

# **Evaluation of WFP's Technical Assistance activities and Refugee Support in Angola from 2017 to 2022**

Decentralized Evaluation Terms of Reference

WFP Angola Office



November 2022

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# 1. Background

1. These terms of reference (ToR) were prepared by WFP Angola with support from the Regional Bureau for Southern Africa (RBJ) based upon an initial document review and consultations with stakeholders and following a standard template. The purpose of these terms of reference is to provide key information to stakeholders about the evaluation, to guide the evaluation team and to specify expectations during the various phases of the evaluation.

## 1.1. INTRODUCTION

2. These terms of reference are for the **evaluation of technical assistance activities and refugee support in Angola**. This evaluation is commissioned by the WFP Angola Office and will cover the period from June 2017 to June 2022.

3. The WFP Angola Office is implementing several interventions aimed at capacity strengthening through the provision of technical assistance to the government of Angola, among other efforts. The activities subject to this evaluation include: The provision of technical assistance to the Government of Angola; food security and nutrition support to refugees and drought affected population; and institutional capacity strengthening to the Ministries of education, interior (civil protection) and health.

4. The evaluation aims to assess the coherence, relevance, effectiveness, efficiency, impact, and sustainability of the different technical and humanitarian assistance approaches employed by WFP, including targeting in the context of the current Interim Country Strategic Plan (ICSP) for the period 2020–2022. The evaluation will also seek to identify what worked well, what has not worked, lessons learned and what could be improved in order to inform the design of the Country Strategic Plan (CSP). The following are the thematic areas to be covered by the evaluation:

### I. **Technical assistance to the Government of Angola:**

- a) **Technical assistance to Government in developing the School Feeding Plan:** WFP provides support to develop a school feeding plan targeted to the drought affected southern provinces (Namibe, Huila, Cunene and Cuando Cubango) based on locally produced and available food and products. In parallel, WFP supports the Government of Angola to develop a National School Feeding Policy to guide the implementation of the current school feeding programme in Angola. The programme covers the period from October 2020 to September 2023.
- b) **Community Based Management of Acute Malnutrition (CMAM) Luanda:** From December 2020 to October 2021, WFP provided technical assistance to the government in the management of moderate acute malnutrition treatment in response to COVID-19 in seven municipalities of the province of Luanda.
- c) **Strengthening the Food Security Analysis network in Angola** – Technical Assistance to the Food Security Department under the Ministry of Agriculture and Fisheries: WFP worked with the National Food Security Department to provide on-the-job training in food security assessment and analysis, and technical assistance in developing the Second National Food Security and Nutrition Strategy (ENSAN-II). The programme covers the period August 2020 to September 2023.
- d) **Capacity Strengthening to the Ministry of Interior (Civil Protection) for Emergency Response Preparedness:** Under the 2020/2021 Immediate Response for Preparedness (IR-PREP) activities, WFP provided training in supply chain, operations management and logistics, related to emergency response to drought from December 2019 to June 2020 and, from May 2021 to February 2022. The targeted provinces were Namibe, Huila, Cunene and Cuando Cubango.

## II. Food security and nutrition support to refugees and drought affected population:

- e) **Refugee response:** The ongoing General Food Distribution (GFD) commenced in 2017 in the city of Dundo, Lunda Norte province, in collaboration with World Vision, UNHCR and the Provincial Department of Social Action.
- f) **Community Based management of acute malnutrition (CMAM)** - WFP implemented the treatment of children affected by moderate acute malnutrition in the drought affected southern region of Angola namely Huila and Cunene provinces. This intervention covered the period October 2021 to April 2022.

5. [Annex 6](#) summarizes the different interventions to be covered by the evaluation including the period to covered by the evaluation and information regarding the donors for each intervention. Section 3.1 (Subject of the evaluation) provides the details of the thematic areas to be covered by the evaluation.

## 1.2. CONTEXT

### Poverty and food and nutrition security

6. Angola's population is approximately 32.8 million.<sup>1</sup> 45 percent of the total population live in urban areas. The country's population is growing rapidly. For a lower middle-income country Angola has high poverty rates; Poverty disproportionately affects rural areas, where one in two people live in poverty as compared to one in six in urban areas.

7. With a Gini coefficient of 0.51 in 2018,<sup>2</sup> Angola has high inequality levels that are rising further. Apart from the humanitarian challenges that the country faces as the host of refugees and asylum-seekers, food insecurity and undernutrition remain serious public health problems, which are driven by a range of factors including poverty, limited dietary diversity, poor sanitation and hygiene conditions, access to health services, safe water sources, and gender inequality. The food security situation is further exacerbated by cyclical droughts in the south and centre of Angola, for example, vulnerability assessment done in 2021 by Ministry of Agriculture and Fisheries shows that 1.58 million people were highly food insecure in the provinces of Namibe, Huila and Cunene mainly due to drought, high food prices, and locust outbreak. As a result of the drought and other chronic problems around 114,000 children under the age of five were suffering or expected to suffer from acute malnutrition in three provinces.

8. In the last decades, no major progress has been made towards achieving the target of reducing malnutrition and micronutrient deficiencies in Angola. From 2007 to 2015, stunting prevalence among children under-five increased from 29 percent to 38 percent placing stunting prevalence in Angola higher than the average for the Africa region (29.1 percent). Although there is no recent data on micronutrient deficiencies, past data clearly points to these as a problem of significant public health concern in Angola (WHO, 2001). For example, the National Nutrition Survey of 2007 reported 57 percent anaemia prevalence in pregnant women and 52.3 percent in non-pregnant women in Angola. Recent estimates from 2015 (IIMS, 2015) indicate that anaemia among children under-five is as high as 65 percent. As the presence of iron deficiency is a proxy for other micronutrient deficiencies, it becomes apparent that indeed there are high

### National Statistics

Population (2021): 32.8 million of whom 50.7% are female

Unemployment rate (1<sup>st</sup> Quarter 2022): 30.8%

Gross Domestic Product (4<sup>th</sup> Quarter 2021): 2.22%

Gini coefficient (2018): 0.51\*

**Source:** National Institute of Statistics  
<https://www.ine.gov.ao/inicio/estatisticas>

\*IMF Country report, No. 22/12. January 2022

<sup>1</sup> [https://docs.wfp.org/api/documents/WFP-0000137725/download/?\\_ga=2.86136344.1877947248.1649535220-619744287.1648292400](https://docs.wfp.org/api/documents/WFP-0000137725/download/?_ga=2.86136344.1877947248.1649535220-619744287.1648292400)

<sup>2</sup> IMF Country Report No. 22/12. January 2022.

rates of micronutrient deficiencies in Angola. Close to two-thirds of children in Angola has also been reported as being deficient in vitamin A (WHO 2009).<sup>3</sup>

9. While there are many drivers of malnutrition in Angola, among the key ones, specifically linked to micronutrient deficiencies, are suboptimal diets, including poor infant and young child feeding practices. Only 12 percent of children aged between 6 and 23 months in Angola consume a minimum acceptable diet (IIMS, 2015). In other words, 88 percent of children under-two in the country do not have access to adequate and diversified diets, including optimal intake of nutrients, required for their healthy growth and development. Coverage of micronutrient supplementation is also low. The 2015 Multiple Indicator Health Survey (IIMS) reported coverage of 6 percent and 11 percent for vitamin A and iron supplementation, respectively, in children, while only 32 percent of pregnant women received iron-folate supplementation for more than 90 days.<sup>4</sup>

10. The prevalence of stunting among children under five years is significant high in Angola with an average of 38 percent. Other indicators are also high, just to give some examples, only 31 percent of children had completed vaccination and a prevalence of anaemia of 32percent (IIMS, 2015).

### **Macro-economic environment**

11. Angola has experienced a period of rapid economic growth since the end of the war in 2002 fuelled by high oil production and prices, with GDP per capita doubling from US\$ 2,079 in 2002 to US\$ 4,164 in 2014. This period of growth established Angola as the third largest economy in sub-Saharan Africa and the second largest oil producer on the continent. However, excessive fiscal dependence on natural resources and a lack of economic diversification have created large macroeconomic imbalances and a drop in international oil prices triggered an economic crisis in 2014. The International Monetary Fund (IMF) projected the fall of Real GDP by 4.0 percent in 2020, due to a 6.8 percent drop in the oil economy and 2.8 percent deceleration in the non-oil economy.<sup>5</sup> This paints a bleak economic outlook for the country. The government is committed to achieving macroeconomic stability, diversifying the economy and creating the right environment for sustainable and inclusive growth that supports equitable outcomes. The reforms implemented by the government included the adoption of a new more flexible exchange rate regime, which led to a depreciation of the currency and partially corrected the overvaluation of the real exchange rate. The gap between the official and parallel exchange rates narrowed to only 33 percent in July 2018, down from 61 percent before the removal of the peg to the United States dollar.

### **The Sustainable Development Goals in Angola**

12. The Government of Angola is committed to addressing structural impediments to sustainable development in the country and is working on a transition strategy linked to the National Development Plan (NDP) 2018-2022,<sup>6</sup> the SDGs and the multi-year national budget. Gender equality considerations have been integrated into the NDP, and empowering rural women in particular is a key priority of the Ministry of Social Action, Family and Women's Empowerment (MASFAMU). To coordinate responses to the influx of refugees from the Democratic Republic of the Congo, the Government has established an inter-ministerial committee comprising key directors and secretaries of state from the ministries responsible for defence, the interior, health, agriculture and fisheries, water and energy, planning and the economy and the Provincial Governor of Lunda Norte. This Committee has designated the Ministry of Social Action, Family and Women's Empowerment to work with UNHCR as lead agency for all matters relating to refugees.

### **Gender equality and empowerment of women, equity and wider inclusion SDG 5<sup>7</sup>**

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<sup>3</sup> WHO. Iron Deficiency Anaemia Assessment, Prevention and Control. A guide for programme managers. Geneva, World Health Organization, 2001. <https://www.who.int/publications/m/item/iron-children-6to23--archived-iron-deficiency-anaemia-assessment-prevention-and-control>

<sup>4</sup> National Institute of Statistics. 2015. INE. Multiple Indicator Cluster Surveys (MICS), Angola.

<sup>5</sup> [Economic and social impact of COVID-19 in Angola 2021 \(unctad.org\)](https://unctad.org/en/publications-and-statistics/publication-economic-social-impact-of-covid-19-in-angola-2021)

<sup>6</sup> Republica de Angola, 2018. Plano de Desenvolvimento Nacional 2018-2022. Vol. 1.

<https://www.ucm.minfin.gov.ao/cs/groups/public/documents/document/zmlu/njax/~edisp/minfin601408.pdf>

<sup>7</sup> Angola interim country strategic plan (2020–2022)/ WFP/EB.2/2019/7-B/1

13. While Angola is not included in the Gender Inequality Index or the Gender Development Index, the country is listed in the World Economic Forum Global Gender Gap report for 2018, where it ranks 125<sup>th</sup> of 149 countries, significantly below the global average.<sup>8</sup> Angola is affected by structural and sociocultural gender inequalities: a lack of sexual reproductive health and rights policies, limited access to education, violence against women, limited opportunities for work and remuneration for labour and limited participation in the public and political domains, with only 31 percent of seats in parliament held by women.

14. According to the constitution the sexes enjoy equal rights. In practice, however, restrictive gender roles limit the rights and opportunities of women, and girls especially. Completing secondary education doubles women's chances of achieving a median salary. Without an education, women find themselves limited to employment in the low-productivity agricultural sector and the informal economy. Furthermore, women have lower access to productive inputs and credit than do men, which is particularly important for farmers and entrepreneurs. Few women hold land tenure, despite being responsible for 70 percent of traditional subsistence agriculture and 24 percent of commercial agriculture.<sup>9</sup> The gross national income per capita for women is US\$ 5,497 compared to US\$ 8,169 for men.

### **WFP work in the area related to the achievement of SDG 2/ SDG 17**

15. The WFP Angola office is working with the Government of Angola and several development partners towards the achievement of Sustainable Development Goals (SDG) 2, which is the achievement of zero hunger, and SDG 17 which is partnerships for the Goals.

16. Prevalence of undernourishment (percentage of population) has been dropping steadily and is estimated at 23.9 percent of households for 2015–2017. The prevalence of undernourishment (PoU) is an estimate of the proportion of the population whose habitual food consumption is insufficient to provide the dietary energy levels that are required to maintain a normal active and healthy life. Despite improvements in recent years, Angola's food and nutrition security status is classified as "serious" in the 2017 Global Hunger Index. Further, the situation has been recently exacerbated by drought in the southern part of Angola, with 1.58 million people in acute food insecurity, in line with the latest IPC analysis.

