor women facing vulnerability because of their businesses in cross border trade or in general through lack of access to information, productive means and credit. Through working with the Association des Bayam-Sellam (ASBY)<sup>79</sup>, UN Women helped women get better direct access to markets and means for transport, thus enhancing their income by avoiding middlemen. ASBY also provides micro-credit through a revolving fund, enhancing the access to finance of women with small businesses, who are usually are not able to obtain credit for commercial banks. By using a tailored approach to humanitarian context and development context, UN Women justifiably acknowledged the difference in challenges and opportunities, which women face.

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<sup>79</sup> The Bayam-Selam Association of Cameroon (ASBY) was created by the operators in the informal sector to unite actors involved in the production and support marketing of agricultural production and establishing a marketing chain, and to combat increasing cost of living.

111. The CO researched also issues that received insufficient attention, like menstrual hygiene, which especially in rural areas is not even acknowledged as an issue, but which may even hamper girls from going to school<sup>80</sup>.

112. Although Cameroon has ratified the major women's rights instruments (including CEDAW in 1994, and in 1995 the Beijing Platform), women's social, economic, and political rights are still not fully equal to men's, particularly in rural areas. Among others, women still have to face various forms of violence. MINPROFF, in her 2013 statement at the UN Commission on the Status of Women, included as causes of violence against women the customs and traditions that condone specific cases such as husband's right to beating, the practice of Female Genital Mutilation, early marriage, wife inheritance, but also poor access to resources and lack of control over these resources, low representation of women in decision-making spheres, poverty, low level of education of women, and ignorance by these of their rights and existing means of redress<sup>81</sup>.

113. The relevance of UN Women's support in the area of GBV was therefore found high. All forms of GBV prevalence experienced by women are high, including lifetime physical and/or sexual intimate partner violence (51%), physical and/or sexual intimate partner violence in the last 12 months (33%), lifetime non-partner sexual violence (5%), child marriage (38%) and female genital mutilation (1%)<sup>82</sup>. In conflict zones, GBV is often more severe and takes additional forms. Existing attitudes and norms make it difficult to address GBV. UN Women therefore rightly has put a strong emphasis on addressing GBV in humanitarian areas.

114. Early marriage, even though now addressed in the Penal Code, is still widely prevalent. ALVF reported that in the Extreme North, 8 out of 45 IDP women and 11 out of 25 women from the host community had been married before they were 18<sup>83</sup>. UNICEF reported that in 2016, 13% of girls had been married at 15 and 38% at 18<sup>84</sup>. Early marriage has many consequences for girls and women in terms of physical health, education status, wellbeing and empowerment. Though UN Women has contributed to the Penal Code revision and has included the topic in general awareness, the involvement has been relatively limited in relation to the extent of the problem.

115. Also, direct support of UN Women to ending FGM was limited, even if it is a serious issue in Cameroon<sup>85</sup> and little action is taken to address it. The government has voiced commitment and 21 local committees<sup>86</sup> to fight against FGM in communities have been established<sup>87</sup> to contribute to the increase of local awareness. Still, no visible action has been undertaken against perpetrators of FGM.

116. Another need for women in Cameroon is obtaining a stronger leadership position. Some positive developments are notable. The representation rate of women in the Lower House of Parliament has increased from 5.6% in 1997 to 31.1% in 2013, which is beyond the threshold of 30%. Despite positive developments in the past years though, women often still do not actively participate as voters or candidates. In the elections of 2013, 47.2% of registered voters were female, but registration of female voters at rural level and in the north, is often lower than average. Also, young women have been found less likely to register. Moreover, there are very few women for instance heading a political

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<sup>80</sup> ONU Femmes, 2015. Etude sur la Gestion de l'Hygiene Menstruelle dans les Régions de Kyé-ossi et Bamoungoum, Cameroun

<sup>81</sup> Catholic Relief Services, October 2016. Social Cohesion Analysis: Cameroon

<sup>82</sup> <http://evaw-global-database.unwomen.org/en/countries/africa/cameroon?pageNumber=2> accessed 17/02/17

<sup>83</sup> UN Women Cameroon, April – September 2016. Mainstreaming Gender into Humanitarian Response and Protection of Women and Girls Affected by Boko Haram Terrorism in the Far North of Cameroon. Mid-term Progress Report to the Government of Japan

<sup>84</sup> UNICEF. The State of the World's Children 2016. A fair chance for every child

<sup>85</sup> DHS 2004 indicated a prevalence of 1% of the female population but with wide regional disparities

<sup>86</sup> Consisting of administrative, political, religious authorities, former excision practitioners and victims

<sup>87</sup> CSW New York, March 2013. Cameroon: 57<sup>th</sup> Session of the Commission on the Status of Women

party<sup>88</sup>. In the Northwest and Far North, female representation is only around 20%. In the Upper House of Parliament, only 21% is female. At municipal level, only 6.7% of mayors are women. The representation of rural women is estimated at just 1% at national level and in their respective municipalities<sup>89</sup>. In interviews, it was brought up that reasons for women not to apply for leadership include lack of empowerment and exposure to decision-making, frequent and long-term exposure to gender unfriendly attitudes and GBV and sexist tendencies in the structure of political parties, domestic tasks and responsibilities, culturally assigned to women, but also limited access to leadership and management capacity and skills building.

117. These data and feedback demonstrate, that there is still a significant need for support to women in political and public leadership. The evaluation of the Women Leadership Programme (WLP)<sup>90</sup> suggested, that in spite of limited funding, the engagement of UN Women has been effective especially in the field of women's political participation. UN Women has shifted its attention under the relevant outcome after 2015 to emphasise on leadership of women in humanitarian context though. With a next round of elections coming up, stronger support of UN Women in this area was brought up as even more essential.

**Finding 5. The selection of partners from various backgrounds was found strategic, but the partnership within the group of potential Government and civil society partners was found too narrow and there was hardly any engagement with the private sector.**

**UN Women has worked in various geographical locations in Cameroun with partners from different backgrounds and funded by several donors;**

Table 13 provides more details. NGOs have been involved mainly as implementing partners under the various impact areas, apart from MWIP and CAMYOSFOP, with whom partnership has been more strategic. These NGOs are shortlisted on the basis of capacity assessments, and submit their proposals to Calls for Proposals launched by UN Women. UN Women outsources the publicity, the capacity assessment and the selection procedure to an independent agency. Though this procedure was appreciated for its transparency, at the same time it forces the NGOs into a role of implementing partner and reduces the potential for UN Women to work with them on a more strategic basis. NGOs and CSOs have voiced their need for more support from UN Women to identify and obtain funding for GEWE and to strengthen relationships with Government and other UN Agencies.

119. The "*Groupe de Travail des OSC sur le Genre et les Politiques au Cameroun (GTOG)*", is a network of 35 CSOs working on mainstreaming gender and ensuring gender equality is observed in politics, programmes and plans, and is supporting public policies that promote gender equality. Though UN Women supports various members Such networks were found to be important strategic partners though, which could help UN Women broaden their outreach and intensify support to women's leadership in politics. On the other hand, there would be a benefit for the network, since these are often small CSOs with a strong need for capacity building.

120. In 2012, the UN Women programme was still benefiting from the involvement of a Civil Society Advisory Group (CSAG). After the statutory 2-year period ended though, no new group was set up. Though an effort was made to re-establish it, up to now that had not succeeded; reasons mentioned were the need to define the role, tasks and added value of the CSAG as well as the difficulty to identify suitable members.

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<sup>88</sup> In 2013, out of 291 political parties, 13 had a female leader

<sup>89</sup> European Union, November 2016. Women in Democracy. Synthesis of the Baseline Study Results of the Support Project for the Massive Political Participation of Women in the Upcoming 2018 Elections

<sup>90</sup> UN Women, Juillet 2016. Evaluation Régionale Thématique sur la Participation Politique des Femmes et le Leadership Féminin au Cameroun (2011-2015).

121. UN Women works with the youth organisation CAMYOSFOP, an organisation that was a driving force in establishing the National Youth Forum. This organisation is a relevant partner for their knowledge of the legal and policy corpus and apparatus of Cameroon and its experience working with young men on GEWE matters. Looking at the fact that 62.1% of the population was under 25% in Cameroon in 2016<sup>91</sup> and the potential to address GEWE through youth, including young men, UN Women's approach to focusing on youth is promising. It offers young women the chance to enjoy empowerment and youth to influence society for a long time.

122. Related to Government partnership, UN Women closely works with MINPROFF under a Letter of Agreement and with a number of other Ministries, such as the Ministry of Commerce, the Ministry of Public Works, the Ministry of National Security<sup>92</sup> and the Ministry of Finance. Even though the Ministry of Finance is very important in view of gender budgeting and making available funds for GEWE at the national level, the partnership was rather limited. Moreover, there was no discernable partnership with MoARD, even if the programme contains various livelihood components related to agriculture, and almost no cooperation with MINEPAT (which could be an important for their strong role in the UNDAF) or the Ministry of Youth Affairs and Civic Education (important to support UN Women's focus on working with youth). There is no strong partnership with the Ministry of Justice yet, but UN Women shared, that probably in 2017 cooperation would be established. Most of the Ministries shared, that they need an MoU or another form of formalisation of partnership, which UN Women has not been able to provide yet.

123. A number of interviewees brought up the absence of partnership with "*Fonds Spécial d'Équipement et d'Intervention Intercommunale (FEICOM)*", which was found as possibly useful and strategic. FEICOM has been providing technical and financial support to local development as a mission; it supports the Government's decentralisation process and also builds capacity of locally elected officials.

124. UN Women's partnership with the private sector was assessed as weak. Even though there were a number of activities in the field of women's economic empowerment, the involvement of and linkage to private sector including microfinance providers has been limited. Moreover, UN Women had not succeeded in exploiting the opportunity of involving the private sector in co-funding certain components.

## 8.2 Effectiveness

### **Finding 6. The development effectiveness of the CO's portfolio from 2014 until 2016 in relation to the outcomes in all impact areas was found reasonably good**

125. The effectiveness of UN Women's development interventions as compared to the outcomes of the DRF was found reasonably good. Contextual challenges should be taken into account, including the fact that the programme was not fully funded. See below this table. Since the SP extends beyond the timing of the evaluation until 2017, the assessment is done based as per estimation of the achievements, which might be expected per end December 2016.

Table 15 shows, that four outcomes have been fully achieved and seven partly. The achievements under the various outcome areas are described below this table. Since the SP extends beyond the timing of the evaluation until 2017, the assessment is done based as per estimation of the achievements, which might be expected per end December 2016.

**Table 15: Status of achievement of outcomes under SP 2014-2017**

Outcome	Fully	Partly	Not	Was not
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<sup>91</sup> [http://www.indexmundi.com/cameroon/demographics\\_profile.html](http://www.indexmundi.com/cameroon/demographics_profile.html) accessed 21/01/2017.

<sup>92</sup> Through the Délégation Générale à la Sûreté Nationale (National Police)

	achieved	achieved	achieved	measured
1.1 A shared and harmonized response against GBV / VAW and harmful traditional practices affecting women and girls' health		X		
1.2. Relevant responses against HIV/AIDS stigma and feminization are included in the 2014 – 2017 National Strategic Plan to fight HIV/AIDS	X			
2.1 Support and opportunities for women involved in informal cross-border trade		X		
2.2 Women Economic Operators have access to financing facilities and markets		X		
2.3 Rural women have increased their income				X
2.4 Opportunities for women farmers and rural entrepreneurs to move up the value chain		X		
3.1 Gender is fully mainstreamed in plans, policies, programs and budgets		X		
3.2 Major ratified resolutions of are monitored at national level	X			
4.1a National ownership of initiatives to increase women's participation in political and public life	X			
4.1b Humanitarian/crisis responses are gender inclusive and responsive	X			
4.2a National capacity of institutions for gender-responsive policies and measures for disaster risk reduction/early recovery enhanced		X		
4.2b Protection/economic opportunities for women in temporary shelters/host communities		X		
TOTAL	4	7		1

127. Good progress was made at output level under outcome 1, in terms of information provision on GBV, integrated systems (including a call centre) and access to services for GBV victims. GBV victims were also supported in the humanitarian areas. Still, the envisaged numbers were not fully achieved. Also, the evaluation team was in doubt whether achievement of the three outputs has led to “a shared and harmonized approach to GBV”. Under this outcome, the work was partly conducted at the programmatic level, and though harmonisation took place with a number of stakeholders, this was not done based on a mapping of actors working in GBV and thus, the approach had not been fully holistic. The contribution in the area of gender mainstreaming and feminisation of HIV/AIDS was less visible. Though UN Women has a partnership with UNAIDS, contributed to the Joint Programme H4+ and addresses women living with HIV/AIDS as a vulnerable target group, the CO is not recognised by partners as an important player in HIV/AIDS. Gender was mainstreamed in the National Strategic Plan to fight HIV/AIDS and MINPROFF is ready to launch it within a few months. The development did not seem to have been optimally participatory. The “*Comité Nationale de Lutte contre le SIDA (CNLS)*” for instance, an important national partner in the field of HIV/AIDS, had not been strongly involved in the process.

128. Alongside this, UN Women with MINPROFF has started setting up Call Centres. This is part of the national approach to combatting GBV. Also, up to now three Gender Desks have been established in police station in the communities, to provide immediate and appropriate response to GBV victims. In total 150 police officers have been trained in preventing and addressing GBV together with MINPROFF. Thus, holistic support is provided to refugee women as well as women in communities, who have suffered from GBV. Though this result is promising, more gender desks and call centres are needed and also, the coordination between gender desks, call centres and CPFFs is still in its infancy.

129. For some of the outcomes, it was difficult to assess the extent of achievement of the outcomes under the DRF; some outcomes, as well as some outputs, are not formulated in a sufficiently SMART way (Specific, Measurable, Assignable, Realistic and

Time-related). The outcomes at times are unspecific in relation to the size of the target group, which UN Women intends to reach with the intervention. This makes it at the same time difficult to assess whether this outcome was realistic.

130. Under outcome 2.1 and its related outputs refer to “women in cross border trading”, women were found to have benefited for a consecutive number of years from the interventions in partnership with the MoT, such as building their capacity and access to gender responsive infrastructure. The (partial) absence of target numbers made it difficult to fully assess the achievement though. There had been reportedly mixed feedback about cold chambers, but in general, feedback about support to markets had been positive. As for outcome 2.2, though in a good number of cases women had been able to expand their business and have better access to markets, the access to finance component and partnership with financial institutions does not seem to have been materialised. There is also little engagement with private sector. The increased income under outcome 2.3 could not be assessed by the evaluation, also since it was not measured by UN Women or its partners. A number of women have made progress in moving up the value chain, including through UN Women’s work with ASBY. Since no target numbers are provided though, it is difficult to say whether the outcome has been fully achieved.

131. Under outcome 3.1, a number of results have been achieved. UN Women has supported inclusion in gender in national surveys such as the Multiple Indicator Cluster Survey (MICS), and has trained a network of experts on gender responsive budgeting and planning and supported the Ministry of Finance to ensure mainstreaming gender in budgets; recently, a presidential memo has been issued on the topic. Still, the efforts remain rather isolated and limited though on paper. The Ministry of Finance is following up on gender, but there is not much change in the national programmes and budgets. The national gender responsive strategic plan has not yet been finalised, which was meant to move things forward. Under outcome 3.2, UN Women has continuously supported Government in their reporting to Beijing+20 and the participation to CSW59. Furthermore, UN Women has been active in celebrating all gender related international days, and has inspired Government and UN Agencies to actively participate and make funds available.

132. In 2014/15, outcome 4.1 was geared towards women’s political participation. UN Women has worked successfully on this outcome among others by helping establish MWIP and partnering with the organisation. MWIP set up a national panel of gender advocates, among others traditional leaders. After 2015 though, the involvement of UN Women in supporting women’s participation and leadership in politics has considerably decreased, and the outcome has been changed to gender responsiveness of humanitarian response. Good progress is being made by UN Women’s support to ensure gender considerations were included in plans and interventions, including by supporting data collection and with UN agencies by supporting gender mainstreaming in Humanitarian Needs Overviews (HNOs) and Humanitarian Response Plans (HRPs) (outcome 4.2a). The National Action Plan, even though almost ready, has not yet been finalised and therefore could not yet be implemented. As for providing protection and economic opportunities for women in humanitarian context, in the North UN Women is progressing as per plan, but in the east in 2016 not all activities could be carried out as was reflected in the AWP, which has its reflection on the outcome.

133. UN Women has demonstrated good achievement related to supporting protection in humanitarian context, among others by establishing cohesion spaces<sup>93</sup>, by awareness raising on GBV among various target groups and by services to survivors and support to

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<sup>93</sup> ONU Femmes, MSB, MINPROFF, April 2016. Joint Detailed Assessment to Evaluate the Possibility of Support to UN Women in Cameroon with Containers or Other Facilities; interviews with partners and staff during field mission Extreme North

Women's Economic Empowerment (WEE)<sup>94</sup>. These activities are still ongoing in the extreme north, but operations in Bertoua had to be gradually decreased.

134. Apart from the occasional delay, the activities were reported to have been implemented in a timely manner and according to plan. In the humanitarian areas, activities took place according to plan, apart from the last nine months in Bertoua, where not all activities had been implemented. The implementing partners work on the basis of agreed action plans and usually submit their reports on time. In relation to UN Women procedures, the complaint was voiced a number of times, that these were too complicated and time-consuming even for small amounts and activities. This was not always appropriated to the humanitarian context, where immediate action is often required. Working in humanitarian context also presented its constraints, especially with regard to the timeframe of planning and finance. Planning often has to be short-term and thus it is difficult to link the achievements of the interventions to longer-term objectives. Funding was frequently specifically tied to certain activities and thus also relatively short-term. It did not leave sufficient flexibility to for instance further engage in data collection if the need arose.

**Finding 7. The approach of UN Women to GBV was found sufficiently holistic and good achievement was made in relation to involving men though FGM was less visibly addressed**

135. UN Women has used a holistic approach to GBV, including support in the normative area as well as working on prevention alongside protection related activities. Advocacy, cooperation with relevant partners and awareness raising has contributed to the revision of the Penal Code, which was launched in 2016. The Penal Code now criminalises rape, and sets the age of marriage for girls at 18 years of age from a previous 15. It still leaves a number of gaps, such as criminalisation of FGM and violence of women at household level.

136. In humanitarian circumstances, UN Women has worked on integral support to GBV. On a parallel trail, data is collected to assess the severity of the situation, in order to advocate for actions and adapt interventions. Various UN Women surveys on GBV related topics between 2014 and 2016<sup>95,96,97</sup> pointed out that there was a considerable prevalence of GBV among refugee women, and also that there is a high prevalence of early marriage. The attacks of Boko Haram were found to disproportionately affect women and children.

137. To help preventing GBV, campaigns have been organised, awareness has been raised with various target groups (among which religious and traditional leaders) including in humanitarian context. In the extreme north, community mobilisation has taken place to address negative cultural practices. The support to the establishment of a call centre, though principally meant as a protective service to survivors, may also contribute to preventing GBV to happen.

