

WFP EVALUATION

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

Decentralized Evaluation Report - Volume II (Annexes)

WFP Angola Office

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World Food Programme

SAVING LIVES
CHANGING LIVES

Key personnel for the evaluation

WFP Angola Office

Maria-Ana Tati	Co-Evaluation Manager
Jennifer Sakwiya	Co-Evaluation Manager
Jean Providence Nzabonimpa	Regional Evaluation Unit, Internal Second level Quality Assurance
Lindiwe Kwidini	Regional Evaluation Unit, Internal Second level Quality Assurance

External Evaluation Team

Dr. Edgar Cossa	Team Leader
Dr. Ioanna Wagner Tsoni	Evaluation and Quality Assurance Expert
Nelson Bernabé	National Food Security and Nutrition Specialist
Samba Canga	National Junior Evaluator
Agnaldo Nhangumele	Evaluation Specialist

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Disclaimer

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Annex 1. Summary Terms of Reference

Subject and focus of the evaluation

1. These terms of reference (ToR) provide key information about the decentralized evaluation commissioned by the WFP Angola Office. The evaluation focuses on technical assistance activities and refugee support in Angola, covering the period from June 2017 to June 2022. The WFP Angola Office has implemented various interventions, including providing technical assistance to the government of Angola, food security and nutrition support to refugees and drought-affected populations, and institutional capacity strengthening to ministries.
2. WFP has scaled up its assistance in response to the drought and provides support to vulnerable populations through various interventions, including commodity voucher distributions, nutrition services, and school feeding.
3. The evaluation covers several thematic areas, including:
 - **Technical assistance to the Government of Angola:** This involves supporting the development of a school feeding plan, community-based management of acute malnutrition, strengthening the food security analysis network, and capacity strengthening for emergency response preparedness.
 - **Food security and nutrition support to refugees and drought-affected populations:** This includes general food distribution in collaboration with other organizations, community-based management of acute malnutrition in specific provinces, and other related interventions.
4. The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, namely coherence, relevance, effectiveness, efficiency, impact, and sustainability.

Objectives and stakeholders of the evaluation

5. The evaluation aims to identify successes, challenges, lessons learned, and areas for improvement of the technical and humanitarian assistance approaches employed by WFP in Angola to inform the design of the Country Strategic Plan (CSP). Moreover, in line with the commitment to gender mainstreaming, the purpose, and objectives of the evaluation will be further strengthened to comprehensively integrate gender considerations to examine the programmes' impact on gender dynamics, assess their effectiveness in advancing gender equity, and identify gender-specific barriers and opportunities. By doing so, the evaluation will contribute to a more inclusive understanding of the programmes' outcomes and provide recommendations for gender-responsive programme improvements.
6. The evaluation is being commissioned for several reasons outlined in the document:
 - **Ongoing and completed activities:** There have been capacity strengthening and refugee response assistance activities conducted in Angola as part of the ICSP (2020-2022). These interventions have not been evaluated to determine their value-addition.
 - **Decision-making and scaling up:** The evaluation aims to critically and objectively review the implementation experience of technical assistance provided to the government, community-based management of moderate acute malnutrition (CMAM), and food security activities related to refugee response. The findings will contribute to decision-making regarding scaling up these activities and will identify factors for success and increased impact.
 - **Refinement and adjustment:** The evaluation results will be used to refine or adjust ongoing activities to ensure that WFP support to the government is evidence-based.
 - **Design of new activities:** The evaluation will inform the design of new activities and help introduce them in different contexts. It will assess the relevance, effectiveness, and efficiency of activities implemented in various contexts, identifying similarities and differences.

- **CSP visioning workshop:** The evaluation findings will contribute to the design of the second-generation CSP and guide WFP's support to the government in improving the livelihoods of the people of Angola.
 - **National policy discussions and institutional capacity strategies:** Lessons learned from refugee operations and CMAM interventions will inform national policy discussions and strategies for building institutional capacity. The evaluation findings will guide the targeting of beneficiaries for food security programmes and decisions related to scaling up CMAM interventions.
7. The evaluation serves the dual objectives of accountability and learning:
1. **Accountability:** The evaluation will assess and report on the performance and results of capacity-strengthening activities and refugee assistance support, providing accountability to stakeholders.
 2. **Learning:** The evaluation will determine the reasons for the occurrence or non-occurrence of certain results, draw lessons, derive good practices, and provide evidence-based findings for operational and strategic decision-making. The findings will be actively disseminated, and lessons will be incorporated into relevant lesson-sharing systems.
8. A stakeholder analysis was conducted to identify key stakeholders involved in the evaluation process, including internal stakeholders within WFP (Angola office, field offices, Regional Bureau, WFP HQ divisions, Office of Evaluation, and Executive Board) and external stakeholders (beneficiaries, government ministries, UN country team, NGOs, donors, and World Vision International).

Scope of the Evaluation

- The evaluation will cover specific activities related to technical assistance and refugee support in Angola.
- The evaluation period will include activities implemented from June 2017 to June 2022.
- Data collection for the evaluation will take place from March to mid-April 2023.
- The evaluation report is expected to be finalized in May 2023.

Evaluation Questions and Criteria

9. The overarching question for this evaluation is, "To what extent has the WFP technical assistance to the Government and refugee support achieved its intended objectives and what lessons can inform WFP's support going forward?"
10. The evaluation will address a set of key questions and sub-questions related as follows:

Relevance/ Appropriateness

11. **Question 1:** How are the beneficiaries of food security interventions, such as refugee response and nutrition activities targeted for the interventions?
12. **Question 2:** How can WFP enhance its targeting of food security beneficiaries, for the refugee response and nutrition interventions in Angola?
13. **Question 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?
14. **Question 4:** To what extent are the strategies used to provide technical assistance to government relevant to the needs of the Angolan government?
15. **Question 5:** Were the food security interventions, such as the refugee response and nutrition interventions based on a sound gender analysis?
16. **Question 6:** To what extent was the design and implementation of the interventions gender sensitive i.e., considered gender equality and women empowerment issues?

Coherence

17. **Question 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?

18. **Question 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?

19. **Question 9:** What have been the synergies between the different technical assistance interventions being evaluated?

Effectiveness

20. **Question 10:** To what extent is WFP's provision of technical assistance to government contributing to the achievement of SDG2 and SDG 17?

21. **Question 11:** To what extent have the targeted outputs, outcomes, and strategic results of the technical assistance to government been achieved?

22. **Question 12:** To what extent have the targeted outputs, outcomes, and strategic results of the community management of acute malnutrition been achieved?

23. **Question 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?

24. **Question 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?

Efficiency

25. **Question 15:** What lessons, regarding ensuring value for money, are emerging from food security intervention beneficiary targeting experiences and different approaches?

26. **Question 16:** Was the provision of technical assistance to government efficiently implemented (specifically cost effectiveness/value for money)?

Sustainability/Scalability

27. **Question 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?

28. **Question 18:** To what extent did WFP support build the capacity of national and local government institutions, communities, and other partners?

29. **Question 19:** To what extent and how could the CMAM initiative be replicated elsewhere?

30. **Question 20:** What would be the necessary pre-conditions for rolling-out the CMAM intervention to cover other areas?

31. **Question 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?

32. **Question 22:** Given the shift away from emergency focus of the WFP country strategic plan, what strategic adjustments, with and in support of the Angolan Government, should WFP make for rural transformations to sustainably address food insecurity?

Impact

33. **Question 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?

34. **Question 24:** Were there any gender-specific impacts? Did the food security and CMAM interventions influence the gender context?

35. **Question 25:** To what extent did the technical assistance to the Government of Angola impact both public and private institutions?

36. The questions will be further developed and tailored by the ET during inception.

Methodology and ethical considerations

37. The methodology will be designed by the ET during the inception phase, taking into account the evaluation criteria and data availability challenges. The methodology should ensure reliability, validity, and credibility of the evaluation findings. A mixed methods (quantitative and qualitative) will be used to ensure triangulation of information. Gender equality and women's empowerment (GEWE), equity, and inclusion will be mainstreamed throughout the evaluation.

38. Data collection should be gender-responsive and seek to address the perspectives and voices of diverse groups. The ET should collect data from women and men in gender and equity-sensitive ways. The ET will use capacity-strengthening assessment tools and consider WFP's approach to protection and accountability to affected populations.

39. The evaluation findings, conclusions, and recommendations should reflect gender and equity analysis.

40. The evaluation conforms to WFP and 2020 UNEG ethical guidelines. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results in no harm to participants or their communities.

Roles and responsibilities

41. **EVALUATION TEAM:** The evaluation team will consist of a mix of international national evaluators with expertise in government capacity strengthening, food security and quantitative and qualitative analysis. To the extent possible, the evaluation will be conducted by a gender-balanced and culturally diverse team with appropriate skills to assess gender dimensions of the subject.

42. **EVALUATION CHAIR:** the evaluation will be chaired by Jose Ferrao, Country Director, who nominates the evaluation manager, approves all evaluation deliverables, ensure the independence and impartiality of the evaluation at all stages, participates in discussions with the evaluation team, oversee the dissemination and follow up process, including the management response.

43. **EVALUATION MANAGER:** The evaluation will be co-managed by Maria Tati, Programme Associate, VAM/M&E, WFP Angola and Jennifer Sakwiya, Evaluation Officer based at the regional bureau. The co-EMs will be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts, to ensure a smooth implementation process and compliance with quality standards for process and content. Support will be provided by the Regional Evaluation Unit throughout the evaluation process.

44. **EVALUATION REFERENCE GROUP:** advisory group composed of a cross-section of WFP and external stakeholders from relevant business areas. It provides advice and feedback at key moments of the evaluation process. It is guided by the principles of transparency, ownership and use and accuracy.

45. **STAKEHOLDERS:** WFP key stakeholders are expected to engage throughout the evaluation process to ensure a high degree of utility and transparency. External stakeholders, such as beneficiaries, government, donors, implementing partners and other UN agencies will be consulted during the evaluation process.

Timeliness and Key Milestones

46. **Inception Phase:** Late March 2022 – early May 2023. Includes stakeholder consultations, evaluation matrix, data collection tools, field schedule and producing the inception report. The Inception Report will explain how the team intends to conduct the work with emphasis on methodological and planning aspects.

47. **Data collection:** May – June 2023. The fieldwork will span over four weeks and will include visits to selected intervention districts and primary and secondary data collection. A debriefing presentation of preliminary findings will be conducted.

48. **Data Analysis and Reporting:** July 2023 – September 2023. The evaluation report will present the findings, conclusions and recommendations. A stakeholder workshop will be held in September 2023 to ensure a transparent evaluation process and promote ownership of the findings and preliminary recommendations by stakeholders.

49. **Dissemination and follow-up:** Mid-September 2023 –November 2023. Findings will be actively disseminated, and the final evaluation report will be publicly available on WFP's website. A management response to the evaluation recommendations will be developed and published as well as other dissemination products as required.

Full Terms of Reference are available at [Angola. Evaluation of WFP's technical assistance activities and refugee support from 2017 to 2022 | World Food Programme](#)

Annex 2. Updated Evaluation Schedule

Phase 4 – Reporting		Up to 11 weeks
ET	Address all outstanding DEQS and internal stakeholder comments and produce draft 3 ER	7 Sept 2024
Co-EMs REU	Final check on how ET addressed all outstanding comments in Draft 3 (further iteration of ER may be required from ET depending on outcome of this assessment)	12 – 18 Sept 2024
ET	Translate draft 3 from English to Portuguese and submit to co-EMs	8 – 19 Sept 2024
EM/ CO ET	CO (4 days) to review Portuguese version draft 2 and ET to make final adjustments based on feedback from the CO.	20 - 25 Sept 2024
ET, ERG Supported by REO and RB Co-EM	Present draft 3 (in Portuguese) to country office and in-country stakeholders for direct comments. RBJ team will support with making arrangements for the meeting. Note: Circulate Draft 3 Portuguese version ER by 1 October 2024 and have a virtual call on 3 Oct 2024 for ET to present the ER and get direct comments and feedback	3 Oct 2024
CO EM	Consolidate comments received and share with the evaluation team leader.	4 – 7 Oct 2024
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.	8 - 15 Oct 2024
Co- EMs	Review revised draft 3 ER regarding how ET addressed in-country stakeholder comments on Draft 3, 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.	16 - 21 Oct 2024
ET	Revise ER (English and Portuguese versions) based on any outstanding comments and submit the Draft 4 (final ER) (English and Portuguese versions) and a 4–6-page brief (Summary of Evaluation Report in English only), including main findings, conclusions, lessons	22 - 29 Oct 2024

	and recommendations to be submitted to the co-Evaluation Managers.	
Co-EMs	Final review of English and Portuguese versions (full report) and English version SER. Share feedback with the evaluation team.	30 Oct - 1 Nov 2024
ET	Revise and submit final/draft 5 ER (Portuguese and English) and final 4-6 pager summary of evaluation report to the co-Evaluation Managers	2 - 8 Nov 2024
EM (Angola Office)	Submit final ER (Portuguese and English) to evaluation committee for approval	10 Nov 2024
EC Chair EM	Approve final evaluation report and share with key stakeholders for information	12 Nov 2024
Phase 5 - Dissemination and follow-up		Up to 4 weeks
ET, Co-EMs, CO, RB, External stakeholders	Stakeholder dissemination workshop (ET to present final report to stakeholders in Angola)	15 Nov 2024
Angola Head of office/ Head of Prog supported by Co-EMs	CO workshop to prepare management response (MR)	18 - 19 Nov 2024
EC Chair, Co-EMs, REU, RB	Review management response (including RB review, CO approval of MR and final approval of MR by RB management)	20 Nov - 19 Dec 2024
EM	Share final evaluation report and management response with the REO and OEV for publication and participate in end-of-evaluation lessons learned call	20 ec 2024

Annex 3. Evaluation approach, methodology and ethical considerations

50. This annex outlines the evaluation’s framework, methodologies, and ethical guidelines. It begins with an evaluability assessment to ascertain the feasibility of evaluating the targeted goals and results. Following this, the annex describes the methodological approach, including data collection and analysis strategies. It details the types of data collection methods to be used and explains how data was be processed. Ethical considerations are emphasized to protect participant rights and privacy. Finally, it addresses potential risks, assumptions in the evaluation process, and quality assurance steps to ensure the credibility and trustworthiness of the evaluation outcomes.