17. Overall, access to food in Angola is closely associated with poverty, with women facing greater challenges in obtaining food and decisions related to household purchases being made primarily by men. Following the drought in the southwest, WFP Angola scaled up its presence in the country to expand the assistance to vulnerable populations through commodity voucher distributions, nutrition services and school feeding. Given the five consecutive years of drought in the south and below average rainfall in some areas in 2022, the food deficits are likely to persist even in the current post-harvest period.

18. The majority of refugees from the Democratic Republic of the Congo in Lóvua are unable to obtain basic food or meet other needs in the absence of humanitarian assistance. Since June 2017, when WFP launched an emergency response in the area, their food security status has remained relatively stable. A June 2018 UNHCR-WFP joint assessment mission revealed that over 60 percent of refugees relied solely on WFP assistance to meet their basic food requirements. In response to this, WFP Angola CO seeks to provide livelihood support, food and/ cash-based transfers to refugees and other crisis-affected areas.

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<sup>8</sup> Ibid

Presidencial Decree. 226/20. Approval of Organic Structure of the Ministry of Social Action, Family and Promotion of Women

[https://masfamu.gov.ao/fotos/frontend\\_25/gov\\_documentos/decreto\\_presidencial\\_hoje\\_76167566561092a974aca3.pdf](https://masfamu.gov.ao/fotos/frontend_25/gov_documentos/decreto_presidencial_hoje_76167566561092a974aca3.pdf)  
Ministério da Acção Social, Família e Promoção da Mulher (MASFAMU)

<sup>9</sup> Presidencial Decree. 35/22. Creation of Nation Award for "Women of Merit" and its Regulation

[https://masfamu.gov.ao/fotos/frontend\\_25/gov\\_documentos/decreto\\_premio\\_nacional\\_mulher\\_de\\_merito\\_15230486316\\_215e7f48838b.pdf](https://masfamu.gov.ao/fotos/frontend_25/gov_documentos/decreto_premio_nacional_mulher_de_merito_15230486316_215e7f48838b.pdf)

19. In line with SDG 17, WFP seeks to enhance global partnerships by ensuring that humanitarian and development actors and national systems have access to WFP expertise and services. This includes the provision of technical capacity training provided by WFP.

### **Development Partners in Angola**

20. The United Nations Country Team (UNCT) is focused on supporting government efforts to mainstream the SDGs into the National Development Plan (NDP) at the sectoral level, and United Nations agencies are working with ministerial counterparts to identify priorities and pathways to achieving the SDGs.

21. A mainstreaming, acceleration and policy support mission was conducted in April 2018 resulting in a number of recommendations to the Government on achieving the SDGs, including their alignment with the NDP, identification of SDG accelerators, support for financing for development, and monitoring and reporting. These recommendations support the formulation of a new United Nations sustainable development cooperation framework for Angola for 2020-2022.

22. WFP has contributed to the development of the framework, and it reflects WFP strategic priorities outlined in this ICSP. An Angola inter-agency refugee response plan is embedded in the broader 2019–2020 regional refugee response plan for the Democratic Republic of the Congo. The United Nations humanitarian country team, led by the resident coordinator, oversees humanitarian assistance in the country through the disaster management team working group. Consistent with the refugee coordination model, UNHCR is coordinating the refugee response in Lunda Norte in support of the Government of Angola. Inter-agency coordination and sectoral working groups linked to the refugee response govern United Nations and partner activities and programmes.

23. WFP works with a wide range of development partners in Angola, including the government of Angola, UNHCR and World Vision International. For the refugee response, humanitarian agencies, including WFP, cooperated through the inter-agency coordination mechanisms established to address any operational and strategic issues and ensure complementarity, including in the areas of food security and nutrition. Regular inter-agency coordination meetings were organised in Dundo and, together with UNHCR, WVI and other partners, WFP also participated in the Food Security and Livelihood Working Group to encourage refugees to engage in agriculture and, to that end, facilitated the collaboration with the local Institute for Development and Agronomy. To ensure high quality implementation for both refugee assistance operations and immediate preparedness activities, WFP worked in close cooperation with its cooperating partner World Vision International (WVI).

24. With regards to the support provided to the Ministry of Agriculture and Fisheries (MINAGRIP), WFP worked closely with FAO in three main activities: i) technically supported MINAGRIP in developing the second National Food Security and Nutrition Strategy (ENSAN II, 2022-2030), ii) co-funded and co-facilitated the food system dialogues at province and central level, and iii) technically supported the food security and nutrition assessment in southern provinces in 2021.

25. In partnership with UNICEF, the CO has been providing technical assistance to the National Public Health Directorate at the Ministry of Health. While UNICEF focuses on the treatment of severe acute malnutrition, WFP treats moderate acute malnutrition.

26. Through the Strengthening Health System Performance Programme (PFSS), the World Bank financed WFP for the provision of technical assistance to Government on food security analysis, school feeding, and nutrition. The agreement was for three years starting from August 2020.

## 2. Reasons for the evaluation

### 2.1. RATIONALE

27. The evaluation is being commissioned for the following reasons: there are ongoing and completed capacity strengthening and refugee response assistance activities conducted in Angola in accordance with the Interim Country Strategic Plan (2020-2022). These interventions have not been evaluated to ascertain their value-addition.

28. Critically and objectively reviewing and learning lessons from the implementation experience of the (i) Technical Assistance provided to Government; (ii) Community Management of Moderate Acute Malnutrition (CMAM) with a view to contribute to decision making regarding scaling up; and (iii) Food security activities covering refugee response, are factors to success and more impact.

29. The evaluation will have the following uses for the Angola office:

- The evaluation will be used to refine or adjust activities that are underway in order to ensure WFP support to the government is informed by evidence
- To inform the design of new activities or to learn how to introduce activities in other contexts; To assess the relevance, effectiveness and efficiency of an activity that is implemented in different contexts; identify similarities and differences in various context
- The results will also be used to inform the CSP visioning (design) workshop planned for June 2023
- Lessons learned from the refugee operations and CMAM interventions will inform some of the national policy discussions and national institutional capacity strategies. To inform and guide the targeting of beneficiaries for food security programs and also inform decisions for scaling up of CMAM interventions.

### 2.2. OBJECTIVES

30. The evaluation serves the dual and mutually reinforcing objectives of accountability and learning.

- **Accountability** – The evaluation will assess and report on the performance and results of the capacity strengthening activities and refugee assistance support.
- **Learning** – The evaluation will determine the reasons why certain results occurred or did not occur to draw lessons, derive good practices and provide pointers for learning. It will also provide evidence-based findings to inform operational and strategic decision-making. Findings will be actively disseminated, and lessons will be incorporated into relevant lesson-sharing systems.

31. This evaluation will place greater emphasis on learning through consolidation of lessons in ways that will enhance ongoing programme implementation and inform the design processes for the second generation CSP for WFP to ultimately better support the Government as it seeks to improve the livelihoods of the people of Angola.

### 2.3. STAKEHOLDER ANALYSIS

32. The evaluation will seek the views of, and be useful to, a broad range of WFP internal and external stakeholders. A number of stakeholders will be asked to play a role in the evaluation process in light of their expected interest in the results of the evaluation and relative power to influence the results of the programme being evaluated. Table 1 provides a preliminary stakeholder analysis, which should be deepened by the evaluation team as part of the inception phase.



33. Accountability to affected populations is tied to WFP commitments to include beneficiaries as key stakeholders in WFP work. WFP is committed to ensuring gender equality, equity and inclusion in the evaluation process, with participation and consultation in the evaluation of women, men, boys and girls from different groups (including persons with disabilities, the elderly and persons with other diversities such as ethnic and linguistic groups).

**Table 1: Preliminary stakeholder analysis**

Stakeholders	Interest and involvement in the evaluation
<b>Internal (WFP) stakeholders</b>	
<b>WFP office in Angola</b>	<b>Key informant and primary stakeholder</b> - Responsible for the planning and implementation of WFP interventions at country level. The Angola office has an interest in learning from experience to inform decision-making. It is also called upon to account internally as well as to its beneficiaries and partners for performance and results of its programmes. The WFP office will be involved in using evaluation findings for programme implementation and/or in deciding on WFP focus areas of support to the government and informing partnerships. This evaluation will also inform the design of the second generation CSP starting with the CSP visioning workshop tentatively planned for June 2023.
<b>WFP field offices in Angola</b>	<b>Key informant and primary stakeholder</b> - Responsible for day-to-day programme implementation. The field offices liaise with stakeholders at decentralized levels and has direct beneficiary contact. It will be affected by the outcome of the evaluation.
<b>Regional Bureau (RB) for Johannesburg</b>	<b>Key informant and primary stakeholder</b> - Responsible for both oversight of country offices and technical guidance and support, the regional bureau management has an interest in an independent/impartial account of operational performance as well as in learning from the evaluation findings to apply this learning to other country offices. The regional bureau will be involved in the planning of the next country strategic plan, thus it is expected to use the evaluation findings to provide strategic guidance, programme support, and oversight. The Regional Evaluation Unit will directly support the Angola office/regional bureau management to ensure quality, credible and useful decentralized evaluations. Considering that regional bureau monitoring unit is responsible for oversight and implementation of minimum monitoring requirements, RB Monitoring technical unit will be consulted during the evaluation process, as required.
<b>WFP HQ divisions:</b> Research and Monitoring (RAM), Resilience unit (OSZPR) in Headquarters (HQ)	<b>Key informant and primary stakeholder</b> - WFP headquarters divisions (are responsible for issuing and overseeing the rollout of normative guidance on corporate programme themes, activities and modalities, as well as of overarching corporate policies and strategies. They also have an interest in the lessons that emerge from evaluations, as many may have relevance beyond the geographical area of focus. Relevant headquarters units should be consulted from the planning phase to ensure that key policy, strategic and programmatic considerations are understood from the onset of the evaluation. They may use the evaluation for wider organizational learning and accountability. The evaluation will be of interest to the Livelihoods & Resilience unit (OSZPR) and Research and Monitoring (RAM) in HQ. The technical units will be consulted during the evaluation process as required.

<b>WFP Office of Evaluation (OEV)</b>	<b>Primary stakeholder</b> – The Office of Evaluation has a stake in ensuring that decentralized evaluations deliver quality, credible and useful evaluations respecting provisions for impartiality as well as roles and accountabilities of various decentralized evaluation stakeholders as identified in the evaluation policy. It may use the evaluation findings, as appropriate, to feed into centralized evaluations, evaluation syntheses or other learning products.
<b>WFP Executive Board (EB)</b>	<b>Primary stakeholder</b> – the Executive Board provides final oversight of WFP programmes and guidance to programmes. The WFP governing body has an interest in being informed about the effectiveness of WFP programmes. This evaluation will not be presented to the Executive Board, but its findings may feed into thematic and/or regional syntheses and corporate learning processes as well as the CSP.
<b>External stakeholders</b>	
<b>Beneficiaries</b> Refugees and other beneficiaries of Capacity Strengthening Activities	<b>Key informants and primary/secondary stakeholders</b> - As the ultimate recipients of food assistance, beneficiaries have a stake in WFP determining whether its assistance is appropriate and effective. As such, the level of participation in the evaluation of women, men, boys and girls from different groups will be determined and their respective perspectives will be sought. The Angola Office will ensure that beneficiaries are presented using appropriate avenues of dissemination of evaluation results.
<b>Government</b> Ministry of Agriculture and Fisheries, Ministry of Education, and Ministry of Health	<b>Key informants and primary stakeholder</b> - The Government has a direct interest in knowing whether WFP activities in the country are aligned with its priorities, harmonized with the action of other partners and meet the expected results. Issues related to capacity development, handover and sustainability will be of particular interest to the Ministries of Education, Health, Agriculture and Fisheries.
<b>United Nations country team (UNCT)</b>	<b>Secondary stakeholder</b> - The harmonized action of the UNCT should contribute to the realization of the government developmental objectives. It has therefore an interest in ensuring that WFP programmes are effective in contributing to the United Nations concerted efforts. Various agencies are also direct partners of WFP at policy and activity level.
<b>Non-governmental organizations (NGOs)</b>	<b>Key informants and primary stakeholder</b> – NGOs, such as WVI, are WFP partners for the implementation of some activities while at the same time having their own interventions. The results of the evaluation might affect future implementation modalities, strategic orientations and partnerships. They will be involved in using evaluation findings for programme implementation.
<b>Donors</b> <b>World Bank, CERF, IRA</b>	<b>Primary/secondary stakeholders</b> - WFP interventions are voluntarily funded by a number of donors. They have an interest in knowing whether their funds have been spent efficiently and if WFP work has been effective and contributed to their own strategies and programmes.
<b>World Vision International</b>	To ensure high quality implementation for both refugee assistance operations and immediate preparedness activities, WFP worked in close cooperation with its cooperating partner World Vision International (WVI). The World Vision International

	has an interest in learning lessons regarding the relevance, effectiveness, efficiency, and sustainability of the interventions it has supported and contributed towards.
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# 3. Subject of the evaluation

## 3.1. SUBJECT OF THE EVALUATION

34. Located in southwestern Africa, Angola is a resource rich country that has made substantial economic and political progress since the end of civil war in 2002. However, Angola's agricultural resources remain underutilized, and the country is exposed to various risks related to climate change. With cyclical droughts affecting the southwest of the country, severe food insecurity is on the rise in these areas. Rainfall shortages in the south and centre of the country significantly reduce agricultural production, which is the main source of food for rural households. In line with the latest IPC analysis, 1.58 million people in the southwest of the country are acutely food insecure. The generalised rise in food prices also restricts households' purchasing power. High levels of acute food insecurity as well as inadequate care and feeding practices contribute to high levels of acute malnutrition in the drought affected areas, together with limited access to safe drinking water, and low infectious disease vaccination coverage. In addition, Angola is a traditional host country for refugees and asylum-seekers currently hosting more than 56,000 persons of concern. This population is largely composed of DRC refugees and asylum-seekers, out of which 17 percent came during the 2017 mass influx from the Great Kasai. Most of them now live in urban locations, while the population of the Lóvuá refugee settlement in Lunda Norte province has decreased considerably since the start of the DRC crisis in 2017, with approximately 7,000 refugees. However, 9 out of 10 Lóvuá households still rely on food assistance as their main source of livelihood.