138. In relation to provision of services and protection, social cohesion spaces were established, and capacity of police workers has been strengthened in collaboration with the Délégation Générale à la Sureté Nationale. Support was provided to opening three gender desks in the police stations of Bertoua, Batouri and Meiganga, where GBV cases are regularly reported and addressed. Counselling and psychosocial support to the GBV survivors was part of the service package, whereas support to economic empowerment

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<sup>94</sup> Women were assisted in developing business plans, seed funds were provided and they were trained.

<sup>95</sup> ONU Femmes, IFORD Décembre 2014. Enquête de Base pour la Mise en Place d'un Système d'Alerte Précoce sur les Violence Sexuelles et Basées sur le Genre dans la Région de l'Est. Rapport de Recherche.

<sup>96</sup> ONU Femmes, IFORD, Octobre 2015. Liens entre le VIH/SIDA et les Violences Basées su le Genre dans les Régions a Forte Prévalence de VIH/SIDA au Cameroun : Centre, Littoral et Nord. Rapport Quantitatif

<sup>97</sup> ONU Femmes, IFORD, Décembre 2016. Enquête de Base pour la Mise en Place d'un Système d'Alerte Précoce sur les Violence Sexuelles et Basées sur le Genre dans la Région de l'Extrême Nord du Cameroun

as also meant to make them less vulnerable to violence. Special attention was paid to pregnant women and women living with HIV/AIDS.

139. The majority of interventions were aimed at either protection or prevention. Access to justice, which is needed to ensure a continuum in addressing GBV, was less prominently emphasised. Though training had taken place and gender desks and a call centre had been established, this was rather localised; moreover, it does not guarantee that female GBV survivors will actually find their way to these services and ultimately to court. Still, most of these interventions were sufficiently synergetic<sup>98</sup> to have contributed to decreasing GBV, though this is difficult to prove since hard data are not available and attribution is very difficult.

140. UN Women and other development partners struggle in many countries with the involvement of men into the fight against GBV. UN Women in Cameroon has been relatively successful though in a number of ways. By working with CAMYOSOP, implicitly the National Network of Boys-to-Boys on Ending Violence against Women and Girls in Cameroon (NAYOBEB) was supported. This network is very active and quite successful in involving young men into the fight against GBV. They are currently working on engaging community leaders against early marriage and FGM and in favour of girls' education. The approach, which was based on a men-to-men strategy, which has been successfully implemented by the African regional NGO FEMNET in Kenya, Tanzania and Uganda, was found innovative and a good source for best practice in this field. Since the activists are not only male, but also young, they extensively make use of social media, with is appealing to youth.

141. NAYOBEB has been instrumental in implementing the HeForShe campaign and in campaigning for 16 Days of Activism, funded by UN Women. The campaign HeForShe was reasonably successful anyhow, and the Government had been fully involved. Though the target of 2 million men signing has not been achieved yet, there is still time to achieve that goal. The HeForShe campaign is also well linked with other gender related events such as International Women's Day, which is widely celebrated in Cameroon.

### **Finding 8. UN Women has contributed to prioritising international human rights and gender equality norms and standards**

142. The promotion and protection of human rights and gender equality are central principles to the mandate of the UN and all UN agencies must work to fundamentally enhance and contribute to their realization by addressing underlying causes of human rights violations, including discrimination against women and girls, and utilizing processes that are in line with and support these principles<sup>99</sup>. The portfolio of UN Women has been focused on achieving GEWE and addressing women's human rights. The design of the evaluation and the priority questions has enabled evaluating this to the necessary extent.

143. UN Women has supported the Government in monitoring CEDAW and provided assistance to the yearly reporting related to the Beijing Declaration and Platform for Action and Outcomes. By supporting the women in humanitarian context, UN Women has kept a focus on human rights. The CO has managed to address the women rights and GEWE situation by supporting the development of the NAP 1325, because this Action Plan supports women in conflict prone areas and is valuable for all women in Cameroon, suffering from conflict.

144. UN Women has made an effort to address discriminatory cultural and gender related norms through a number of aspects of the portfolio. In particular, addressing norms related to decision-making, political participation, negotiation and access to resources were implicitly addressed by the various interventions. But though the norms were addressed, the power relations changed little because of UN Women's involvement,

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<sup>98</sup> Synergetic refers to the creation of stronger results by combining elements from different impact areas in one intervention or programme.

<sup>99</sup> UNEG 2011/12. Integrating Human Rights and Gender Equality in Evaluation -- Towards UNEG Guidance

as this may need more time and critical mass. The involvement of men and boys beyond their usual involvement in general awareness raising may lead to enhancing the speed of change though, and should be highlighted as a good practice.

**Finding 9. Interventions under Women’s Economic Empowerment in humanitarian and development context have been successful, but small in scale.**

145. Various forms of support to women’s economic empowerment were provided, in humanitarian context as well as to other specifically vulnerable women like women in cross border trade in partnership with and with co-funding of MoT. In humanitarian context, women were provided with capacity building and seed funds, for women in cross border trading also gender sensitive infrastructure was provided.

146. UN Women has worked with MoT since 2012 to support women involved in informal cross-border trade (PAFICIT<sup>100</sup>) in three regions on cross border trade with Gabon/Equatorial Guinea, Chad and Nigeria. The Ministry has financed gender sensitive structures<sup>101</sup>. UN Women on a parallel trail has built the capacity of the women in organisation and management and helped them organise themselves in cooperatives. The women in cross border trading are exceptionally vulnerable due to lack of resources and access to services as well as discrimination.

147. With the Ministry of Public Works (MoPW), in 2016 UN Women has signed an MoU for a project on strengthening the women capacity around road construction<sup>102</sup>. This is part of the Flagship Programme “Stimulating Equal Opportunities for Women Entrepreneurs through Affirmative Procurement, Investment and Supply Chain Policies”. In this area, human pressure on land is very high, and women face additional difficulties when trying to access resources because of discrimination. In this intervention, UN Women will support women to get access to land properties and financial facilities and support their moving up in the agricultural value chain<sup>103</sup>. The support of UN Women does not extend to assessing and addressing gender implications of the road construction and future use yet though.

148. In humanitarian context, the WEE activities were relatively successful, but also on small-scale. The targeted women were reportedly able to create a small income for themselves, but this concerned only a small percentage of the women in those areas. In Bertoua, the support had to be decreased in 2016.

149. Under the WEE impact area, UN Women has been successful in obtaining and leveraging Government funding, which is a rare achievement and important in the light of the fact that Cameroon is a lower middle-income country<sup>104</sup> and may not be prioritised by donors. On the other hand, most of the WEE interventions are small scale and mainly targeted at women’s income and sustainable livelihood, and under that result area mainly at supporting women in obtaining more income and moving up the value chain, than at improving access to finance. Other mechanisms with a potential larger (and national) reach were less pursued. There was little effort towards supporting the adoption of national plans, legislation, policies, strategies, budgets and justice mechanisms to strengthen women’s economic empowerment. UN Women’s corporate Evaluation on WEE<sup>105</sup> supports that macroeconomic policies are more effective to relieve the plight of women. Furthermore, though gender equality advocates were supported, they exerted little influence over economic policies promoting women’s economic empowerment.

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<sup>100</sup> Programme d’Appui aux Femmes Impliquées dans le Commerce Informel Transfrontalier.

<sup>101</sup> Sanitary facilities and spaces that provide opportunities to take babies and small children in the market of Kyé-ossi and a cold chamber in Idenau.

<sup>102</sup> Multi-donor project around the road construction line Ntui - Tibati - Ngaoundere..

<sup>103</sup> Approximately 1,000 women will be targeted with economic empowerment activities alongside a major road, which is planned to start soon. The initialisation of this intervention has been considerably delayed because of late arrival of funds, but it looks like the project will start soon now.

<sup>104</sup> <http://data.worldbank.org/country/cameroon> accessed 21/01/2017

<sup>105</sup> UN Women, 2015. An Empowered Future. Corporate Evaluation of UN Women’s Contribution to Women’s Economic Empowerment

**Finding 10. UN Women’s support to gender mainstreaming in the development of plans and programs has been effective, but implementation still needs to be supported; capacity building to gender responsive budgeting has been provided but has not yet led to important changes**

150. Though UN Women with its partners are making efforts to contribute to gender mainstreaming in legislation and improving laws as well as plans and programmes. In the area of legislation, this has appeared very difficult in the context of Cameroon. English and French are constitutionally accepted as official languages and the legal system consists of two distinct and often conflicting legal systems, the English common law and the French civil law<sup>106</sup>. Revision of laws is therefore a very tedious and to some extent also politically sensitive process. For this reason, many Government agencies prefer to avoid law revision and any intention to contribute to such revision would take much more effort than in most other countries. Civil society appeared to often not want to wait in vain and would move their attention to different topics. One example is the Family Code, which needs to be adapted in order to handle these issues, which are generally addressed by the Penal Code and not on women specific issues. Some positive achievements are worth mentioning though: UN Women has reportedly put gender firmly on the agenda and advocacy and awareness raising of UN Women have contributed to revision of the Penal Code and inclusion of gender into the Electoral Code.

151. UN Women Cameroon has assisted the government in preparing the multi-sector plan needed for the implementation of National Gender Policy (NGP) in Cameroon, to promote an impartial and egalitarian society for women and men as a basis to sustainable development. The plan was officially presented by MINPROFF on 13 December 2016. The multi-sector plan is a promising plan, provides the enabling environment for the social, economic, political and legal protection of women and men and their equal access to services in all sectors. Implementation is still in its infancy though, and with the current capacity of MINPROFF and its weak institutional linkages with other Ministries, such implementation is not a given yet. UN Women is also contributing the development of the National Action Plan 1325, by supporting capacity building and helping coordination of civil society and Government in the process. The plan is expected to be finalised within the first quarter of 2017.

152. The support that UN Women has provided to Gender Focal Points, which have been installed in the Ministries according to Beijing recommendations, was rated positively and may have contributed to some to gender mainstreaming in programmes and plans. The Gender Focal Points were trained on gender and HIV/AIDS related topics. Even if the Gender Focal Points had changed jobs in a number of cases, most of them reported that they were still dedicating an important part of their time to defending and mainstreaming gender equality; a number of them also participated regularly in the Gender Cafés. They did share the need for institutionalisation though; having a platform for focal points from the various Ministries where they could regularly meet, would help them assess current practices and exchange findings, lessons learned and good practices, as well as jointly work on improvement.

153. Support to Gender Responsive Budgeting and Planning (GRBP) has been provided to the Ministry of Finance since 2009, based on a Memorandum of Understanding and technical and financial support from UN Women co-financing of MoF<sup>107</sup>. The MoF is aware of this support and reports that it is indeed following a GRBP approach and taking women’s interest into account. In reality, it has appeared very difficult for them to do so in a structural manner. In a questionnaire of the International Monetary Fund (IMF) inquiring into the GRBP practices, the MoF has provided very generic answers and refers to the National Gender Strategy as an indicator of its achievements. GRBP at local level is still highly limited. Even if it is planned for 2018, it seems that as long as MoF at central level is not fully following GRBP. It will be difficult to

<sup>106</sup> <http://www.nyulawglobal.org/globalex/Cameroon.html> accessed 08/02/17

<sup>107</sup> MFI December 2016. Questionnaire FMI au A/S de la Budgétisation Axée sur le Genre.

expand it further. Fortunately, the President has recently issued a statement on the use of GRBP, which may give an impetus to the process. Also, an activity had been planned on developing a National Strategy on Gender Budgeting and Planning, to ensure MoF could lead this process and support all Ministries in appropriately incorporating gender in their budgets. The selection of the expert for technical assistance to the development of this strategy has been delayed, but was reported to be taking place in the near future.

154. At an international level, on a yearly basis UN Women has supported the Government in the formulation and publication of the national review of the Beijing Declaration and Platform for Action and its participation in the CSW.

**Finding 11. UN Women made discernable achievements regarding the empowerment of women in Cameroon, though the level of control of women remains low**

155. Finally, the evaluation has assessed, what contribution UN Women's involvement in GEWE has made to the empowerment of women. In order to do this, the team has made use of the five "levels of equality" from the Women's Empowerment Framework<sup>108</sup>. This led to the conclusion, that the contribution to women's empowerment has been limited in the past three years:

- Welfare: the ToC foresaw UN Women to contribute to increased welfare of women in the sense of material and financial empowerment through gender responsive legislation, plans and services. The support to the National Gender Policy and the related Action Plan may contribute to some extent, but other work on policies and legislations has been mostly related to GBV and gender related planning and implementation in general. In the programmatic area, targeted women have enjoyed better incomes, but the target group was relatively small in comparison to the needs.
- Access: includes access to production, land, labour, credit, training, marketing facilities, and publicly available services. UN Women has contributed to a certain extent to various forms of improved access. Increased access to VAWG services has been achieved especially in humanitarian context, and access to credit and production to a certain extent through interventions in the programmatic area. Training has been included in many interventions, but access to land has hardly changed under influence of UN Women's involvement.
- Conscientisation: overall, the consciousness of men, women and stakeholders in implementation has improved as a result of UN Women's involvement. UN Women has developed and shared a number of knowledge products (such as videos, flyers, regular newsletters, research reports and annual reports) on a regular basis, and shares information to a wide audience through Gender Cafés and the Knowledge Center. In gender related days and events, UN Women attracts attention to GEWE, and the involvement with youth and boys contributes to a rapid conscientisation of an important target group.
- Participation: UN Women made a considerable effort to involve women in decision-making, for instance in the NAP 1325 process, and in political participation in impact area 1 in 2014 and in humanitarian context in 2015 and 2016. In general, women's participation was treated as a priority. Participation in the design of UN Women's programmes and Strategic Notes by women but also by partners in general was rated mixed though: some partners were aware of the contents of the SP and had participated in its design, but just as many had not.
- Control: The steps that UN Women has supported as part of the country portfolio may help instigate and sustain a gradual process of achieving control. The increase of women holding seats in politics is positive, but women in politics do not necessarily provide a significant contribution to improving the lives of women in general. Women in Cameroon have not reached the level of equal politic, financial and economic

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<sup>108</sup>By Sara Hlupekile Longwe;  
<http://awidme.pbworks.com/w/page/36322701/Women's%20Empowerment%20Framework>

power yet though. Women still cannot equally participate in employment and income generation and are much weaker in decision-making than men at all levels. Moreover, as long as women have to face the current levels of violence, it will be difficult to establish an equal level of control.

### 8.3 Efficiency and coordination

#### **Finding 12. UN Women has made good achievement in the coordination with UN Agencies, especially in humanitarian context, and in the development of the new UNDAF. The Gender Theme Group however has not functioned as expected**

156. The coordination and cooperation within the UN Family is very good in Cameroun, and UN Women and UNFPA work well together. For some time, UNFPA has financed a number of staff positions within the UN Women office, which was much smaller than UNFPA. From the beginning of 2017, this situation ended and UN Women has now become an equal partner of UNFPA in a number of ways. One of the collaboration modalities takes place under the GoJ funded “Mainstreaming Gender into Humanitarian Response and Protection of Women and Girls” projects, first in the East and subsequently in the Far North. UN Women led these interventions, and UNFPA was involved as implementing partner. In the first project, UNFPA was not involved in planning and was only engaged in implementation when all had been planned. In the next project phase though, an important improvement was achieved towards an equal partnership and coordinated planning.

157. Over the years under evaluation, the position of UN Women in the UNCT has reportedly become stronger and more visible. UN Women monitors the gender sensitivity of UN projects in the humanitarian context. The results, as reported in March 2016<sup>109</sup>, were promising. 69% of the UN interventions were rated as having an integrated approach to gender and 14% actually targeted gender. To still address the gender insensitiveness of the remaining 17%, in 2015 UN Women has launched a bulletin “Genre et Humanitaire”.

158. In humanitarian context, UN Women has an important role in coordination. UN Women supports coordination with Ministries and UN agencies for organisation of events related to GEWE. In the refugee camps, interventions are conducted in close collaboration with UN Agencies, NGOs and MINPROFF. In the monthly and quarterly coordination meetings, UN Women draws attention to the necessity of gender mainstreaming and brings up gender related issues and concerns. UN Women also coordinates here the subgroups of GBV under the lead of MINPROFF and in collaboration with UNHCR.

159. A joint program “Support the fight against poverty feminization and rural women’s economic empowerment in the poorest regions” was planned to be implemented for women in the poorest areas in cooperation with FAO, UNIDO and IFAD and the Ministry of Rural Development and Agriculture. Access to finance for these women would be facilitated through strategic partnerships with financial institutions. Due to time constraints though, this joint programme (JP) never took off.

160. UN Women has been in charge of the community component of a three-year a SIDA funded H4+ community mobilisation project starting on 2014: “Collaboration for accelerating the reduction of maternal, neonatal and infantile mortality in Cameroon”. ; this project will end in March 2017. It received the collaboration of a consortium of UN agencies (UNFPA, WHO, UNICEF and UNAIDS) and the World Bank. Under this project in the Far North, awareness raising at community level and support to women’s economic empowerment were provided.

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<sup>109</sup> ONU Femmes, Mars 2016. Réponse Holistique dans la Lutte Contre les Violences sur le Genre en Contexte Humaine.

161. In the humanitarian areas in the East and Adamaoua from April 2015 to March 2016, the GoJ funded programme “Provision of life-saving integrated Gender Based Violence services and protection of women and girl refugees in Adamaoua and Eastern regions of Cameroon” was conducted together with UNFPA and UNESCO, and also MINPROFF, ACAFEJ and FEFPLEM. The support of the Government of Japan (GoJ) was extended in a next project from April 2016-March 2017 for the Far North with the project “Mainstreaming Gender into Humanitarian Response and Protection of Women and Girls Affected by Boko Haram Terrorism in the Far North of Cameroon” implemented with UNFPA and UNESCO<sup>110</sup>. Though the cooperation with UNFPA went increasingly well, it has appeared more difficult to secure the contribution of UNESCO. UNESCO was responsible for the implementation of a literacy training, but the small size of the component has kept them from starting, even though the project will end in March 2017. This lack of cooperation casts a doubt on the potential quality and results of the training. Also in the Far North, the project “Elimination of GBV in Internally Displaced Persons (IDPs) and host populations of the Logone-and-Chari and Mayo Sava departments was conducted together with UNHCR and UNFPA and was implemented from 2014-2017.

162. In the UNHCT, with UNFPA, UN Women has led the GBV sub-group under the sector group protection. Moreover, to ensure an overall gender considerate approach in humanitarian context, UN Women has trained humanitarian actors and provided support to gender mainstreaming in HNOs and HRP and contingency plans, and to incorporating effective response to IDP and refugee women and girls. Furthermore, UN Women has analysed projects, submitted by UN agencies through the online system coordinated by OCHA, using the Gender Marker in 2015 and 2016. Apart from UNFPA, UNHCR is a strategic partner in humanitarian settings, as it provides resources and at the same time is essential to enable conducting interventions for registered refugees. Together with UNHCR, UN women had trained 140 humanitarian actors on integration of gender according to Interagency Standing Committee (IASC) norms.