Evaluability Assessment

51. Evaluability refers to the ability to assess a programme credibly, depending on pre-visit data and field constraints. Gender evaluation is crucial, with most necessary areas well-documented and data exchange between the evaluation team and evaluation manager ongoing. Datasets, especially for key indicators, are largely available in annual reports.

52. The ET was briefed on the WFP’s DEQAS, which prescribes quality standards and assurance processes based on UNEG norms and standards. DEQAS guides evaluations of WFP’s assistance and refugee support in Angola, ensuring good practices are followed. Data analysis was led by the priority of disaggregating data by gender.

53. Challenges affecting evaluability were identified during the inception phase, primarily around limited data availability, quality, and accessibility, which were however mitigated. The ToC and evaluation matrix in Annex 4 of Volume II, alongside insights into the country context, indicate both challenges and opportunities, with specifics in Table 1 below.

Table 1: Evaluation Opportunities

Evaluation Opportunities	
Opportunities	Comments
Improved programme effectiveness	The evaluation team might have identified areas where the programme is showing promising outcomes or potential for positive impacts. This could present opportunities for enhancing certain aspects of the programme to achieve even better results.
Innovations and good practices	During the development of the ToC and understanding the country context, the evaluation team may come across innovative approaches or good practices being implemented by the programme. These could be seen as opportunities to learn from and replicate in similar settings.
Resource optimization	Identifying areas where the programme has efficiently used its resources and achieved significant results can present opportunities for optimizing resource allocation and improving cost-effectiveness.

Evaluation Opportunities	
Opportunities	Comments
Collaboration and partnerships	Through the evaluation process, the team might discover opportunities for collaboration with other organizations, institutions, or stakeholders, which could enhance the programme's impact and reach.
Scaling up successful interventions	If certain interventions within the programme have demonstrated particularly positive outcomes, there may be opportunities to scale up these successful interventions to benefit more beneficiaries.
Policy and advocacy	The evaluation might reveal evidence or insights that could be used for policy advocacy or influence decision-making at various levels, presenting opportunities to improve the broader context in which the programme operates.
Long-term sustainability	Discovering strategies that contribute to the long-term sustainability of the programme can create opportunities for building resilience and ensuring continued positive impacts beyond the programme's lifecycle.

Methodological approach

54. The evaluation utilized a mixed-methods approach, emphasizing qualitative analysis, desk reviews, and secondary sources. Starting with secondary data analysis, it incorporated qualitative inputs to enhance findings, following the Kirkpatrick model for objective assessment. This method considers challenges such as data integrity, resources, and timing.

55. Gender equality, women's empowerment, and age/gender/diversity considerations have been integral, fostering the inclusion of marginalized voices through participatory methods and data disaggregation for informed, equitable evaluations. The ET adhered to independence and accountability standards per the ToR, aligning with WFP's humanitarian policies. Utilizing all six OECD-DAC criteria, with the addition of scalability, the evaluation scrutinized WFP's activities in Angola, focusing on relevance, effectiveness, and sustainability, informed by 14 specific sub-questions.

56. Outcomes, including gender equality effects, were examined for both intended and unintended impacts. The evaluation aims to provide insights, tackle challenges, and suggest actionable steps for future gender-responsive and equitable interventions, assessing achievements against expected outcomes and mainstreaming gender and vulnerability considerations.

Mixed Methods Approach

57. A mixed-methods design was followed, whereby the quantitative MAM and PDM datasets provided by WFP were first analysed to identify patterns, trends, and relationships. The qualitative phase then explored the evaluation questions more deeply, collecting data from stakeholders, including beneficiaries via KIIs and FGDs. This data was later integrated with desk review findings and quantitative insights. This retrospective approach ensured findings were rooted in direct experiences and expert opinions, adhering to the ToR principles of impartiality and bias reduction, while also addressing potential data, budget, and timing constraints.

Gender Equality and Women's Empowerment (GEWE) and Age, Gender, and Diversity (AGD)-Sensitive Approach

58. The evaluation team conducted this evaluation by ensuring systematic participation from diverse, under-represented groups, aligning with the gender equality and women's empowerment (GEWE) sensitivity, equity, and inclusion outlined in the ToR and UNHCR's AGD policy. In the evaluation's inception phase, strategies for gender and equity-sensitive data collection were designed with WFP experts. Participatory methodologies, participant security, and accessible participation were prioritized. Data across

age, gender, disability, and other diversity factors were disaggregated and analysed whenever possible. The team ensured that the evaluation reported on both the intended and unintended gender equality and equity outcomes. All data was disaggregated to understand the impact on women, men, girls, and boys. The evaluation also assessed the effectiveness of WFP's gender and vulnerability mainstreaming mechanisms, including the Gender Transformation Programme and the gender and age marker.

59. Gender-related principles were integrated throughout, ensuring diverse experiences were captured for informed decision-making and programme improvements. The team maintained a gender-responsive approach, fostering gender balance within the evaluation team and considering gender norms and roles in programme outcomes. Guidelines for gender- and vulnerability-sensitive data collection were followed, with a focus on privacy, confidentiality, and informed consent, especially for sensitive gender-related information. The evaluation aimed to advance gender equality and inform future programme designs inclusively and effectively.

Vulnerability Mainstreaming

60. The evaluation team conducted vulnerability mainstreaming throughout this evaluation, systematically applying a vulnerability perspective to address diverse challenges faced by individuals or groups based on factors like gender, age, disability, socio-economic status, and ethnicity. This approach aimed to craft inclusive, equitable, and tailored interventions to meet the specific needs and boost the resilience of vulnerable populations.

Independence and Impartiality

61. The evaluation team upheld independence and impartiality, crucial for the perceived quality of the evaluative work and core to Forcier's humanitarian principles. Compliance with the ToR mechanisms for independence and impartiality was assured throughout the evaluation.

Protection and Accountability to Affected Populations

62. During the evaluation, the team ensured the protection of all participants and maintained accountability towards affected populations. This adherence was in line with WFP's Policy on Humanitarian Protection and the WFP strategy on Accountability to Affected Populations as specified in the ToR.

Evaluation criteria, questions and sub-questions

63. The evaluation adhered to the revised OECD-DAC criteria, assessing the relevance, coherence, effectiveness, efficiency, impact, and sustainability of WFP's humanitarian assistance in Angola (Figure 1), including TA to GoA and assistance to refugees and drought-affected populations, as outlined in the ToR.

Figure 1: OECD Evaluation Criteria



Source: OECD (2021), Applying Evaluation Criteria Thoughtfully, OECD Publishing, Paris

64. The overarching question of this evaluation is:

To what degree has the technical assistance provided by WFP to the Government of Angola, and WFP's refugee support accomplished their intended goals, and what insights can shape the future direction of WFP's assistance in the country, and beyond?

65. This question was further probed through 14 evaluation sub-questions presented in Table 2 below. To align with the DEQAS review instructions, the evaluation team has streamlined and consolidated the proposed questions in the ToR, resulting in a more manageable quantity. Annex 4 presents the evaluation matrix, which details the evaluation questions, indicators, data collection methods, sources of data, and data analysis methods, as well as evidence availability.

Table 2: Evaluation criteria and their corresponding evaluation questions

Evaluation Criteria	Evaluation Sub-questions
Relevance	<ol style="list-style-type: none"> 1. How did WFP approach the targeting and improvement of the relevance of food security interventions, including refugee response and nutrition activities, to meet the needs of vulnerable groups in Angola? 2. To what extent were gender equality, women's empowerment issues and human rights considerations taken into account in the design and implementation of food security interventions, particularly in refugee response and nutrition activities? 3. How well do the strategies for providing technical assistance to GoA align with their priorities, and were they perceived as effectively addressing the food security needs of the country?
Coherence	<ol style="list-style-type: none"> 4. To what extent were WFP's food security, nutrition, technical assistance, and refugee support interventions coherent with policies and programmes of GoA, and in line with humanitarian principles? 5. What synergies have been observed between the various technical assistance interventions being evaluated in the areas of food security, nutrition, and refugee support?
Effectiveness	<ol style="list-style-type: none"> 6. To what extent is WFP's provision of TA to GoA contributing to the achievement of SDG2 and SDG 17? 7. To what extent have the targeted outputs, outcomes, and strategic results of the TA to GoA and CMAM been achieved? 8. What were the main factors (internal and external) influencing the achievement and non-achievement of WFP's interventions and TA objectives and what challenges were faced?
Efficiency	<ol style="list-style-type: none"> 9. What lessons can be learned regarding the value for money and cost-efficiency of food security interventions, including beneficiary targeting and the provision of TA to GoA?
Sustainability/ Scalability	<ol style="list-style-type: none"> 10. To what extent are the benefits of the WFP TA programmes sustainable and likely to continue after the interventions of WFP cease? 11. To what extent did WFP's support build the capacity of national and local government institutions, communities, and other partners? 12. What lessons can be learned from the implementation of the refugee response, CMAM, and TA interventions with a view to scaling up or replicating the interventions to reach a bigger pool of beneficiaries in the context of Angola, and elsewhere?
Impact	<ol style="list-style-type: none"> 13. What difference have the programmes, under the food security thematic areas, made on the targeted beneficiaries including specifically the most vulnerable

Evaluation Criteria	Evaluation Sub-questions
	and marginalized groups and their households? How did the programme change their lives and livelihoods? Were there any gender-specific impacts? 14. To what extent did the TA to GoA impact both public and private institutions? Were there any gender-specific impacts?

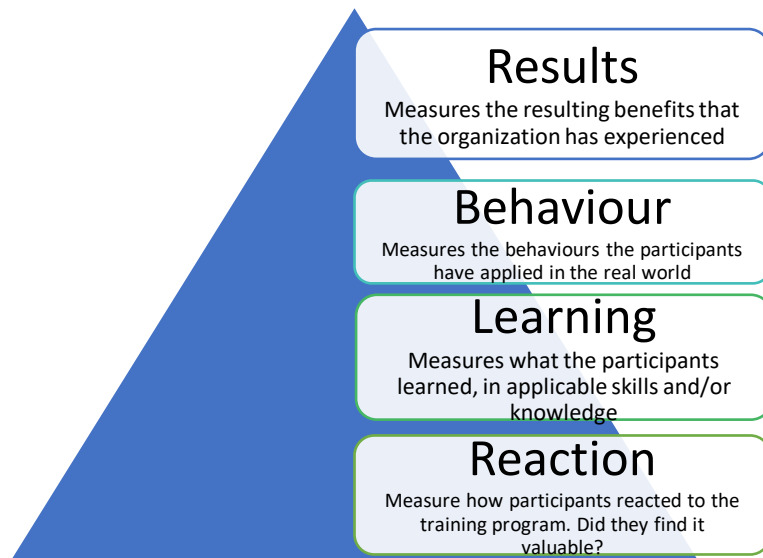
66. The evaluation assessed the programme's gender and vulnerability impacts by examining responsiveness to gender-specific needs, the influence of gender norms on outcomes, and the effectiveness of targeted interventions. This approach aimed to enhance gender equality and shape more inclusive programmes.

