



Republic of Cameroon Country strategy and programme evaluation

**101th Session of the Evaluation Committee
27 June 2018**

Independent Office
of Evaluation

**IFAD**
Investing in rural people

Country context

- Rural poverty has increased (57%)
- Almost 10% of the rural population is food insecure
- Important agricultural sector but lack of public funding
- Some characteristics of fragility:
 - Weak governance
 - Instabilities in the northern and eastern regions

IFAD in Cameroon

- 11 projects covering the whole country since 1980
- Total cost of US\$374 million – IFAD financing of US\$143 million
- 2 COSOPs (1998 & 2007) followed by a Portfolio strategy for 2015-2019
- IFAD country office and country director since 2011
- Evolving strategic objectives / development approaches (2007 - 2017)

1. Participatory development

2. Agricultural productivity

3. Farmer organization

4. Market access

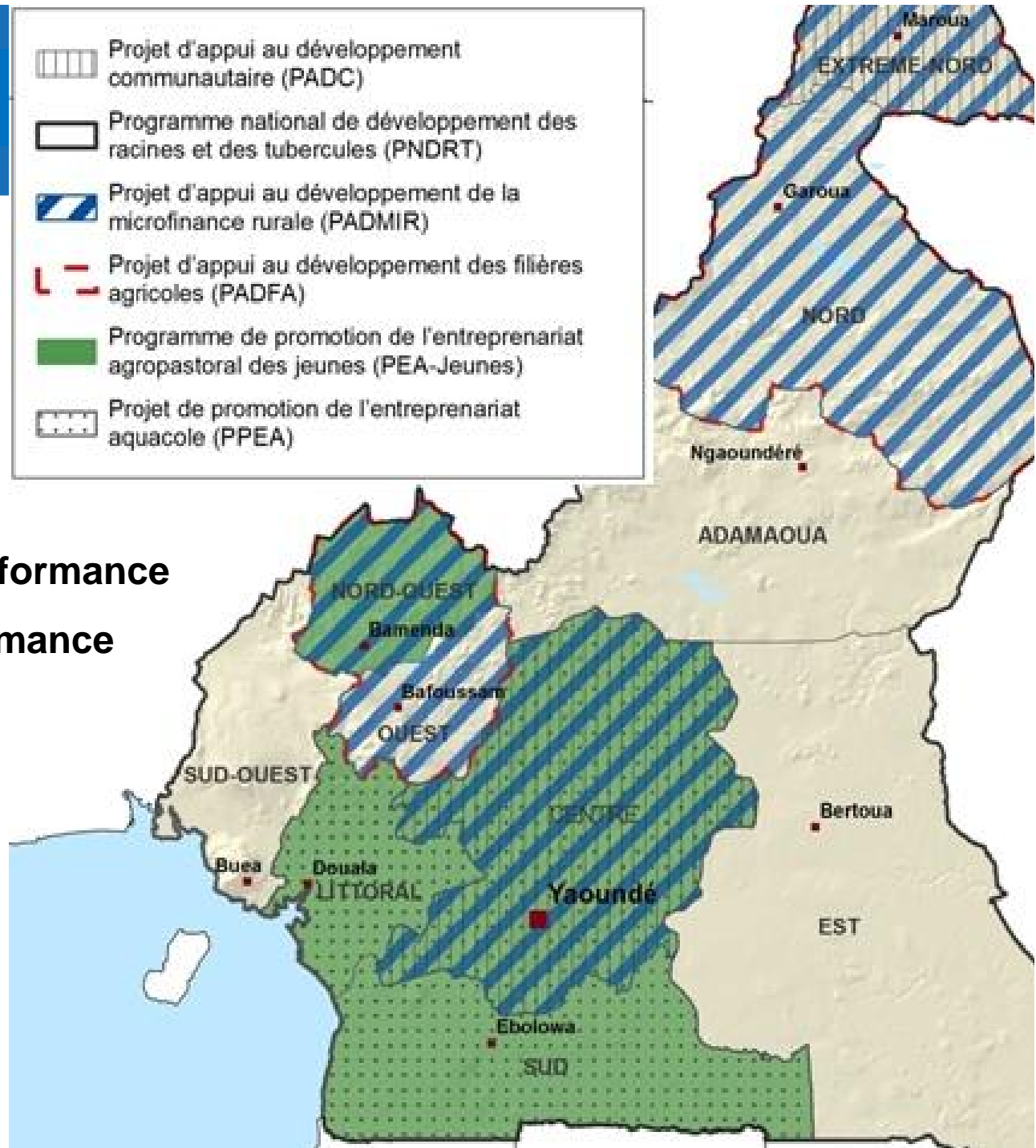
5. Rural financial services

6. Rural youth entrepreneurship

CSPE scope

From 2007 to May 2017

- 6 projects (US\$160M)
- Non-lending activities
- IFAD & Government performance
- Country strategy performance



Relevance

- Good alignment of project objectives with Government and IFAD policies and strategies
- Evolution of project approaches in line with evolution of the approaches advocated by Government and IFAD
- Projects too ambitious and complex in relation to local capacities
- Significant simplifications in intended implementation approaches with negative consequences for quality of achievements and sustainability
- IFAD's primary target is increasingly left out