163. The current UNDAF 2013-2017 did not have a strong gender focus yet. Overall it just meets the standards of the gender scorecard, but several areas need improvement, including the integration of gender as an integral part of the programming of UN entities, as well as monitoring and evaluation, allocation and availability of resources. Still, the Mid-Term Review (MTR) did not provide any observations or recommendation on gender and women’s empowerment, and hence no action was taken halfway the UNDAF<sup>111</sup>, at the moment where this was still possible. Even if gender was not visibly emphasised and there were no gender or women empowerment related outcomes, UN Women has still been active in the implementation of the current UNDAF. The CO contributed to gender mainstreaming and to the implementation of all three pillars (strong, sustainable and inclusive growth, promotion of decent employment and good governance).

164. UN Women has played a strong role in the development of the new UNDAF (2018-2021). UN Women co-led the Programme Management Group (together with UNFPA) to ensure effective gender mainstreaming in the whole process. As a result, a number of gender related issues were highlighted as important for the UNCT and the UNDAF in the situation analysis of UNDAF 2016-2020<sup>112</sup>. These include the precarious employment situation in particular for women and youth, and this has led to singling out youth employment as a pillar subject. Other issues brought up for attention were the insufficient strengthening of political, economic and social empowerment of women, the high malnutrition among women and children in vulnerable areas, the inequities related to girls’ education and a high prevalence of GBV and ongoing practice of early marriage.

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<sup>110</sup> A third proposal has recently been submitted to start after March 2017.

<sup>111</sup> Système des Nations Unies, Septembre 2015. Revue a Mi-Parcours du Plan-Cadre des nations Unies d’Assistance au Développement (UNDAF) 2013-2017.

<sup>112</sup> Système des Nations Unies, Juin 2016. Analyse de la Situation des Piliers de l’UNDAF en Vue de la Détermination de ses Orientations Stratégiques.

165. The role of UN Women under Pillar 1 of the new UNDAF will be strong. UN Women will lead this area together with ILO. Pillar 1 is focused on economic empowerment and access to employment for youth and women and on social inclusion for women, youth, children and vulnerable people. UN Women has also a role in Pillar 2, where it is focused on (maternal) health services and awareness raising, and on the battle against HIV/AIDS. UN Women will furthermore contribute to Pillar 3, aiming at developing an Education Strategy and improving education enrolment and attainment, and to Pillar 4, aimed at improving food security and resilience. The quality of the new UNDAF was overall complimented, with Pillar one as one of the most important pillars, though Pillar 4 was mostly seen as the weakest.

166. The design of the UNDAF was developed in a collaborative manner with UNFPA, but the distribution of the area of involvement between UN Women and UNFPA needs further clarification, especially where it comes to targeting youth and young and adolescent girls. This is also linked to the institutional partners: UN Women works mainly with MINPROFF, which has the “*Centre de Promotion de la Femme et de la Famille (CPFFs)*” at local level, whereas UNFPA collaborates also with the Ministry of Youth Affairs and Civic Education and its Youth Centres in Cameroon. This may necessitate a clarification of task distributions, but also creates areas for synergy.

167. Leading a UN Gender Theme Group (GTG) has appeared a very valuable process for UN Women in many countries. Leading such group is seen as a core role of UN Women and essential to achieve coordination and consensus on gender and women empowerment issues and solutions among UN organisations and other development actors, as well as to draw attention to upcoming issues and new developments. In Cameroon, there used to be two groups, one for UN partners only and one to include partners from various backgrounds. The multi-partner gender theme group was co-led by the MINPROFF and UN Women, to support coordination on gender issues and the implementation of the National Gender Policy in the country. It was composed of line ministries, UN agencies, bilateral donors and civil society. The meetings of UN and the multi-partner groups have been combined for reasons of efficiency though, which may well be seen as a result of disengagement of its members.

168. The GTG, though it had started off well at the beginning of the evaluation period, was less successful in its workings and results. In 2014, there were monthly meetings, but in 2015, the speed was decreased to bimonthly. The frequency appeared even further decreasing, since the last meeting was in June 2016. Also, the number of participants was found decreasing<sup>113</sup>. At the onset, Gender Focal Points and senior staff from UN agencies frequented the GTG meetings, but slowly this task has been delegated to others, reportedly because of the fact that so many meetings take place. Also, not all UN Agencies have Gender Focal Points.

169. Members of the GTG brought up that information was not always sufficiently and timely shared within the group and with CSOs and Government. The GTG does not have a communication strategy or website, which may hamper this process to some extent. There is still a regular contact over email though, including on jointly funding and organising events (such as the “*Journée Internationale de la Jeune Fille*” of 6 October 2016 which included the 11<sup>th</sup> edition of the “*Café Genre*”). Some members report positive results, like the enhanced possibility to coordinate activities on gender and avoid duplications, and some perceive an increased visibility by acting as a group.

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<sup>113</sup> United Nations Cameroon, 2016. Delivering as One. Group Thématique Genre des Nations Unies. Rapport Annuel d'Activités.

**Finding 13. UN Women has contributed to linking civil society organisations to other CSOs as well as to Government. Gender Cafés were seen as an innovative mechanism to contribute to coordination, visibility and attracting attention to gender and women’s empowerment related topics**

170. UN Women has played a catalyst role in bringing partners from various backgrounds together and in building and sustaining networks. In some cases, UN Women helped to establish a working relationship between civil society and Government, like in the case of ASBY, who is now working with MINPROFF as well as MoARD. CSOs brought up that working with UN Women has reinforced their credibility and image with local communities, government bodies and even with other UN agencies.

171. Within civil society, through their support to CAMYOSFOP, UN Women has enabled support to wider networks, which helped them increase their coverage. CAMYOSOP works with a number of local partners to support their interventions and map their best practices. Through them, the NAYOBEB network was able to engage boys into addressing GBV and issues around HIV/AIDS. UN Women benefited on their turn from the additional outreach by NAYOBEB spearheading the HeForShe campaign, which was also supported by MINPROFF.

172. Likewise, UN Women supported the establishing of NETCOM in November 2014 during a Gender Café workshop in Douala. NETCOM is a network of young people in the media, who report on GBV, on stigmatisation related to HIV/AIDS and on other issues related to GEWE. The group started off in Douala and branched out later to Yaounde. It was legalised and has approximately 40 members. Establishing the group contributed to the strengthening of UN Women’s engagement with the media and created opportunities to attract attention for GEWE through the media, reaching a wider audience with a focus on young people. Currently however, the group is less active; their last meeting was in November 2015 during a Gender Café in Douala<sup>114</sup>.

173. The Gender Cafés are an interesting, innovative and well working concept and they are organised on a regular basis. They enable exchange of opinions and lessons learned on gender in Cameroon, as well as networking, coordination and cooperation for the various stakeholders. At the same time, visibility is created and the profile enhanced of gender in general and UN Women in particular.

174. As for contributing to interministerial coordination though, achievement is less impressive. UN Women focuses mainly on MINPROFF as the most important partner, which is justifiable since this is the main gender Ministry. Even if UN Women works with other Ministries as well, this work is less intensive and linked to specific activities. Though there are opportunities to engage the Ministries in a more coordinated manner around planning and implementation or through their gender focal points, there is little proof of that happening.

**Finding 14. UN Women has created synergy by coherently addressing impact areas. Women leadership and participation in politics has received less emphasis in the last year though. As for mandate areas, there was relatively little achievement under the normative area and the majority of efforts has gone into the programmatic mandate area.**

175. The evaluation assessed the balance between the UN Women mandates as well as between its impact areas, which to some extent are intertwined. Within the mandate areas, the perception of interviewees was, that more than half of the UN Women efforts and resources went to the programme area. Coordination was a good second; UN Women is well known for their coordinating role on gender, and many respondents considered it as a given that UN should be responsible for that. Relatively little effort and resources went to the normative area though. This was among others for reasons of complex legal environment, which were already mentioned under effectiveness; also, the

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<sup>114</sup> See also Finding 15 under the section on sustainability

relatively small size of the team and the small number of senior experts made it difficult for the CO to address such complex issues.

176. Most interviewees acknowledged the complexity of legal reform, but still felt that UN Women should strengthen its input in the normative area. They found, that good gender sensitive legislation is essential for achieving gender equality and access of women to their rights, and the best way to achieve long-lasting changes. Since UN Women is the only organisation that has such a mandate, it was seen as essential that they put more effort into it. Though UN Women supported the Government on international human rights agreements and contributed to improvement of the Penal Code and the Electoral Code, the Family Code still needs revision and there is no specific law addressing GBV yet.

177. The balance in impact areas was found quite good. UN Women addresses the gender equality from three sides, namely working on the enabling environment of laws (in as far as possible), policies and strategies, on strengthening the empowerment of women and at the same time changing the culture and perceptions. In doing this, the CO has several interventions and tried to exploit the mutual strengthening of various impact areas, especially in humanitarian context.

178. In the support to GBV survivors, UN Women has efficiently combined activities and impact areas, which has contributed to the synergetic approach that was needed to address the complexities of the situation. Through the establishment of “*Espace de cohésion sociale des femmes et des filles*”<sup>115</sup><sup>116</sup>, GBV related services were offered to refugees and women and girls from the host communities. These services not only include medical and psychosocial support and therapy, but also education, support to setting up income generating activities, awareness raising, physical shelter and a space where women can freely gather<sup>117</sup>.

179. On the other hand, the support to women’s leadership and participation in politics was more or less discontinued after 2015. Whereas the CO was still actively supporting this in the beginning of the period under evaluation, in 2016 the focus shifted to women’s leadership in humanitarian context. This was not received fully positively by interviewees: even though they acknowledged that elections will only take place in 2018, they also found that women who have been elected need capacity building supports, and that women still need support in political leadership at local level. Also, rural women are particularly underrepresented in politics<sup>118</sup>, and support is needed to decrease that imbalance. Focus on female leadership was found essential in addressing still existing discrimination, violence and conflicts, whether it be through general politics or through the National Action Plan 1325.

**Finding 15. Office efficiency was found good with relation to initiation of knowledge management and gradual improvement of RBMS, but cost effectiveness is not well monitored. Moreover, the current staff structure is not conducive to strong strategic engagement**

180. Though UN Women is performing reasonably well, the current staff structure is not optimal for strategic engagement. Only a few staff members have been appointed at the senior level, being responsible for the entire programme, and the acting Country Director has a very heavy task. In general, staff members seem to be very much burdened with work. This frequently leaves insufficient time and space for information sharing and guidance. Often, information tends to stay with one or a few staff members, hampering others in optimally doing their work. Senior management has started sharing

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<sup>115</sup> A concept based on successful interventions in Mali and Liberia

<sup>116</sup> Shelters for women and girls who are refugees and victims of VAW related to conflict. 4 have been established in the East, 2 in Adamaoua and 2 in the far North.

<sup>117</sup> In March 2015, UN Women together with its partners had already provided 882 victims of VAW with psychosocial support.

<sup>118</sup> More Women in Politics. Support Project for the Massive Participation of Women in 2018 Elections

messages with a large group of staff members and having separate forms of communication with singular or small groups of staff, but this was found a rather inefficient solution. A specific lack was mentioned of senior staff for strategic tasks, including related to UN coordination, advocacy, donor relations and liaison with the private sector. Since the other staff members, though all hardworking and knowledgeable, are more junior, it is not possible either to delegate a number of tasks.

181. In the field of monitoring, one of the challenges was the lack of sufficient human resources. This has been addressed through the recruitment of an M&E Analyst in May 2015. Still, the workload is probably too big for one staff member, especially when he is also assigned other tasks. Currently, there is insufficient time to also (where needed) train and engage partners more closely in M&E. On the other hand, quality of M&E was found having improved over the years of evaluation. Though M&E data collection and reporting is still often output based, UN Women is building up the capacity and basis to use the RBMS for reporting and decision-making.

182. As for the evidence base of the portfolio and interventions, with the recruitment of an M&E officer the quality and regularity of monitoring has improved and there has been an adoption of the RBMS system and use of its data for decision-making. Implementing partners also hand in monitoring data. Even so, the availability of reliable and recent data related to gender and other subjects in general was found limited in Cameroon. Though UN Women has supported some data collection on GBV and WEE<sup>119</sup>, overall there is little focus on data collection, and there were some quality issues that hampered usefulness of the GBV survey. Notwithstanding the fact that the quality of M&E is reasonable and the RBMS approach is developing, there are insufficient data available to assess if approaches have been effective and whether impacts have been sustainable. The duration of interventions is often too short to allow for incorporation of baseline and endline surveys. The implementing partners have not been able to identify financial resources, sufficient to enable them to organise data collection independently. Still, there is a major need for GEWE related data, especially at the regional level.

183. Related to office efficiency, there were a few points for improvement, which were reported to be currently addressed, such as the time-consuming procedure of printing of all documents outside of the office and the unavailability of a shared drive. As for good practices, the organising regular staff retreat was seen as a good modality to establish team coherence, have a common planning process, achieve a common understanding of the programme and agreement on the way forward and potential necessary adaptations. Especially for staff members from the sub-offices, who sometimes may feel disengaged from the strategic side of the work, this was felt an excellent opportunity to reconnect. Therefore, though the retreats are a considerable investment in time and other resources, they were assessed as good value for money.

184. No evidence was identified on close monitoring of cost-effectiveness or regular comparison of alternatives. Though ad hoc small measures were taken such as printing outside of the office, there was no structural approach. Nonetheless, expenditures were almost fully as per plan (89% in 2014, 97% in 2015 and 98% in 2016; see also Table 3) so no remedial actions had to be undertaken. Though at US\$ 2.5 million the expenditure seems justifiable as compared to the achievements, a full-scale value for money assessment is beyond the scope of this evaluation.

## 8.4 Sustainability

### **Finding 16. Sustainability in humanitarian context in the east of Cameroon has not been fully achieved yet**

185. Even though humanitarian assistance and sustainability are not mutually exclusive, in general they are difficult to combine as a result of the nature of humanitarian

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<sup>119</sup> Baseline and end line surveys with Institute de Formation et de Recherche Démographiques (IFORD) on Women's Economic Empowerment and VAW in humanitarian context

crisis. The way in which UN Women has addressed the humanitarian support was geared towards achieving such sustainability as far as it was possible under the circumstances. The involvement of traditional and religious leaders, local elites and police and the grouping of beneficiaries in committees may have helped to create a mechanism that could function without the direct support of UN Women. Working with communities as well as with refugees in camps has enhanced acceptance and social fabric and not only improved the situation of poor women, but also contributed to strengthening awareness on gender equality and GBV in general. The “*Espaces de cohésion des femmes et des filles*” appeared a sustainable concept, even if transfer to MINPROFF still needs to take place to ensure sustainability in the long run. In view of the needs though, this support addressed a relatively small group only.

186. The evaluation could not identify any clear examples of strategies for expansion, handover or exit though. Especially the activities under the programmatic area are project based and of relatively short duration, even more so in humanitarian context as a result of funding modalities. This sometimes reflected on achieving outcomes and will therefore have an effect on sustainability. In Bertoua for instance, the focus of the funded intervention shifted to the Extreme-North. Thus, in 2016 only approximately half of the activities had been (fully) implemented<sup>120</sup>. This influenced the achievement of the synergy, which in other cases would have positively influenced sustainability.

187. Many stakeholders held the opinion that even if UN Women’s work in humanitarian context was appreciated though, the CO should lean more towards ensuring gender was mainstreamed in the programmes and interventions of others and less on implementing their own (relatively small scale) interventions for a larger and longer lasting effect. Even if UN Women has contributed to gender sensitive planning and implementation of others, stakeholders and partners found that UN Women should move away even more from implementing activities such as those related to women’s economic empowerment and leave those to others, whilst concentrating more at supporting other implementers in gender mainstreaming and observing gender considerations, as well as in supporting gender related data collection and visibility.

188. The withdrawal of UN Women and others from the east of the country is not promising for sustainability. Though achievements have been made, it is unlikely that others like the MINPROFF and civil society are already fully capable of taking on responsibility for the achievements. The refugee and poor host community women, even if already better off in terms of protection and economic empowerment than before, are not strong enough yet to be able to fend for themselves. Since the exit of external assistance was rather abrupt and there was no exit strategy or transition plan, there is a risk that the gains will be lost and the situation of women will remain difficult or even worsen. Transition could have been a collaborative exercise between UN Women, MINPROFF and other UN agencies, but now many development actors have left, it has become very difficult.

189. Still, under the new UNDAF, the East Region is also one of the priority areas of consideration, and which should be an indication of the acknowledgement by the UN agencies, that support needs to be continued. It is not clear yet though, how strong the follow up to this priority setting will be, and whether new support can be sufficiently linked to what was done up to now.

**Finding 17. Capacity building of Ministries was useful and well targeted, but important capacity gaps remain**

190. Stakeholders judged the capacity of MINPROFF low, and they brought up that this Ministry was relying too much on UN Women. Only a few staff members have a strong capacity, and the Ministry still needs strengthening of capacity at many levels (including at administrative level) to be able to adequately work according to their

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<sup>120</sup> Source: Annual Work Plan Bertoua 2016, information provided by Bertoua staff.

mandate. Capacity building up to now was found to be relatively heavily focused on senior staff, where the turnover may be considerable.

191. CPFFs are local technical units of MINPROF, specialised in women's education, and building of technical capacity for women's economic empowerment. The number of CPFFs has increased from a handful to over a hundred, but many of those suffer from capacity issues, especially since they now also undertake additional tasks related to GBV. UN Women has contributed to an improvement, but the capacity gap of MINPROFF on the ground continues to exist. Only seven CPFFs are equipped with a call centre, whereas ideally all should have one. Even the infrastructure is of insufficient quality: currently, in it is often impossible to separate education activities and support to GBV, and to offer women with questions about GBV the privacy they need. Since most of the actual gender issues reportedly take place at village level, a strong presence of MINPROFF was seen as essential but as yet insufficient to sustainably address this.

192. As for capacity building of women in cross border trading together with the MoT, though the team was not in a position to interview the actual beneficiaries. It was reported by others that this support was sustainable. The capacity building had been built on business related needs, and the combination of support to establishing cooperatives, gender sensitive infrastructure and skills training appeared to be successful. Most of the women who had been involved up to now appeared able to conduct their business independently. Whereas issues arose, the continuing support of MoT ensured that these would be addressed, but the cooperatives were reportedly strong enough and did not face any important problems.

193. The Ministry of Justice did not find their capacity sufficiently strengthened to appropriately address gender justice. Since so many stakeholders are involved in addressing such issues, including lawyers, magistrates and police, there is still a major capacity building need to be addressed and understanding to be enhanced, before gender justice can be ensured in the long-term.

194. The capacity building of gender focal points was appreciated. There was a certain turnover among Government staff though, which left Ministries with voids that could not always be filled. On the other hand, it was found during interviews that even if gender focal points move to a different position within their ministries, they still continue in their role as gender focal point. A number of them shared though, that a formalised mechanism of coordination and cooperation was still missing to ensure optimal sustainability.

**Finding 18. The synergetic approach of UN Women has enabled beneficiaries and some CSO partners to continue independently, but the approach to women economic empowerment interventions was not evidence informed and insufficiently structural to enable scaling up.**

195. UN Women strives to enhance sustainability for the beneficiaries by using a synergetic approach, combining support to economic empowerment with social empowerment and prevention of and protection against GBV as well as community mobilisation in both development and humanitarian context. In the interventions that UN Women has been involved in, this combination has worked well to strengthen women sufficiently to continue by themselves. Even in humanitarian context, women were reported to be able to earn a regular small income as a result of UN Women support.