The Kirkpatrick Model of Evaluation

67. The Kirkpatrick model (Figure 2), a tool for evaluating educational and training effectiveness, was applied to gauge the impact of TA on GoA ministries. This model progresses through four levels: reaction, learning, behaviour, and results. The evaluation advanced through these levels, using qualitative data due to the lack of quantitative data. The team employed interviews and other qualitative methods to extract themes relevant to all levels. The four levels that were examined, are the following:

- **Level 1: Reaction**
- **Level 2: Learning**
- **Level 3: Behaviour or Transfer**
- **Level 4: Results**

Figure 2: The Kirkpatrick 4-level model of evaluation



68. This model is particularly suitable for assessing learning outcomes and refining future training programmes.

- **During preliminary KIIs and tool piloting:** to inform the design of final questionnaires for interviewing training participants further, and GoA officials.
- **During the final KIIs and FGDs** with GoA and stakeholders' representatives, to inform the final analysis.

The Six-Phased Evaluation Approach

69. The evaluation followed a mixed methods approach, collecting and analysing qualitative material obtained through data collection. The evaluation was divided in six main phases, illustrated in Figure 3 below. It is important to mention that the ET was not involved in the planning phase in which the commissioner of the evaluation is fully responsible for the planning of the evaluation.

Figure 3: The six-phase approach to evaluation



70. Throughout the evaluation, the ET checked the accuracy, validity, and consistency of all data collected, and acknowledge additional limitations to inform conclusions or interpretation of findings.

Phase 2 – Preparation

71. The preparatory Phase 2 concluded with the submission of the evaluation proposal. This phase consisted of ET selection; review of relevant documentation; assumption exploration; methodology selection; budgetary and operational considerations, and proposal submission.

Phase 3 – Inception

72. During the Inception Phase, which concluded with the submission and approval of the Inception Report, the ET developed indicators for each sub-question, adjusted data collection methods, and refined tools. By the end of inception, the ET completed evidence triangulation to capture nuances within the intervention's logic – specifically regarding the TOC.

Kick-off meeting

73. Upon contracting, the ET held a kick-off meeting with the WFP team to (1) ascertain expectations; (2) confirm planned evaluation framework (work plan and methodology), and (3) agree on communications and deadlines for the course of the project. The ET then reviewed the proposal with WFP representatives, refining it as necessary before advancing to the next phase.

Evaluability assessment, primary scoping and ToC revision

74. The evaluability assessment involved several activities, including reviewing available documentation, mapping stakeholders, identifying vulnerable populations, assessing respondent availability and potential resistances, clarifying evaluation questions, identifying priorities and themes of interest, addressing threats to independence, and developing a simplified logic model for the evaluation.

Desk and literature review

75. The desk review yielded an in-depth analysis of:

- WFP's capacity-building efforts with GoA and its ministries (Education, Interior, Health) from 2017-2022.
- WFP's food security and nutrition initiatives for refugees and those affected by drought in the same period.
- Evaluated interventions including objectives, outcomes, reports, targets, and work plans.
- Stakeholder and partner involvement in these interventions.
- Pertinent scholarly and "grey" literature, including international organization reports within Angola or the region.
- Relevant news and other materials.

76. The desk and literature review continued throughout the evaluation period, to ensure the evaluation approach was continuously refined.

Qualitative tool development, pilot and validation

77. The preliminary desk review was followed by the qualitative tool development. Testing, and validation these tools took place during the in-person researcher training in Angola. The tool drafting stage involved developing data collection tools for Phase 2 using an iterative mixed-methods approach. The tools are presented in Annex 5 of Volume II. The entire process included five steps: initial tool development, peer review and validation by WFP, validity testing and adjustment of tools during piloting as part of the training, and adaptation of tools prior to fieldwork launch.

78. The team developed tools to elicit distinct group experiences, with a focus on gendered perspectives regarding service access, among other issues. Interviewers were trained to probe for in-depth gender-specific insights. A gender-diverse interview team was assembled to encourage balanced participation and prevent any single perspective from prevailing. Gender-specific responses were categorized and probed further for clarity and depth.

Selection and training of research assistants

79. The ET recruited Research Assistants from its pool of skilled Angolan staff, focusing on cultural competence, sensitivity to gender and diversity, and local language proficiency. The research assistants had tertiary education and significant field experience complemented with qualitative data skills. They received training, including safeguarding.

80. The Team Leader instructed Research Assistants on methodology, tools, data quality, and protocols. ET members participated in a two-day virtual training before fieldwork. Training encompassed project context, evaluation tools, organizational structure, data quality, ethical conduct, and electronic data collection refreshers.

Tool piloting and validation

81. In the inception phase, the ET conducted initial KIIs with WFP experts and pilot FGDs to identify key research areas and refine the evaluation framework. The ET also assessed data availability and reliability against the intervention's logical frameworks.

Phase 4 – Data Collection

82. This phase included data collection preparation, collection of qualitative data, and monitoring. Primary data collection methods involved qualitative data, while secondary data collection used WFP datasets. Table 3 below outlines the data collection methods, and research locations are specified in following section.

Table 3: Primary and secondary data collection methods and sample size

Thematic Area	Data Collection Method	Sample	Total Sessions	Total Sample
Qualitative Data				
TA 1: Technical Assistance to the Government	KIIs with stakeholders	5 per crisis/drought-affected province (Dundo, Cunene, Huila) 5 in Luanda City	20	20
TA 2: Community-Based Management of Acute Malnutrition	KIIs with stakeholders	5 per crisis/drought-affected province (Dundo, Cunene, Huila) 5 in Luanda City	20	20
	FGDs with beneficiaries	2 with refugee beneficiaries (Dundo)	2	24

Thematic Area	Data Collection Method	Sample	Total Sessions	Total Sample
Qualitative Data				
TA 3: Designated Support to Refugees	KIIs with stakeholders	5 in Lunda Norte	5	5
Secondary Data				
TA 2 and TA3: Community-Based Management of Acute Malnutrition and Food Security covering Refugees	PDM and MAM Datasets	-	-	-

Secondary data

83. The data collection phase involved analysing secondary data, including the remote PDM and MAM datasets from WFP. This analysis was vital due to the lack of baseline studies. The team used these datasets to inform the evaluation strategy, refine tools, hypothesize about key issues and vulnerabilities, and to contrast these insights with primary data. They reviewed gender-disaggregated data to assess the impact, efficiency, and effectiveness on different genders and age groups, examining roles, resource, participation, power dynamics and vulnerabilities that informed sustainability and scalability of interventions.

Qualitative data

84. Qualitative data collection included the following elements:

- **Structured KIIs** to elicit expert insights on these topics with WFP and other relevant stakeholder representatives, as well as external experts and academics.¹
- **FGDs** with beneficiaries (refugees).

85. Table 4 below summarizes the duration, objectives, and outputs of the qualitative data collection:

Table 4: Qualitative fieldwork: timing, objectives and outputs

Qualitative Data Collection		
Duration	Objectives	Outputs
Fieldwork 4 weeks	Conducting simultaneous fieldwork in all selected locations Collecting qualitative data through: KIIs with stakeholder representatives FGDs with Refugees	Anonymized transcripts and translations into English of: 45 KIIs 2 FGDs

86. Trained research assistants conducted FGDs and KIIs across Dundo, Cunene, Huila, and Luanda City, ensuring gender balance. Responses were analysed by gender. Tailored topics for KIIs and FGDs aimed

¹ The overview of KII participants is presented in Annex 8 of Volume II.

to capture insights on the project’s effectiveness, efficiency, and impact, with technical experts and Forcier staff developing tools in collaboration with WFP. Primary data was gathered through interviews and discussions, with virtual interviews held as necessary (See Table 5). Stakeholder engagement included diverse groups, particularly refugees, with interviews averaging one hour. The evaluation used a qualitative sampling approach, prioritizing data quality over quantity, employing purposive sampling to efficiently reach data saturation. Stratified purposive sampling ensured diverse perspectives, including proportional female representation.

Table 5: Duration, tasks and expected outputs of the qualitative data collection

Qualitative Data Collection Tools	
Research Tool	Further Indication
KIIs	Providing an analysis on various stakeholders’ perceptions of- and involvement in the ongoing and completed capacity strengthening and refugee/population in crisis response assistance activities conducted in Angola
FGDs	Group discussions among refugees on their experiences, involvement, benefitting from WFP programming. This approach helped probe into their perceptions, attitudes, beliefs, opinions, and ideas about the impact of these initiatives on communities.

87. **KIIs** were a fundamental aspect of the evaluation, informing analysis from inception through post-fieldwork. They provided insights into institutional views on programme quality and effectiveness for refugees, other crisis-affected populations in Angola, and malnourished children. Following initial interviews in the inception and pilot phases, the team conducted 15 more one-hour interviews during fieldwork. The selection of informants, guided by WFP consultation, was informed by a literature review and early data analysis, with interview tools piloted and refined by the Evaluation Team. Key stakeholders included representatives from various sectors, identified with WFP’s assistance.

88. FGDs facilitated the collection of various perspectives, allowing for the exploration of individual and group priorities. Conducted by the ET with an open-ended guide, these 1.5-hour discussions were led by research assistants fluent in local languages. Two FGDs with about 12 participants each were held in Dundo, Lunda Norte province, considering AGD in sampling (Table 6). Discussions took place in safe, accessible using tailored topics for different respondent categories. The participatory nature of FGDs aimed to address local concerns and guide effective, sustainable interventions.

Table 6: Focus group discussions with refugees

Group	Total
WFP Beneficiaries (Refugees)	2

89. All interviews and discussions were recorded with respondent permission and stored on a shared server. Transcription and translation of the conversations was conducted for analysis. The qualitative analysis involved identifying and coding emergent themes as well as themes relevant to the Logical Framework indicators.

Phase 5 – Analysis and Reporting

90. In the third phase, the ET analysed data, drafted the report, and incorporated feedback from WFP experts. They translated and coded qualitative data from KIIs and FGDs using NVivo, combining deductive coding—aligned with predefined themes from evaluation questions and frameworks—with inductive coding to capture new insights. The team ensured gender perspectives were reflected in findings and recommendations, while also reporting on the challenges of conducting a gender-responsive evaluation.

91. Despite geographical dispersion, the team coordinated effectively, using online platforms for collaboration, and adhering to quality assurance protocols. They followed an analytical framework involving data familiarization, transcription, review, reduction, analysis, integration, validation, interpretation, and reporting. This systematic approach included thematic and quantitative analyses, development of a codebook, and triangulation to ensure accurate, rich conclusions and recommendations for the final report.

92. During the reporting phase gender and vulnerability mainstreaming was prioritized, to ensure findings and recommendations reflect a gender and vulnerability responsive perspective. Gender-related findings were systematically analysed and presented, across all evaluation criteria and questions. Differential impacts of the programme were highlighted, relating to effects on different genders, identifying gender and vulnerability specific challenges and opportunities, and providing actionable recommendations to promote gender equity. The report also emphasizes the importance of gender and vulnerability mainstreaming in programme design, implementation, and monitoring and evaluation practices.

Phase 6 – Dissemination and follow up

93. After the project's completion, the ET worked closely with WFP, as needed, to ensure the effective dissemination and follow up on the findings.

Data Collection

Timeline

94. The team leader, food security and nutrition specialist, and evaluator travelled to Dundo, Cunene, Huila, and Luanda City to conduct qualitative data collection, and were responsible for conducting the required KIIs and FGDs over a 20-day period.

Research locations

95. The selection of optimal research locations for this evaluation took the following factors into consideration:

- Addressing all prescribed WFP operations/programmes in Angola per location
- Inclusion of locations of particular interest to WFP programming.
- Geographic dispersion so that regional representation would be ensured.
- Existing and accessible local networks and in-house expertise both within the ET and with regard to WFP presence on the ground.
- Budgetary and fieldwork duration limitations.
- Logistical and other qualitative factors, such as severity of crisis in the area.

96. As such:

- **Dundo, in Lunda Norte province** was the only option to inquire into the Designated Support to Refugees.
- **Luanda City** was the single option for the evaluation of: (1) MAM Luanda; (2) COVID-19 Response, and (3) Technical assistance to GoA, as the majority of GoA authorities and KII respondents are expected to be located in the vicinity of Luanda.
- **Cunene** province, the municipality of Ombanja in particular, was selected for the evaluation of: (1) the school feeding plan, (2) Capacity strengthening to civil protection, and community-based management of MAM.
- **Huila province was added** to ensure geographical coverage (Quilengues municipality in particular).

97. Within each of the locations identified for this evaluation, a maximum of two areas were selected to conduct the fieldwork, based on where the highest concentrations of potential participants are located

and, if relevant, the presence and access of implementing partners. The finalization of fieldwork location selection took place in communication with WFP (see Table 7).