35. The current interim country strategic plan (2020-2023) presents WFP's contribution to humanitarian and development efforts in Angola and is directly aligned with national plans and the efforts of humanitarian and development partners. Specifically, the interim country strategic plan supports the achievement of the Angola Inter-Agency Refugee Response Plan, which is embedded in broader regional refugee response plan for the Democratic Republic of the Congo and the United Nations Sustainable Development Cooperation framework (UNSDCF) for 2020–2022. Following a severe drought in the south, the ICSP was revised to better position WFP to assist drought-affected populations (through commodity vouchers, nutrition services and school feeding). ICSP contributes to Sustainable Development Goals 2 and 1, and to WFP Strategic Results 1 and 5 through two strategic outcomes:

1. Refugees and drought affected populations in Angola are able to meet their basic food and nutrition requirements during times of crisis.
2. National institutions in Angola have strengthened capacity to implement programmes to advance food security and nutrition by 2022.

36. WFP continued its **refugee assistance operation** in the north of the country, supporting 7,087 people. With the UNHCR voluntary repatriation programme suspended since early 2020 due to COVID-related border closures, the size of the refugee population increased slightly in 2021, resulting in more refugees than planned being reached with assistance. Thanks to the support of two bilateral donors - USAID and Japan - WFP was able to continue the refugee assistance operation. Given the refugees' heavy reliance on humanitarian assistance, WFP and UNHCR are strengthening their joint efforts to promote the need for livelihood support activities and thereby lower dependence on food assistance.

37. In 2021, WFP continued to provide **technical assistance and services to the Government**, supporting national partners in their efforts to achieve zero hunger; ensured regular food distributions for refugees from the Democratic Republic of Congo residing in the north of Angola; and, in December, started emergency nutrition interventions in the drought-affected south, providing treatment for approximately 4,900 children aged 24-59 months. WFP worked to enable relevant ministries and provincial authorities to implement nutrition programmes, including to address micronutrient deficiencies and treat and prevent acute malnutrition; and provided technical assistance on school feeding; vulnerability analysis; and emergency preparedness. WFP continued to work with the World Bank and the national counterparts, in

line with a 2021 Technical Assistance agreement, while also discussing potential new areas of support with the International Financial Institutions.

38. Through the multisectoral School Feeding and Health Committee, WFP helped the Government conduct a Systems Approach for Better Education Results (SABER) assessment. This evaluated national capacities and facilitated the formulation of a robust action plan. WFP also undertook a feasibility study for the implementation of a home-grown school feeding pilot project in the south of the country and developed an operational plan for eight selected municipalities, with menus reflecting local preferences, seasonal availability and market prices.

39. To strengthen the treatment of moderate acute malnutrition in Angola, WFP worked with the Luanda Provincial Health Directorate, training health centre staff and community health agents on the use of Ready-to-Use-Supplementary Food (RUSF) that WFP procured on behalf of the Government. With this supplement, the provincial authorities, in coordination with WFP and World Vision, successfully treated more than 15,000 children aged 6-59 months, while some 845,000 children were screened in five targeted municipalities of Luanda. Screening/treatment was accompanied by counselling sessions to promote malnutrition prevention. On vulnerability analysis and mapping, WFP continued to work with the Ministry of Agriculture and Fisheries to enable timely assessment, data analysis and reporting, and to facilitate communication with regional partners, including the SADC (Southern African Development Community) Regional Vulnerability Analysis Programme.

40. To provide timely and comprehensive information and ensure an evidence-based response to the drought, WFP participated in food and nutrition security assessments, while aligning its technical assistance activities with short-term needs on the ground. In Benguela and Huambo WFP conducted SMART surveys to collect data on the nutrition and food security of vulnerable communities. In Cunene, Huila and Namibe, WFP supported the Ministry of Agriculture and Fisheries in an Integrated Food Security Phase Classification (IPC) food security assessment and provided training to the Civil Protection Service on logistics and operations management. In December, WFP started emergency nutrition interventions in drought-affected areas of Cunene and Huila provinces to screen and treat children aged 6-59 months.

41. The technical assistance project to Government on food security analysis was developed after the agreement signed in 2019 between WFP and Government on provision of technical assistance on three areas, i) vulnerability, food security and nutrition analysis, ii) school feeding, and iii) nutrition including food fortification. Based on this agreement and the capacity assessment of the Angolan National Vulnerability Assessment Committee done by SADC/RVAA programme in 2018 and consultation with Gabinete de Seguranca Alimentar (GSA/MINAGRIP). The project was supply driven and the critical factors for success were: i) lack of human capital within GSA/MINAGRIP, ii) high demand in food security monitoring and analysis from Government and SADC/RVAA, and iii) the modality adopted for the technical assistance that was based in on-the-job training.

42. The activities subject to this evaluation are summarized as follows:

43. **Thematic Area 1 -Technical Assistance to Government**

- a) Technical assistance provided to the government on moderate acute malnutrition treatment in response to COVID-19 in Luanda City.
- b) The technical assistance activities to school feeding, including supporting the preparations for the establishment of an Inter-Ministerial Committee to coordinate multi-sectoral participation in school feeding at the national and local level.
- c) Capacity strengthening to the ministry of Agriculture and fisheries, which involved the provision of on-the-job training on food security assessment and analysis and technical assistance in developing the second national FSN strategy and food system dialogue.
- d) Technical assistance provided to government in developing school feeding and health policy, as well as technical assistance in developing home grown school feeding guidelines.

- e) Capacity Strengthening to Civil Protection, which involves the provision of training on supply chain, operations management and logistics related to emergency response to drought.

44. **Thematic Area 2- Community Based Management of Acute Malnutrition (CMAM)**

- a) **Community Based Management of Acute Malnutrition (CMAM) Luanda:** From December 2020 to October 2021, with support from the World Bank, WFP provided technical assistance to the government in acute malnutrition treatment in response to COVID-19. This support was in collaboration with World Vision, Provincial and Municipal health cabinet implemented in Cacuaco, Viana, Talatona, Kilamba Kiayi and Cazenga.
- b) **Community Based Management of Acute Malnutrition (CMAM) in Huila:** From November 2021 to April 2022, WFP implemented the MAM treatment and SBCC in response to drought in seven municipalities: Caconda, Caluquembe, Quilengues, Gambos, Quipungo, Jamba, and Cuvango.
- c) **Community Based Management of Acute Malnutrition treatment in Cunene:** From November 2021 to April 2022 with support from the IR-R fund, WFP implemented the MAM treatment and SBCC in response to drought in all municipalities of the Cunene Province

45. **Thematic Area 3 – Food security covering refugees.** WFP assisted refugees through General Food Distribution (GFD) in the city of Dundo, Lunda Norte province, in collaboration with World Vision, UNHCR and the Provincial Department of Social Action from 2017 to June 2022.

46. **Gender Analysis in the context of Capacity Strengthening and Refugee Assistance:** The evaluation should highlight issues impacting on gender relations and empowerment. Such issues must find expression in all activities of the evaluation starting with the data which should be disaggregated in terms of gender. The evaluation shall seek to foster gender parity including the promotion of the involvement of women in the evaluation process as well as programme implementation for ongoing programmes. Programme implementation and evaluation shall be conducted in line with WFP's policies regarding gender empowerment.

47. The ICSP logframe in [Annex 5](#) highlights the expected results (outputs and outcomes) from the refugee intervention and technical support interventions. The Angola office has been facing challenges in the consistent tracking and reporting of budget information and results particularly for technical assistance interventions and hence the existing information gap in terms of current status of achievements of targets/ planned outputs/outcomes. The evaluation team will have to collect primary data to mitigate some of the major data gaps to the extent possible.

## 3.2. SCOPE OF THE EVALUATION

48. The evaluation will cover the specific activities that have been identified in the subject of the evaluation above. Refer to [Annex 1](#) for the operational map for WFP activities implemented in Angola. The inception period will establish and confirm appropriate sampling frames, sampling strategy and survey instruments for the evaluation.

49. In terms of the period to be covered, the evaluation will cover technical assistance activities as well as the refugee support implemented from June 2017 until June 2022. Data collection will take place March to mid-April 2023. The evaluation report is expected to be finalized in May 2023 (see [Annex 2](#) for the detailed evaluation timeline).

50. Gender equality and women's empowerment (GEWE), equity and inclusion should be mainstreamed throughout the evaluation with consideration of how the perspectives of men, women, boys and girls as well as disabled people will be sought in the evaluation process.

# 4. Evaluation approach, methodology and ethical considerations

## 4.1. EVALUATION QUESTIONS AND CRITERIA

51. The evaluation will address the key questions as outlined in table 2, which will be further developed and tailored by the evaluation team in a detailed evaluation matrix during the inception phase. Collectively, the questions aim at highlighting the key lessons and performance of the country capacity strengthening and refugee support activities in Angola, with a view to informing future strategic and operational decisions.

52. The evaluation will analyse how gender, equity and wider inclusion objectives and GEWE mainstreaming principles were included in the intervention design, and whether the evaluation subject has been guided by WFP and system-wide objectives on GEWE. The gender, equity and wider inclusion dimensions should be integrated into all evaluation criteria as appropriate.

53. The evaluation will answer the overarching question *“To what extent has the WFP technical assistance to the Government and refugee support achieved its intended objectives achieved and what lessons can inform WFP’s support going forward?”* To answer this question, the evaluation will answer a number of sub-questions along each of the evaluation criteria as shown in Table 2. Evaluative judgement will be against the sub-questions, and reporting will focus on the evaluation criteria as this approach is best suited to communicate the findings and conclusions. All answers and recommendations should be evidence-based.