196. The support of UN Women has helped a number of beneficiaries as well as members of civil society to stand on their own feet. An organisation like MWIP, which UN Women helped establish, appears now able to fend for themselves. NGOs such as CAMYOSFOP and ASBY are also strong enough to work independently, whilst the support of UN Women helps them to continue their gender focus. ASBY has managed to put in place a revolving fund for poor women in business, which greatly contributes to the sustainability of such support. As for NETCOM, more work needs to be done to ensure sustainability. Though individual activities are being conducted and members are enthusiastic, the network is not yet well grounded. There is a plan of action, but no

financial recourses, no office infrastructure and no reporting. The meetings have been very irregular up to now and lately very little has happened. Though the use of social media is contributing to building opportunities of continuation without the usual office structure, the network feels unable as yet, to continue without UN Women support.

197. For small local NGOs, especially in humanitarian areas, the situation is rather difficult. The costs of staff are high due to the local conditions, and they are hardly able to raise any funds by themselves. Though a number of them have survived up to now, without being involved by UN Women or others, they live from day to day. Their strengthened capacity will therefore probably not be sustainable and they will continue to rely on external sources.

198. Especially in the area of WEE, the selection of the interventions looked somewhat random. There was no robust planning, building forward on successes made by UN Women or others or evidence available in the field of WEE. There was no clear effort to collect data and what works and what does not work, and to use successful cases as incubation models in a more structural manner, to use for UN Women's own programme design and in advocacy for the involvement of others. As a result, the coverage of the interventions remained small and the achievements minor, and there was no effort to take them to scale.

199. As for internal and external knowledge management, this has seen a good improvement with the establishment of a knowledge centre in September 2016, for knowledge sharing both within the staff of the Country Office and with other UN Women offices and sections. The knowledge centre is still in its infancy and needs further broadening in terms of available hard copies of resources in diversity and number of gender and women's empowerment related material, as well as with the development of an electronic database, and it needs to be more broadly advertised. As it is though, it is a good start and appreciated by many interested parties. Related to available corporate knowledge, the C did not use the findings of the 2015 UN Women Corporate Evaluation on WEE, which recommended influencing economic policies.

**Finding 19. The partnership of UN Women in Cameroon was found reasonably strategic, even if formalisation of partnership with Government has not been sufficiently pursued and the partnership with civil society is still fairly narrow. UN Women's partnership with a focus on youth was found promising for sustainability.**

200. Though UN Women works with a number of Ministries, this is not done through MoUs or any other formalised way, apart from with MINPROFF and MoPW. A number of Ministry staff members shared, that in some cases in the past there had been a more formalised relation, but now they are acting as a partner in implementing a UN Women programme (or providing funds for a UN Women led activity) and less as a long-term strategic partner on gender equality with a bilateral strategic agreement. Apparently, formalising relationships has been discussed for some time with a number of Ministries, but has not led to any tangible results yet. The Ministries seem sufficiently committed, judging from their readiness to fund UN Women's involvement, which is a rather unique situation. For some Ministries though, having an institutional framework is a necessity to intensify collaboration with UN Women.

201. As for civil society, the partnership was also relatively narrow. Apart from organisations like MWIP and CAMYOSFOP, the relationship with civil society mostly remained at the implementing level. Though NGOs, CSOs and even networks working on gender and women empowerment exist, UN Women does not have a formalised relationship yet. Such relationship was seen as potentially and mutually benefiting by civil society. They expected UN Women to contribute strengthening their capacity and opening doors to Government, whereas UN Women would benefit from an enhanced outreach and critical mass.

202. The focus on youth through CAMYOSFOP (and through them NAYOBEB) has created a large potential for sustainability. Ensuring youth to internalise gender equality

values and involving them in prevention and combat of GBV has a longer lasting effect already for their sheer age. Also, according to interviewees, changing attitudes by working with youth can take place much faster.

203. Working with girls and young women on the other hand appeared less prominent in the UN Women programme. Especially organisations working on girls' and women's participation and leadership in politics reported, that education and capacity building of young women had been insufficiently addressed, and that this seen an important target group in the sense of being the female leaders of the future. UNFPA<sup>121</sup> is one of the main actors working with girls in Cameroon, but their participation in politics remains a gap.

## 9. Conclusions

**Conclusion 1: UN Women's involvement in general was relevant to international and national strategies, policies and legislations as well as to the needs of women. Involvement in VAW could have been stronger regarding FGM and early marriage and leadership of women in politics lacks continuous support**

204. Even though UN Women is not a large player in Cameroon, its portfolio is relevant to national and international policies, strategies and legislation as well as the needs of the country and its population with a focus on women and girls. UN Women's portfolio was not only aligned to various frameworks, but UN Women also contributed to improving and/or developing a number of those, such as the penal code, and National Action Plans related to gender, VAW and HIV/AIDS.

205. The shift of financial and human resources to humanitarian context at the start of the evaluation period was also found relevant. The newly emerged needs had a strong gender component particularly in terms of social cohesion, GBV and social and economic empowerment of women in camps and host communities, which needed to be addressed. Stronger support to helping others mainstreaming gender in their interventions instead of focus on programmatic support may have been more relevant though, even if UN Women's involvement in NAP 1325 to a certain extent catered to that need, provided that further support will be offered to capacity building and leadership of women in the implementation phase. It was unfortunate that UN Women had to move their resources away from the East to the North, since even if the influx of refugees halted, the need of the remaining refugee women was still high.

206. The Country Portfolio is targeted towards women, vulnerable for various reasons such as refugee status or with lack of access to services and productive means; UN Women is the only organisation with this strong focus. One important group supported by UN Women is women suffering from or at risk of meeting violence; as this is still prevalent in Cameroon in various forms, the interventions of UN Women geared towards prevention (including support to the revision of the penal code) as well as improvement of services are highly relevant. Support to eradicating FGM could have been stronger though, especially since few others are visibly addressing it.

207. UN Women addressed the vulnerability of women in their lack of political leadership in 2014 and 2015, but in 2016 the focus shifted to supporting women leadership in humanitarian context. This is unfortunate, since the gaps in political leadership continue to exist.

**Conclusion 2: UN Women had partners from various background, but better defining and broadening the partnership within sectors and backgrounds could have created potential for a larger scope**

208. Though the selection of various partners from different backgrounds as well as the choice of CAMYOSOP and MWIP as partners was assessed as strategic, a broader

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<sup>121</sup> UNFPA in Cameroon works among others on sexual and reproductive health rights, health issues for women in general, promoting gender equality and youth policies, and combatting gender-based violence

partnership would have helped UN Women enlarging their scope. In view of the partnership with NGOs, this mainly focused on implementing partners. Establishing more strategic linkages with women's networks and CSOs working on GEWE could have been beneficial for UN Women as well as for the CSOs.

209. Related to Government partnership, UN Women works closely with MINPROFF, but the relationship is not fully equal in the sense that MINPROFF leans very much on UN Women. Furthermore, UN Women works with the Ministry of Public Works and with the Ministry of Trade. With other Ministries and Government bodies, the involvement is limited or non-existent. Most Ministries shared, that they need formalisation of the relationship and a strong mutual planning, which they have not been able to secure with UN Women yet. With the Ministry of Finance, though there was promising engagement at the beginning of the period of evaluation, there is little progress currently. In view of the crosscutting nature of gender, not having relations throughout the Government could endanger having such broad perspective. Ministry of Finance would be particularly important in view of budget availability and fund allocation for gender.

210. Regarding partnerships within the UN family, especially with UNFPA there was room for a better definition and distribution of tasks. Since the focus overlaps to a certain extent when it comes to VAW, ensuring absence of duplication and using complementarities would be beneficial to coordinative outcomes.

211. There was also little engagement with the private sector including microfinance providers; this was an opportunity missed for interventions in Women's Economic Empowerment as well as for identifying additional funding for GEWE.

**Conclusion 3: Effectiveness of UN Women in implementing its planned interventions was found reasonably good, and especially the synergetic approach to VAW has appeared fruitful**

212. UN Women had implemented its portfolio in a reasonably effective manner. Notwithstanding constraints and complexities, most activities had been fully or to a large extent implemented as per planning by the end of 2016. In three of the impact areas, for at least one outcome implementation according to planning was achieved; only in impact area 2 (WEE), there was just partial achievement, in particular since most of the interventions had been in the programmatic area.

213. Timeliness of the implementation was found good and delays not hampering the programme in an important manner. Only in Bertoua, in 2016 some activities could not be implemented. The quality of M&E and the RBMS has been increasing gradually over the period of evaluation, and UN Women is building up its capacity to draw data from the system for reporting and decision-making. Data collection in general in Cameroon is less strong though, and UN Women's achievement has also been limited there.

214. The approach towards VAW was found holistic, with support encompassing legislation, prevention and protection and service provision related activities; a synergetic approach was utilised to address the gender related complexities in humanitarian context. The aspect of access to justice was addressed through call centres and gender desks, but a more thorough approach would have benefited a larger group of women. UN Women's effort in involving boys and men in addressing VAW was found good; through the well-running HeForShe campaign<sup>122</sup> and the support to CAMYOSFOP/NAYOBEB, UN Women managed to secure a real involvement of boys and men.

**Conclusion 4: UN Women has made some good achievements in the field of policy and strategy including work on the NAP 1325 and National Gender Policy, but in the area of WEE and GRB there are still gaps to be addressed**

215. The legislation context in Cameroon is highly complex, which tends to shy development actors including UN Women from trying to advocate for law revision.

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<sup>122</sup> With a target of reaching 1 million men

Government as well as civil society reported that they often must focus on different routes. UN Women did support other frameworks and policies though, such as the National Gender Policy and Action Plan, even if implementation is still in its infancy.

216. The work, which UN Women had done with others on developing the NAP 1325, was found very effective. The plan will be finalised soon and if it follows the example of other countries, it has the potential to greatly contribute to gender mainstreaming and women's participation in peace processes and conflict resolution, benefiting probably the position of women and the situation for all. The support that UN Women had given to building capacity of gender focal points was rated positive as well, even though there is need for an institutional exchange framework to enable its full effectiveness.

217. Though UN Women had been able to leverage Government funding, the scope of the WEE activities remained limited, among others because support to national level by gender mainstreaming and introducing specific women's focus in employment related frameworks had not been clearly emphasised.

218. UN Women has technically assisted gender responsive budgeting and planning, but a lot remains to be done. Though MOF has made some steps, it does not seem fully engaged and knowledgeable yet; the National Strategy on Gender Budgeting and Planning is not ready yet and at local level, the process has not started yet.

**Conclusion 5: UN Women had an adequate focus on coordination and has demonstrated good achievements in UN Coordination, apart from leading the GTG process; coordination with other stakeholders has also worked reasonably well**

219. The role of UN Women in the UNCT and the UNDAG has strengthened over the evaluation period. The cooperation with the UN Family is good and UN Women plays a strong role on gender mainstreaming and addressing VAW in humanitarian context. Whereas the current UNDAF does not have a strong gender focus and the opportunity of the MTR was missed to rectify that, the role and input of UN Women in the development of the next UNDAF has ensured that gender concerns are well reflected and that UN Women will have an important role to play in its implementation. The GTG however has been less successful; not only has it met very rarely in the past year, participation was from senior level insufficient and as a result, the outcomes were not very strategic and little result as achieved.

220. In coordination with and between Government, CSOs and UN Agencies, in a number of cases UN Women has managed to play a catalyst role. UN Women facilitated contacts and initial cooperation between some CSOs and MINPROFF, through mutually exposing them in development context and by regular coordination meetings in humanitarian context. Gender cafés proved to be a good occasion to group stakeholders around GEWE related topics, which enabled them to exchange views and initiate aligned activities. The support to establishing NETCOM was found positive in regard of involving media into GEWE, but since the organisation seems more or less dormant now, UN Women needs to ensure that the concept stays viable. Also, as a result of UN Women's sharp focus on MINPROFF as a partner, less could be achieved on inter-ministerial coordination on gender.

**Conclusion 6: An efficient balance was achieved regarding to impact areas, but regarding normative areas, there was too little emphasis on the normative involvement of UN Women. This may have partly been a result of a low representation of senior staff in the current staff structure**

221. The balance that the CO had created between the impact areas was found adequate and sufficient use was made of the synergy between the impact areas to strengthen results of various interventions. In area 4 though, the focus on women leadership in political and public life needs to be brought back, especially in view of the upcoming elections in 2018, which warrant an almost immediate start of support.

222. As for mandate areas, the approach was less balanced. The strongest focus was on the programmatic area, with coordination as a good second; much less emphasis was

placed on the normative area. Even though this was understandable in view of the complex legislative context, many stakeholders see the normative area as very important for UN Women, especially in view of their unique position.

223. As for office related efficiency, UN Women had established a knowledge centre, which was in stage of development and looked very promising. The regular retreats were also appreciated as a way to improve team coherence and efficient implementation. Even if achievements of the office have been reasonably good though, the staff structure did not appear to be conducive to strategic engagement, which may have reflected on the low achievements of normative results. The senior management group is too small to be able to carry the heavy load of strategic involvement, which is expected from UN Women. Moreover, there is insufficient time to offer appropriate guidance and information to enable the other staff members, who also seem to have a large work burden, to conduct their task optimally.

**Conclusion 7: Sustainability was assessed as reasonably good especially in view of the work in humanitarian context, but more work is needed closing capacity gaps of MINPROFF and supporting NETCOM and the GTG**

224. The approach used by UN Women in humanitarian context by addressing issues in a holistic manner and involving host community and existing structures was found reasonably sustainable. What was missing however, was a clearly phrased strategy for takeover of interventions by Government. As a result, the withdrawal of UN Women in Bertoua left an uncertainty about the continuation of the achievements, and the same may happen in the Extreme North at a certain moment. Most stakeholders saw a possibility for improvement by UN Women moving away from direct programming, especially related to WEE in humanitarian context, and focusing more on supporting other stakeholders in ensuring gender is mainstreamed in their interventions.

225. Capacity building of Government partners, with which UN Women worked, was found contributing to sustainability, but especially in the case of MINPROFF important capacity gaps remain, at central as well as at local level. Despite the UNW's strong support to MINPROFF, capacity gaps remain an issue, implying the way in which UN Women supported MINPROFF requires critical review and significant improvement. The capacity gaps need to be addressed before it can be expected from MINPROFF to start playing a more independent role. Capacity building of individual women was estimated as sustainable; though the team has not interviewed any beneficiaries, stakeholders from various backgrounds confirmed that most women at least regarding economic empowerment were able to continue their livelihoods without external assistance. Still, the number of women having achieved such a position is low in comparison to the women needing a similar economic empowerment. As a result of the approach, which focuses on technical assistance to capacity building of specific women and less on replication of the approach and supporting Government in policy and strategy development to facilitate replication, the results are sustainable at the individual level, but reach insufficient women to become sustainable at a larger level.

226. The partnerships that UN Women embarked on were stable, but broadening partnerships within Government (including by formalisation) and civil society, and making more use of civil society in a strategic manner could help strengthening sustainability further. Ensuring sustainability of mechanisms initiated by UN Women such as the GTG and NETCOM requires strong input and guidance, to avoid losing previous gains.

## 10. Recommendations

227. Analysing the gaps, which were derived from the conclusions, has led to the recommendations below. They have been sequenced by their importance, as perceived by the evaluation team. The recommendations are not fully linked one-on-one to the conclusions, but since a number of issues were found related or were at the basis of more than one conclusion, these have been collated and addressed under one recommendation. Consequently, some of the recommendations may mutually reinforce

each other when implemented. An effort was made to come up with recommendations, which are feasible under the current funding scenario and which at the same time may contribute to improving it.

**Recommendation 1. UN Women needs to better define, broaden and further strategize partnership with partners from various backgrounds**

228. UN Women needs to further strategize its partnership to achieve wider coverage and stronger impact. To decide which partners would be most valuable to liaise with, a partnership assessment needs to be conducted among Government partners as well as civil society partners.

229. Regarding Government, since gender is a crosscutting issue, it is important to work with a number of Government bodies. Once the most suitable partners have been identified, the partnerships should be formalised and a participative planning process should be developed and followed. UN Women can then also become instrumental in interministerial coordination on GEWE, by bringing Ministries together and also by establishing and supporting an exchange platform for gender focal points from the various Ministries.

230. The capacity of the MINPROFF, being the main Ministry in the field of gender, should be further strengthened. A capacity assessment needs to be conducted at central and local level and steps taken accordingly. UN Women's support to MINPROFF requires critical review, adaptations and corrective measures.

231. As for civil society, it is important that UN Women not only selects organisations to implement activities, but also those that are essential for advocacy, communication and networking on GEWE; by supporting more CSOs and/or networks that are active in the women's movement, UN Women can build their capacity whilst simultaneously benefit from their outreach. UN Women should also reinstate the CSAG.

232. UN Women may contemplate better defining the strategic partnership with UNFPA. Whilst it may not be needed to further formalise such partnership, it would be helpful to establish a framework of cooperation to agree on common goals, tasks, areas and partner mechanisms; this will enable both organisations to exploit synergies and complementarities and avoid duplications.

233. Finally, UN Women needs to assess how to better engage with the private sector in the area of WEE but also to explore related funding opportunities.

Urgency: High

Impact: High

Difficulty: Medium

**Recommendation 2. UN Women needs to continue its role in UN Coordination and join forces with other UN Agencies in providing/continuing support to the humanitarian area of Bertoua; furthermore, UN Women should revive and strengthen the GTG**

234. UN Women has made important progress in coordination within the UN family on GEWE, and should continue in this role. One of the aspects could be UN Women's support to development and implementation of joint programmes, including in the area of promoting gender-responsive planning and budgeting at central and local level, programmes supporting women and girls in the margins of the humanitarian response, and interventions to assist women's leadership in politics and public life. UN Women may also further strengthen its role in ensuring gender is mainstreamed in the programmes and portfolios of other UN agencies.

235. UN Women, with support of the UN family, in particular UNDP and the Resident Coordinator, may look into the feasibility of putting in place a "Gender Basket Fund" to support national programmes. As for the humanitarian situation in Bertoua, since this has been acknowledged as a priority geographic area in the new UNDAF, UN Women should join other UN agencies in identifying financial resources and take a leading role in ensuring gender is sufficiently addressed in the design as well as implementation stage. Continued involvement in this area is important to ensure the transition from relief to

development will be accomplished, especially for vulnerable women and girls. On a parallel trail, UN Women must continue its support to the NAP 1325, including to awareness raising, advocacy (including for resource allocation by Government) and implementation once the plan has been finalised.

236. Furthermore, UN Women should lead the revival of the GTG; this revival is not only meant in terms of regularity of meetings, but also regarding the level of participation. A number of UN agencies including the RC's office are already convinced of the importance of having a strong GTG. Involving them in advocacy and organizing new GTG meetings with participation from senior UN staff may contribute to bringing the GTG back to its prior quality and facilitate joint UN actions.