Table 7: Research locations and respective WFP operations/programmes evaluated

Operations/Programme	Suggested Fieldwork Location
Thematic Area 1 – Technical Assistance to Government	
CMAM Luanda / COVID-19 WFP Nutrition Response Luanda	Luanda City
School Feeding Plan, School feeding and health policy, home grown school feeding guidelines	Cunene (Ombanja municipality) & Huila (Quilengues municipality)
Strengthening Food Security Analysis – Technical Assistance to Food Security Dept	Luanda City
Capacity Strengthening to Civil Protection and MINAGRIP	Cunene
Thematic Area 2 - Emergency response in drought affected regions a: Nutrition (CMAM) and b) Food Assistance	
Community-Based Management of Acute Malnutrition	Cunene (Ombanja municipality) & Huila (Quilengues municipality)
Thematic Area 3 – Designated Support to Refugees	
Refugee Response through General Food Distribution (GFD)	Lunda Norte

Sampling

98. The evaluation utilized both probability and non-probability sampling, considering geographic and demographic diversity to ensure valid, reliable, and generalizable results. The strategy was tailored to each context to prevent sampling bias. Efforts included diverse representation in FGDs, particularly from the refugee community, accounting for gender, age, and other diversity and vulnerability aspects. The goal was to amplify underrepresented voices and assess programming’s response to various vulnerabilities. Sampling criteria for purposive sampling for the FGDs encompassed gender, age, geographic diversity, refugee status, drought impact, socio-economic status, familiarity with the topic of the evaluation, cultural diversity, participation in WFP programmes, and intersectionality of vulnerability. KIIs involved GoA and other stakeholders, chosen voluntarily in coordination with WFP, with necessary permissions secured. KII sampling aimed to capture a wide array of perspectives, avoiding overrepresentation of certain organizations or groups.

Ethical considerations, limitations and challenges

99. The ET adhered to the [2020 UNEG Ethical Guidelines](#), prioritizing informed consent, privacy, confidentiality, and cultural sensitivity. Inclusion and fair recruitment practices, especially of women and marginalized groups, were emphasized, with measures to prevent harm. Forcier Consulting ensured these ethical standards were maintained throughout the evaluation, with detailed considerations and risk mitigation measures documented in Annex 9 of Volume II.

Gender considerations

100. The ET emphasized the role of gender and vulnerability awareness in research, aiming to promote programming improvement, gender equity, and equality. The research focused on inclusive and safe

practices, ensuring all group representation in evaluation sites. A gender-balanced research team conducted the study, with female researchers leading KIIs and FGDs with female participants in secure, private settings.

Intersectionality

101. Intersectionality is crucial for a deeper understanding of how gender and other factors like age, ethnicity, socioeconomic status, and disability influence individual vulnerabilities and resource access. Incorporating intersectional analysis into the evaluation ensured a precise assessment of the programme's effects on diverse groups, highlighted disparities, and supported more tailored interventions. It also held the evaluation accountable to marginalized communities by acknowledging their experiences and needs. In this evaluation, intersectionality revealed the layered vulnerabilities that intersect with gender, especially among refugees and drought-affected populations, aiming to accurately reflect their distinct experiences and challenges.

Neutrality

102. The ET maintained neutrality and impartiality during data collection, accepting all valid responses without preference or personal commentary. Equal consideration was given to all participants and their contributions.

Voluntary participation

103. Research participation was voluntary, with full respect for participants' right to decline questions. Participants received detailed research information and must give informed consent. Researchers protected participant well-being, avoiding harm, and noting no direct benefits from the evaluation.

Privacy and confidentiality

104. Researchers protected participant privacy, ensuring they understood the study's purpose, processes, risks, and benefits. Personal data were accessed only by authorized personnel and anonymized in reports. Secure, encrypted, and password-protected data handling were enforced.

Non malfeasance

105. The research team committed to reducing any possible harm to participants and carefully framed research activities to avoid distress. A risk assessment to address potential risks and support mechanisms was also established at inception.

Quality Assurance

106. WFP has developed a Decentralized Evaluation Quality Assurance System (DEQAS) based on the UNEG norms and standards and good practice of the international evaluation community (the Active Learning Network for Accountability and Performance (ALNAP) and the Development Assistance Commission (DAC). The DEQAS process maps with their in-built steps for quality assurance and templates for evaluation products, and checklists for feedback on quality have systematically applied during this evaluation and relevant documents have been provided to the ET.

107. The ET utilized rigorous quality assurance and fieldwork procedures, leveraging mobile technology and ongoing staff capacity building for high-quality data collection. The ET conducted all qualitative interviews themselves, recording them on Forcier devices and taking detailed notes. They were trained to manage recording device failures and to report any issues immediately for possible interview retakes. KII and FGD guides were piloted during inception, and final tools were adjusted based on pilot. The team leader and Research Coordinator provided ongoing feedback to the rest of the team during fieldwork.

108. Research Assistants underwent thorough training on qualitative methods and interview guides to understand the research goals and question intentions. All interviews were transcribed and translated, allowing for early identification and mitigation of any issues in the process. Detailed feedback was provided to each assistant for quality improvement.

109. Qualitative data was uploaded to cloud storage, following a (General Data Protection Regulation (GDPR)-compliant data management plan. Files were transferred from recording devices to laptops and then to the cloud, contingent on internet conditions. Forcier's team performed secondary checks on audio

for data quality, providing timely feedback to assistants. Transcriptions were done verbatim and translated into English or Portuguese for analysis. The team continuously reviewed audio files and transcriptions to ensure data quality, correcting any discrepancies or clarifying unclear responses.

Annex 3. Evaluation Matrix

Evaluation Question 1: To what extent were the programmes and technical assistance activities implemented by the WFP in Angola relevant and appropriate to address the food security challenges and meet the needs of the target population?					Evidence Availability/Reliability	Thematic Area
1.1 How well did the programmes and technical assistance activities align with the specific food security challenges and needs of the target population in Angola?					Strong (good)	
					Medium (satisfactory)	
					Poor (weak)	
Sub questions	Indicators	Data collection methods	Sources of data/information	Data analysis methods/ triangulation		

Relevance						
<p>How did WFP approach the targeting and improvement of the relevance of food security interventions, including refugee response and nutrition activities, to meet the needs of vulnerable groups in Angola?</p>	<p>Percent of targeted vulnerable groups reached with food security interventions, including refugees and nutritionally at-risk populations.</p> <p>Percent of beneficiaries reporting improvements in food security and access to adequate nutrition.</p> <p>Percent in the prevalence of malnutrition among women and children.</p> <p>Percent of beneficiaries who report that the assistance received meets their specific needs and preferences.</p> <p>Percent of female beneficiaries actively participating in income-generating activities and decision-making processes related to food security and nutrition.</p> <p>Level of satisfaction among beneficiaries regarding the relevance and effectiveness of WFP interventions.</p>	<p>Desk and Literature review</p> <p>KIIs</p> <p>FGDs</p> <p>Observation</p>	<p>WFP Angola Office</p> <p>Annual Country Reports</p> <p>Document review of joint UNHCR/WFP</p> <p>WFP programme monitoring reports</p> <p>Post Distribution Monitoring Reports</p> <p>Beneficiaries of the implemented activities</p> <p>Key Government Officials</p> <p>Government Reports</p> <p>Activities Reports and list of presence (training, workshops)</p> <p>NGOs</p> <p>WVI</p> <p>UNHCR</p> <p>Donors</p>	<p>Comparison between the objectives of ICSP activities and identified needs</p> <p>Triangulation across data collection methods and sources (qualitative data and other different sources of information and from available literature).</p>	<p>Strong</p>	<p>Thematic Area 2 – Emergency response in drought affected regions a: Nutrition (CMAM) and b) Food Assistance</p> <p>Thematic Area 3 – Designated Support to Refugees</p>

<p>To what extent were gender equality, women's empowerment issues and human rights considerations taken into account in the design and implementation of food security interventions, particularly in refugee response and nutrition activities?</p>	<p>Percent of female beneficiaries reporting increased income and economic opportunities as a result of the interventions.</p> <p># Incidence of gender-based violence and abuse reported among beneficiaries, with corresponding measures taken to address and prevent such incidents.</p> <p>Progress towards achieving gender-specific nutrition targets, such as improving the nutritional status of children under five.</p> <p>Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality.</p> <p>Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women.</p> <p>Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex and type of activity</p>	<p>Desk and Literature review</p> <p>KIIs</p> <p>FGDs</p> <p>Observation</p>	<p>WFP Angola Office</p> <p>Annual Country Reports</p> <p>Programme Concept Notes</p> <p>Beneficiaries of the implemented activities</p> <p>Incident Reports</p> <p>Key Government Officials</p> <p>Government Reports</p> <p>List of presence (training, workshops, and decision forums)</p> <p>Other stakeholders</p>	<p>Comparison between gender analysis findings and the integration of GEWE in the design and implementation of the WFP Angola Office activities</p> <p>Triangulation across data collection methods and sources (qualitative data and other different sources of information and from available literature).</p>	<p>Strong</p>	<p>Thematic Area 2 – Emergency response in drought affected regions a: Nutrition (CMAM) and b) Food Assistance</p> <p>Thematic Area 3 – Designated Support to Refugees</p>
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<p>How well do the strategies for providing technical assistance to the Angolan government align with their priorities and are they perceived as effectively addressing the food security needs of the country?</p>	<p>Percent of technical assistance initiatives that align with the priorities and objectives of the Angolan government's national food security and development plans.</p> <p>Level of involvement and engagement of government officials in the planning and implementation of technical assistance initiatives.</p> <p># of technical assistance initiatives that address region-specific and population-specific food security challenges.</p> <p>Degree of collaboration and coordination among different development partners and stakeholders involved in providing technical assistance for food security in Angola.</p> <p>Feedback from government officials and stakeholders regarding the perceived effectiveness and impact of the technical assistance received in addressing food security needs.</p> <p>Alignment between the objectives and activities of technical assistance programmes</p>	<p>Desk and Literature review</p> <p>KIIs</p> <p>Observation</p>	<p>WFP Angola Office</p> <p>Government Public Policies (National Policies, Strategies, Programmes and Regional)</p> <p>UNSDCF</p> <p>UNCT</p> <p>Country Common Analysis</p> <p>Donors</p> <p>Partners</p>	<p>Comparison between the main priorities of national and regional policies, UNSDCF and with ICSP objectives.</p> <p>Triangulation across data collection methods and sources (qualitative data and other different sources of information and from available literature).</p>	<p>Strong</p>	<p>Thematic Area 1 – Technical Assistance to Government</p>
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	and the government's food security priorities, as stated in policy documents or national plans					
Evaluation Question 2: To what extent were the programmes and technical assistance activities implemented by the WFP in Angola coherent in their design, implementation, and coordination with relevant stakeholders?					Evidence Availability/Reliability	Thematic Area
2.1. To what extent were the programmes and technical assistance activities coordinated and integrated with other humanitarian actors, government agencies, and non-governmental organizations in Angola?					Strong (good)	
					Medium (satisfactory)	
					Poor (weak)	
Sub questions	Indicators	Data collection methods	Sources of data/information	Data analysis methods/ triangulation		
Coherence						