**Table 2: Evaluation questions and criteria**

Evaluation questions		Criteria
		<b>Relevance</b>
1.	How are the beneficiaries of food security interventions, such as refugee response and nutrition activities targeted for the interventions?	Relevance / Appropriateness
2.	How can WFP enhance its targeting of food security beneficiaries, for the refugee response and nutrition interventions in Angola?	Relevance / Appropriateness
3.	To what extent are the food security interventions, such as refugee response and nutrition, relevant to the needs of the most vulnerable groups (men and women, boys and girls) and the disabled and marginalized groups in Angola?	Relevance / Appropriateness
4.	To what extent are the strategies used to provide technical assistance to government relevant to the needs of the Angolan government?	Relevance / Appropriateness
5.	Were the food security interventions, such as the refugee response and nutrition interventions based on a sound gender analysis?	Relevance / Appropriateness

6.	To what extent was the design and implementation of the interventions gender sensitive i.e., considered gender equality and women empowerment issues?	Relevance / Appropriateness
		<b>Coherence</b>
7.	To what extent were WFP's food security, nutrition, technical assistance, and refugee support interventions coherent with policies and programmes of the government of Angola?	Coherence
8.	To what extent was the design and delivery of various food security, nutrition, technical assistance, and refugee support interventions in line with humanitarian principles?	Coherence
9.	What have been the synergies between the different technical assistance interventions being evaluated?	Coherence
		<b>Effectiveness</b>
10.	To what extent is WFP's provision of technical assistance to government contributing to the achievement of SDG2 and SDG 17?	Effectiveness
11.	To what extent have the targeted outputs, outcomes, and strategic results of the technical assistance to government been achieved?	Effectiveness
12.	To what extent have the targeted outputs, outcomes, and strategic results of the community management of acute malnutrition been achieved?	Effectiveness
13.	What were the main factors (internal and external) influencing the achievement and non-achievement of the CMAM intervention objectives and what challenges were faced in the programme?	Effectiveness
14.	What were the main factors (internal and external) influencing the achievement and non-achievement of the provision of technical assistance to government thematic intervention objectives and what challenges were faced in the intervention?	Effectiveness
		<b>Efficiency</b>
15.	What lessons, regarding ensuring value for money, are emerging from food security intervention beneficiary targeting experiences and different approaches?	Efficiency
16.	Was the provision of technical assistance to government efficiently implemented (specifically cost effectiveness/value for money)?	Efficiency



		<b>Sustainability</b>
17.	To what extent the benefits of the WFP technical assistance programmes are sustainable i.e., continuing, or likely to continue after the interventions of WFP cease?	Sustainability
18.	To what extent did WFP support build the capacity of national and local government institutions, communities and other partners?	Sustainability
19.	To what extent and how could the CMAM initiative be replicated elsewhere?	Sustainability/Scalability
20.	What would be the necessary pre-conditions for rolling-out the CMAM intervention to cover other areas?	Sustainability/Scalability
21.	What lessons can be learned from the implementation of the refugee response, CMAM, and technical assistance interventions with a view to scaling up of the interventions to reach a bigger pool of beneficiaries in the context of Angola?	Sustainability
22.	Given the shift away from emergency focus of the WFP country strategic plan, what strategic adjustments, with AND IN the support of the Angolan Government, should WFP make for rural transformations to sustainably address food insecurity?	Sustainability
		<b>Impact</b>
23.	What real difference have the programmes, under the food security thematic area, made on the targeted beneficiaries (including specifically the most vulnerable and marginalized groups)? Their households? How did the programme change their lives and livelihoods?	Impact
24.	Were there any gender-specific impacts? Did the food security and CMAM interventions influence the gender context?	Impact
25.	To what extent did the technical assistance to the Government of Angola impact both public and private institutions?	Impact

## **4.2. EVALUATION APPROACH AND METHODOLOGY**

54. The methodology will be designed by the evaluation team during the inception phase. It should:
- Employ the relevant evaluation criteria above.
  - Apply an evaluation matrix geared towards addressing the key evaluation questions taking into account the data availability challenges, the budget and timing constraints.

- Using mixed methods (quantitative and qualitative) to ensure triangulation of information through a variety of means. Qualitative and quantitative data collection and analyses will need to be conducted to answer the evaluation questions.
- Ensure through the use of mixed methods that women, girls, men and boys from different stakeholders' groups participate and that their different voices are heard and used.
- Take into account WFP's approach to protection and accountability to affected populations (AAP), as per, respectively, WFP's Policy on Humanitarian Protection and WFP strategy on AAP.
- Use capacity strengthening assessment tools such as the [Kirkpatrick Model](#) (as an example) to evaluate and analyze the results of educational, training and learning programs. These models help to understand the change in behaviour of institutions and individuals as a result of the training and capacity strengthening efforts and to assess the how the recipients have applied their training. This will inform the design of questionnaires to be used to interview selected training participants and managers in relevant government institutions.

55. The methodology chosen should demonstrate attention to impartiality and reduction of bias by relying on mixed methods (quantitative, qualitative, participatory etc.) and different primary and secondary data sources that are systematically triangulated (documents from different sources; a range of stakeholder groups, including beneficiaries; direct observation in different locations; across evaluators; across methods etc.). It will take into account any challenges to data availability, validity or reliability, as well as any budget and timing constraints.

56. To ensure reliability and validity of data, and credibility of the evaluation, the evaluation team will:

- At inception: Verify data availability and reliability for all indicators as provided in the intervention logframes and assess whether these sources are sufficient to provide reliable data. This will inform the design of primary data collection.
- Throughout the evaluation: systematically check accuracy, consistency and validity of all data collected and acknowledge any limitations/caveats that should be borne in mind when drawing conclusions or interpreting the findings presented in the evaluation reports.

57. The evaluation questions, lines of inquiry, indicators, data sources and data collection methods will be brought together in an evaluation matrix, which will form the basis of the sampling approach and data collection and analysis instruments (desk review, interview and observation guides, survey questionnaires etc.).

58. The methodology should be sensitive in terms of GEWE, equity and inclusion, indicating how the perspectives and voices of diverse groups (men and women, boys, girls, the elderly, people living with disabilities and other marginalized groups) will be sought and taken into account. The methodology should ensure that primary data collected is disaggregated by sex and age; an explanation should be provided if this is not possible. The evaluation methodology, sampling frame and data analysis will be gender-responsive and seek to fully address the diversity of stakeholders affected by the intervention in particular the most vulnerable.

59. Looking for explicit consideration of gender and equity/inclusion in the data after fieldwork is too late; the evaluation team must have a clear and detailed plan for collecting data from women and men in gender and equity-sensitive ways before fieldwork begins.

60. The evaluation findings, conclusions and recommendations must reflect gender and equity analysis. The findings should include a discussion on intended and unintended effects of the intervention on gender equality and equity dimensions. The report should provide lessons/ challenges/recommendations for conducting gender and equity-responsive evaluations in the future.

61. The following **mechanisms for independence and impartiality** will be employed:

- The Evaluation Managers will provide the evaluators with access to key informants and all relevant available internal data (as per WFP Directive on information disclosure).

- b) The Evaluation Managers will ensure that the evaluation is implemented as per design. If challenges arise during the field mission, adjustments will be made ensuring that those do not undermine impartiality.
- c) Evaluators have full freedom to conduct their evaluative work without interference or fear for their career.
- d) The evaluators make independent decisions about site sampling and selection of key informants to interviews.
- e) The evaluators ensure that WFP staff responsible for the design or implementation of the subject of the evaluation does not attend interviews.
62. The following **potential risks** to the methodology have been identified:

**Table 3: Analysis of Potential Risks**

Potential Risk	Underlying causes	Effects	Mitigation actions
1. Secondary data sources turn out not to be reliable for some indicators	Lack of reliable monitoring data especially for technical support/ capacity strengthening interventions	If these are left out of the primary data collection, the evaluation report will be less reliable OR incomplete as TA is WFP's key area of support in the country.	<ul style="list-style-type: none"> <li>Evaluation team to spend some time during inception assessing reliability of the secondary data sources and to propose appropriate methods to assess outcome of WFP's technical support to the government.</li> <li>The result to inform what indicators will be included in primary data collection and which will be addressed from secondary sources</li> </ul>
2. Logistical difficulties in getting access to some beneficiaries	Incomplete data collection; voices of some affected populations not heard; in some cases, overreliance on secondary sources	If data collection is undertaken during the rainy season, there may be reduced accessibility in areas with poor infrastructure.	<ul style="list-style-type: none"> <li>Data collection schedules informed by the season to the extent that this does not affect overall objectives of the evaluation.</li> <li>Use technology to collect data, with local research assistants who can transmit the data from remote sites (WFP sub-offices to support in this regard)</li> </ul>
3. Difficulties in getting access to relevant institutional partners and representatives particularly government counterparts	The nature of government ministries is such that different departments are relevant for different aspects of the program. Not everyone from a ministry will necessarily be relevant for all topics.  In addition, there may be changes technical staff in	The contribution of the institutions is limited if the right persons are not engaged	<ul style="list-style-type: none"> <li>Deepen the stakeholder analysis and identify relevant representatives from different institutions/ministries.</li> <li>When inviting stakeholders for forums/sessions through the ERG, be specific on what the topic is and what inputs are expected so that institutions can identify the most relevant persons</li> </ul>

	the various government ministries at national and provincial levels arising from the August 2022 presidential and parliamentary elections		<ul style="list-style-type: none"> <li>• Ensure that notification for scheduled interviews are shared well in advance with relevant government ministries utilizing the working relationship already established between WFP and respective government officers at different levels.</li> </ul>
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63. The evaluation team will expand on the methodology presented in the ToR and develop a detailed evaluation matrix in the inception report.

### 4.3. EVALUABILITY ASSESSMENT

64. The WFP Angola Office provides the evaluation team with the programme planning documents, the Field Level Agreements (FLAs), reports from the Cooperating Partners (CPs), the monitoring reports, annual country reports from 2017 to 2021, output level data and the monitoring data sets and available outcome level data for the interventions. Disaggregated data on gender and age captured through output and outcome monitoring of the refugee programme will be made available to the evaluation team. The technical assistance interventions have output data which will also be availed to the evaluation team. Refer to the detailed list of documents and data below:

- Transition Interim Country Strategic Plan (T-ICSP 2018-2019)
- Interim Country Strategic Plan (ICSP 2020-2022)
- Annual Country Reports (2018-2021)
- Field Level Agreements (2017-2022)
- Post Distribution Monitoring (PDM) Reports (2017-2022)
- Cooperating Partner reports (Distribution Reports)
- Process Monitoring Reports (2017-2022)
- Qualitative monitoring reports (e.g., focus group discussion reports) (2017-2022)
- RB Monitoring oversight mission report(s)
- COMET Beneficiary Data by Activity
- Technical Assistance output data (planned vs actual) (2017-2022)
- Partnership Reports
- Country Briefs
- Annual Performance Plans
- Country Capacity Assessment Report 2022
- UNSDCF (2020-2022)

65. During the inception phase, Angola Office and the evaluation team will have to agree on a data collection strategy that minimizes duplications and promotes efficiency and completeness. The Angola Office will share the M&E plan with the evaluation team and have a discussion on data availability. This will provide clarity on what data can be drawn from the existing M&E system for the programme and what additional data will need to be collected during each of the evaluation processes. A list of outcome indicators including but not limited to those identified in the logical framework (See [Annex 5](#) for the current CSP logical framework) for the interventions being evaluated will be finalized at this stage.

66. The evaluation team should gather data from beneficiaries, partners, and government institutions. The availability and quality of such data cannot be assured by WFP. The team is expected to formulate a strategy to collect such information and check its reliability. The strategy has to be documented for future reference.

67. During the inception phase, the evaluation team will be expected to perform an in-depth evaluability assessment and critically assess data availability, quality and gaps expanding on the information provided in Section 4.3. This assessment will inform the data collection and the choice of evaluation methods.

#### 4.4. ETHICAL CONSIDERATIONS

68. The evaluation must conform to [UNEG ethical guidelines for evaluation](#). Accordingly, the selected evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation process. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of respondents, ensuring cultural sensitivity, respecting the autonomy of respondents, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results do no harm to respondents or their communities.

69. The evaluation firm will be responsible for managing any potential ethical risks and issues and must put in place, in consultation with the evaluation manager, processes and systems to identify, report and resolve any ethical issues that might arise during the implementation of the evaluation. Ethical approvals and reviews by relevant national and institutional review boards must be sought where required.

70. The team and evaluation managers will not have been involved in the design, implementation or monitoring of the WFP capacity strengthening and refugee support activities in Angola nor have any other potential or perceived conflicts of interest. All members of the evaluation team will abide by the [2020 UNEG Ethical Guidelines](#), including the Pledge of Ethical Conduct as well as the WFP technical note on gender. The evaluation team and individuals who participate directly in the evaluation at the time of issuance of the purchase order are expected to sign a confidentiality agreement and a commitment to ethical conduct. These templates will be provided by the Angola office when signing the contract.

#### 4.5. QUALITY ASSURANCE

71. The WFP evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on a set of [Quality Assurance Checklists](#). The quality assurance will be systematically applied during this evaluation and relevant documents will be provided to the evaluation team. This includes checklists for feedback on quality for each of the evaluation products. The relevant checklist will be applied at each stage, to ensure the quality of the evaluation process and outputs.

72. The WFP Decentralized Evaluation Quality Assurance System (DEQAS) is based on the UNEG norms and standards and good practice of the international evaluation community and aims to ensure that the evaluation process and products conform to best practice. This quality assurance process does not interfere with the views or independence of the evaluation team but ensures that the report provides credible evidence and analysis in a clear and convincing way and draws its conclusions on that basis.