Urgency: High                      Impact: High                      Difficulty: Medium

**Recommendation 3. The CO should continue its holistic involvement in VAW, but add a stronger focus on FGM and prevention of early marriage**

237. UN Women's holistic approach to VAW in development and humanitarian areas combining prevention, protection and access to services was found valuable. Within the area of VAW though, improvements are possible to cover existing gaps and areas of specific needs. FGM is such an area; the prevalence warrants attention, but insufficient development actors provide support and the prevalence has not declined over the past years. UN Women could play a champion role in addressing FGM; one of the countries where this has successfully happened is Tanzania, and the CO may exchange experiences with them on fighting FGM.

238. Another area that needs stronger support is early marriage. Even if the legal minimum age of marriage has been increased, more intervention is needed to prevent early marriages from happening. UN Women could play an instrumental role in gathering development actors around both FGM and early marriage, to organise awareness raising and advocacy in a joint manner.

239. As for the legal aspects of VAW including FGM and child marriage, UN Women may put more effort into ensuring the continuum of prevention, justice, protection and access; especially the justice component needs further strengthening. This could be done through (further) capacity building of lawyers, police and judges, as well as supporting victims of violence to access court.

240. Even if UN Women has made some achievement in the field of HIV/AIDS, the evaluation would recommend to focusing on mainstreaming HIV/AIDS and cooperating with UNAIDS on specific issues, and use the resources that were planned for HIV/AIDS related activities for the abovementioned VAW aspects.

Urgency: High                      Impact: High                      Difficulty: Medium

**Recommendation 4. UN Women should try and expand its coverage to nationwide by improving the approach to WEE, more focus on normative work and stronger support to women leadership in politics and public life**

241. It is recommended for UN Women to try achieving a broader and ideally national coverage. Under the impact area of WEE for instance, interventions are currently mainly focused on capacity building of specific women groups, which enables them to build a livelihood, but leaves many others in need. To address this, UN Women may contemplate an "incubation model", where good practices and lessons learned of WEE programmes by UN Women and others are documented and used for evidence based advocacy, policy making and programme design. More emphasis may be placed on support policy and strategy development and improvement in the field of women's employment and economic empowerment.

242. Through stronger focus on normative work in general and joint advocacy for improved policy, strategy and normative frameworks, the CO may enhance its outreach by creating benefits that will reach larger groups of women.

243. More women in leadership positions will also enhance the outreach to women at a national level. The CO should re-introduce therefore support to leadership of women in politics and public life; this intervention should encompass support to women who want to participate in the upcoming elections, but also post-election capacity building for women in national as well as local politics. A sufficient focus on rural women, whose participation is significantly lower, should also be ensured; moreover, tailored support for young women is needed, since they are the leaders of the future and will contribute to sustainability of support to women leadership. UN Women may also contemplate further strengthening NETCOM and engaging them in the support to women's leadership engagement.

Urgency: Medium to high      Impact: High      Difficulty: High

**Recommendation 5. UN Women should improve the office structure by adapting the organogram and recruiting more senior level staff. Also, support to more and better quality data collection needs to be pursued**

244. Though UN Women avails of a good number of knowledgeable and committed staff, who work at a cost-effective basis<sup>123</sup>, this does not respond to the immediate need of a larger number of senior staff members at the strategic level. Recruiting more senior staff will enable UN Women to not only maintain its position in coordination, but also to focus more strongly on the normative area, and to jointly identify and request for funding. Having more senior staff may contribute to further improving the performance of all office staff, providing more scope for guidance and information sharing, and will thus improve the performance of the office as a whole.

245. Though the CO now avails of an able M&E officer, an additional senior expert in M&E and data collection may help further strengthen the M&E and RBMS process, guide the current data collection by partners and design and implement a data collection strategy, giving UN Women a stronger role in providing the office and others with situation analyses and evidence on GEWE for programme and policy related decisions.

Urgency: Medium to high      Impact: Medium to high      Difficulty: Medium to high

**Recommendation 6. UN Women should further strengthen its engagement with youth and in particular explore opportunities to support young women and girls**

246. UN Women has successfully taken the first steps in engaging youth. It is recommended that UN Women further strengthen this engagement. Establishing a partnership with the Ministry of Youth Affairs and Civic Education could contribute to this, linked to the existing partnership with CAMYOSFOP. Girls and young women may also be more strongly involved in certain interventions, such as leadership in politics, but also in advocacy and awareness raising on VAW, including on FGM and early marriage.

247. It is important to have tailored capacity building activities for girls and young women, who may be more vulnerable in some context, but whose youth on the other hand also holds a promise for larger impact on and sustainability of GEWE achievements. MIWP would be good partner to engage into such capacity building and a mechanism needs to be found, to link the young women (from cities as well as rural level) with the elections, to be elected themselves as well as to participate.

Urgency: Medium      Impact: Medium      Difficulty: Medium

## 11. Lessons learned

248. This section provides a number of lessons learned derived from this evaluation, which may be of interest to other UN Women offices and potentially also for the wider development community.

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<sup>123</sup> UN Women has a number of UNVs among their staff

249. UN Women is often seen by donors as the only organisation, which works on GEWE as its most important priority, without it being crowded out by other priorities. This may be seen as a comparative advantage for UN Women at the corporate level.

250. Even though UN Women is not a humanitarian organisation by nature, the severity of issues in the humanitarian context as well as the specific gender related characteristics of such context make the involvement of UN Women relevant and justifiable, especially when demonstrating complementarity to other organisations.

251. A holistic approach to VAW, which includes protection, prevention, access to services, access to justice as well as reintegration of VAW survivors is the approach which is most likely to make a difference in development as well as humanitarian context.

252. The design of a SP is not just a collection of impact areas and activities, but is meant to support an overall approach. Dropping or changing outcomes like supporting women leadership in politics, even in non-election years, may influence the balance which was meant to be achieved and leaves a specific need unaddressed.

253. Working on WEE through emphasising capacity building of partners and women enables reaching a small group of women only. As confirmed by UN Women's corporate evaluation, a focus on support at policy, strategy and legislation level and working with the right institutional partners may enable reaching a far larger group of women in need in the long run.

254. Involvement of youth into efforts to improve GEWE are commendable; youth appears flexible and able to use modern methods of communication and by addressing a young group of participants, resources are leveraged to reach a larger group within a limited duration. This may also benefit the sustainability by contributing to changing gender norms at a young age.

## **Annex 1: Terms of Reference**

Separately provided

## Annex 2: Persons interviewed

Name	Organisation
<b>16 January 2017</b>	
Christophe Ndi	UNDSS
MOUSSA Adama	UN Women
BEAT Paulette	UN Women
MBALLA Julie	UN Women
FOUDA Yves	UN Women
ZAMBO Bouchard	UN Women
HORII Yukari	UN Women
NGORO Joseph	UN Women
MANKENTSOP Wamba Sylvie	Ministère de la Justice
NGALIM Eugene Nymydine	Cameroon Youth for Peace (CAMYOSOP)
EKOUMON Carine	UN Women/MoPE
ESSOMBA EBENGUE Jackson	CCA/DDHC
CHEMOLOI C.	MINEPAT
MEFIRE Sandrine	RCO
APEDO-ANAH Adakieu	GTOG
NTIGA Plawde	MINPROFF
<b>17 January 2017</b>	
MBALA Biloua Marie	ASBY
NANGA Bertha Lippoldine	ASBY
NGALIM Eugene Nymydine	CAMYOSOP
LINJAP Charles	CAMYOSOP
NGIAMBA Serge	CAMYOSOP
DJESSI Nadine A.	ACAFEJ
<b>18 January 2017</b>	
DARGAL Jean Paul	UN Women Bertoua
HESIMBE Agnes	MoARD
DIFFO TCHUNKAM Justine	More Women in Politics
DEMADU Kevin I.	More Women in Politics
BAYONLOCK Loumon	More Women in Politics
FOBUZIE Bih	More Women in Politics
Ndongo Kitio Michel	FERPLEM
<b>19 January 2017</b>	
AFOUNDE Jeannette	Ministry of Public Health
NKOUA Abouma	Ministère du Commerce
NYINGCHO Jimmy Henry	UN Women Maroua
MFOUAPON Salomon	UN Women Maroua
MOHAMADOU Abass	Public Concern
BOSCO Njock Jean	Public Concern
BRICE Manfouo Meli Yannick	UNFPA
DIMODI Nadine Ekotto Dimodi	UNFPA
SILKE Bille	ALVF
SALI, Mr.	ALVF
NGATANSOU Doumara	ALVF
DJEBBA Agathe	ALDEPA
NGO PEPKA Carine	ALDEPA
<b>20 January 2017</b>	

SOW Barbara M.	UNFPA
ASANTE_NTIAMOAH Kwabena	UNFPA
FOUDA Ebocro	CNLS
NGO NSOA Pauline	MINEPAT
ABESSOLO	MINPROFF
ENAMA ELOUNDON Claude Alexis	MINPROFF
<b>22 January 2017</b>	
Adele Libam	UN Women Bertoua
<b>23 January 2017</b>	
MOUSSA Adama	UN Women
BISSOU NAMA Alice Vanessa	CNUDHD-AC
NJENDE Taiyou	CNUDHD-AC
ETOBÉ Gertrude Desirée	UNHCR
NJIKE Rosoline	UNESCO
ONGTOKONO Paule	Plan International
<b>24 January 2017</b>	
BEAT Paulette	UN Women
APEDO-ANAH Adekou	GTOG
BAGNEKEN Claude	GTOG
ZANGA Mathurin	Ministry of Public Works
SEGER Paul	Embassy of Switzerland
NYA Cecile	
CHERIF Imane	OCHA
MARTIN Nicholas	Resident Coordinator
MEFIRE Sandrine	Resident Coordinator
<b>25 January 2017</b>	
YOSHINO Sawako	Embassy of Japan
FURUKAWA Hiroshi	
NGO YAP NJENG II Marie épouse	Former Ministry of Finance
ROCHDI Najat	UN Resident Coordinator
<b>Debriefing</b>	
MOUSSA Adama	UN Women
MBALLA Julie	UN Women
NGALIM Eugene Nymydine	CAMYOSOP
ZAMBO Bouchard	UN Women
ATEBA Emmanuel	UN Women
BIBI Carine	UN Women
HORII Yukari	UN Women
APEDO-ANAH Adakieu	GTOG
BEAT Paulette	UN Women
<b>27 January - 8 February 2017</b>	
DEFFONSOU Richard	AfDB
IMBACH Olivier	GIZ
JUDITH Anne	Myndigheten för samhällsskydd och beredskap - Swedish Civil Contingencies Agencies - MSB
FALLQVIST Gunilla	MSB
NORGAARD Grith	UNHCR
TAPKA Vincent	UNAIDS
HONERE Mimche	IFORD
KALEB, Mr.	NetCom Gender (Network of Communicators on Gender-Based Violence)
MUKULU, Jean-Baptiste	Gen Cap Advisor
MAKEMTSOP Sylvie	Ministry of Justice

## Annex 3: List of documents consulted

### UN Women programme and activity related

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## Annex 4: Timetable evaluation

<b>Dates 2017</b>	<b>Activities</b>
1-11 January	Development Inception Report
15 January	International Experts travel to Cameroon
16 January	Briefing workshop
16-25 January	Interviews in Yaoundé
26 January	International experts leave Cameroon
26 January-8 February	National expert conducts additional interviews
4 - 28 February	Development Draft Evaluation Report
28 February	Submitting Draft Evaluation Report
28 February - 20 March	Collecting comments and observations from stakeholders
31 March	Submitting Final Evaluation Report

## Annex 5: Evaluators' profiles

The evaluation team consists of two members:

- **Herma Majoor**, the team leader, works as an independent consultant in gender, nutrition, food security and social protection. She has a master's degree in both economics and nutrition. Having worked in international banking for 15 years, she switched to gender and nutrition in humanitarian and development context 20 years ago and is now working as technical advisor and trainer on gender and nutrition related subjects.

She has been involved in analysis, identification, formulation, implementation and monitoring and evaluation of programmes and projects in Central and South Asia, Anglophone and Francophone Africa and the Middle East, including in Cameroon. She works for United Nations agencies, the European Union, NGOs and civil societies, governments and education institutes. She has written various papers on gender and nutrition and she has designed, conducted and evaluated projects on women's empowerment as well as gender specific programmes and activities. In all of her work, she ensures gender is mainstreamed and activities are gender sensitive to the maximum extent possible.

- **Serge Eric Yakeu Djiam**, the team member from Cameroon, is fully bilingual (French and English) with more than fifteen years of professional experience with research institutions, UN agencies, bilateral and multilateral agencies, NGOs, firms and universities in many countries worldwide. He has a double International M.Sc. in Rural development, an Engineer Diploma in Agricultural economics and rural sociology, a B.Sc. in Biochemistry major in human nutrition, and an International Certificate in planning and development evaluation.

He is currently a candidate for credentialed evaluator with the Canadian Evaluation Society. With advanced knowledge of participatory approaches and analysis, he covered research and evaluation in gender and equity-focused evaluation, education and vocational training initiatives, policy analysis, poverty reduction, vulnerability assessment and resilience, peace-building and transition initiatives, agricultural and Rural development, food security and nutrition, planning and project management, community development, knowledge management, environmental economics and natural resource management. He wrote two books, training materials, and more than 350 reports and articles. As President, he supervised and chaired the 2014 African Evaluation Association Conference.

## Annex 6: Final Evaluation Reference Group Members

<b>Name</b>	<b>Organisation</b>
MANKENTSOP Wamba Sylvie	Ministère de la Justice
NGALIM Eugene Nymydine	CAMYOSFOP
EKOUMON Carine	MoPE
ESSOMBA EBENGUE Jackson	CCA/DDHC
CHEMOLOI C.	MINEPAT
MEFIRE Sandrine	RCO
APEDO-ANAH Adakieu	GTOG
NTIGA Plawde	MINPROFF

## Annex 7: Development Results Framework<sup>124</sup>

<b>Impact 1 Efficient policies, strategies and measures are adopted and / or strengthened to prevent and combat abuse, violence and women and girls' exploitation while providing support and rehabilitation services to potential victims</b>		
<b>Outcome 1.1 A shared and harmonized response is adopted by agencies to support national initiatives against GBV / VAW and harmful traditional practices affecting women and girls' health</b>		
Output 1.1.1	Communities, including men/boys, stakeholders, religious, traditional and opinion leaders are provided with relevant and quality information on GBV / VAW and harmful practices affecting women's health	
Activity 1.1.1.1	<i>Support the information collection process on gender-based violence (via a specific national study or survey)</i>	
1.1.1.2	<i>Produce and disseminate 5000 written materials (brochures, leaflets, stickers, hoardings). Broadcast audiovisual and launch 3 awareness campaign caravans on GBV / VAW in French, English and local languages</i>	
1.1.1.3	<i>Strengthen 200 community sensitizers/ traditional leaders, 100 community-based structures capacities to conduct relevant actions to fight against harmful practices in the context of H4+ project</i>	2014
1.1.1.4	<i>Conduct self-diagnosis/testing activities within five villages health districts to identify harmful practices against mother's health</i>	
1.1.1.5	<i>Provide technical assistance through the provision of a national UNV based in Maroua (GBV / Health and community mobilization expert)</i>	
1.1.1.6	<i>Support advocacy activities regarding Gender and Justice ministries to ensure the Persons and the Family Code as well as the Criminal Code revisions</i>	
Activity 1.1.1.7	<i>Finalize and publish a result of survey: link between GBV and feminization of HIV/AIDS in Cameroon</i>	
1.1.1.8	<i>Develop and disseminate different awareness tools (radio and TV, micro programmes, spots, banners, audio-visual script, debates) within the framework of zero Tolerance campaign on GBV and harmful cultural practices related to mother's health, with a strong implication of community leaders, the media, women and boys, networks, survivors.</i>	2015/16
1.1.1.9	<i>Provide support to 50 community structures (youth groups, women groups, men's groups, etc.) to implement existing actions plans on reproductive, maternal, newborn and child health (RMNCH) and Prévenir la Transmission de la Mère à l'Enfant (PTME) services in the 5 health districts of the Sida H4+ project.</i>	
1.1.1.10	<i>Develop and implement a strategy of gender mainstreaming within H4+ project including capacity building, production of tools and gender disaggregated data</i>	
Output 1.1.2	Integrated mechanisms intended to support GBV / VAW victims are operational	
Activity 1.1.2.1	<i>Rehabilitate and equip five integrated support and management centres (medical, legal, psychosocial, economic) on GBV / VAW with multimedia rooms</i>	
1.1.2.2	<i>Strengthen the capacities of 50 actors involved in combating violence (Justice, social workers, CSOs and community radios) on GBV / VAW overall management</i>	
1.1.2.3	<i>Enforce and support women victims' socio-economic reintegration</i>	2014
1.1.2.4	<i>Put in place a call centre (room, personnel) and establish partnerships with telephone companies for the provision of a dedicated call number</i>	
1.1.2.5	<i>Provide support and advice for the call centre as well as exiting integrated centres operational management (4 law facilitators, psychologists)</i>	
Activity 1.1.2.6	<i>Support the establishment of 6 units that takes into consideration, holistic actions on GBV/HIV (health, court action, psychosocial and economic) in women's empowerment centres, police stations and courts (gender desks) in partnership with the other UN agencies</i>	2014
1.1.2.7	<i>Support the establishment of 4 units of counselling and guidance on RMNCH and PTME in 4 health structures of districts of Sida H4+ project</i>	
1.1.2.8	<i>Reinforce the Call Center (National Reference Center) 24/7 of survivors of GBV in Douala 1 by using the gender-sensitive multimedia and satellites activities and support</i>	