<p>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, and in line with humanitarian principles?</p>	<p>Percent of WFP's food security and nutrition interventions that align with the key priorities and objectives of the Government of Angola's national policies and programmes.</p> <p>Level of alignment between WFP's technical assistance initiatives and the government's plans and strategies for food security and nutrition.</p> <p>Extent to which WFP's refugee support interventions adhere to the government's policies and guidelines for refugee response and protection.</p> <p>Degree of adherence to humanitarian principles, as evidenced by compliance with relevant codes of conduct and ethical standards.</p>	<p>Desk and Literature review</p> <p>KIIs</p> <p>Observation</p>	<p>WFP Angola Office</p> <p>Government Public Policies (National Policies, Legislation, Strategies, and Programmes)</p> <p>ICSP logical framework and ACR</p> <p>Coordination Meeting Reports</p> <p>NGOs</p>	<p>Comparison between the main priorities of national and regional and humanitarian principles with ICSP objectives</p> <p>Triangulation across data collection methods and sources (qualitative data and other different sources of information and from available literature).</p>	<p>Strong</p>	<p>Thematic Area 1 – Technical Assistance to Government</p> <p>Thematic Area 2 – Emergency response in drought affected regions a: Nutrition (CMAM) and b) Food Assistance</p> <p>Thematic Area 3 Designated Support to Refugees</p>
<p>What synergies have been observed between the various technical assistance interventions being evaluated in the areas of food security, nutrition,</p>	<p>Frequency and effectiveness of coordination and collaboration between WFP and government ministries/agencies in the planning and implementation of interventions.</p> <p># of joint initiatives or collaborative efforts between the</p>	<p>Desk and Literature review</p> <p>KIIs</p> <p>Observation</p>	<p>WFP Angola Office</p> <p>Annual Country Reports</p> <p>Agreements and MOU</p> <p>Coordination Meeting Reports</p>	<p>Triangulation across data collection methods and sources (qualitative data and other different sources of information and from available literature).</p>	<p>Strong</p>	<p>Thematic Area 1 – Technical Assistance to Government</p> <p>Thematic Area 2 – Emergency response in</p>

and refugee support?	<p>teams working on food security, nutrition, and refugee support.</p> <p>Percent of resources (financial, human, and logistical) shared among different technical assistance initiatives.</p> <p>Level of coordination and collaboration among the technical assistance teams, as reported by team members and stakeholders involved in the interventions.</p> <p># of capacity-building activities or training sessions organized jointly to enhance the skills and expertise of personnel across different interventions, including difference of man and woman participation.</p>		<p>ICSP logical framework and ACR</p> <p>Reports (training, workshops, and decision forums)</p> <p>Other stakeholders</p>			<p>drought affected regions a: Nutrition (CMAM) and b) Food Assistance</p> <p>Thematic Area 3 – Designated Support to Refugees</p>
Evaluation Question 3: To what extent were the programmes and technical assistance activities implemented by the WFP in Angola effective in achieving their intended outcomes and addressing the food security challenges?					Evidence Availability/Reliability	Thematic Area
3.1 What evidence is there to demonstrate the effectiveness of the programmes and technical assistance activities in improving food security indicators, such as access to nutritious food, dietary diversity, and reduction in malnutrition rates among the target population in Angola?					Strong (good)	
					Medium (satisfactory)	
					Poor (weak)	
Sub questions	Indicators	Data collection methods	Sources of data/information	Data analysis methods/triangulation		
Effectiveness						

<p>To what extent is WFP's provision of technical assistance to the Government contributing to the achievement of SDG2 and SDG 17?</p>	<p>Percent change in the prevalence of hunger and malnutrition in areas where technical assistance is provided.</p> <p>Percent agricultural productivity and food production as a result of technical assistance, contributing to SDG2 targets.</p> <p># of partnerships and collaborations established with government entities and other stakeholders, indicating progress towards SDG17 on partnerships for sustainable development.</p>	<p>Desk and Literature review</p> <p>KIIs</p> <p>Observation</p>	<p>WFP Angola Office</p> <p>Annual Country Reports</p> <p>Beneficiaries of the implemented activities</p> <p>Key Government Officials</p> <p>Government Reports</p> <p>Country Common Analysis</p>	<p>Comparison between planned (ICSP Logical Framework and achieved outputs, outcomes, and strategic results to achieve SDG2 and SDG17</p> <p>Triangulation across data collection methods and sources (qualitative data and other different sources of information and from available literature).</p>	<p>Strong</p>	<p>Thematic Area 1 – Technical Assistance to Government</p> <p>Thematic Area 2 – Emergency response in drought affected regions a: Nutrition (CMAM) and b) Food Assistance</p> <p>Thematic Area 3 – Designated Support to Refugees</p>
<p>To what extent have the targeted outputs, outcomes, and strategic results of refugee and technical assistance to the Government, CMAM and school feeding programme been achieved?</p>	<p>Percent of planned outputs delivered on time and within the allocated budget.</p> <p>Change in nutrition indicators (# and percent), school attendance, and enrolment rates.</p> <p>Percent of refugees reporting improved food security and access to essential services.</p> <p>Level of improvement in government capacity and policy frameworks related to food security.</p>	<p>Desk and Literature review</p> <p>KIIs</p> <p>Kirkpatrick Model</p> <p>Observation</p>	<p>WFP Angola Office</p> <p>Annual Country Reports</p> <p>WFP programme monitoring reports</p> <p>Post Distribution Monitoring Reports</p> <p>Beneficiaries</p> <p>Key Government Officials</p> <p>Government Reports</p>	<p>Comparison between planned and achieved outputs, outcomes and strategic results.</p>	<p>Strong</p>	<p>Thematic Area 1 – Technical Assistance to Government</p> <p>Thematic Area 2 – Emergency response in drought affected regions a: Nutrition (CMAM) and b) Food Assistance</p> <p>Thematic Area 3 – Designated</p>

	<p>Percent reduction in the prevalence of acute malnutrition among targeted populations as a result of CMAM interventions.</p> <p>Ratio of women's to men's participation in programme activities, decision-making processes, and training sessions</p>		<p>NGOs</p> <p>WVI</p> <p>UNHCR</p> <p>Donors</p>			Support to Refugees
<p>What were the main factors (internal and external) influencing the achievement and non-achievement of WFP's interventions and technical assistance objectives and what challenges were faced?</p>	<p># of external factors (e.g., natural disasters, political instability) that influenced the implementation and outcomes of WFP's interventions.</p> <p>Internal factors (e.g., capacity gaps, coordination issues) that affected the achievement of objectives.</p> <p># of identified challenges, such as limited resources, logistical constraints, or lack of community engagement, and their impact on the effectiveness of interventions.</p>	<p>Desk and Literature review</p> <p>KIIs</p> <p>FGDs</p> <p>Observation</p>	<p>WFP Angola Office</p> <p>Annual Country Reports</p> <p>Beneficiaries & Participants of WFP activities</p> <p>Key Government Stakeholders</p> <p>NGOs</p> <p>UNCT</p> <p>WVI</p> <p>UNHCR</p> <p>Donors</p>	<p>Triangulation across data collection methods and sources (qualitative data and other different sources of information and from available literature).</p>	<p>Strong</p>	<p>Thematic Area 2 – Emergency response in drought affected regions a: Nutrition (CMAM) and b) Food Assistance</p> <p>Thematic Area 3 – Designated Support to Refugees</p>

Evaluation Question 4: To what extent were the programmes and technical assistance activities implemented by the WFP in Angola efficient in utilizing resources to achieve their intended outcomes and maximize the impact on food security?					Evidence Availability/Reliability	Thematic Area
4.1. How effectively were the resources, including financial, human, and logistical, allocated and utilized in the implementation of the programmes and technical assistance activities, considering the achieved outcomes and outputs?					Strong (good)	
					Medium (satisfactory)	
					Poor (weak)	
Sub questions	Indicators	Data collection methods	Sources of data/information	Data analysis methods/ triangulation		
Efficiency						
What lessons can be learned regarding the value for money and cost effectiveness of food security interventions, including beneficiary targeting and the provision of technical assistance to the Government.	<p>Cost per beneficiary reached in food security interventions, including the provision of food assistance and nutrition services.</p> <p>Cost per unit of change in key nutrition indicators, such as the reduction in the prevalence of acute malnutrition.</p> <p>Percent of funds allocated to beneficiary targeting and how effectively targeting strategies identified and reached the most vulnerable populations.</p> <p>Comparison of the cost-effectiveness of different food security interventions in</p>	<p>Desk and Literature review</p> <p>KIIs</p>	<p>WFP Angola Office</p> <p>Annual Country Reports</p> <p>Beneficiaries & Participants of WFP activities</p> <p>Financial Reports</p> <p>Budget Review Reports</p> <p>Audit Reports</p> <p>Donors</p>	Triangulation across data collection methods and sources (qualitative data and other different sources of information and from available literature).	Poor - The financial information regarding the utilization of resource are not enough available	<p>Thematic Area 1 – Technical Assistance to Government</p> <p>Thematic Area 2 – Emergency response in drought affected regions a: Nutrition (CMAM) and b) Food Assistance</p> <p>Thematic Area 3 – Designated Support to Refugees</p>

	<p>achieving specific outcomes and strategic results.</p> <p>Percent of funds used for programme implementation compared to administrative and operational costs.</p> <p>Targeting Efficiency: percent of beneficiaries targeted who belong to the most vulnerable and marginalized groups.</p> <p>Comparison of targeting efficiency across different interventions or geographical areas to identify the effectiveness of beneficiary selection methods.</p> <p>Timeliness of resource allocation and disbursement, minimizing delays and ensuring effective programme implementation.</p>					
Evaluation Question 5: To what extent are the programmes and technical assistance activities implemented by the WFP in Angola sustainable and scalable, ensuring long-term impacts on food security beyond the intervention period?					Evidence Availability/Reliability	Thematic Area
5.1. What mechanisms or strategies have been put in place to ensure the sustainability and scalability of the programmes and technical assistance activities beyond the intervention period in terms of local ownership, capacity-building, and institutionalization?					Strong (good)	
					Medium (satisfactory)	
					Poor (weak)	
Sub questions	Indicators	Data collection methods	Sources of data/information	Data analysis methods/ triangulation		

Sustainability/Scalability						
<p>To what extent the benefits of the WFP technical assistance programmes and refugee programmes are sustainable and likely to continue after the interventions of WFP cease?</p>	<p>Percent of programme beneficiaries reporting continued access to nutritious food and improved food security after WFP intervention ends.</p> <p>Percent of targeted households demonstrating sustained adoption of improved agricultural practices or income-generating activities.</p> <p>Percent of targeted beneficiaries who demonstrate improved knowledge and skills to sustain the benefits gained through the technical assistance programmes.</p> <p>Existence of a government-led food security and nutrition strategy or plan that incorporates elements from WFP's technical assistance programmes.</p> <p>Integration of WFP food security and nutrition components into their regular budgets and operational plans, indicating sustained commitment and funding.</p> <p># of sustainable partnerships formed between WFP,</p>	<p>Desk and Literature review</p> <p>KIIs</p> <p>FGDs</p> <p>Kirkpatrick Model</p> <p>Observation</p>	<p>WFP Angola Office</p> <p>Annual Country Reports</p> <p>Beneficiaries of the implemented activities</p> <p>Key Government Officials</p> <p>Government Reports</p> <p>ICSP logical Framework and Design</p> <p>Other stakeholders</p>	<p>Triangulation across data collection methods and sources (qualitative data and other different sources of information and from available literature).</p>	<p>Medium – Most of this data will be collected through KIIs and desk review.</p>	<p>Thematic Area 1 – Technical Assistance to Government</p> <p>Thematic Area 2 – Emergency response in drought affected regions a: Nutrition (CMAM) and b) Food Assistance</p> <p>Thematic Area 3 – Designated Support to Refugees</p>

	government entities, and other development partners to continue supporting food security and nutrition initiatives.					
To what extent did WFP's support build the capacity of national and local government institutions, communities, and other partners?	<p># of government officials and staff trained through WFP's technical assistance programmes, workshops, and capacity-building initiatives.</p> <p>Change in the level of knowledge and skills among government officials and local staff, as evidenced by pre- and post-training assessments.</p> <p>Level of Participation rates and engagement of community members in programme activities and decision-making processes.</p>	<p>Desk and Literature review</p> <p>KIIs</p> <p>Kirkpatrick Model</p> <p>Observation</p>	<p>WFP Angola Office</p> <p>Annual Country Reports</p> <p>Beneficiaries of the implemented activities</p> <p>Key Government Officials</p> <p>Government Reports</p> <p>ICSP logical Framework and Design</p> <p>Other stakeholders</p>	Triangulation across data collection methods and sources (qualitative data and other different sources of information and from available literature).	Medium – Most of this data will be collected through KIIs and desk review	<p>Thematic Area 1 – Technical Assistance to Government</p> <p>Thematic Area 2 – Emergency response in drought affected regions a: Nutrition (CMAM) and b) Food Assistance</p> <p>Thematic Area 3 – Designated Support to Refugees</p>
What lessons can be learned from the implementation of the refugee response, CMAM, and technical assistance interventions with a view to scaling up or replicating the	<p># of good practices, success stories, and innovative approaches from the interventions.</p> <p># of lessons learned or recommendations identified through evaluations, stakeholder feedback, or reviews of programme documentation.</p>	<p>Desk and Literature review</p> <p>KIIs</p> <p>Kirkpatrick Model</p> <p>Observation</p>	<p>WFP Angola Office</p> <p>Annual Country Reports</p> <p>Beneficiaries of the implemented activities</p> <p>Key Governments Officials</p>	Triangulation across data collection methods and sources (qualitative data and other different sources of information and from available literature).	Medium – Most of this data will be collected through KIIs	Thematic Area 1 – Technical Assistance to Government

interventions to reach a bigger pool of beneficiaries in the context of Angola, and elsewhere?	Degree of transferability and adaptability of intervention strategies to other contexts, measured by successful replication in similar settings.		Government Reports ICSP logical Framework and Design Other stakeholders			
Evaluation Question 6: What has been the overall impact of the programmes and technical assistance activities implemented by the WFP in Angola on food security outcomes, livelihoods, and the well-being of the target population?					Evidence Availability/Reliability	Thematic Area
6.1. How have the programmes and technical assistance activities contributed to measurable improvements in food security outcomes, livelihoods, and the overall well-being of the target population in Angola?					Strong (good)	
					Medium (satisfactory)	
					Poor (weak)	
Sub questions	Indicators	Data collection methods	Sources of data/information	Data analysis methods/ triangulation		
Impact						
What difference have the programmes, under the food security thematic areas (refugees, CMAM and school feeding) made on the targeted beneficiaries including specifically the most vulnerable and marginalized	Percent reduction in the prevalence of acute malnutrition among children under five years old in the targeted areas Percent increase in school attendance and retention rates among the targeted students who benefited from the school feeding programme. # of households classified as food secure, food insecure, or severely food insecure based on	Desk and Literature review KIIs FGDs Observation	WFP Angola Office Annual Country Reports Document review of joint UNHCR/WFP WFP programme monitoring reports Post Distribution Monitoring Reports	Triangulation across data collection methods and sources (qualitative data and other different sources of information and from available literature).	Medium – There is data available but, most of the interventions were implemented in an emergency context without any baseline	Thematic Area 1 – Technical Assistance to Government Thematic Area 2 – Emergency response in drought affected regions a: Nutrition (CMAM) and b) Food Assistance