73. The WFP evaluation manager will be responsible for ensuring that the evaluation progresses as per the [DEQAS Process Guide](#) and for conducting a rigorous quality control of the evaluation products ahead of their finalization.

74. To enhance the quality and credibility of decentralized evaluations, an outsourced quality support (QS) service directly managed by the WFP Office of Evaluation reviews the draft ToR, the draft inception and the evaluation reports, and provides a systematic assessment of their quality from an evaluation perspective, along with recommendations.

75. The evaluation managers will share the assessment and recommendations from the quality support service with the team leader, who will address the recommendations when finalizing the inception and evaluation reports. To ensure transparency and credibility of the process in line with the [UNEG norms and](#)

[standards](#).<sup>10</sup> a rationale should be provided for comments that the team does not take into account when finalizing the report.

76. The evaluation team will be required to ensure the quality of data (reliability, consistency and accuracy) throughout the data collection, synthesis, analysis and reporting phases. Part of the deliverables will include all datasets used in this evaluation.

77. The evaluation team should be assured of the accessibility of all relevant documentation within the provisions of the directive on disclosure of information. This is available in the [WFP Directive CP2010/001](#) on information disclosure.

78. WFP expects that all deliverables from the evaluation team are subject to a thorough quality assurance review by the evaluation firm in line with the WFP evaluation quality assurance system prior to submission of the deliverables to WFP.

79. All final evaluation reports will be subject to a post hoc quality assessment (PHQA) by an independent entity through a process that is managed by the Office of Evaluation. The overall PHQA results will be published on the WFP website alongside the evaluation report.

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<sup>10</sup> UNEG (2016) Detail of Norms and Standards for Evaluation (2016) (uneval.org), UNEG Norm #7 states “that transparency is an essential element that establishes trust and builds confidence, enhances stakeholder ownership and increases public accountability”

# 5. Organization of the evaluation

## 5.1. PHASES AND DELIVERABLES

80. Table 4 presents the structure of the main phases of the evaluation, along with the deliverables and deadlines for each phase. [Annex 2](#) presents a more detailed timeline.

Table 4: Summary timeline – key evaluation milestones			
Main phases	Indicative timeline	Tasks and deliverables	Responsible
1. Preparation	27/06/2022 – 16/12/2022	Preparation of ToR Selection of the evaluation team & contracting Document review	Evaluation manager
2. Inception	19/12/2022 – 10/03/2023	Inception mission Inception report (In English and Portuguese) Draft a Theory of Change in collaboration with the CO team.	Evaluation Team
3. Data collection	13/03/2023 – 10/04/2023	Fieldwork Exit debriefing including PowerPoint presentation on preliminary findings	Evaluation Team
4. Reporting	11/04/2023 – 29/06/2023	Data analysis and report drafting Comments process Clean datasets Evaluation report (in English and Portuguese) 4-6 page brief, including main findings, conclusions and recommendations Learning workshop PowerPoint presentation of main findings and conclusions for	Evaluation Team

		debriefing and dissemination purpose	
5. Dissemination and follow-up	<b>07/07/2023 - 21/08/2023</b>	Management response Dissemination of the evaluation report Summary evaluation report (English and Portuguese)	EC Chair/ EM/ CO Programme  REU/ EM

## 5.2. EVALUATION TEAM COMPOSITION

81. The evaluation team is expected to include three members, including an international team leader with expertise in capacity strengthening and nutrition and the other two national evaluators with expertise in food security and quantitative and qualitative analysis. To the extent possible, the evaluation will be conducted by a gender-balanced and geographically and culturally diverse team with appropriate skills to assess gender dimensions of the subject as specified in the scope, approach and methodology sections of the ToR. At least one team member should have WFP experience.

82. The team will be multi-disciplinary and include members who, together, include an appropriate balance of technical expertise and practical knowledge in the following areas:

- Capacity development and strengthening activities
- Resilience and livelihoods
- Statistics / quantitative methods
- Qualitative methods
- Gender expertise / good knowledge of gender issues
- Nutrition and Food security
- Refugee programming.

83. Collectively the evaluation team should have good research design and implementation expertise and the capacity to conduct an independent and quality evaluation. In addition to the technical expertise and experience noted above, the team should collectively have:

- a. Good knowledge of gender, equity and wider inclusion issues
- b. Excellent understanding of the national/regional context, and in particular the new and emerging policy directions in a middle-income country
- c. A deep understanding of capacity strengthening programmes
- d. A sound understanding of the UN system and its approach to working with national governments
- e. Prior experience in conducting evaluations/assessments at sectoral and policy levels
- f. Proven ability to produce reports or publications in English
- g. High degree of professionalism and ability to systematically follow guidelines
- h. Excellent oral and written English
- i. Fluency in local languages such as Portuguese, French, Lingala, Kikongo, Tshiluba, Mbundu, Cuanhama and Nhanhekahumbi would be an added advantage.

84. All team members should have strong analytical and communication skills, evaluation experience with a track record of written work on similar assignments, and familiarity with Angola and/or Southern African region.

85. The evaluation team should have good knowledge of Portuguese. At least some of the team members must be fluent in Portuguese. The expected language of the evaluation report is both English and Portuguese.



86. The team leader will have at least 10 years of relevant experience institutional capacity strengthening of governments and expertise in one of the key competencies listed above as well as demonstrated experience in leading similar evaluations, including designing methodology and data collection tools. She/he will also have leadership, analytical and communication skills, including a track record of excellent English writing, synthesis and presentation skills. Her/his primary responsibilities will be: i) defining the evaluation approach and methodology; ii) guiding and managing the team; iii) leading the evaluation mission and representing the evaluation team; and iv) drafting and revising, as required, the inception report, the end of field work (i.e., exit) debriefing presentation and evaluation report in line with DEQAS.

87. Team members will: i) contribute to the methodology in their area of expertise based on a document review; ii) conduct field work; iii) participate in team meetings and meetings with stakeholders; and iv) contribute to the drafting and revision of the evaluation products in their technical area(s).

88. The evaluation team will conduct the evaluation under the direction of its team leader and in close communication with **Maria Tati and Jennifer Sakwiya**. The team will be hired following an agreement with WFP on its composition.

### 5.3. ROLES AND RESPONSIBILITIES

89. The WFP Angola Office **management (Director or Deputy Director)** will take responsibility to:

- Assign an evaluation manager for the evaluation, **Maria Tati** based at the Country Office and **Jennifer Sakwiya**, based at RBJ.
- Compose the internal evaluation committee and the evaluation reference group (see [Annex 3](#))
- Approve the final ToR, inception and evaluation reports
- Approve the evaluation team selection
- Ensure the independence and impartiality of the evaluation at all stages, including establishment of an evaluation committee and a reference group
- Participate in discussions with the evaluation team on the evaluation design and the evaluation subject, its performance and results with the evaluation manager and the evaluation team
- Organize and participate in two separate debriefings, one internal and one with external stakeholders
- Oversee dissemination and follow-up processes, including the preparation of a management response to the evaluation recommendations.

90. The **evaluation co-managers will** manage the evaluation process through all phases including: drafting this ToR; identifying the evaluation team; preparing and managing the budget; setting up the evaluation committee and evaluation reference group; ensuring quality assurance mechanisms are operational and effectively used; consolidating and sharing comments on draft inception and evaluation reports with the evaluation team; ensuring that the team has access to all documentation and information necessary to the evaluation; facilitating the team's contacts with local stakeholders; supporting the preparation of the field mission by setting up meetings and field visits, providing logistic support during the fieldwork and arranging for interpretation, if required; organizing security briefings for the evaluation team and providing any materials as required; and conducting the first level quality assurance of the evaluation products. The evaluation co-managers will be the main interlocutor between the team, represented by the team leader, the firm's focal point, and WFP counterparts to ensure a smooth implementation process.

91. An internal **evaluation committee** is formed to help ensure the independence and impartiality of the evaluation, an evaluation committee will be appointed and involved through all the evaluation phases. The EC is responsible for overseeing the evaluation process, making key decisions, and reviewing evaluation products submitted to the Chair for approval. [Annex 3](#) provides further information on the composition of the evaluation committee.

92. **An evaluation reference group (ERG)** is formed as an advisory body with representation from the development partners, including the government of Angola, UNICEF, Word Vision International, among

others. [Annex 3](#) provides more details on the evaluation reference group. The evaluation reference group members will review and comment on the draft evaluation products and act as key informants in order to contribute to the relevance, impartiality and credibility of the evaluation by offering a range of viewpoints and ensuring a transparent process.

93. **The regional bureau:** The regional bureau will take responsibility to:

- Advise the evaluation manager and provide support to the evaluation process where appropriate
- Participate in discussions with the evaluation team on the evaluation design and on the evaluation subject as required
- Provide comments on the draft ToR, inception and evaluation reports
- Support the preparation of a management response to the evaluation and track the implementation of the recommendations.

94. While the **Regional Evaluation Officer**, Jean Providence Nzabonimpa, will perform and/or coordinate most of the above responsibilities, other regional bureau-relevant technical staff may participate in the evaluation reference group and/or comment on evaluation products as appropriate.

95. **Other Stakeholders (National Government including relevant ministries, implementing partners / NGOs, partner UN agencies)** will form part of the Evaluation Reference Group as external members of the evaluation reference group as outlined in [Annex 3](#) and will form part of the key informants during the data collection phase. The key stakeholders include representatives from the ministries of agriculture and fisheries, education, health at national, provincial and district levels as relevant, UNICEF, UNHCR and World Vision. In addition, these stakeholders will comment on all the draft evaluation products (terms of reference, inception report and evaluation report).

96. **The Office of Evaluation (OEV).** OEV is responsible for overseeing WFP decentralized evaluation function, defining evaluation norms and standards, managing the outsourced quality support service, publishing as well submitting the final evaluation report to the PHQA. OEV also ensures a help desk function and advises the Regional Evaluation Officer, the Evaluation Manager and Evaluation teams when required. Internal and external stakeholders and/or the evaluators are encouraged to reach out to the regional evaluation officer and the Office of Evaluation helpdesk ([wfp.decentralizedevaluation@wfp.org](mailto:wfp.decentralizedevaluation@wfp.org)) in case of potential impartiality breaches or non-adherence to UNEG ethical guidelines.

## 5.4. SECURITY CONSIDERATIONS

97. **Security clearance** where required is to be obtained from [Angola country office]

98. As an “independent supplier” of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation team, and adequate arrangements for evacuation for medical or situational reasons. However, to avoid any security incidents, the evaluation manager will ensure that the WFP country office registers the team members with the security officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground. The evaluation team must observe applicable United Nations Department of Safety and Security rules and regulations including taking security training (BSAFE & SSAFE), curfews (when applicable) and attending in-country briefings.

99. However, to avoid any security incidents, the Evaluation Manager is requested to ensure that:

- The WFP CO registers the evaluators with the Security Officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground.
- The team members observe applicable UN security rules and regulations – e.g., curfews etc.

## 5.5. COMMUNICATION

100. To ensure a smooth and efficient process and enhance the learning from this evaluation, the evaluation team should place emphasis on transparent and open communication with key stakeholders. These will be achieved by ensuring a clear agreement on channels and frequency of communication with and between key stakeholders.

101. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal.

102. Based on the stakeholder analysis, the communication and knowledge management plan (in [Annex 4](#)) identifies the users of the evaluation to involve in the process and to whom the report should be disseminated. The communication and knowledge management plan indicates how findings including gender, equity and wider inclusion issues will be disseminated and how stakeholders interested in, or affected by, gender, equity and wider inclusion issues will be engaged.

103. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. It is important that evaluation reports are accessible to a wide audience, thereby contributing to the credibility of WFP – through transparent reporting – and the use of evaluation. The evaluation team will produce a 4-6 pages evaluation brief containing key messages, main findings, conclusions, implications or recommendations. The brief will be submitted to WFP together with the final evaluation report and will be distributed to a wider internal and external audience using appropriate corporate channels

104. WFP reserves the right to engage with the evaluation team to participate in conferences and other events to present the results of the evaluation. Such engagements will be agreed on ad hoc basis and are subject to budget availability. WFP will organize one learning workshop after the results of the evaluation are made available to ensure wide dissemination to all stakeholders and to inform the CSP visioning workshop tentatively planned for June 2023. The team-leader may be called to co-facilitate the learning workshop. The details will be provided in a communication plan that will be further developed by the evaluation manager jointly with the team leader during the inception phase.

## 5.6. BUDGET

105. The evaluation will be financed from country office resources. The actual budget will be determined by the level of expertise and experience of the evaluation team members to be recruited through a Long-Term Agreement (LTA) firm. The LTA firm should use the [proposal template](#) for the provision of decentralized evaluation services, when submitting a technical proposal.