Effectiveness

- Wide adoption of new farming techniques and crop varieties though seed production and agricultural advisory support systems remain highly dependent on projects
- Beginnings of producer organization
- Modest improvements regarding access of small producers to:
 - appropriate rural finance services
 - markets
- Quantitative design targets rarely met
- Weaknesses in project M&E



Efficiency

- Fluid disbursement of IFAD funds
- Government contribution sometimes exceeded plans but frequent delays in availability
- Significant delays in project implementation
- Very high management costs (34% to 57%)
- Insufficient attention by the Government for the fiduciary management of projects
- IFAD country office in Yaoundé dedicated to supervision and support for project implementation

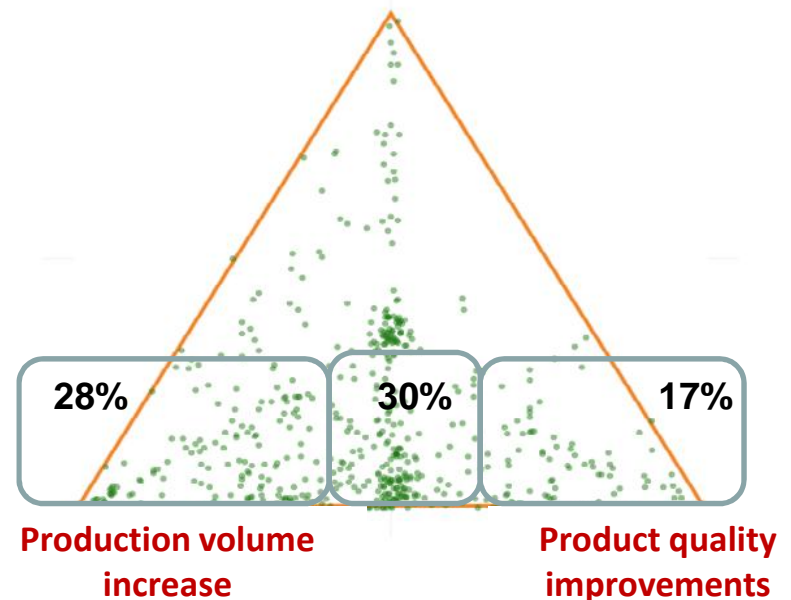


Rural poverty impact

- Increased agricultural production
 - Increasing cooperation between producers helps to:
 - reduce production costs
 - reduce product transformation costs
 - Improve storage conditions
- increased added-value for producers with likely impact on income and food security
- Depth and breadth of impact limited by poor portfolio efficiency and effectiveness

Most significant changes related to agricultural production perceived by project beneficiaries

Production cost reduction



N = 590

No change = 37

Source: IOE SenseMaker Study

Gender and rural youth

- Gender-specific targets generally attained
 - Effective participation of some women in the decision-making bodies of producers' organisations
 - Newer projects have a gender strategy but limited staff capacity and dedicated resources to implement them
 - Deep-rooted gender inequalities poorly taken into account (e.g. land)
-
- Rural youth are targeted by the 2 most recent loans (PEA-Jeunes and ECO-Jeunes)
 - Young entrepreneurs incubation process may exclude young people without means



Knowledge management & Policy engagement

- Limited documentation and dissemination of tested approaches and success stories, but recent efforts to train & guide project staff in KM
- Regular exchanges between IFAD and Government around project design, supervision and management
- Strengthened advocacy capacity of producers' organizations
- Results that can fuel policy engagement remain modest
- Low functionality of donor coordination fora with limited Government leadership in the coordination of development partners

Partnerships

IFAD

- Expanding partnerships at government level
- Limited co-financing
- Collaboration with FAO and WFP constrained by limited Government leadership and differences in intervention areas and modalities, and programming and funding cycles

Projects

- Successful partnerships with agricultural research institutions and incubation centres for young entrepreneurs
- Limited involvement of beneficiaries and deconcentrated services in project design, implementation, monitoring and management

Synthesis – relevance of the country strategy and programme

- Country strategies developed in a consultative manner and aligned with Government and IFAD policies and strategic frameworks
- Rural development approaches have evolved in line with Government and IFAD strategies and have good potential to stimulate the rural economy
- Targeting the poorest and most vulnerable rural people is less a priority in the new generation of projects

Recommendation 1: Continue support for producer organizations, the development of rural youth entrepreneurship, and the promotion of access to appropriate financial services for the rural poor.

Recommendation 2: Ensure the inclusion of the very poor and vulnerable rural populations in the country programme to address inequalities, by improving the geographical and social targeting of interventions.

Synthesis – effectiveness of the country strategy and programme

- Improved agricultural productivity and social capital (POs)
- Overall limited effectiveness and efficiency of the project portfolio
- Little progress in rural sector coordination and public policy implementation in favour of smallholder farmers
- Knowledge management and policy engagement are insufficient at the country programme level

Recommendation 3: Ensure that funding reaches the target populations quickly and in full, by accelerating the start-up and implementation of interventions and streamlining management costs.

Recommendation 4: Strengthen project performance and upscaling of successful approaches, through stronger government leadership in rural sector coordination, strategic partnerships (incl. at subnational level), and improved project M&E

Thank you for your attention