<p>groups and their households? How did the programme change their lives and livelihoods? Were there any gender-specific impacts?</p>	<p>the Household Food Insecurity Access Scale (HFIAS).</p> <p>Percent increase in household income and livelihood opportunities among targeted vulnerable and marginalized groups.</p> <p>Percent of women who report having decision-making power over household resources and finances</p> <p>In school enrolment, comparing the enrolment rates of boys and girls who benefited from the school feeding programme.</p> <p>Percent increase in the level of participation of women and marginalized groups in community activities and decision-making processes.</p> <p>Percent increase in the utilization of healthcare services by women and vulnerable groups in the targeted areas.</p> <p>Percent increase in the participation of women in CMAM training sessions and technical assistance programmes.</p>		<p>Beneficiaries & Participants of the implemented activities</p> <p>Government Public Policies and Reports</p> <p>Stakeholders Reports</p> <p>NGOs</p> <p>WVI</p> <p>UNHCR</p> <p>Donors</p>			<p>Thematic Area 3 – Designated Support to Refugees</p>
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	Percent or # of women's income, ownership of productive assets, decision-making power, and participation in income-generating activities					
To what extent did the technical assistance to the Government of Angola impact both public and private institutions? Were there any gender-specific impacts?	<p># of government and private institution staff trained in relevant technical areas through the technical assistance programmes.</p> <p># of policies, programmes, or initiatives influenced by technical assistance that were adopted and implemented by government and private institutions.</p> <p>Percent change in the allocation of public and private budgets towards food security and nutrition-related activities after receiving technical assistance.</p> <p># of gender-responsive policies, practices, or guidelines introduced or enhanced within government and private institutions following the technical assistance.</p> <p>Percent increase in the representation of women in leadership and decision-making</p>	<p>Desk and literature review</p> <p>KIIs</p> <p>FGDs</p> <p>Observation</p>	<p>WFP Angola Office</p> <p>Annual country reports</p> <p>Document review of joint UNHCR/WFP</p> <p>WFP programme monitoring reports</p> <p>Post Distribution Monitoring Reports</p> <p>Beneficiaries & Participants of the implemented activities</p> <p>Government Public Policies and Reports</p> <p>Stakeholders Reports</p> <p>NGOs</p> <p>WVI</p> <p>UNHCR</p> <p>Donors</p>	Triangulation across data collection methods and sources (qualitative data and other different sources of information and from available literature).	Medium – There is data available but most of the interventions were implemented in an emergency context without any baseline	<p>Thematic Area 1 – Technical Assistance to Government</p> <p>Thematic Area 2 – Emergency response in drought affected regions a: Nutrition (CMAM) and b) Food Assistance</p> <p>Thematic Area 3 – Designated Support to Refugees</p>

	<p>positions within government and private institutions.</p> <p>Percent improvement in the quality and accessibility of food security and nutrition services provided by public and private institutions after receiving technical assistance.</p> <p># of sustainable public-private partnerships established or strengthened in the area of food security and nutrition following the technical assistance.</p> <p># of innovative approaches or technologies adopted by government and private institutions to enhance food security and nutrition outcomes after technical assistance.</p> <p># increase in the participation of women in training and capacity-building programmes facilitated by government and private institutions after receiving technical assistance.</p>					
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Annex 4. Data collection tools

DATE [dd/mm/yy]	
START TIME OF THE INTERVIEW	
END TIME OF THE INTERVIEW	
LOCATION OF THE INTERVIEW	
RESPONDENT'S NAME	
RESPONDENT'S AFFILIATION AND POSITION	
INTERVIEWER'S NAME	

Please select the Thematic Area the interview will focus on:

Thematic Area 1.a: Technical assistance provided to the government on moderate acute malnutrition treatment in response to COVID-19 in Luanda City.

Thematic Area 1.b: 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.

Thematic Area 1.c: Capacity strengthening to MINAGRIP, 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.

Thematic Area 1.d: Technical assistance provided to the government in developing school feeding and health policy, as well as technical assistance in developing home grown school feeding guidelines.

Thematic Area 1.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.

Thematic Area 2.a: Community-Based Management of Acute Malnutrition (CMAM) Luanda. Technical assistance to the government in acute malnutrition treatment in response to COVID-19, in collaboration with the World Bank, World Vision, Provincial and Municipal health cabinet implemented in Cacuaco, Viana, Talatona, Kilamba Kiayi and Cazenga.

Thematic Area 2.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.

Thematic Area 2.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

Thematic Area 3: 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.

Introduction

Thank you for taking the time to speak with me today about the evaluation of the World Food Programme (WFP) Technical Assistance Activities in Angola from 2017 to 2022. I'm [Your name], and I'm working with Forcier on this research project, led by the WFP. Our main goal is to assess and report on the performance and results of WFP's capacity strengthening activities, analyse outcomes, and derive lessons and good practices to inform future programming.

The purpose of this interview is to gather your perspectives on WFP programming, regarding its strengths and weaknesses, best practices you have identified, and potential gaps and blind spots. Our aim is to provide evidence on priority issues to support the WFP programme objectives and make recommendations that will inform policy and practice.

The discussion will take approximately 1 hour. The information collected today will be used solely for this evaluation. The data collected will be anonymized and analysed by Forcier as part of this evaluation project. The data will be treated with confidentiality: We will never share your personal information without your consent.

Participating in this interview is completely voluntary, and you have the freedom to choose whether you wish to take part. You are under no obligation to answer all the questions we ask, and you may decline to answer any question that you do not feel comfortable with. You are also free to end this conversation at any time if you feel uncomfortable or wish to do so for any other reason.

If you agree to participate, we would like to record this conversation to ensure accurate transcription. I want to emphasize that the content of this interview will be strictly confidential, and we will never share your name or contact information with anyone outside of the research team or allow anyone outside of the research team to listen to your recording.

Do you have questions for us?

Thank you for your time.

Consent

Confirm: The participant has given their consent to be interviewed: Yes No

Confirm: The participant has given their consent to be recorded: Yes No

Thematic Area 1 – Technical Assistance to Government

1.a Technical assistance provided to the government on moderate acute malnutrition treatment in response to COVID-19 in Luanda City.

Introductory Questions

1. Can you please tell me **how you / the organization you represent have been involved** in the technical assistance provided by WFP on moderate acute malnutrition treatment in response to COVID-19 in Luanda City?
2. What **partnerships or collaborations** are you aware of, or you have participated in?
3. Can you **describe the activities** entailed in WFP's technical assistance to moderate acute malnutrition treatment in Luanda City?
4. How were these activities **prioritized and implemented** in the context of **national and local policies** and strategies?
5. What were the **key challenges or needs** related to moderate acute malnutrition treatment in Luanda City that the technical assistance aimed to address?
6. What were the specific **objectives and learning outcomes** of the technical assistance provided by WFP on moderate acute malnutrition treatment in response to COVID-19 in Luanda City?
7. Did the objectives and learning outcomes of the technical assistance **align with the government's overall priorities**? If yes/no, then how/why?

Kirkpatrick Model of Evaluation

Level 1: Reaction

1. What was the **overall feedback** from the government of Angola on the technical assistance provided by WFP on moderate acute malnutrition treatment in response to COVID-19 in Luanda City?
2. How about the reactions of actors within your own organization, and other stakeholders involved?
3. How would you evaluate the support provided in this domain?

Level 2: Learning

4. What **new knowledge, skills, or attitudes** did you and other stakeholders gain from the technical assistance provided by WFP? Has any of this knowledge been **applied in your work**?

Level 3: Behaviour

5. How did the technical assistance provided by WFP **influence the organizational behaviour** of [the organization that you represent] and that of other stakeholders involved in treating moderate acute malnutrition in Luanda City? Did it lead to any **changes in organizational actions or decision-making processes**?

Level 4: Results

6. What was the **impact** of the technical assistance provided by WFP on moderate acute malnutrition treatment in Luanda City?
7. Were there any **measurable improvements or changes** observed in the treatment of moderate acute malnutrition in Luanda City as a result of the technical assistance provided by WFP?
8. Were there any **adaptations or adjustments** made to the technical assistance approach or activities based on previous feedback or changing circumstances?
9. What were the **key lessons learned and best practices** from providing technical assistance on moderate acute malnutrition treatment in response to COVID-19 in Luanda City?

10. How do you think these lessons and practices can be **applied in future programmes and interventions** within and beyond Angola?
11. Was the **effectiveness** of the technical assistance provided by WFP to the government in this activity measured and evaluated? If so, how?

Closing Questions

12. Were there any **sustainability** considerations in the technical assistance approach, such as building local capacity or strengthening systems for ongoing moderate acute malnutrition treatment beyond the response to COVID-19?
13. Were there any challenges or opportunities for further improvements in this regard?
14. How was **gender** considered and addressed in the technical assistance approach and activities, particularly in relation to the treatment of moderate acute malnutrition among women and girls, and what impact did this have on the outcomes of the technical assistance?
15. Do you have any **additional comments** on the topics of this interview?

Thematic Area 1 – Technical Assistance to Government

1.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.

Introductory Questions

1. Can you please tell me **how you / the organization you represent have been involved** in the technical assistance provided by WFP to support school feeding programmes in Angola, 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?
2. What **partnerships or collaborations** are you aware of, or you have participated in?
3. Can you **describe the activities** entailed in WFP's technical assistance to support school feeding programmes in Angola, including supporting the preparations for the establishment of an Inter-Ministerial Committee?
4. How were these activities **prioritized and implemented** in the context of **national and local** policies and strategies?
5. What were the **key challenges or needs** related to:
 6. the school feeding programme in Angola
 7. the establishment of an Inter-Ministerial Committee to coordinate multi-sectoral participation in school feeding at the national and local level?
8. What were the specific **objectives and learning outcomes** of the technical assistance provided by WFP to support school feeding programmes, and the establishment of an Inter-Ministerial Committee in Angola?
9. Did the objectives and learning outcomes of the technical assistance **align with the government's overall priorities**? If yes/no, then how/why?

Kirkpatrick Model of Evaluation

Level 1: Reaction

10. What was the **overall feedback** from the Government of Angola to technical assistance to school feeding, and the preparations for the establishment of an Inter-Ministerial Committee?
11. How about the reactions of actors within your own organization, and other stakeholders involved?
12. How would *you* evaluate the support provided in this domain?

Level 2: Learning

13. What **new knowledge, skills, or attitudes** did you and other stakeholders gain from the technical assistance provided by WFP to support school feeding programmes, and the establishment of an Inter-Ministerial Committee in Angola? Has any of this knowledge been **applied in your work**?

Level 3: Behaviour

14. How did the technical assistance provided by WFP **influence the organizational behaviour** of [the organization that you represent] and that of other stakeholders involved in to support school feeding programmes, and the establishment of an Inter-Ministerial Committee in Angola?
15. Did it lead to any changes in organizational actions or decision-making processes?

Level 4: Results

16. What was the **impact** of the technical assistance provided by WFP to support school feeding programmes, and the establishment of an Inter-Ministerial Committee?
17. Were there any **measurable improvements or changes** observed in the treatment of moderate acute malnutrition in Luanda City as a result of the technical assistance provided by WFP?
18. Were there any **adaptations or adjustments** made to the technical assistance approach or activities based on previous feedback or changing circumstances?
19. What were the **key lessons learned and best practices** from the technical assistance in support of the school feeding programmes, and the establishment of an Inter-Ministerial Committee?
20. How do you think these lessons and practices can be **applied in future programmes and interventions** within and beyond Angola?
21. Was the **effectiveness** of the technical assistance provided by WFP to the government in this activity measured and evaluated? If so, how?