106. The offer by the LTA firm will include a [detailed budget for the evaluation](#), including consultant fees, all costs associated with the three evaluation team members (their time, etc.), travel costs and other costs (interpreters, etc.). In country road travel for the evaluation team shall be arranged by the Evaluation Team. If a firm is hired, it should include in their budget proposal in-country flights i.e., from Luanda, Angola if road travel is not deemed feasible.

107. The budget should include addition, the budget should include costs related to field travel (vehicle hires, per diem, communications, etc.). Further, costs associated with field-based data collection should also be included in the budget. This may include but not be limited to the hiring of enumerators, fees associated with training enumerators (hall rental, lunch money, etc.), fees associated with hiring space in the districts for meetings with local officials and focus group discussions, etc.

108. In the event of questions vis-à-vis the costing in Angola please send queries to the WFP staff members listed below:

- i. Maria Tati, M&E Assistant at [maria.tati@wfp.org](mailto:maria.tati@wfp.org)
- ii. Jennifer Sakwiya, Evaluation Officer at [jennifer.sakwiya@wfp.org](mailto:jennifer.sakwiya@wfp.org)

iii. Jean Providence Nzabonimpa, Regional Evaluation Officer at [Jeanprovidence.nzabonimpa@wfp.org](mailto:Jeanprovidence.nzabonimpa@wfp.org)



## Annex 2: Detailed Evaluation Schedule

	Phases, deliverables and timeline	Key dates
<b>Phase 1 - Preparation</b>		<b>Up to 9 weeks</b>
EM	Desk review, draft ToR and quality assurance (QA) by EM and REU using ToR QC	27/06/2022 – 01/07/2022
EM	Share draft ToR with quality support service (DEQS) and organize follow-up call with DEQS	01/07/2022 – 07/07/2022
EM	Review draft ToR based on DEQS and REU feedback and share with ERG	07/07/2022 – 23/07/2022
ERG	Review and comment on draft ToR	08/09/2022 - 14/09/2022
EM	Review draft ToR based on comments received and submit final ToR to EC Chair	15/09/2022 - 16/09/2022
EC Chair	<b>Approve the final ToR and share with ERG and key stakeholders and with LTA firms</b>	19/09/2022
EM	Proposal submission, assessment and recommend an evaluation team and ET contracting	04/10/2022 - 11/12/2022
EC Chair	<b>Approve evaluation team selection and recruitment of evaluation team</b>	12/12/2022 – 16/12/2022
<b>Phase 2 - Inception</b>		<b>Up to 7 weeks</b>
EM/TL	Brief core team	19/12/2022
ET	Desk review of key documents (including remote inception mission)	20/12/2022 – 13/01/2023
TL	Submit Draft 1 inception report (IR) to evaluation manager	14/01/2023
EM	Quality assurance of draft 1 IR by EM and REU using QC, share draft IR with quality support service (DEQS) and organize follow-up call with DEQS	16/01/2023 – 01/02/2023
ET	Review draft 1 IR based on feedback received by DEQS, EM and REU	03/02/2023 – 08/02/2023
TL	Submit draft 2 IR to evaluation manager	09/02/2023
EM	Share draft 2 IR with ERG	10/02/2023
ERG	Review and comment on draft IR	11/02/2023 – 20/02/2023
EM	Consolidate comments and share with evaluation team	21/02/2023
ET	Review draft IR based on feedback received and submit draft 3IR noting further iterations of the IR may be required to ensure all stakeholder comments have been adequately addressed	22/02/2023 – 28/02/2023
EM REU	Review Draft 3 IR with regard to how ET addressed stakeholder comments, noting that all the comments have been addressed, and for those not addressed, a rationale is provided	01/03/2023 – 03/03/2023
TL/ET	Address any outstanding stakeholder comments and submit final IR to evaluation manager	05/03/2023 – 06/03/2023

EM	Review final IR and submit to the evaluation committee for approval	07/03/2023 – 08/03/2023
<b>EC Chair</b>	<b>Approve final IR and share with ERG for information</b>	<b>09/03/2023 – 10/03/2023</b>
<b>Phase 3 – Data collection</b>		<b>Up to 3 weeks</b>
<b>EC Chair/ EM</b>	Brief the evaluation team at CO, enumerator training and preparations for data collection	13/03/2023 – 17/03/2023
<b>ET</b>	<b>Data collection</b>	18/03/2023 – 07/04/2023
<b>ET</b>	<b>In-country debriefing (s)</b>	10/04/2023
<b>Phase 4 – Reporting</b>		<b>Up to 11 weeks</b>
ET	Conduct detailed data analysis, draft the evaluation report (ER) and submit Draft 1 evaluation report to the evaluation manager	11/04/2023 – 09/05/2023
EM	Quality assurance of draft ER by EM and REU using the QC, share draft ER with quality support service (DEQS) and organize follow-up call with DEQS	10/05/2023 – 22/05/2023
ET	Review and submit draft 2 ER based on feedback received by DEQS, EM and REU	23/05/2023 – 29/05/2023
EM	Circulate draft ER for review and comments to ERG, RB and other stakeholders	30/05/2023
ERG	Review and comment on draft 2 ER	01/06/2023 – 07/06/2023
EM	Consolidate comments received and share with the evaluation team leader	08/06/2023 – 08/06/2023
ET	Review draft ER based on feedback received and submit draft 3/revised ER. Noting that further iteration(s) of ER may be required based on how stakeholder comments have been fully addressed.	09/06/2023 – 18/06/2023
EM REU	Review Draft 3 ER with regard to how ET addressed stakeholder comments, noting that all the comments have been addressed, and for those not addressed, a rationale is provided and share any outstanding stakeholder comments with evaluation team for finalization	19/06/2023 - 21/06/2023
ET	Revise ER based on any outstanding comments and submit the final ER and a 4-6 page brief, including main findings, conclusions and recommendations to the evaluation manager	22/06/2023 - 25/06/2023
EM	Final review and submission to evaluation committee for approval	27/06/2023
<b>EC Chair</b>	<b>Approve final evaluation report and share with key stakeholders for information</b>	<b>28/06/2023 – 29/06/2023</b>
<b>Phase 5 - Dissemination and follow-up</b>		<b>Up to 4 weeks</b>
RB	Request CO for preparation of management response (MR)	07/07/2023
EC Chair,	Prepare management response (including RB review, CO approval of MR and final approval of MR by RB management)	10/07/2023 – 06/08/2023

EM, REU/RB		
EM	<b>Share final evaluation report and management response with the REU and OEV for publication and participate in end-of-evaluation lessons learned call</b>	21/08/2023

### Legend

CO	Country Office	ET	Evaluation Team
DEQS	Decentralized evaluation quality support service	OEV	The Office of Evaluation
EC	Evaluation Committee	QA	Quality Assurance
EM	Evaluation Manager	QC	Quality Checklist
ER	Evaluation Report	RB	Regional Bureau
ERG	Evaluation Reference Group	REU	Regional Evaluation Unit
IR	Inception Report	TL	Team Leader



# Annex 3: Role and Composition of the Evaluation Committee and Evaluation Reference Group

1. **Role and Composition of the Evaluation Committee:** The purpose of the evaluation committee (EC) is to ensure a credible, transparent, impartial and quality evaluation in accordance with WFP evaluation policy. It will achieve this by supporting the evaluation manager in making decisions, reviewing draft deliverables (ToR, inception report and evaluation report) and submitting them for approval by the Country Director (CD) who will be the chair of the committee. The EC members will also be part of the evaluation reference group.
2. **Composition:** The evaluation committee will be composed of the following staff:
  1. The Head of WFP Angola Office (Chair of the Evaluation Committee), Jose Ferrao
  2. Evaluation Managers (secretary or delegated chair): Maria Tati & Jennifer Sakwiya
  3. Head of Programme, Domingos Cunha
  4. Regional Evaluation Officer (REO): Jean Providence Nzabonimpa
  5. Head of Supply Chain Unit, Rodrina Caloia
  6. VAM & GIS Officer, Antonio Paulo,
  7. Nutritionist, Ada Domingos
  8. Nutrition & Fortification, Gracy Heijblom,
  9. School Feeding, Neide Pereira
  10. Rural Transformation, Joao Semedo
  11. Communication, Maria Riabinina
  12. Field Office Representative/Refugees, Jose Sana

## Role and Composition of the Evaluation Reference Group

3. **Purpose and role:** The evaluation reference group (ERG) is an advisory group providing advice and feedback to the evaluation manager and the evaluation team at key moments during the evaluation process. It is established during the preparatory stage of the evaluation and is mandatory for all decentralized evaluations.
4. The overall purpose of the evaluation reference group is to contribute to the credibility, utility and impartiality of the evaluation. For this purpose, its composition and role are guided by the following principles:
  - **Transparency:** Keeping relevant stakeholders engaged and informed during key steps ensures transparency throughout the evaluation process
  - **Ownership and Use:** Stakeholders' participation enhances ownership of the evaluation process and products, which in turn may impact on its use
  - **Accuracy:** Feedback from stakeholders at key steps of the preparatory, data collection and reporting phases contributes to accuracy of the facts and figures reported in the evaluation and of its analysis.
5. Members are expected to review and comment on draft evaluation deliverables and share relevant insights at key consultation points of the evaluation process.
6. The main roles of the evaluation reference group are as follows:
  - Review and comment on the draft ToR

- Suggest key references and data sources in their area of expertise
- Participate in face-to-face or virtual briefings to the evaluation team during the inception phase and/or evaluation phase
- Review and comment on the draft inception report
- Participate in field debriefings (optional)
- Review and comment on the draft evaluation report and related annexes, with a particular focus on:  
a) factual errors and/or omissions that could invalidate the findings or change the conclusions; b) issues of political sensitivity that need to be refined in the way they are addressed or in the language used; c) recommendations.
- Participate in learning workshops to validate findings and discuss recommendations (if planned)
- Provide guidance on suggested communications products to disseminate learning from the evaluation.

### **Composition of EC and ERG**

7. Outlined in below are the members of the EC and ERG

Evaluation Committee Members	Name
<p>Evaluation Committee Core members:</p> <p>A. Country Office:</p> <ol style="list-style-type: none"> <li>1. Head of WFP Angola Office (Chair)</li> <li>2. Evaluation Co-Manager (secretary or delegated chair)</li> <li>3. Head of Programme,</li> <li>4. Head of Supply Chain Unit,</li> <li>5. VAM</li> <li>6. Nutritionist</li> <li>7. School feeding</li> <li>8. Partnerships and Communications</li> <li>9. Field Office Representative / Refugees</li> <li>10. Rural Transformation</li> </ol> <p>Regional Bureau:</p> <ol style="list-style-type: none"> <li>11. Regional Evaluation Officer</li> <li>12. Evaluation Officer (Evaluation Co-Manager)</li> </ol>	<p>CO To advise</p> <p>Jose Ferrao  Maria Tati  Domingos Cunha  Rodrina Caloia  Antonio Paulo  Gracy Heijblom  Neide Pereira  Maria Riabinina  Jose Sana  Joao Semedo</p> <p>Jean Providence Nzabonimpa  Jennifer Sakwiya</p>
ERG members	Name
<ul style="list-style-type: none"> <li>• All EC Members above</li> </ul> <p>Regional Bureau:</p> <ul style="list-style-type: none"> <li>• Regional Monitoring Advisor</li> <li>• Regional Programme Unit/Resilience</li> <li>• Regional Country Capacity Strengthening FP</li> <li>• Regional Gender Adviser</li> <li>• Senior Emergency Preparedness and Response Officer</li> <li>• Senior Regional Nutrition Adviser</li> </ul>	<ul style="list-style-type: none"> <li>• Caterina Kireeva</li> <li>• Ashraful Amin</li> <li>• Atsuvi Gamli</li> <li>• Justine Vanrooyen</li> <li>• Romina Woldemariam</li> <li>• James Kingori</li> </ul>
External ERG Members	Name
<p>GPS-Luanda (Provincial Health Cabinet)</p> <p>GPS-Huila</p> <p>MINAGRIP (Ministry of Agriculture and Fisheries)</p> <p>MINED/Direccao Nacional para Educacao Pre-escolar e Ensino Primario (Directorate of Pre-school education and Primary School)</p> <p>Education-Huila</p> <p>MAFAMU-Lunda Norte</p> <p>MAFAMU-Huila</p> <p>UNICEF- Luanda</p> <p>UNICEF - Huila</p> <p>World Vision - Luanda</p> <p>WVI - Huila</p> <p>UNHCR-Dundo</p>	<ul style="list-style-type: none"> <li>• Ana Isabel</li> <li>• Luciana Guimarães</li> <li>• Fernando Andre</li> <li>• Soraya de Jesus</li> <li>• Esther Isabel Epalanga</li> <li>• Berta Morais</li> <li>• Odete Fernandes</li> <li>• Dra Catarina</li> <li>• Ciara Hogan</li> <li>• Paulo Mendes</li> <li>• Maria Carolina</li> <li>• Robert Bulten</li> <li>• Chrispus Tebid</li> </ul>

# Annex 4: Communication and Knowledge Management Plan

## Key Aims of a Communication and Knowledge Management Plan

8. The communication and knowledge management plan aims to ensure a **structured** and **impactful** flow of information both internally and externally to targeted stakeholders. The plan also proposes well-defined roles and responsibilities, timelines, and communication channels, to ensure uptake. Key aims include:

- i. **Improve programming:** For the Angola CO, the evaluation will be used to refine or adjust activities that are underway, and to inform the design of new activities or to learn how to introduce activities in other contexts.
- ii. **Support strategic direction:** The results will also be used to inform the CSP visioning workshop planned for June 2023. Lessons learned from the refugee operations will also be used to inform some of the national policy discussions and national institutional capacity challenges.
- iii. **Dissemination of results:** The WFP CO will ensure that the results are widely disseminated to all stakeholders including the beneficiaries of the programme. This will be done to ensure that all stakeholders are aware of the evaluation results and provide feedback for continual learning and improvement.
- iv. **Reach grassroots and affected populations:** The results of the evaluation will inform and guide the targeting of beneficiaries for food security programs and also inform decisions for scaling up of CMAM interventions

9. The draft communication and knowledge management plan is divided into two components (for internal and external stakeholders) below.