<sup>124</sup> Numbering as per SP

1.1.2.9	<i>the establishment of one other in Yaoundé</i> <i>Reinforce the capacities of 100 forces of security, social workers, health staff on women's rights and on how to efficiently support and manage GBV / VAW victims and survivors of violence</i>	
<b>Output</b> 1.1.3	<b>GBV / VAW survivors are provided with relevant services to compensate for damages</b>	
<b>Activity</b> 1.1.3.1	<i>50 women victims of GBV are provides legal assistance (fees, legal services)</i>	2014
1.1.3.2	<i>Feasibility review is conducted to facilitate the provision of a specific guarantee and support fund for women victims of non-payment regarding alimony, rents divorce and death benefits</i>	
1.1.3.3	<i>Advocacy campaigns to relevant authorities in a view to set up this guarantee and support fund (experience sharing experience in Tunisia, feasibility review restitution workshop</i>	
1.1.3.4	<i>Technical assistance (resource person on GBV / Health and HIV/AIDS)</i>	
<b>Activity</b> 1.1.3.5	<i>Assure support/encouragement of 100 GBV/rape survivors judicial support (cost of justice, lawyers' service</i>	2015
1.1.3.6	<i>Provide a technical assistance for the H4+ project (National UNV based in Maroua and Driver)</i>	
<b>Outcome</b> 1.1	<b>An enabling legislative and policy environment in line with inter national standards on EVAWG and other forms of discrimination is in place &amp; translated into action</b>	
<b>Output</b> 1.1.1	<b>Laws and policies are regularly reviewed, reformed and resourced to conform with international human rights standards and evidence</b>	
<b>Activity</b> 1.1.1.1	<i>Conduct a national assessment on GBV, discriminatory laws and harmful cultural practices</i>	2016
1.1.1.2	<i>Provide support to the Ministry of Gender for the revision of the national action plans on GBV and Female Genital Mutilation</i>	
<b>Output</b> 1.1.2	<b>Capacity of institutions to implement legislation on eliminating VAW and other forms of discrimination is strengthened</b>	
<b>Activity</b> 1.1.2.1	<i>Produce and disseminate communication tools for 1500 security forces</i>	2014
1.1.2.2	<i>Train 100 police in women protection and support to sexual and gender-based violence (SGBV) survivors</i>	
1.1.2.3	<i>Train 250 security forces (military, police gendarmerie) in women protection and support to SGBV survivor</i>	
1.1.2.4	<i>Establish 4 gender desks in security force stations (police and military forces) and support a functional team to provide women-friendly services and assistance to SGBV victims /survivors</i>	
1.1.2.5	<i>Support the creation and functioning of 10 mixed (men and women) SGBV committees in refugee camp/site and host communities</i>	
1.1.2.6	<i>Direct project Management costs (Salary of: Programme coordinator based in Maroua (SB4), an international staff (P3), admin/finance associate (UNV); Purchase a field 4x4 car and support maintenance costs; Provision for equipment and office supplies; Monitoring and evaluation and communication on the activities are functional)</i>	
1.1.2.7	<i>Support cots (General Operating Expense (GOE) (8%)</i>	
<b>Outcome</b> 1.2	<b>Relevant responses against HIV/AIDS stigma and feminization are included in the 2014 – 2017 National Strategic Plan to fight HIV/AIDS</b>	
<b>Output</b> 1.2.1	<b>Most vulnerable women groups (including sex workers, women involved in cross-border trade, GBV victims) secured with information on STIs and HIV/AIDS</b>	
<b>Activity</b> 1.2.1.1	<i>Conduct a Knowledge, Attitude Practice (KAP) survey on gender and HIV/ AIDS related issues in intervention areas</i>	2014
1.2.1.2	<i>Develop communication tools (brochures, leaflets, stickers, hoarding, T-shirts) for prevention campaigns towards target groups</i>	
1.2.1.3	<i>Strengthen 200 community sensitizers' capacities within these target groups</i>	
1.2.1.4	<i>Contract a specific spot broadcasting antenna line with each media (Cameroon Radio Television (CRTV), Canal 2 and 4 community radio stations) for mass media campaign on HIV / AIDS feminization</i>	
1.2.1.5	<i>Facilitate the creation of a gender and HIV national consultation framework (Government, Technical and Financial Partners (TFPs), CTD, CSO, PLWHA associations) in partnership with UNAIDS</i>	

Activity 1.2.1.1	Assess the actions taken on Gender/HIV in political, programmes and national budgets and revise the Gender/HIV strategy	2015
1.2.1.2	Provide technical and logistical assistance in order to include HIV dimensions into the national gender policy operational plan	
1.2.1.3	3Support the extension of 2 networks (i) professional of communication (ii) boys to boys engaged in the fights against HIV/AIDS and GBV and the implementation of their action plan	
Output 1.2.2	Psychosocial and economic mechanisms to manage and support women living with or affected by HIV are available and functional	2014
Activity 1.2.2.1	Develop a Standard Operating Procedure (SOP) on violence including HIV and AIDS	
1.2.2.2	Strengthen the capacity of 200 community sensitizers on GBV / HIV / AIDS ownership	
1.2.2.3	Set up relevant mechanisms to support women living with HIV and AIDS in five integrated management/support centres	
1.2.2.4	Provide relevant support to women living with HIV and AIDS associations through 05 micro-projects	
1.2.2.5	Provide legal assistance fees, lawyers' service) to 50 women living with HIV to rehabilitate their rights	2015
Activity 1.2.2.1	Support 10 micro projects of income generated activities for the associations of women living with HIV/AIDS	
1.2.2.2	Strengthen the access to justice for women living with HIV and AIDS, including land, property ownership, inheritance right, sexual violence, reproductive health issues.	
1.2.2.3	Contribute to the integration of holistic HIV care in 3 women's centers by ensuring that women living with HIV specific issues will be addressed	
1.2.2.4	Support the elaboration and operationalization of SOPs, GBV/HIV for the usage of suppliers in the prevention and taking into account medical, psychosocial, judiciary and also the reinsertion of the socioeconomic lives of victims of violence (women and girls)	
1.2.2.5	Provide technical assistance (Expert GBV/HIV) for the realisation of Impact 1 of the Strategic Plan and the supervision of activities	2014
<b>Outcome 1.2</b>	<b>Favourable social norms, attitudes and behaviours are promoted at community and individual levels to prevent VAW</b>	
Output 1.2.1	Women, girls, men and boys at community and individual level are mobilized in favour of respectful relationships and gender equality	
Activity 1.2.1.1	In partnership with the public and local media, intensify community sensitization on GBV and women's rights in conflict situations, targeting 50,000 refugees, IDPs and women/girls in their host communities	
1.2.1.2	Organise 5 Zero tolerance campaigns on GBV in/outside refugee camp/site	
1.2.1.3	Develop and disseminate sensitisation tools (radio and TV micro programmes, spots, banners, audio-visual scripts, debates) within the framework of the Zero Tolerance campaign on GBV and harmful cultural practices related to maternal health, with a strong implication of community leaders, the media, women and boys networks, survivors	2014
1.2.1.4	Support the reduction of GBV and harassment of young girls in schools in the West region of Cameroon	
<b>Impact 2</b>	<b>Women and vulnerable groups' economic status as well as living conditions are improved to boost their empowerment</b>	2015
<b>Outcome 2.1</b>	<b>Women involved in informal cross-border trade are granted relevant and support have opportunities / facilities to boost their business</b>	
Output 2.1.1	Women involved in cross-border trading and relevant actors' technical and organizational capacities are developed / strengthened	
Activity 2.1.1.1	Support organisation the 3rd edition of the fair of informal trade women, setting up the online finance their activities and the operation of the seat (ASBY, Kyosi, Idenau)	
2.1.1.2	Reinforce technical capacities of 50 sub-regional actors involved in cross-border trade (CBT) around 4 countries (Cameroon, Gabon, Equatorial Guinea, Nigeria) on the texts regarding economic empowerment of CBT	
2.1.1.3	Support the organisation and participation in 2 sub-regional markets including 5 countries (Cameroon, Gabon, Equatorial Guinea, Nigeria, Chad)	2016
Output 2.1.1	Women's capacity to access civil documents and application procedures is increased	
Activity 2.1.1.1	Acquire land from local authorities for the use of female or mixed cooperatives	
2.1.1.2	Support 50 women & 25 cooperatives in procedures for access to land/land rights	

Output 2.1.2	Women traders in informal sector provided with gender responsive infrastructural facilities, technology and equipment to improve their working conditions	
Activity		
2.1.2.1	<i>Extend the Kyé-Ossi gender responsive market with more hangars and stores</i>	
2.1.2.2	<i>Rehabilitate the Mora gender responsive market</i>	
2.1.2.3	<i>Establish a unit of food transformation in Obala market</i>	
<b>Outcome 2.2</b>	<b>Women Economic Operators (CGT, rural, entrepreneurs) have access to financing facilities and markets to expand their businesses</b>	
Output 2.2.1	Rural and women traders are given opportunities to finance their activities	
2.2.1.1	<i>Conduct a study on women's economic activities funding mechanisms and develop and implement simplified operating manuals and tools for funds management</i>	
2.2.1.2	<i>Set up rotating funds to support women-owned micro-projects and income generating activities in partnership with a financial institution</i>	2014
2.2.1.3	<i>Provide a national expertise in Gender and Rural Development, as well as women's economic capacity strengthening</i>	
Activity		
2.2.1.1	<i>Support the establishment of a financing line for economic activities of women in partnership with ECOBANK</i>	2015
2.2.1.2	<i>Establish 20 facilities in 5 markets for the storage of rural women products</i>	
2.2.1.3	<i>Reinforce the professional competences, managerial and entrepreneurial skills of 200 rural women and commercial agents on the development of their affairs</i>	
Output 2.2.1	Access to productive, time-saving and climate-resilient assets, tools and technologies is improved	
Activity		
2.2.2.1	<i>Provide 90 agricultural kits (sprayers, seeds, hoes, pumps) and breeding for the benefit of women's groups in 40 villages affected by the project</i>	
2.2.2.2	<i>Strengthen capacity of 150 rural women beneficiaries of agricultural kits and livestock for the mastery of cultivation techniques for high efficiency and modern management techniques.</i>	2016
2.2.2.3	<i>Provide technical agricultural support to the women associations</i>	
2.2.2.4	<i>Support the production of Smallholder Cash and Export cultures by women in individual or cooperative on their land</i>	
Output 2.2.2	Women economic operators have access to markets for their products	
Activity		
2.2.2.1	<i>Set up gender responsive shelters / rural markets built along cross-border corridors</i>	
2.2.2.2	<i>Support and accompany women in national and cross-border trade fairs</i>	
2.2.2.3	<i>Arrange five purchasing / supply facilities in existing rural cooperatives intervention sites</i>	2014
2.2.2.4	<i>Identify women's most promising products and conduct subsequent feasibility study for their labelling</i>	
2.2.2.5	<i>Identify major constraints related to women's processed products sale and subsequently take corrective action</i>	
Output 2.2.2	Women economic operators have access to markets for their products	
Activity		
2.2.2.1	<i>Carry out an identification study in vocational streams applied in Centre de Promotion de la Femme et de la Famille (CPFF) most profitable in the communities</i>	
2.2.2.2	<i>Provide vocational training to (aspiring) women rural entrepreneurs, including training of trainers, and provide them with a start-up kit for the launch of their businesses.</i>	
2.2.2.3	<i>Reinforce technical capacities of 50 sub-regional actors involved in cross border trade around 4 countries (Cameroon, Gabon, Equatorial Guinea, Nigeria) on GHM</i>	2016
2.2.2.4	<i>Conduct the study of feasibility and profitability of 7 activities of processing and marketing exercised by the most promising women in the localities of Batchenga, Ntui, Nguila, Djole, Guervoum, Mangai, Lena and Yoko</i>	
2.2.2.5	<i>Identify implantation sites of the Women Empowerment Centres with the Ministry of gender in cooperation with the local authorities, beneficiaries along the highway;</i>	
Output 2.2.3	Policy-makers, planners and community leaders take into consideration the specific roles and needs of rural women in agriculture	
Activity		
2.2.3.1	<i>Conduct participatory Assessment of gender mainstreaming in local development plans and programmes</i>	
2.2.3.2	<i>Develop training tools on gender mainstreaming in Local Development Plans</i>	2016
2.2.3.3	<i>Provide technical assistance for the implementation of the programme on women's access to land (Programme Officer, Field coordinator, Monitoring and Evaluation (M&amp;E), Admin &amp; Finance, 02 drivers, 02 vigils, Janitor)</i>	

2.2.3.4	Carry out baseline study and establish a database on gender indicators of the highway and update it annually, produce a gender report on the contribution of the road project in reducing gender inequalities	
<b>Outcome 2.3</b>	<b>Rural women have increased their income to sustain their livelihoods and create wealth through UN agencies coordinated initiative</b>	
Output 2.3.1	The organizational capacity of women's cooperatives and family enterprises operating in four production and processing sectors are strengthened	
Activity 2.3.1.1	Identify the most promising sectors for women in intervention areas;	
2.3.1.2	Conduct an evaluation study to assess women's grassroots organizations' operational and technical capabilities and highlight the key challenges	
2.3.1.3	Provide relevant support to associations, organizations and family businesses reorganization into five (5) rural cooperatives, including two (2) in the production sector and three (3) for processing in target intervention areas	2014
2.3.1.4	Strengthen the operational capacities of 50 set up cooperatives leaders' in management (cooperatives and savings management, technical routes, micro-projects formulation, entrepreneurship)	
Activity 2.3.1.5	Support the transformation of 20 associations and family enterprises into rural cooperatives	2015
2.3.1.6	Build the capacities of 200 cooperatives staff' newly established to ensure a good management system	
Output 2.3.1	Financial intermediary services for women farmers at the local level are promoted and developed	
Activity 2.3.1.1	Identify Etablissements de Microfinance (EMFs), existing products and the local micro finance initiatives of the women's activities in project areas and to make proposals adapted to the women's needs	2016
2.3.1.2	Facilitate the establishment of an affordable financing line for women entrepreneurs in partnership with private financial institutions	
Output 2.3.2	Processing and conservation facilities are put in place to alleviate rural women' working hours while increasing their incomes	
Activity 2.3.2.1	Launch a baseline survey on existing processing units in intervention areas	
2.3.2.2	Draw an inventory of women's most strenuous activities and appropriate technologies to cope with	2014
2.3.2.3	Set up 5 agro-processing facilities	
2.3.2.4	Strengthen five women's cooperatives' capacities in agricultural and livestock inputs to reduce heavy and strenuous workload (small equipment, seeds and fertilizers)	
2.3.2.5	Acquire small farm and livestock basic equipment as well as inputs for five rural women cooperatives (machetes, hoes, wheelbarrows, improved seeds, fertilizers)	
Activity 2.3.2.6	Establish 3 functional units and 10 small units to transform food in the intervention areas	
2.3.2.7	Support to land ownership of 100 women and 10 rural cooperatives around major projects to farm and livestock	2015
2.3.2.8	Reinforce capacities for beneficiary of 100 agricultural kits (machetes, hoes, wheelbarrows, improved seeds, fertilizers) to boost the production of rural women organisations	
Output 2.3.3	Rural women benefit from ecosystem services in the context of climate change mitigation in of heavily industrialized areas	
Activity 2.3.3.1	Draw an inventory of industrial operations and climate change impact on women's economic activities in intervention areas	
2.3.3.2	Identify key stakeholders and subsequently assess compensation activities implemented	
2.3.3.3	Sensitize 100 community leaders in target intervention areas on the critical need for gender mainstreaming in local development committees within villages, including forest royalties management committees	2014
2.3.3.4	Ensure that technical and managerial capacities of management committees' women members are strengthened in leadership	
2.3.3.5	Establish partnership links with forest products operators for the implementation of 10 activities offset losses due to logging	
<b>Outcome 2.4</b>	<b>Opportunities for women farmers and rural entrepreneurs to move up the value chain are promoted</b>	

Output 2.4.1	Local infrastructure is developed to improve access to markets, reduce labour, and save time for women farmers	
Activity 2.4.1.1	<i>Provide the technical and financial support to render Kyé-Ossi and Idenau gender responsive markets functional</i>	2016
2.4.1.2	<i>Improve the working conditions of rural women through providing infrastructure for water, sanitation and menstrual hygiene.</i>	
Output 2.4.2	The inclusion of women small holders in green agricultural supply chains at national, intra-regional and international levels is increased	2016
Activity 2.4.2.1	<i>Support the organization of communal fairs and support for participation in regional and national fairs, including the third edition of Febasi)</i>	
<b>Impact 3 Laws, policies, programs and budgets are fully gender mainstreamed at national sector / local level and aligned with international standards</b>		
<b>Outcome Gender is fully mainstreamed in plans, policies, programs and budgets at national and local level</b>		
Output 3.1.1	Document de Stratégie pour la Croissance et l'Emploi (DSCE), municipal/district and sector development plans / budgets are gender responsive	
3.1.1.1	<i>Conduct a baseline survey on gender responsive planning and budgeting in 10 key Ministries and 5 towns councils, including existing sector strategies</i>	
3.1.1.2	<i>Draft a gender responsive strategic plan, planning/ budgeting and training modules in partnership with the Ministère de l'Administration du Territoire (MINADT) and Ministère de la Planification et de l'Aménagement du Territoire (MINEPAT) and GRBP practical guide in DSCE and sector plans</i>	
3.1.1.3	<i>Enhance and support gender mainstreaming in PNDP municipal planning tools and GRBP training modules in the Centre de Formation en Administration Municipale curricula</i>	2014
3.1.1.4	<i>Integrate gender in 5 local development plan and budget</i>	
3.1.1.5	<i>Conduct 2 experience sharing missions between Mali and Cameroon</i>	
3.1.1.6	<i>Feed and publish gender indicators (Statistical directory production) and document the 2013 gender indicators directory in all sectors of development</i>	
3.1.1.7	<i>Strengthen the technical and operational capacities of 70 target ministry and municipalities senior executives on GRBP</i>	
3.1.1.8	<i>Provide technical assistance in planning, GRBP/local development (One technical staff)</i>	
Activity 3.1.1.9	<i>Finalize the process of elaboration of the national strategy of planning and gender responsive budgeting, the guide and the training manual in partnership with MINEPAT, Ministère des Finances (MINFI), MINPROFF and MINATD</i>	2015
3.1.1.10	<i>Support the integration of gender in 10 council development plans, 3 structural projects, 5 ministries and in the parliament</i>	
3.1.1.11	<i>Put in place a pool of experts on Gender Responsive Planning and Budgeting</i>	
Output 3.1.1	National gender policies and action plans are operational	2016
3.1.1.1	<i>Support the edition and dissemination of the multi-sectorial action plan of the National gender policy</i>	
Output 3.1.2	Increase in budget allocated to gender priorities at sector and municipal levels	
3.1.2.1	<i>Fully support and strengthen gender integration in the 2015 budget preparatory circular letter and draft the gender report to be annexed to the Finance law</i>	
3.1.1.2	<i>Ensure budget formulation coaching in pre- meetings and conferences in partnership with MINEPAT</i>	
3.1.1.3	<i>Strengthen CSOs' capacities to monitor stated commitments to integrate gender in ECSD</i>	2014
3.1.1.4	<i>Set up and coach a task force to monitor gender in budgeting processes (Presidency, Prime Minister's Office, Finance, Planning, Gender)</i>	
3.1.1.5	<i>Advocacy with FEICOM (Fonds d'Appui aux Interventions Intercommunales de Développement) to ensure for a gender budget line integrating in PDC funding</i>	
Output 3.1.2	DSCE, municipal/district and sector development plans / budgets are gender responsive	
3.1.2.1	<i>Finalize the process of elaboration of the national strategy of planning and gender responsive budgeting, the guide and the training manual in partnership with MINEPAT, MINFI, MINPROFF and MINATD</i>	2016