Closing Questions

22. Were there any **sustainability** considerations in the technical assistance approach, such as building local capacity or strengthening systems for ongoing efforts in support of school feeding programmes, and the establishment/strengthening of the Inter-Ministerial Committee?
23. Were there any challenges or opportunities for further improvements in this regard?
24. How was **gender** considered and addressed in the technical assistance approach and activities, particularly in relation to the treatment of moderate acute malnutrition among women and girls, and what impact did this have on the outcomes of the technical assistance?
25. Do you have any **additional comments** on the topics of this interview?

Thematic Area 1 – Technical Assistance to Government

1.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.

Introductory Questions

1. Can you please tell me how **you / the organization you represent have been involved** in the capacity strengthening provided by WFP 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?
2. What **partnerships or collaborations** are you aware of, or you have participated in?
3. Could you **describe the activities** entailed in WFP's capacity strengthening of the ministry of Agriculture and Fisheries?
4. How were these activities **prioritized and implemented** in the context of national and local policies and strategies?
5. What were the **key challenges or needs** related to:
6. food security assessment and food systems and the national dialogue around them,
7. staff-training needs, and other challenges encountered by the Ministry of Agriculture and Fisheries?
8. What were the specific **objectives and learning outcomes** of the capacity strengthening provided by WFP to the ministry of Agriculture and fisheries?
9. Did the objectives and learning outcomes of the capacity building activities **align with the governments and the Ministry's overall priorities**? If yes/no, then how/why?

Kirkpatrick Model of Evaluation

Level 1: Reaction

10. What was the **overall feedback** of Ministry actors on the capacity strengthening activities provided by WFP to the Ministry of Agriculture and Fisheries in Angola?
11. How about the feedback of other involved actors?
12. How would *you* evaluate the support provided in these domains?

Level 2: Learning

13. What **new knowledge, skills, or attitudes** did you and other stakeholders gain from the capacity strengthening activities provided by WFP to strengthen the capacity of the Ministry of Agriculture and Fisheries?
14. Has any of this knowledge been **applied** to the work of [the organization you represent] or in your work?

Level 3: Behaviour

15. How did the capacity strengthening activities provided by WFP influence the **organizational behaviour** of the Ministry of Agriculture and Fisheries/ [the organization you represent] and other stakeholders involved in food security assessment and analysis in Angola? Did it lead to any **changes in organizational actions or decision-making processes**?

Level 4: Results

16. What was the **impact** of the capacity strengthening activities provided by WFP to the Ministry of Agriculture and Fisheries in terms of 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?

17. Were there any **measurable improvements or changes** observed in the pre-existing policies and practices regarding the job performance, food security assessment and analysis, and the development of the second national FSN strategy and food system dialogue as a result of the capacity building assistance provided by WFP?
18. Were there any **adaptations or adjustments** made to the technical assistance approach or activities based on previous feedback or changing circumstances?
19. What were the **key lessons learned and best practices** from the capacity strengthening activities provided by WFP to the Ministry of Agriculture and Fisheries?
20. How do you think these lessons and practices can be **applied in future programmes and interventions** within and beyond Angola?
21. Was the **effectiveness** of the technical assistance provided by WFP to the government in this activity measured and evaluated? If so, how?

Closing Questions

22. Were there any **sustainability** considerations in WFP's capacity building approach and the strengthening of systems for providing on-the-job training on food security assessment and analysis, further developing national strategies and food systems, and engaging stakeholders in dialogue.
23. Were there any challenges or opportunities for further improvements in this regard?
24. How was **gender** considered and addressed in the WFP's capacity building approach and activities, particularly in relation to the on-the-job training on food security assessment and analysis for women, further developing national strategies and food systems, and engaging stakeholders in dialogue with regard to the needs of women and girls? What impact did this have on the outcomes of the technical assistance?
25. Do you have any **additional comments** on the topics of this interview?

Thematic Area 1 – Technical Assistance to Government

1.d Technical assistance provided to the government in developing school feeding and health policy, as well as technical assistance in developing home grown school feeding guidelines.

Introductory Questions

1. Can you please tell me how **you / the organization you represent have been involved** in the technical assistance provided by WFP to the government of Angola in developing school feeding and health policy, as well as WFP's technical assistance in developing home grown school feeding guidelines?
2. What **partnerships or collaborations** are you aware of, or you have participated in?
3. Could you **describe the activities** entailed in WFP's technical assistance provided by to the government of Angola in developing:
 4. A school feeding and health policy?
 5. Home grown school feeding guidelines?
6. How were these activities **prioritized and implemented** in the context of national and local policies and strategies?
7. What were the **key challenges or needs** related to the development of a school feeding and health policy, and to the creation of guidelines for the home-grown school feeding in Angola?
8. What were the **objectives and capacity building outcomes** of the technical assistance provided by WFP to the government of Angola in developing a school feeding and health policy and a set of guidelines on home grown school feeding?
9. Do you think the objectives and learning outcomes of the capacity building activities **align with the governments and their overall priorities**? If yes/no, then how/why?

Kirkpatrick Model of Evaluation

Level 1: Reaction

1. What was the **overall feedback** received by the government on the capacity strengthening activities provided by WFP?
2. How about the feedback of other involved actors?
3. How would *you* personally evaluate the assistance provided in these domains?

Level 2: Learning

4. What **new knowledge, skills, or attitudes** did you and other stakeholders gain from the technical support provided by WFP with regard to developing a school feeding and health policy and a set of home-grown school feeding guidelines?
5. Has this knowledge been **applied** in governmental practices and your / [the organization you represent] work?

Level 3: Behaviour

6. How did the capacity strengthening activities provided by WFP influence the **organizational behaviour** of the Governmental authorities / [the organization you represent] and other stakeholders involved in school feeding and health policies in Angola? Did it lead to any **changes in organizational actions or decision-making processes**?

Level 4: Results

7. What was the **impact** of the capacity strengthening activities provided by WFP in terms of improved school feeding programmes and health policies at the national and local level?

8. Were there any **measurable improvements or changes** observed in the effectiveness or efficiency of pre-existing policies and practices?
9. Were there any **adaptations or adjustments** made to the technical assistance approach or activities based on previous feedback or changing circumstances?
10. What were the **key lessons learned** from WFP's provision of school feeding programmes and related health policies, as well as home-grown school feeding guidelines in Angola?
11. How do you think these lessons and practices can be **applied in future programmes and interventions** within and beyond Angola?
12. Was the **effectiveness** of the technical assistance provided by WFP to the government in this activity measured and evaluated? If so, how?

Closing Questions

13. What measures were put in place to ensure the **sustainability** of the technical assistance provided by WFP, such as building local capacity or strengthening systems for ongoing support to school feeding programmes and related health policies, as well as home-grown school feeding guidelines in Angola, and how were they implemented?
14. Were there any **challenges or opportunities** for further improvements in this regard?
15. How was **gender** considered and addressed in the technical assistance approach and activities, particularly in relation to the consideration of girls' needs with regard to school feeding programmes and related health policies, as well as home-grown school feeding guidelines, and what impact did this have on the outcomes of the technical assistance?
16. Do you have any **additional comments** on the topics of this interview?

Thematic Area 1 – Technical Assistance to Government

1.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.

Introductory Questions

1. Can you please tell me how **you / the organization you represent have been involved** in the technical assistance provided by WFP to the government of Angola regarding capacity strengthening to civil protection, which involves the provision of training on supply chain, operations management and logistics related to emergency response to drought?
2. What **partnerships or collaborations** are you aware of, or you have participated in?
3. Could you describe the activities entailed in WFP's capacity strengthening to Civil Protection, particularly around the provision of training on supply chain, operations management and logistics related to emergency response to drought?
4. How were these activities **prioritized and implemented** in the context of national and local policies and strategies?
5. According to you, what were the **key challenges or needs** related to the development of a school feeding and health policy, and guidelines for the home-grown school feeding in Angola?
6. What were the specific **objectives and capacity building outcomes** of the technical assistance provided by WFP to the government of Angola on the capacity of civil protection with regard to drought response?
7. Did the objectives and capacity building outcomes of the technical assistance activities **align with the Government's overall priorities** around civil protection and emergency response to drought? If yes/no, then how/why?

Kirkpatrick Model of Evaluation

Level 1: Reaction

8. What was the **overall feedback** of governmental actors on the technical assistance activities provided by WFP?
9. How about the feedback of other involved actors?
10. How would *you* evaluate the capacity building provided in these domains?

Level 2: Learning

11. What **new knowledge, skills, or attitudes** did you and other stakeholders gain from the technical support provided by WFP with regard to the capacity strengthening of civil protection related to emergency response to drought?
12. Has this knowledge been **applied** in governmental practices and your / [the organization you represent] work?

Level 3: Behaviour

13. How did the capacity strengthening activities provided by WFP influence the **organizational behaviour** of the Governmental authorities / [the organization you represent] and other stakeholders involved in civil protection related to emergency response to drought in Angola? Did it lead to any **changes in organizational actions or decision-making processes**?

Level 4: Results

14. What was the **impact** of the technical assistance provided by WFP in terms of improved capacity of civil protection to deploy emergency response to drought at the national and local level?
15. Were there any **measurable improvements or changes** observed in existing policies' and practices' effectiveness or efficiency?

16. Were there any **adaptations or adjustments** made to the technical assistance approach or activities based on previous feedback or changing circumstances?
17. What were the **key lessons learned and best practices** from WFP's capacity strengthening of civil protection related to emergency response to drought in Angola?
18. How do you think these lessons can be **applied in future programmes and interventions** within and beyond Angola?
19. Was the **effectiveness** of the technical assistance provided by WFP to the government in this activity measured and evaluated? If so, how?

Closing Questions

20. What measures were put in place to ensure the **sustainability** of the technical assistance provided by WFP, such as building local capacity or strengthening systems for ongoing support to the capacity strengthening of civil protection related to emergency response to drought in Angola, and how were they implemented?
21. Were there any **challenges or opportunities** for further improvements in this regard?
22. How was **gender** considered and addressed in the technical assistance approach and activities, particularly in relation to the consideration of women's' and girls' needs with regard to emergency response to drought in Angola, and what impact did this have on the outcomes of the technical assistance?
23. Do you have any **additional comments** on the topics of this interview?

Thematic Area 2 – Emergency response in drought affected regions a) Nutrition (CMAM) and b) Food Assistance

1.d Community-Based Management of Acute Malnutrition (CMAM) Luanda. Technical assistance to the government in acute malnutrition treatment in response to COVID-19, in collaboration with the World Bank, World Vision, Provincial and Municipal health cabinet implemented in Cacuaco, Viana, Talatona, Kilamba Kiayi and Cazenga.

Introductory Questions

1. Can you please tell me how **you / the organization you represent have been involved** in the technical assistance provided by WFP on CMAM treatment in response to COVID-19 in Luanda City?
2. What was the **role** of World Vision and the Provincial and Municipal health cabinets in the implementation of this activity?
3. What **other partnerships or collaborations** are you aware of, or you have participated in?
4. Could you describe the activities entailed in WFP's technical assistance provided by WFP related to CMAM treatment in Luanda City?
5. How were these activities **prioritized and implemented** in the context of national and local policies and strategies?
6. What were the **key challenges or needs** related to CMAM treatment in Luanda City that the technical assistance aimed to address?
7. What were the **specific objectives and learning outcomes** of the technical assistance provided by WFP on CMAM treatment in response to COVID-19 in Luanda City?
8. Did the objectives and learning outcomes of the technical assistance align with the government's priorities with regard to CMAM treatment in Luanda City?

Kirkpatrick Model of Evaluation

Level 1: Reaction

9. What was the **overall feedback** from the government of Angola on the technical assistance provided by WFP on CMAM treatment in response to COVID-19 in Luanda City?
10. How about the feedback of other involved actors?
11. How would *you* personally evaluate the support provided in this domain?

Level 2: Learning

12. What **new knowledge, skills, or attitudes** did you and other stakeholders gain from the technical assistance provided by WFP on CMAM treatment in Luanda?
13. Has any of this knowledge been applied in the work of [the organization you represent] or your own work?

Level 3: Behaviour

14. How did the technical assistance provided by WFP influence the **organizational behaviour** of [the organization that you represent] and that of other stakeholders involved in CMAM treatment in Angola? Did it lead to any **changes in organizational actions or decision-making processes**?

Level 4: Results

15. What was the **impact** of the technical assistance provided by WFP on CMAM treatment in Luanda City?
16. Were there any **measurable improvements or changes** observed in the treatment of CMAM in Luanda City as a result of the technical assistance provided by WFP?