# Draft Communication and Knowledge Management Plan

## 1. Internal Communication and Knowledge Management Plan

When Evaluation phase	What Product	To whom Target audience	From whom Creator lead	How (in what way) Communication channel	Why Communication purpose
Planning	Tentative time and scope of evaluation	<ul style="list-style-type: none"> <li>Angola Office management</li> <li>Angola Office programme and M&amp;E staff</li> </ul>	<ul style="list-style-type: none"> <li>Evaluation Manager</li> <li>Regional Evaluation Unit</li> </ul>	Meeting Email	To ensure evaluation is reflected in work plans for the office, relevant teams, including the evaluation manager
Preparation/ ToR	Draft TOR	<ul style="list-style-type: none"> <li>Key stakeholders through the Evaluation Reference Group (ERG)</li> <li>Angola Office management</li> <li>Programme staff</li> </ul>	<ul style="list-style-type: none"> <li>Evaluation manager on behalf of the Evaluation Committee</li> <li>Supported by Regional Evaluation Unit</li> </ul>	Email	To get comments and feedback on various components of the ToR
	Final ToR	<ul style="list-style-type: none"> <li>Key stakeholders through the ERG</li> <li>Angola Office management</li> <li>Programme staff</li> </ul>	<ul style="list-style-type: none"> <li>Evaluation manager supported by Regional Evaluation Unit</li> </ul>	Email Virtual meeting Email, WFPgo, WFP.org	To inform the relevant staff of the overall plan for the evaluation, including critical dates and milestones. To inform the support staff on the selected option for contracting the evaluation team
Inception	Draft Inception report	<ul style="list-style-type: none"> <li>Key stakeholders through the ERG</li> <li>Programme staff</li> </ul>	<ul style="list-style-type: none"> <li>Evaluation manager supported by Regional Evaluation Unit</li> </ul>	Email Virtual meeting (Teams)	To get stakeholder comments on draft 2 inception report

When Evaluation phase	What Product	To whom Target audience	From whom Creator lead	How (in what way) Communication channel	Why Communication purpose
	Final Inception Report	<ul style="list-style-type: none"> <li>• Key stakeholders through the Evaluation Reference Group</li> <li>• Angola Office management</li> <li>• Angola Office Programme and M&amp;E</li> <li>• Field Office staff</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluation manager supported by Regional Evaluation Unit</li> </ul>	Email	<p>To inform the relevant staff of the detailed plan for the evaluation, including critical dates and milestones; sites to be visited; stakeholders to be engaged etc.</p> <p>Ensure that there is a common understanding of the expectations as outlined in the ToR.</p> <p>To provide an initial understanding of the methodological approach, data collection tools, field work schedule, stakeholder matrix, overall design of evaluation and finalize the communication and learning plan</p> <p>To inform the support staff (especially administration) of required logistical support</p>
Data collection	Data collection/field mission schedule and site selection	<ul style="list-style-type: none"> <li>• Key stakeholders: Field Offices</li> <li>• Angola Office (M&amp;E, Programme Activity Manager, Communication, Administration, Security Focal Point)</li> <li>• Evaluation Team</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluation Manager</li> </ul>	Teams Meeting	<p>Confirm the mission dates in each district, as well as the selection of wards</p> <p>Detailed mission schedule</p> <p>Recommendations from the field offices what communities and specific activities/assets should be visited within the selected wards</p> <p>Logistics on accommodation and accessibility to selected wards</p> <p>Ensure the security briefing is provided to the evaluation team before departing for the fieldwork</p>

When Evaluation phase	What Product	To whom Target audience	From whom Creator lead	How (in what way) Communication channel	Why Communication purpose
					Reconfirm date/time and format of the end of fieldwork debrief
	Preliminary results presentation	<ul style="list-style-type: none"> <li>Key internal stakeholders through the Evaluation Reference Group (ERG)</li> <li>Members (Angola Office team, RB Evaluation, Resilience/Climate Services Focal Point, HQ Technical Unit and Programme staff)</li> </ul>	<ul style="list-style-type: none"> <li>Team leader (supported by the Evaluation Manager)</li> </ul>	Email Virtual meeting Debriefing power-point	Allow reflection on the preliminary findings and agree on PPT content before the debrief  To engage with the stakeholders and discuss preliminary results before the draft evaluation report is produced
Data Analysis and Reporting	Draft Evaluation report	<ul style="list-style-type: none"> <li>Key internal stakeholders through the ERG</li> <li>Members (Angola Office team, RB Evaluation, Resilience/Climate Services Focal Point, HQ Technical Unit and Programme staff)</li> </ul>	<ul style="list-style-type: none"> <li>Evaluation manager</li> </ul>	Email	To request for comments on the draft evaluation report  Ensure Quality Assurance of Evaluation

When Evaluation phase	What Product	To whom Target audience	From whom Creator lead	How (in what way) Communication channel	Why Communication purpose
	Final evaluation Report	<ul style="list-style-type: none"> <li>Angola Office management</li> <li>Key internal stakeholders through the ERG</li> <li>Members (Angola Office team, RB Evaluation, Technical Assistance, CMAM and Food Security Activities Focal Points, HQ Technical Unit and Programme staff)</li> </ul>	<ul style="list-style-type: none"> <li>Evaluation manager through the Evaluation Committee</li> <li>R4 Rural Resilience Initiative Activity Manager</li> <li>Focal point of partner organization</li> <li>Angola Office Communications Focal Point</li> </ul>	<p>Email</p> <p>Postings on internal WFP platforms (e.g., WFPgo)</p> <p>Communities of Practice (Yammer)</p>	<p>To inform internal stakeholders of the final main product from the evaluation</p> <p>To ensure that the evaluation report is widely disseminated internally on platforms such as WFP Communities, Teams and on the WFP intranet (WFPGo)</p>
Dissemination & Follow-up	<p>PowerPoint Presentation on evaluation results</p> <p>Evaluation Report, Summary Evaluation Report/Brief, Evaluation Results Discussion</p>	<ul style="list-style-type: none"> <li>Angola Office management</li> <li>Programme staff</li> <li>M&amp;E staff</li> <li>ERG Members and HQ Technical Unit Representative</li> <li>Regional Bureau - Resilience and Evaluation Teams</li> </ul>	<ul style="list-style-type: none"> <li>Evaluation Manager</li> <li>Evaluation Team Leader</li> <li>Angola Office M&amp;E, Technical Assistance, CMAM and Food Security Activities and Communications</li> <li>Regional Evaluation Unit</li> </ul>	<p>Face to face and virtual organized sessions</p> <p>Printed 2-4 pager Summary Evaluation Report</p> <p>Tailored summary reports for specific audiences as required</p> <p>Social Media (Twitter feeds) and hashtags</p>	<p>Evaluation results disseminated to stakeholders</p> <p>Summary evaluation report and link to published full evaluation report are made available</p> <p>Ensure findings are disseminated and lessons are incorporated into other relevant lessons learnt sharing systems and processes.</p>



When Evaluation phase	What Product	To whom Target audience	From whom Creator lead	How (in what way) Communication channel	Why Communication purpose
	Draft Management Response (MR) to the evaluation recommendations	<ul style="list-style-type: none"> <li>Angola Office management</li> <li>Programme staff</li> <li>M&amp;E staff</li> <li>Regional Bureau – Technical Assistance, CMAM and Food Security Activities Teams</li> <li>Field Offices</li> </ul>	<ul style="list-style-type: none"> <li>DCD or Head of Programme supported by Evaluation manager, on behalf of the Evaluation Committee</li> </ul>	Email  Face to face and virtual organized sessions	To communicate the suggested actions on recommendations and elicit comments  To discuss and document the Angola CO's actions to address all the evaluation recommendations  To respond to the evaluation recommendations by providing actions that will be taken and estimated timelines for tracking those actions by the relevant stakeholders.
	Final management Response	<ul style="list-style-type: none"> <li>Angola Office management</li> <li>Angola Office programme and M&amp;E staff</li> <li>Office of Evaluation</li> <li>RB Monitoring and Evaluation Teams</li> </ul>	<ul style="list-style-type: none"> <li>Evaluation manager</li> <li>Technical Assistance, CMAM and Food Security Activity Managers</li> <li>Regional Evaluation Unit</li> </ul>	Email  Posting on WFPgo;  Plus shared folders	To ensure that all relevant staff are informed on the commitments made to implement the evaluation recommendations  To make the approved MR accessible on the WFP intranet (WFPGo)
	Progress report on implementation of evaluation recommendations	<ul style="list-style-type: none"> <li>Angola Office Management</li> <li>RB Management</li> </ul>	<ul style="list-style-type: none"> <li>Regional Bureau Risk and Recommendations (R2) focal point supported by Regional Evaluation Unit</li> <li>R2 focal point of Angola Office</li> </ul>	Email  Virtual	To track and report on progress made on implementation of actions points in the Management Response

## 2.External Communication and Knowledge Management Plan

When Evaluation phase	What Product	To whom Target audience	From whom Creator lead	How (in what way) Communication channel	Why Communication purpose
Inception	Draft 0 Evaluation Report	<ul style="list-style-type: none"> <li>• GPS-Luanda</li> <li>• MINAGRIP</li> <li>• MINED/Direccao Nacional para Educacao Pre-escolar e Ensino Primario (Directorate of Pre-school education and primary school)</li> <li>• Education</li> <li>• MASFAMU</li> <li>• UNICEF</li> <li>• World Vision International</li> <li>• UNHCR</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluation Manager</li> <li>• Evaluation Team</li> </ul>	Email Virtual (Teams) Meeting	To engage with the ERG members to get their reflections and comments on the second draft inception report; To review the methodology and approach of the evaluation
Data Collection	Preliminary results presentation	<ul style="list-style-type: none"> <li>• GPS</li> <li>• MINAGRIP</li> <li>• MINED/Direccao Nacional para Educacao Pre-escolar e Ensino Primario (Directorate of Pre-school education and primary school)</li> <li>• Education</li> <li>• MASFAMU</li> <li>• UNICEF</li> <li>• World Vision International</li> <li>• UNHCR</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluation Manager</li> <li>• Evaluation Team</li> </ul>	Email Virtual meeting	To engage with the stakeholders and discuss preliminary results before the draft evaluation report is produced