3.1.2.2	Organise the workshop with GTOG on gender responsive budgeting tracking	
<b>Outcome 3.2</b>	<b>Major ratified resolutions of both international conferences and instruments are monitored at national level</b>	
Output 3.2.1	A monitoring mechanism is established to address national and international commitments on gender	
Activity 3.2.1.1	Support CEDAW and Beijing reports preparations	2014
3.2.1.2	Advocacy for a Gender Observatory establishment	
3.2.1.3	Draft and prepare relevant texts for setting up the Gender Observatory	
3.2.1.4	Draft and publish a report on gender integration in MDGs implementation	
3.2.1.5	Support commemorative days celebrations (8th March, 16 on VAW)	
Activity 3.2.1.6	Support the contribution of the country to Beijing+20, the participation to CSW59 and the workshop restitution which will lead to a national action plan	2015
3.2.1.7	Support the celebrations of the international days on gender (IWD, 16 days GBV, IRWD, Young Girls)	
3.2.1.8	Conduct capacity building workshops with stakeholders of targeted ministries: health, social affairs, gender, education and sensitise mayors and city councils elected members in sanitation and gender	
3.2.1.9	Support the elaboration and implementation of 10 community actions plans on water and sanitation	
3.2.1.10	Elaborate communication messages with cultural experts and activities of sensitization through mass campaigns with GHM tent	
Output 3.2.2	National gender policy, including implementation action plans are operational	
Activity 3.2.2.1	Advocacy for the National Gender Policy (NGP) adoption	2014
3.2.2.2	Convene NGP actors' presentation and mobilization workshop	
3.2.2.3	Support the national multi-sector action plan for the NGP and 2 regional action plans implementation	
3.2.2.4	Advocacy campaigns toward Heads of agencies for increased gender budget	
3.2.2.5	Consolidate UN agencies 2013 funds and activities in the context of the NGP implementation (joint program)	
<b>Impact 4</b>	<b>Women's full participation in political and public decision-making processes including humanitarian issues are promoted</b>	
<b>Outcome 4.1</b>	<b>National and local authorities, civil society, communities, women and men have a full ownership of existing initiatives to increase women's participation in political and public life</b>	
Output 4.1.1	Gender advocates, especially elected women (politicians, national institutions, local coalitions of civil society) influence the adoption of specific measures to promote women's participation in public life	
Activity 4.1.1.1	Coach and build three political parties capacities to integrate specific gender measures in their organic texts	2014
4.1.1.2	Advocacy with Government members (Cabinet Council) in a view to establish relevant mechanisms/instruments (texts, policies, measures) for women's participation in decision-making and gender-based violence	
4.1.1.3	Set up a pool of gender lawyers/advocates)	
4.1.1.4	Strengthen 100 lawyers/advocates' capacities in leadership (parliamentarians, CSOs, political parties, mayors)	
4.1.1.5	Strengthen elected women's capacities (Members of Parliament (MPs), senators and mayors) in the 2013 elections	
Activity 4.1.1.6	Support the Ministry of women to develop a National Governance programme (2015-2017) to enhance women leadership and political participation in Cameroun	2015
4.1.1.7	Strengthen capacities of a pool of lawyers/advocates in leadership (parliamentarians, CSOs, political parties, mayors)	
Output 4.1.2	Emerging women's skills are valued in all sectors	
Activity 4.1.2.1	Conduct a study to set up a women expertise rooster.	2014
4.1.2.2	Develop and disseminate TV micro programs on 10 women's successful models in public and social life	
4.1.2.3	Support the establishment / strengthening of a national network of CSOs working on gender issues	

<b>Outcome 4.1</b>	<b>Humanitarian/crisis response planning, frameworks and programming are gender inclusive &amp; responsive</b>	
Output 4.1.1	Gender analysis and assessments conducted to inform multi-sectoral humanitarian/crisis response planning and programming	
Activity 4.1.1.1	Collect data on gender/SGBV and disseminate regular publications concerning gender and humanitarian aspects	2016
4.1.1.2	Develop a regional and country gender profile to support humanitarian actors with sex- and age-disaggregated data	
Output 4.1.2	Increased capacity and effective engagement of women & gender machineries in humanitarian planning, response frameworks and programming	
Activity 4.1.2.1	Support 10 community cohesion activities of common interest per zone of women among refugees and host communities around the site/camp	2016
4.1.2.2	Organise training sessions for 100 women selected as mediators and negotiators at community to reduce conflict with host communities	
4.1.2.3	Support the development of a 1325 National Action Plan	
Output 4.1.3	National and UN coordination mechanisms strengthened to identify, address and monitor the needs of women and girls	
Activity 4.1.3.1	Develop tools for M&E and reinforce the capacity of the actors	2016
4.1.3.2	Participate in all activities of humanitarian clusters (inter-agency assessment mission, coordination meetings, surveys)	
4.1.3.3	Give technical advice and input to mainstreaming Gender in HNOs, HRPs, other documents related to humanitarian response and interagency clusters/groups with support of Headquarters (HQ) and West and Central Africa Regional Office (WCARO) Humanitarian units	
4.1.3.4	Train 100 humanitarian actors and 85 gender focal point in gender mainstreaming in the humanitarian response	
<b>Outcome 4.2</b>	<b>National capacity of institutions and partners are enhanced to develop and implement gender-responsive policies and measures for disaster risk reduction and preparedness, response and early recovery</b>	
Output 4.2.1	The contingency plan is gender sensitive and effectively responds to displaced / refugees women and girls' needs and interests	
Activity 4.2.1.1	Conduct a baseline study on women and girls' situation of areas affected by floods and natural disasters (Far North and East) and in refugees hosting areas;	2014
4.2.1.2	Strengthen 25 major humanitarian actors' capacities on mainstreaming gender in humanitarian planning and response (CSOs, Government, UN / TFP, CTD Communities)	
4.2.1.3	Gender integration assessment in the existing contingency plan	
Activity 4.2.1.1	Provide technical support to mainstream Gender in HNO, other documents related to humanitarian response in Cameroon	2015
4.2.1.2	Reinforce the capacities of humanitarian workers (health, social workers), site leaders, community leaders, women leaders on GBV, women's rights, gender and protection and IASC standards and other resolutions related to women protection in crisis situation	
4.2.1.3	Participate in all activities of humanitarian clusters (Inter-agency assessments mission, coordination meetings, surveys)	
Output 4.2.2	The 1325 Action Plan is developed and implemented for high-risk areas (East, North, Far North, Adamaoua)	
Activity 4.2.2.1	Support the Ministry of Gender to formulate the 1325 Action Plan in high risk areas	2014
4.2.2.2	Establish a partnership with UNHCR for GBV / VAW prevention and management in refugees' communities	
4.2.2.3	Identify and fund quick impact income generating activities (IGAs) for displaced and refugee women	
4.2.2.4	Develop a training manual on "Women, Peace and Security"	
4.2.2.5	Convene and conduct a training workshop on conflict prevention and mediation for women leaders	
Activity 4.2.2.1	Establish six functional women unit in the refugees sites and in high refugee density zones to provide integrated assistance (medical, psychosocial, legal orientation) toward refugees survivors of VBG/VS and activities of social cohesion	2015
4.2.2.2	Provide integrated assistance (medical, psychosocial, legal orientation) to refugees survivors of VBG/VS in women's spaces and sites	
4.2.2.3	Develop a quick impact projects after "à la carte trainings" to provide economic and social rehabilitation to refugees, GBV survivors and women in host communities	

4.2.2.4	Organize training sessions for women leaders in the 6 sites on mediation and conflict resolution.	
4.2.2.5	Provide technical assistance to implement SP (Gender and Humanitarian, Peace and Security Specialist)	
<b>Outcome 4.2</b>	<b>Protection and economic opportunities for women in temporary shelters &amp; in host communities displaced by sudden onset emergencies is promoted</b>	
Output 4.2.2	National standards and guidelines for essential services are developed and integrated in service delivery	
Activity 4.2.2.1	Build capacities of 200 actors involved in GBV assistance on the use of SOP and the functioning of machineries of reference	2014
4.2.2.2	Establish 15 reference and coordination mechanisms around existing support units for survivors of SGBV	
4.2.2.3	Provide technical assistance for the implementation of DRF3 and 4 (Programme Coordinator, Field Expert and Driver)	
Output 4.2.3	Increased access to effective services & protection mechanisms through social spaces in temporary shelters and in host communities	
Activity 4.2.3.1	Put in place integrated emergency assistance units providing psychosocial assistance, counselling and orientation of survivors of SGBV (psychosocial and social workers) for up of 5000 survivors	2016
4.2.3.2	Put in place/reinforce 3 Women cohesion spaces in refugee camp/site (2 in Minawao and 1 in Gawar) to support vulnerable woman refugees	
4.2.3.3	Put in place 3 integrated emergency assistance units providing psychosocial assistance, counselling and orientation for survivors of SGBV and escapees from Boko Haram (2 psychosocial and 2 social workers) for up of 4,000 survivors	
4.2.3.4	Put in place 4 SGBV service units in National health and social service structures to support SGBV survivors at host community level (3 one-stop centres and a 24/7 call centre)	
4.2.3.5	Set up 4 mobile clinic units for psychosocial and medical assistance to survivors of displaced women survivors of SGBV/escapees from Boko Haram living in host communities	
4.2.3.6	Identify woman escapees from Boko Haram living in the intervention areas and outside the Camps, establish their profile and collect their testimonies	
4.2.3.7	Provide national expertise in SGBV and humanitarian response	
Output 4.2.4	New sources of income and economic opportunities created through targeted cash for work & development of capacities and skills	
Activity 4.2.4.1	Put in place 300 quick impact projects (economic kits) to support 10,000 GBV survivors/refugees women, Internally Displaced Persons (IDPs) women/girls, host communities women and their families	2016
4.2.4.2	Support 5 existing women/girls mixed cooperatives (women groups) of production and processing of products, and establish 10 new mixed cooperatives (women groups)	
4.2.4.3	Organise 6 rapid economic "a la carte" training sessions for women and girls among refugees, IDPs and host communities	
4.2.4.4	Train 200 women through training of trainers (TOT) to train others in literacy and numeracy teaching skills (informal education)	
4.2.4.5	Provide national expertise in women economic empowerment in link with humanitarian response	
4.2.4.6	Put in place 100 quick impact projects (economic kits) to support 8,000 SGBV survivors/woman refugees, woman IDPs, women in host communities and their families	
4.2.4.7	Provide 10 small processing units in refugees' and host communities' sites	
4.2.4.8	Put in place 3 market places in refugees and host communities' sites	

## Annex 8: Organisational Effectiveness and Efficiency Framework

<b>Outputs/ Activities</b>	<b>Output cluster 1: To drive more effective and efficient United Nations system coordination and strategic partnerships on gender equality and women's empowerment</b>
<b>1.1</b>	<b>Develop joint programs: (i) Support the fight against poverty feminization and rural UN WOMEN ensures an effective and efficient coordination of gender mainstreaming in 2013-2017 UNDAF implementation</b>
1.1.1	Develop joint programs: (i) Support the fight against poverty feminization and rural women's economic empowerment in the poorest regions (UNIDO, FAO, IFAD, UNDP, UN WOMEN), (ii) support the prevention and fight against gender-based violence/women and HIV / AIDS feminization (UNFPA, UNICEF, WHO, UNHCR, UN Women, UNESCO)
1.1.2	Develop specific plans for funds mobilization in connection with (i) gender promotion in plans and budgets and local development; (ii) humanitarian response at national and local levels (iii) Revision of the project to support women involved in informal cross-border trade (Programme d'Appui aux Femmes Impliquées dans le Commerce Inter Frontalier (PAFICIT)) (iv) post-election support for Elected women to strengthen women's leadership and political participation (WLPP)
1.1.3	Organize partners' meetings on the UN Women 2014-2017 Strategic Plan and sub programmes with the Resident Coordinator's support
1.1.4	Identify UN agencies contributions within the National Gender Policy implementation in the context of joint programming, develop and monitor annual work plans through the UN Gender Group
1.1.5	Participate in joint missions, joint activities in the program intervention areas
<b>1.2</b>	<b>Partnership between UN WOMEN, government, TFP, the private sector and civil society is effective</b>
1.2.1	Support the CMP Gender group coordination
1.2.2	Support UN Women Gender Civil Society Advisory Group AWP formulation and implementation
1.2.3	Establish strategic alliances with the private sector (phone companies or banks foundations, private companies)
1.2.4	Launch and facilitate "Gender Coffee" discussion fora
	<b>Output cluster 2: To institutionalize a strong culture of results-based management, reporting, knowledge management and evaluation</b>
<b>2.1</b>	<b>Results-based management principles results are observed in plans and programs.</b>
2.1.1	Develop UN Women monitoring and evaluation plan
2.1.2	Conduct review analysis to identify the strategic plan key indicators
2.1.3	Document promising practices undertaken by UN WOMEN Cameroon (gender sensitive markets, UNS partnership/CMP, civil society consultation group, government funding, Integrated support Centre)
2.1.4	Draft and disseminate the 2014-2017 Strategic Plan implementation annual reports
2.1.5	Conduct projects/programs as well as the strategic plan assessments
2.1.6	Participate in the 2014-2017 UNDAF mid- term and final evaluation
2.1.7	Organize training workshops on UN Women reporting and implement partners' accountability guidelines
2.1.8	Set up a database to monitor program indicators
2.1.9	Strengthen project / program staff and implementation partners' management capacities
2.1.10	Draft quarterly reports and a synthesis gender challenges in UN Women Cameroon intervention areas
<b>2.2</b>	<b>UN Women actions in Cameroon are made visible at national and international levels</b>
2.2.1	Develop the Office communication plan
2.2.2	Draft communication articles on UN WOMEN activities
2.2.3	Produce a gender quarterly newsletter on UNDAF implementation with the International Union for the Conservation of Nature
2.2.4	Post articles on UN WOMEN initiatives in UN WOMEN site (at least 5 per year)
2.2.5	Feed and update the Cameroon page on the WCARO blog and UN Website

2.2.6	Build alliances with national and local medias
<b>Output cluster 3: To enhance organizational effectiveness, with a focus on robust capacity and efficiency at country and regional levels</b>	
<b>3.1</b>	<b>UN WOMEN Cameroon has the required technical management skills to ensure an effective implementation of the 2014-2017 Strategic Plan and achieve related outcomes</b>
3.1.1	Finalize the transition process in Cameroon by shifting the CPM (Full Time Equivalent (FTE) - P4) into a Representative position (FTE - P5) and recruit Deputy representative position
3.1.2	Create FTE positions: (i) Program Specialist (2 NOC), National Programme Officer (1 NOB), Coordination and planning specialist (NOC), (iii) Research, Monitoring and evaluation Analyst (National Professional Officer (NOA)), (iv) Communication associate (G7)
3.1.3	Create three new FTE positions within IB: (I) Operation Manager / Human Resource (P3); Executive assistant (G5)
3.1.4	Provide wages (payment) for the following FTE positions: G7 (IB - Finance) G6 (Core - Admin) G3 (Core - driver)
3.1.5	Manage office operation (rent, water, electricity, internet/phone, mobile phones) and three sub-offices
3.1.6	Establish a partnership links with staff mobile service interconnection of as in the UNDP model
3.1.7	Contract with two service providers to (i) office cleaning and (ii) caretaker
3.1.8	Develop the office annual procurement and monitoring plan implementation
3.1.9	Develop and plan staff training and career each year and monitor its implementation/evolution
3.1.10	Provide staff training with required modules and International Public Sector Accounting Standards (IPSAS), ATLAS, safety
3.1.11	Strengthen safety measures office in accordance with Minimum Operation Security Standards (MOSS) Security and adapt to each Minimum Operation Residential Security Standards (MORSS) change
3.1.12	Buy supplies and office equipment
<b>3.2</b>	<b>UN WOMEN implements a strong culture of risk management, accountability, harmonization of practices and transparency in its financial management</b>
3.2.1	Finalize DoA process and sign Agreement with Government (Standard Basic Assistance Agreement (SBAA))
3.2.2	Finalize, post and regularly update Cameroon ICF based on Office changing staff
3.2.3	Facilitate staff's access to ATLAS in accordance with ICF
3.2.4	Conduct budget analysis and produce timely reports for donors
3.2.5	Draft and post "month end reviews" on time
3.2.6	Draft the office annual purchase plans and monitor their implementation
3.2.7	Participate in the OM group to set up service providers' database
<b>Output cluster 4: To leverage and manage resources</b>	
<b>4.1</b>	<b>The office funding sources are diversified</b>
4.1.1	Develop relevant strategies for 2014-2017 resource mobilization, communication and partnership and the 2014 work plan;
4.1.2	Develop UN Women Country Programme in Cameroon based to the 2014-2017 Strategic Plan
4.1.3	Develop program / project briefs
4.1.4	Organize resource mobilization missions in Brussels and other international/national (Douala) bodies
4.1.5	Convene meetings with potential donors (mobile foundations / Breweries / Guinness; companies
4.1.6	Identify international tenders and submit proposals
4.1.7	Organize a round table on the UN Women Country Programme chaired by MINEPAT and the Resident Coordinator RC

## Annex 9: Evaluation matrix

	Questions	Tools	Respondents	Sources of verification
Relevance	Is the portfolio aligned with national policies and strategies? To what extent has UN WOMEN-CMR strategic choices met the priority concerns of Cameroon's development policymakers, key national stakeholders and right holders?	Desk review, KIIs	UN Women staff, UN Agencies, Government	SP, AWP, UN Women annual and quarterly reports, national policies and strategies
	Is the choice of partners most relevant to the situation of women and marginalised groups?	Desk review, stakeholder analysis, KIIs	UN Women staff, UN Agencies, Government partners, NGOs/CSOs	DRF, SP, UN Women progress reports, partner progress reports, evaluations
	Is the choice of interventions most relevant to the situation in the target thematic areas?	Desk review, stakeholder analysis, KIIs	UN Women staff, UN Agencies, Government partners, NGOs/CSOs, beneficiaries	DRF, SP, situation analyses of UN Women and others
	Has the balance between humanitarian, early recovery and development work been relevant and optimal in the portfolio? To what extent has the CO been able to adapt and respond the interventions to changing context and needs?	Desk review, stakeholder analysis, KIIs	UN Women staff, UN Agencies, Government partners, NGOs/CSOs	DRF, SP, situation analyses of UN Women and others
	Is the results framework fit for purpose and is there a clearly articulated theory of change; are the selected outputs, outcomes and impacts relevant to the challenges in GEWE development area?	Desk review, stakeholder analysis, KIIs	UN Women staff, UN Agencies, Government partners, NGOs/CSOs	DRF, SP, monitoring documents
Effectiveness	To what extent have planned outputs been achieved on time and as planned? What were the most effective interventions?	Desk review, KIIs	UN Women staff, UN Agencies, Government partners, NGOs/CSOs	UN Women planning documents and progress reports, partner progress reports, media reports
	To what extent are UN WOMEN-CMR's programme choices (and decisions to scale-up) evidence-informed? How robust is the planning for results practice to ensure that the causal links between a given initiative and its outcomes are well established?	Desk review, contribution analysis, KIIs	UN Women staff, UN Agencies	UN Women progress reports, UNDAF reports, evaluations
	What has UN Women's contribution been to the progress of the achievement of outcomes?	Desk review, contribution analysis, KIIs	UN Women staff, UN Agencies, CSOs, Government partners	UN Women progress reports, UNDAF reports, evaluations, partner progress reports, situation analyses
	Which are the main enabling and hindering factors to achieving planned outcomes? Have any unintended outcomes occurred?	Desk review, contribution analysis, KIIs	UN Women staff, UN Agencies, Government partners, NGOs/CSOs, beneficiaries	UN Women progress reports, UNDAF reports, evaluations, partner progress reports, situation analyses