When Evaluation phase	What Product	To whom Target audience	From whom Creator lead	How (in what way) Communication channel	Why Communication purpose
Data Analysis and Reporting	Draft and Final evaluation Report	<p><b>Comment on Draft 2 ER</b></p> <ul style="list-style-type: none"> <li>• GPS</li> <li>• MINAGRIP</li> <li>• MINED/Direccao Nacional para Educacao Pre-escolar e Ensino Primario (Directorate of Pre-school education and primary school)</li> <li>• Education</li> <li>• MASFAMU</li> <li>• UNICEF</li> <li>• World Vision International</li> <li>• UNHCR</li> </ul> <p><b>Circulate the approved report:</b></p> <ul style="list-style-type: none"> <li>• GP</li> <li>• MINAGRIP</li> <li>• MINED/Direccao Nacional para Educacao Pre-escolar e Ensino Primario (Directorate of Pre-school education and primary school)</li> <li>• Education</li> <li>• MASFAMU</li> <li>• UNICEF</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluation manager through the Evaluation Committee</li> <li>• Technical Assistance, CMAM and Food Security Activity Managers</li> <li>• Focal point of partner organization</li> <li>• WFP Angola Office</li> <li>• Communications Focal Point</li> </ul>	<ul style="list-style-type: none"> <li>• Email</li> <li>• Virtual (Teams)</li> <li>• Postings on internal WFP platforms (WFPGo)</li> <li>• Social media news feeds</li> <li>• External WFP platform (wfp.org)</li> <li>• Evaluation Network platforms (e.g., UNEG, ALNAP)</li> </ul>	<ul style="list-style-type: none"> <li>• To obtain stakeholder comments on the draft evaluation report</li> <li>• To inform stakeholders of the final main product from the evaluation</li> <li>• To ensure that interested stakeholders are able to access the approved evaluation report through the WFP external website (wfp.org) and through stakeholder websites</li> </ul>

When Evaluation phase	What Product	To whom Target audience	From whom Creator lead	How (in what way) Communication channel	Why Communication purpose
		<ul style="list-style-type: none"> <li>World Vision International</li> <li>UNHCR</li> </ul>			
Dissemination & Follow-up	<p>PowerPoint Presentation on Evaluation results</p> <p>Evaluation Report, Summary Evaluation Report/Brief</p>	<ul style="list-style-type: none"> <li>GPS-Luanda</li> <li>MINAGRIP</li> <li>MINED/Direccao Nacional para Educacao Pre-escolar e Ensino Primario (Directorate of Pre-school education and primary school)</li> <li>Education</li> <li>MASFAMU</li> <li>UNICEF</li> <li>World Vision International</li> <li>UNHCR</li> <li>Media (Newspapers and radio stations)</li> </ul>	<ul style="list-style-type: none"> <li>Evaluation Manager</li> <li>Evaluation Team Leader</li> <li>WFP Angola Office M&amp;E, Technical Assistance, CMAM and Food Security Activities and Communications teams</li> <li>Regional Evaluation Team</li> </ul>	<p>Virtual and/or face to face depending on target audience</p> <p>Printed 2-4 pager Summary Evaluation Report</p> <p>Tailored summary reports for specific audiences as may be required</p> <p>Social Media (Twitter/YouTube feeds) and hashtags</p>	<p>Evaluation results disseminated to stakeholders</p> <p>Summary Evaluation Report and link to published full evaluation report and made available to stakeholders</p> <p>To engage the public and the media as appropriate</p>

When Evaluation phase	What Product	To whom Target audience	From whom Creator lead	How (in what way) Communication channel	Why Communication purpose
	Evaluation Report, Summary Evaluation Report/Brief, Evaluation Results Discussion	<ul style="list-style-type: none"> <li>• GPS</li> <li>• MINAGRIP</li> <li>• MINED/Direccao Nacional para Educacao Pre-escolar e Ensino Primario (Directorate of Pre-school education and primary school)</li> <li>• Education</li> <li>• MASFAMU</li> <li>• UNICEF</li> <li>• World Vision International</li> <li>• UNHCR</li> <li>• Technical Assistance, CMAM and Food Security Activities Beneficiaries (Women, men, and youths as appropriate)</li> </ul>	<ul style="list-style-type: none"> <li>• Co-Evaluation Managers &amp; ET</li> <li>• Supported by WFP Angola Office Communication Team (to guide the drafting of messaging where required)</li> <li>• WFP Angola Office &amp; RB Gender focal points</li> </ul>	<p>Face to face meetings (during Programme Implementation and Monitoring Activities)</p> <p>2-4 pager Summary Evaluation Report</p> <p>Tailored evaluation products as may be required</p> <p>Short videos</p> <p>Community Radio</p>	<p>Targeted, simplified and gender sensitive messaging on evaluation findings and recommendations to inform and get feedback from stakeholders for continuous learning and improvement.</p> <p>To document the effect and impact of selected aspects of Technical Assistance, Community Management of Acute Malnutrition and Food Security Activities in Angola on the quality of life of the indigenous people in Angola through human interest stories and content collection (social media)</p>

## Annex 5: Logical Framework

Angola Log Frame 2017-2022			
Strategic Goal	1. Support countries to achieve zero hunger		2: Partner to support implementation of the SDGs
Strategic Objective	1. People are better able to meet their urgent food and nutrition needs		4. National programmes & systems are strengthened 5. Humanitarian & development actors are more efficient & effective
<b>Area of Focus</b>	<b>Crisis Response</b>		<b>Root Causes</b>
Results	1. Everyone has access to food (SDG target 2.1)		5. Countries have strengthened capacity to implement the SDGs (SDG target 17.9) 8. Sharing of knowledge, expertise and technology strengthen global partnership support to country efforts to achieve the SDGs (SDG target 17.16)
Outcome	Refugees and other crisis-affected populations in Angola are able to meet their basic food and nutrition requirements during times of crisis		National Institutions in Angola have strengthened capacity to implement programs to improve food security and nutrition by 2022 Humanitarian and development actors and national systems have access to WFP expertise and services

Activity	URT1: 01: Provide food and/or cash-based transfers to refugees and other crisis-affected populations	ACL1: 02: Provide livelihood support to refugees and other crisis-affected populations to improve self-reliance	NTA1: 05: Provide an integrated nutrition support and malnutrition prevention and treatment package to targeted vulnerable people, including children aged 6-59 months	SMP1: 06: Provide emergency nutrition sensitive services through school-based programme	CS11: 03: Provide technical assistance to the Government of Angola	CPA1: 04: Provide on-demand and supply chain services for partners
Output 1	A: Refugees and other crisis-affected households receive food and/or cash-based transfers to meet their basic food and nutrition requirements	A: Targeted refugees and other crisis-affected households benefit from assets, income and skills that improve livelihoods and support self-reliance	A. Chronically vulnerable and shock-affected school children, targeted by WFP, receive a nutritious meal to help meet their basic food and nutrition needs and increase school enrolment and retention	N*: Vulnerable primary school children receive nutrition-sensitive hot meals to meet their basic food needs	C: Vulnerable populations in Angola benefit from policies and strengthened institutional capacity to improve their food security and nutrition outcomes	H: On-demand supply chain services are provided, and assets are maintained and upgraded as needed, enabling relevant stakeholders
Output 2	E*: Refugees and other crisis-affected households receive food and/or cash-based transfers to meet their basic food and nutrition requirements	D: Targeted refugees and other crisis-affected households benefit from assets, income and skills that improve livelihoods and support self-reliance	B. Targeted school children benefit from education in nutrition and healthy diets, gender-transformative interventions, and adequate WASH and school-level infrastructure for behaviour change leading to improved nutritional status and	E*: Social and behaviour change communication (SBCC) delivered	C: Children in Angola benefit from strengthened national capacity to manage school feeding programs to improve their school life and meet their nutrition requirements	

			equitable access to education			
Output 3		*E: Social and behaviour change communication (SBCC) delivered	*E: Social and behaviour change communication (SBCC) delivered		C: Vulnerable populations, including children in Angola benefit from policies and institutional capacity on food fortification and transformation to meet their nutrition requirements	



## Annex 6: WFP Angola Office Activities

Operations/Programme	Start date	End date	Donors	Location	Activities	Partners	Assessment	PDM
Refugees' response	June 2017	ongoing		Lunda Norte province, Municipality of Dundo	General Food Distribution	World Vision, UNHCR, Gabinete Provincial de Acção Social	Joint UNHCR/WFP - 2018 Joint FAO/WFP - 2017	yes
Moderate Acute Malnutrition – MAM Luanda. COVID 19 WFP Nutrition Response in Luanda	Dec 2020	Oct 2021	Word Bank/ PFSS	Luanda city Municipalities: Viana, Cazenga, Cacuaco, Kilamba Kiaxi, Talatona	Technical assistance to Government (Gabinete Provincial de Saude de Luanda) on moderate acute malnutrition treatment in response to COVID-19	World Vision, Gabinetes Provinciais e Municipais de Saude	no	Not applicable
Strengthening the Food Security Analysis network in Angola – Technical Assistance to Food Security Department (former GSA)	Aug 2020	Aug 2023	Word Bank/ PFSS	Luanda – Ministry of Agriculture and Fisheries  All provinces based on Government activities	On-the-job training to Government on food security assessment and analysis, technical assistance in developing FSN strategy	Departamento Nacional de Segurança Alimentar	Consultations with the Government	Not Applicable
School Feeding Plan	Oct 2020	Oct 2022	Word Bank/ PFSS	Provinces of Namibe, Huila, Cunene and Cuando Cubango. Pilot to cover two	Technical assistance to Government in developing School Feeding and Health	Comite Multisectoral, Direcção Nacional de	Consultations with the Government	Not Applicable

Operations/Programme	Start date	End date	Donors	Location	Activities	Partners	Assessment	PDM
				<p>municipalities per provinces</p> <p>Namibe: Mocamedes and Tombua</p> <p>Huila: Quilengues and Chipindo</p> <p>Cunene: Ombandja e Cuanhama.</p> <p>Quando Cubango: Cuito Cuanavale and</p>	Policy, technical assistance in developing home grown school feeding guideline	Educação Pre-Escolar e Ensino Primário, Gabinetes Provinciais de Educação, Comités Municipais		
Capacity Strengthening to Civil Protection	Dec 2019 May 2021	June 2020 Feb 2022	(IR-PREP 2020/2021)	Provinces of Namibe, Huila, Cunene and Cuando Cubango	Training on supply chain, operations management and logistics related to emergency response to drought	Comissão Provincial de Proteção Civil	Consultations with the Government	Not Applicable
Community Management of Acute Malnutrition in Huila Province	Oct 2021	April 2022	CERF-1	Huila province, in 7 municipalities: Caconda, Caluquembe, Quilengues, Gambos, Quipungo, Jamba, and Cuvango	Acute malnutrition treatment and SBCC in response to drought	World Vision, Gabinetes Provincial e Municipais de Saude	IPC analysis 2021	PDM has started
Community Management of Acute Malnutrition in Cunene Province	Nov 2021	March 2022	IRA	Cunene province, all six municipalities	Acute malnutrition treatment and SBCC in response to drought	World Vision, Gabinetes Provincial e	IPC analysis 2021	PDM has started

Operations/Programme	Start date	End date	Donors	Location	Activities	Partners	Assessment	PDM
						Municipais de Saude		

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## Annex 8: Acronyms

ACR	Annual Country Report
AAP	Accountability to Affected Populations
AGDM	Age, Gender and Diversity Mainstreaming
CBT	Cash Based Transfers
CERF	Central Emergency Response Fund
CO	Country Office
CSP	Country Strategic Plan
CMAM	Community Management for Moderate Acute Malnutrition
DEQAS	Decentralized Evaluation Quality Assurance System
EC	Evaluation Committee
ERG	Evaluation Reference Group
EM	Evaluation Manager
ET	Evaluation Team
ENSAN	National Food Security and Nutrition Strategy
GFD	General Food Distribution
GEWE	Gender Equality and Women's Empowerment
GPS	Provincial Office of Health
IRA	Immediate Response Account
IR-PREP	Immediate Response Preparedness
IPC	Integrated Food Security Phase Classification
MD	Micronutrient Deficiencies
MINED	Ministry of Education
MINAGRIP	Ministry of Agriculture and Fisheries
MASFAMU	Ministry of Social Action, Family and the Promotion of Women
NDP	National Development Plan

OEV	Office of Evaluation
OGE	General State Budget
PDM	Post Distribution Monitoring
PFSS	Projecto de Fortalecimento de Sistema de Saude (Health System Strengthening Project)
PHQA	Post Hoc Quality Assessment
RBJ	Regional Bureau for Southern Africa
REO	Regional Evaluation Officer
REU	Regional Evaluation Unit
RUSF	Ready-to-Use-Supplementary Food
SABER	Systems Approach for Better Education Results
SADC	Southern African Development Community
SBCC	Social and Behaviour Change Communication
SDG	Sustainable Development Goals
UNICEF	United Nations Children's Fund
UNHCR	United Nations High Commission for Refugees
UNSDCF	United Nations Sustainable Development Cooperation Framework
WFP	World Food Programme
WVI	World Vision International

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