	What was the quality of the Management Information / M&E system and framework? Was a Results Based Management System (RBMS) in place and used? What were the challenges encountered? How reliable were the data?	Desk review, KIIs	UN Women staff, UN Agencies, Government partners, NGO/CSO partners	OEEF, progress reports, monitoring reports, monitoring tools and formats, training reports
<b>Efficiency/Coordination</b>	To what extent does the UN Women CO management and the governance structure support efficiency for implementation?	Desk review, KIIs	UN Women staff, UN Agencies	UN Women progress reports, UNDAF reports, UN/UNDAF evaluations
	To what extent (and how regularly) are the UN WOMEN-CMR programmes and initiatives subjected to cost effectiveness measurement? How do financial forecasts compare to actual expenditure? If costs are off track, how robust are the remedial actions?	Desk review, KIIs	UN Women staff	Financial data and reports, M&E reports
	Is the balance and coherence between programming-operational, coordination and policy-normative work optimal? How can the workload across mandates be prioritised most effectively?	Desk review, KIIs	UN Women staff, UN Agencies, Government partners, NGOs/CSO	DRF, OEEF, SP, AWP, progress reports, evaluations, UN Women corporate documents
	What are the factors determining UN WOMEN-CMR's programme choices and scale-ups, and to what extent are these evidence- and resource-informed?	Desk review, stakeholder analysis, KIIs	UN Women staff, UN Agencies, Government partners, NGOs/CSOs	DRF, SP, project documents, meeting and workshop documents, situation analyses
	How has the portfolio included human rights and development effectiveness principles in accordance to: a. Participation/empowerment b. Inclusion/non-discrimination c. National accountability/ transparency	Desk review, KIIs	UN Women staff, UN Agencies, Government partners, NGOs/CSOs	DRF, SP, UN Women progress reports, partner progress reports, evaluations
	What contribution is UN Women making to UN coordination on gender equality and women's empowerment? Are interventions achieving synergies within the UN Women portfolio and the work of the UN Country Team?	Desk review, KIIs	UN Women staff, UN Agencies,	UN Women progress reports, UNDAF reports, UN/UNDAF evaluations
	What is UN Women's comparative advantage compared with other UN entities and key partners? Are the interventions achieving synergies within the UN Women portfolio and the work of the UN Country Team?	Desk review, KIIs	UN Women staff, UN Agencies,	UN Women progress reports, UNDAF reports, UN/UNDAF evaluations, partners' reports
	To what extent has gender equality and women's empowerment been mainstreamed in UN joint programming such as UNDAF?	Desk review, KIIs	UN Women staff, UN Agencies,	UN Women progress reports, UNDAF reports, UN/UNDAF evaluations
<b>Sustainability</b>	How effective is the CO in harvesting learnings from ongoing and concluded interventions and disseminating these to other COs?			
	To what extent was capacity of partners developed in order to ensure sustainability of efforts and benefits?	Desk review, KIIs	UN Women staff, UN Agencies, Government	SP, DRF, UN Women progress reports, partner

			partners, NGO/CSOs	progress reports, surveys
	What accountability and oversight systems have been established to support the continuation of activities?	Desk review, KIIs	UN Women staff, UN Agencies, Government partners, NGO/CSO partners, beneficiaries	SP, DRF, UN Women progress reports, partner progress reports, planning documents
<b>Technical design</b>	Was the technical design of the SP relevant with regard to participation, empowerment, inclusion and transparency?	Desk review, KIIs	UN Women staff, UN Agencies, Government partners, NGO/CSO partners, beneficiaries	SP, DRF, UN Women progress reports, partner progress reports

## Annex 10: Evidence Table

<b>Evaluation Questions</b>	<b>A. Portfolio Analysis</b>	<b>B. Country Visits interviews and observations</b>	<b>Overall finding (on balance of evidence)</b>
1. Is the portfolio aligned with national policies and strategies?	The portfolio was found to be aligned based on reviewing UN Women documents and policy and strategy documents	Interviewees confirmed the full alignment of the portfolio with policies and strategies	The UN Women portfolio is aligned with national policies and strategies
2. Is the portfolio aligned with international gender equality human rights norms?	The design of the portfolio was found aligned reviewing UN Women reports and international gender quality human rights norms	Interviewees confirmed the full alignment of the portfolio with international gender equality human rights norms	The UN Women portfolio is aligned with international gender equality human rights norms
3. Is the choice of partners most relevant to the situation of women and marginalised groups?	When studying the first documents including AWP, the impression was created that UN Women worked with more partners than it actually did. In the private sector for instance, little partnership had been established	Interviewees raised that UN Women has a number of relevant partners, but that it needs to establish a broader partnership among Government institutions as well as in civil society. Private sector could not demonstrate any current involvement apart from event participation	Though relevant partnerships have been secured, the choice of partners is currently narrow, which reflects on the scope of coverage that can be achieved
4. Is the choice of interventions most relevant to the situation in the target thematic areas?	The choice of interventions was found relevant to the needs of the target population when comparing the design of the SP and the various interventions with situation analyses	Interviewees confirmed that the choice of interventions was relevant to the needs, but a number of them found that UN Women especially in humanitarian context should move away from supporting activities and focus of supporting others in gender mainstreaming in their interventions	The choice of interventions was found good, though there is scope for UN Women to move away from directly supporting activities to supporting the development community in gender mainstreaming, especially in humanitarian context
5. Has the balance between humanitarian, early recovery and development work been relevant and optimal in the portfolio? To what extent has the CO been able to adapt and respond the interventions to changing context and needs?	UN Women has rightly increased its support to humanitarian sectors, when looking at the events since the start of the evaluation period and the specific situation and needs of women in humanitarian context, which are not sufficiently covered by others	Interviewees also found the move of UN Women resources to humanitarian context justifiable and the support to the development of the NAP 1325 positive. A number of them did not find it justified that UN Women (like others) had moved its attention from the East to the Extreme North, even though they understood it was funding driven	The balance between humanitarian and development work was good, the increasing focus of UN Women on humanitarian context was justified and the support to NAP 1325 contributed to a good approach. The gradual withdrawal from the East though was not received positively and diminished UN Women's opportunity to also get involved in early recovery
6. Has the portfolio been implemented according to human rights and	According to the documents, the portfolio has been implemented	Partners agreed that UN Women has implemented the portfolio according to	The portfolio was designed according to human rights and development

development effectiveness principles:	according to development effectiveness principles as far as possible with. National accountability was strengthened including by supporting Government to report to international agreements	development effectiveness principles and that UN Women is the only organisation strengthening Government accountability to among others CEDAW and Beijing.	effectiveness principles. National accountability was strengthened including by supporting Government to report to international agreements
7. To what extent have planned outputs been achieved on time and as planned?	In the progress report, most activities appeared to be implemented as per plan	Interviewees confirmed that delays were small and work was done according to good planning. Only in Bertoua in 2016, not all activities had been implemented as planned	Apart from Bertoua in 2016, most activities had been implemented as planned and few delays were encountered
8. What has UN Women's contribution been to the progress of the achievement of outcomes?	The contribution to the achievement of outcomes was found reasonably good. At this point in time, half of the outcomes had been achieved and the other half to a large part	Interviewees confirmed that the contribution of UN Women to the outcomes had been achieved more or less as per plan	UN Women achieved outcomes more or less as per plan, the largest part of the outcomes had been achieved. 2017 will still provide opportunity for most outcomes to reach full achievement
9. Which are the main enabling and hindering factors to achieving planned outcomes?	Enabling was the corporate environment of UN Women, hindering was access to humanitarian areas and the difficulty to get sufficient funding	The increasing acceptance of Government of GEWE as a topic was brought up as enabling. As hindering people brought up practical issues in humanitarian areas and the current staff structure of UN Women. Hindering was also the complex legislative context.	UN Women has benefited from its global reputation as an organisation and from the increasing acceptance of Government of GEWE issues; lack of funding made it difficult to implement a programme that covered all needs; the complex legislative context hampered supporting law revision; work in humanitarian areas presented its usual constraints; lack of senior staff reflected on the possibility of strategic engagement
10. Are the interventions achieving synergies within the UN Women portfolio and the work of the UN Country Team?	UN Women has been able to exploit synergy of the impact areas in the various activities and in the support to the UNCT	Interviewees found that both in development and in humanitarian context, UN Women had made use of the possibility of using the focus on various impact areas to strengthen the results	Both in supporting JPs and in UN Women's activities, synergies had been used between the various impact areas to strengthen the results of various interventions
11. Is the balance and coherence between programming-operational, coordination and policy-normative work optimal?	The emphasis of UN Women has mostly been on programme, with coordination as a good second and far less on the normative area	Partners confirmed that the balance was not optimal; when asked for a rough estimation, most said 50-60%; 25%-35%; 15%	The balance was not completely optimal, with a too heavy focus on programme and a too light focus on the normative area
12. What	UN Women has	Interviewees confirmed that	UN Women is active in

contribution is UN Women making to UN coordination on gender equality and women's empowerment? Which roles is UN Women playing in this field?	increasingly contributed to coordination in the UNCT; in humanitarian context, GEWE is mainstreamed in plans and frameworks. On paper, the GTG seemed to be operating well	UN Women's role in coordination had strengthened during the evaluation period, and that they had been actively involved in gender mainstreaming in UN involvement in humanitarian context. The GTG was however much less active and strategic than was expected	humanitarian context with JPs and supporting mainstreaming and contributes increasingly to coordination in general. The GTG however is not functioning up to standards
13. To what extent has gender equality and women's empowerment been mainstreamed in UN joint programming such as the UNDAF?	In the current UNDAF, the role of gender is not so strong and the MTR has not managed to bring that out. In the development of the new UNDAF, UN Women has played a stronger role with good results	UN Agencies found the contribution of UN WOMEN to the development of the new UNDAF strong, resulting in gender being reflected throughout and UN Women leading pillar 1 and having a role in all other pillars	Even though UN Women is involved in the current UNDAF, its gender focus is not strong; in the new UNDAF though, UN Women has managed to secure a strong gender focus and a role for itself
14. What contribution is UN Women making to implementing global norms and standards for gender equality and the empowerment of women?	UN Women is making a good contribution to implementing global norms for GEWE in humanitarian as well as development context	Interviewees found that UN Women has contributed to implementing global norms for GEWE through their support to government and civil society and their assistance to developing NAP 1325	UN Women has made a good contribution to implementing global norms for GEWE in humanitarian as well as development context through supporting the development process of NAP 1325 as well as their technical assistance to Government and civil society
15. To what extent was capacity of partners developed to ensure sustainability of efforts and benefits?	The capacity of MINPROFF, of gender focal points and civil society partners was strengthened; also, capacity of beneficiary women had been developed	MINPROFF is still facing a number of capacity gaps, which hamper their sustainable involvement, including at local level. Some CSOs are able to continue independently but not small CSOs involved in implementation of activities. Trained women are capable to continue income generation but this is a relatively small group	Though capacity gains have been made as a result of UN Women's support, in order for them to become sustainable, in some cases more, different and/or longer support is still needed
16. Are there clear, well-conceived strategies for expansion or extension, exit or increasing ownership	No such strategies have been documented	Though UN Women hopes for instance for MINPROFF to take over some of the activities, this has not been documented and the capacity may still not be sufficient	No expansion, extension or exit strategies have been documented. Though UN Women has aimed for the MINPROFF to continue certain results, more capacity building and a more structural approach to handover will still be needed
17. Was the technical design of	The technical design of the SP was fully relevant to the	Some interviewees confirmed that the design of the SP was	The design of the SP was relevant to the situation of

<p>the Strategic Note relevant?</p>	<p>situation in Cameroon</p>	<p>relevant and their feedback confirmed the ToC being relevant and credible; a number of interviewees were not aware of the contents though and had not been involved in the design</p>	<p>Cameroon and the TIC was judged credible; still, only part of the stakeholders had been involved in the design and were aware of it</p>
<p>18. What was the quality of the Management Information / M&amp;E system and framework?</p>	<p>The quality of the M&amp;E / Management Information system was seemed reasonable and had improved over the years, and implementation had become stronger after the recruitment of an M&amp;E officer in 2015</p>	<p>Interviewees confirmed the improving quality of the M&amp;E system. Still, the quality of baseline and endline surveys supported by UN Women was sometimes doubted and interviewees highlighted the still existing need for more data collection in GEWE</p>	<p>The quality of the Management Information / M&amp;E system has been improving and implementation has become stronger after the recruitment of an M&amp;E officer; data collection on GEWE needed further strengthening though and quality issues were raised regarding existing data collection supported by UN Women</p>

## Annex 11: Contribution Analysis Table

Changes found by the evaluation	Link to UN Women (performance story)	Other contributing factors	Likely contributions of other factors	Plausible contribution of UN Women to this change	Summary of evidence	Gender and Human Rights implications
National Gender Policy and Action Plan developed	UN WOMEN has financially and technically supported the process	Advocacy and support by other development actors	Medium	High	Reports, interviews including with MINPROFF	General GEWE principles laid down in national policy and timeline agreed
30% of women elected according to recently installed quota	Advocacy and capacity building work though mostly before this evaluation period -Support to MWIP	Other development actors' advocacy, especially civil society	Reasonably high	Reasonably high	Changed quota, feedback from CSOs, MINPROFF and others	More political participation and possibly leadership of women to defend their rights at political level leading to changes for women at grassroots level
Boys and men active in the battle against GBV	Support of UN Women to CAMYOSFOP and the HeForShe campaign	CAMYOSFOP, other CSOs, boys involved in NYOBEB and participants in HeForShe campaign	Reasonably high	High	Reports, PR materials, feedback from CSOs	Men are actively involved in the support to women in getting access to their rights
Reform of Penal Code	UN WOMEN supported advocacy, dissemination and awareness raising and provided technical assistance	Other development actors' advocacy, especially civil society	Reasonably high	Reasonably high	The changed law, feedback from CSOs, reports	Women now have access to a law supporting them in their right to live free from violence, including specific changes to punitive measures for rape and early marriage
Newly developed UNDAF is more gender sensitive than the current one	UN Women has co-led the Programme Management Group together with	UNFPA played a role as co-lead; other UN agencies have their gender	Reasonably high	High	The newly developed UNDAF and other reports; feedback	The new UNDAF will be the framework for gender sensitive coordinated

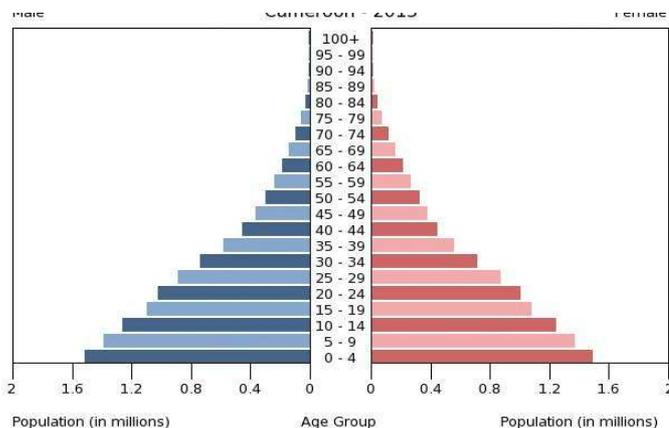
	UNFPA	strategies and priorities			from UN agencies	implementation by the UN Family in Cameroon
Development of NAP 1325	UN Women was instrumental and has supported MINPROFF, civil society and consultations at field level	The development was supported by many other actors and donors, and seen as a priority	High	High	Reports, feedback from donors, Government, CSOs and UN	NAP 1325 is crucial for guiding efforts on engaging in women peace and security; enhanced participation of women will improve outcomes for women; with the recent developments in humanitarian context this is essential
UN agencies, Government actors and NGOs/CSOs are progressively observing gender responsiveness in their planning and implementation in humanitarian settings	UN WOMEN has supported gender sensitive planning and implementation and supported capacity building of various actors	A number of UN Agencies and I/NGOs have gender strategies and are committed to gender priorities	Medium	High	Reports, humanitarian plans, feedback from actors involved in humanitarian context	To enable women (and men) to enjoy full access to their rights, it is essential that all stakeholders involved work in a gender responsive manner
Women in humanitarian context have access to integrated service related to GBV as well as economic empowerment	UN Women has supported establishment of social cohesion spaces and cooperated with a number of partners to make this happen	MINPROFF provided the institutional support; CSOs and UN Agencies were involved as implementing partners and UNHCR provided support as per their mandate	Reasonably high	High	Reports, field visits, interviewee feedback from those who had been involved in humanitarian context	Women in humanitarian context, who face more severe threats and complicated challenges, have better access to their rights

## Annex 12: Additional country context information

255. According to the PRSP, French and English are the official languages of Cameroon and approximately 250 local languages have been identified including mostly Fulfulde, Ewondo and Bulu, Duala, the Bamiléké languages, and Fulfulde. Most people speak at least one local language and one official language, and many people are multilingual. The World Culture Encyclopaedia<sup>125</sup> reveals, that Cameroon has distinct regional cultural, religious, and political traditions as well as ethnic variety. Firstly, the English-speaking region is divided into two cultural regions: The Grassfields peoples of the Northwest region with kinship systems such as the Kom, and the Bakweri in the Southwest region. In the French-speaking area, the WCE stresses that the largely Muslim in the North, Christian and animist in the South of Cameroon. The Fulani from the Sunni branch of Islam, the Bororo'en, Hausa, Mandara, Kokoto, and Arab Choa have culturally dominated the northern region. The Center and South are culturally dominated by the Beti peoples, which include the Ewondo, Eton, and Bulu, and are linguistically and culturally related to the Fang of Gabon. Peoples in the East region include the Baka, Maka and Gbaya. The major ethnic groups in the Littoral region are the Duala and Bassa. Bamiléké and Bamoun communities have settled in the West region. Both are culturally similar to the Grassfielders. However, the Bamoun are a largely Muslim people. A sense of a common national culture has been created through shared history, schooling, national holidays and symbols, and enthusiasm for soccer. However, ethnic distinctiveness remains, and ethnic identity became an increasingly important source of social capital during the past two decades.

256. The estimated population size of Cameroon for 2017 is almost 25 million. The shape of the population pyramid is found to gradually evolve over time based on fertility, mortality and international migration trends. **Error! Reference source not found.** shows the 2013 demographic pyramid of the country<sup>126</sup> as per National Institute of Statistics (NIS).

**Figure 3: Demographic pyramid of Cameroon in 2013**



Source: The Cameroon data portal, NIS (2015)

257. Related to the economy, key state companies in Cameroon cover several strategic sectors including agriculture, construction, electricity and water utilities, energy, transport and communications. These state-owned enterprises collectively employ about 40,000 workers. They account for 80% of workforce, 65% of assets, and 90% of revenue

<sup>125</sup> The World Culture Encyclopaedia: <http://www.everyculture.com/Bo-Co/Cameroon.html> accessed 29/01/2017

<sup>126</sup> The Cameroon Data portal. Socio-economic statistics 2015. The National Institute of Statistics. <http://www.statistics-cameroon.org/>

and have important indirect economic impacts as consumers of services in their communities, and as major social contributors in terms of schools and health facilities<sup>127</sup>.

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<sup>127</sup> Cameroon: Poverty Reduction Strategy Paper. August 2010, International Monetary Fund (IMF) Country Report No. 10/257.