17. Were there any **adaptations or adjustments** made to the technical assistance approach or activities based on previous feedback or changing circumstances?
18. What were the **key lessons learned and best practices** from the technical assistance on CMAM treatment in response to COVID-19 in Luanda City?
19. How do you think these lessons can be **applied in future programmes and interventions** within and beyond Angola?
20. Was the **effectiveness** of the technical assistance provided by WFP to the government in this activity measured and evaluated? If so, how?

Closing Questions

21. Were there any **sustainability** considerations in the technical assistance approach, such as building local capacity or strengthening systems for CMAM treatment beyond the response to COVID-19 and the project timeline?
22. Were there any challenges or opportunities for further improvements?
23. How was **gender** considered and addressed in the technical assistance approach and activities, particularly in relation to the treatment of acute malnutrition among women and girls within the CMAM programme, and what impact did this have on the outcomes of the technical assistance?
24. Do you have any **additional comments** on the topics of this interview?

Thematic Area 2 – Emergency response in drought affected regions a) Nutrition (CMAM) and b) Food Assistance

2.a. Community-Based Management of Acute Malnutrition (CMAM) Luanda in collaboration with World Bank, World Vision, and the Provincial and Municipal health cabinet from 2020 to 2021.

1. What was the **extent of acute malnutrition** in Lunda Norte/Dundo prior to the implementation of CMAM, and how did it relate to the drought situation? How does it compare to other regions in Angola?
2. What **activities** did the CMAM-related assistance entail, and how were they adapted to the local context of malnutrition in Dundo?
3. How did WFP allocate responsibilities and coordinate their efforts with the **partner organizations** to ensure the programme was delivered efficiently and effectively and was meeting the needs of the affected populations in Dundo?
4. Are you aware of any **partnerships or collaborations** of WFP with other organizations and government agencies in implementing this assistance?
5. What were the **measurable results and impact** of the GFD programme in Lunda Norte/Dundo? How was this impact **measured**?
6. What were some of the **successes or positive outcomes** observed during the implementation of the CMAM programme in Lunda Norte/Dundo?
7. What were some of the **main challenges** that arose during the implementation of the CMAM programme in Lunda Norte/Dundo, and how were these challenges addressed by WFP and its partners?
8. How were **gender** considerations taken into account in the CMAM programme, particularly in relation to the identification and treatment of acute malnutrition among refugee girls and women?
9. What were the **sustainability** considerations in the CMAM programme and how was the programme designed to ensure long-term impact and continuation beyond the project timeline?
10. What were the **key lessons learned and best practices** from implementing the CMAM programme in Lunda Norte/Dundo, and how can these lessons be applied in future programmes and interventions in Angola and beyond?

Thematic Area 2 – Emergency response in drought affected regions a: Nutrition (CMAM) and b) Food Assistance

2.b. Community-Based Management of Acute Malnutrition (CMAM) in Huila: MAM treatment and SBCC in response to drought in seven municipalities: Caconda, Caluquembe, Quilengues, Gambos, Quipungo, Jamba, and Cuvango from 2021 to 2022

1. What was the **extent of acute malnutrition** in Huila prior to the implementation of CMAM and SBCC, and how did it relate to the drought situation? How does it compare to other regions in Angola?
2. What **activities** did the CMAM and SBCC-related assistance to the Government entail, and how were they adapted to the local context of malnutrition in Huila?
3. Are you aware of any **partnerships or collaborations** of WFP with other organizations and government agencies in implementing this activity?
4. How was **community engagement and participation** ensured in the CMAM and SBCC programmes, and what strategies (if any) were used to promote community ownership and sustainability?
5. What was the **training and capacity building provided to local actors** involved in the CMAM and SBCC programmes, and how effective was this in improving the quality of care provided to those affected by acute malnutrition?
6. What were the **measurable results and impact** of the CMAM and SBCC programmes in Huila in terms of reducing acute malnutrition rates and improving the nutritional status of the affected population?
7. Were there any notable differences in the implementation or results of the CMAM and SBCC programmes across the different municipalities? If yes, which ones, and why?
8. What were some of the **successes or positive outcomes** observed during the implementation of the CMAM and SBCC programmes in Huila?
9. What were some of the **main challenges** that arose during the implementation of the CMAM and SBCC programmes in Huila, and how were these challenges addressed by WFP and its partners?
10. How were **gender** considerations taken into account in the CMAM and SBCC programmes, particularly in relation to the identification and treatment of acute malnutrition among girls and women?
11. What were the **sustainability** considerations in the CMAM and SBCC programmes, and how was the programme designed to ensure long-term impact and continuation beyond the project timeline?
12. What were the **key lessons learned and best practices** from implementing the CMAM and SBCC programmes in Huila, and how can these lessons be applied in future programmes and interventions in Angola and beyond?

Thematic Area 2 – Emergency response in drought affected regions a: Nutrition (CMAM) and b) Food Assistance

2.c. Community-Based Management of Acute Malnutrition treatment in Cunene: MAM treatment and SBCC with support from the IR-R fund, in response to drought in all municipalities of the Cunene Province from 2021 to 2022

1. What was the **extent of acute malnutrition** in Cunene prior to the implementation of CMAM and SBCC, and how did it relate to the drought situation? How does it compare to other regions in Angola?
2. What **activities** did the CMAM and SBCC-related assistance to the Government entail, and how were they adapted to the local context of malnutrition in Cunene?
3. Are you aware of any **partnerships or collaborations** of WFP with other organizations and government agencies in implementing this activity? If yes, how did the partners allocate responsibilities and coordinate their efforts to ensure the programme was delivered efficiently and effectively and was meeting the needs of the beneficiaries in Cunene?
4. How was **community engagement and participation** ensured in the CMAM and SBCC programmes, and what strategies (if any) were used to promote community ownership and sustainability?
5. What was the **training and capacity building provided to local actors** involved in the CMAM and SBCC programmes, and how effective was this in improving the quality of care provided to those affected by acute malnutrition?
6. What were the **measurable results and impact** of the CMAM and SBCC programmes in Cunene in terms of reducing acute malnutrition rates and improving the nutritional status of the affected population?
7. Were there any notable differences in the implementation or results of the CMAM and SBCC programmes across the different municipalities? If yes, which ones, and why?
8. What were some of the **successes or positive outcomes** observed during the implementation of the CMAM and SBCC programmes in Cunene?
9. What were some of the **main challenges** that arose during the implementation of the CMAM and SBCC programmes in Cunene, and how were these challenges addressed by WFP and its partners?
10. How were **gender** considerations taken into account in the CMAM and SBCC programmes, particularly in relation to the identification and treatment of acute malnutrition among girls and women?
11. What were the **sustainability** considerations in the CMAM and SBCC programmes, and how was the programme designed to ensure long-term impact and continuation beyond the project timeline?
12. What were the **key lessons learned and best practices** from implementing the CMAM and SBCC programmes in Cunene, and how can these lessons be applied in future programmes and interventions in Angola and beyond?

Thematic Area 3 – Designated Support to Refugees

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.

1. What was the refugees' food security **situation prior to the implementation of GFD** in Lunda Norte/Dundo, and how did it relate to the drought situation? How does it compare to other regions in Angola?
2. What **activities** did the GFD-related assistance to refugees entail, and how were they adapted to the local context of malnutrition in Lunda Norte/Dundo?
3. How did the activities **align with the WFP Angola Interim Country Strategic Plan (ICSP)** Strategic Outcomes 1 and 2?
4. How did the **partner organizations** (World Vision, UNHCR and the Provincial Department of Social Action) allocate responsibilities and coordinate their efforts to ensure the programme was delivered efficiently and effectively and was meeting the needs of the refugees in Lunda Norte/Dundo?
5. Are you aware of any **partnerships or collaborations** of WFP with other organizations and government agencies in implementing this assistance?
6. What were the **measurable results** and impact of the GFD programme in Lunda Norte/Dundo? How was this impact measured?
7. What were some of the **successes or positive outcomes** observed during the implementation of the GFD programme in Lunda Norte/Dundo?
8. What were some of the **main challenges** that arose during the implementation of the GFD programme in Lunda Norte/Dundo, and how were these challenges addressed by WFP and its partners?
9. How were **gender** considerations taken into account in the GFD programme, particularly in relation to the identification and treatment of acute malnutrition among refugee girls and women?
10. What were the **sustainability** considerations in the GFD programme and how was the programme designed to ensure long-term impact and continuation beyond the project timeline?
11. What were the **key lessons learned and best practices** from implementing the GFD programme in Lunda Norte/Dundo, and how can these lessons be applied in future programmes and interventions in Angola and beyond?
12. How will the lessons learned from these activities inform the design processes for the second-generation Country Strategic Plan (CSP) for WFP?

Stakeholder Mapping

Introduction:

Stakeholder mapping will help the ET identify and analyse stakeholders involved in the WFP Technical Assistance and Refugee Support in Angola from 2017 to 2022, including targeting in the context of the current Interim Country Strategic Plan (ICSP) for the period 2020–2022.

The mapping process will involve the following steps:

Internal and external stakeholder identification: The ET will start by identifying the individuals, groups, and organizations that are involved or affected by the project/programme based on the TOR, relevant project documentation, and discussions with WFP counterparts, who will also be invited to fill in the following form.

Determination of level of involvement and interest: Once the stakeholders are identified, their level of interest and influence in the project/programme will be assessed, and their footprint on the project will be determined. High priority stakeholders will be invited to participate in key informant interviews, or to fill in an adapted version of the following form.

Key stakeholder interviews: Once the stakeholders’ project footprint is determined, high priority ones will be invited to participate in key informant interviews and/or fill in the following form, to help the ET gain a better understanding of their perspectives, contributions, and concerns around the evaluated programme.

One person from each stakeholder organization will fill out this stakeholder mapping form to record the current goals of the organization, the most important actors for their activities and the status of their interaction with the individuals who are most important to achieve their goals. Please provide detailed answers for each question.

Date	
Organization	
Location	
Target Population/ Constituency	
Area of Focus	
Respondent's Name	
Respondent's Position	

Questions for WFP

1. Who are the key stakeholders involved in the implementation of the current Interim Country Strategic Plan (ICSP)?
2. What roles and responsibilities do these stakeholders have in the ICSP's implementation process?
3. How engaged are the stakeholders in the ICSP's implementation process?
4. What are the stakeholders' expectations and perceptions of the WFP's activities and interventions?
5. How does the WFP interact and collaborate with the stakeholders during the ICSP's implementation process?
6. What are the stakeholders' strengths and weaknesses that could affect the ICSP's implementation process?
7. What are the key challenges and opportunities in engaging with the stakeholders during the ICSP's implementation process?
8. How could the WFP improve its engagement with the stakeholders to achieve the desired outcomes of the ICSP?
9. Are there any gaps or overlaps in stakeholder engagement that need to be addressed?
10. How do the stakeholders' priorities align with the objectives of the WFP ICSP's?

Questions for Stakeholders

1. Who are the key stakeholders involved in the programme and how do they contribute to its implementation?
2. What roles and responsibilities do you have as a stakeholder in the programme's implementation process?
3. How engaged do you feel in the programme's implementation process?
4. What are your expectations and perceptions of the programme's activities and interventions?
5. How does the WFP interact and collaborate with you during the programme's implementation process?
6. What do you see as your strengths and weaknesses that could affect the programme's implementation process?
7. What are the key challenges and opportunities in engaging with the programme and its stakeholders?
8. How do you believe the WFP could improve its engagement with you and other stakeholders to achieve the desired outcomes of the programme?
9. Are there any gaps or overlaps in stakeholder engagement that need to be addressed?
10. How do your priorities align with the objectives of the WFP's programme?

Annex 5. Fieldwork Agenda

Colour Legend:

Field work in the Capital, Luanda
Field work in the Province of Lunda Norte
Field work in the Province of Huila
Field work in the Province of Cunene
Weekends

Field visits schedule (Team Leader/National Consultant/Junior Evaluator + Field Assistant)

Date		Field Activity	
Day 1	Monday	Morning	<ul style="list-style-type: none"> Security Briefing (UNDSS)
		Morning	<ul style="list-style-type: none"> WFP Angola Office: Brief session with CD
		Afternoon	<ul style="list-style-type: none"> WFP Angola Office: Group Session with CO-Evaluation managers (Co-Ems)
Day 2	Tuesday	Morning Afternoon	<ul style="list-style-type: none"> Enumerator training and preparations for data collection – Tools testing and review
Day 3 – 5	Wednesday to Friday	Morning & Afternoons	<ul style="list-style-type: none"> Interview with CO – Head of Activities and Evaluation managers (Co-Ems)
			<ul style="list-style-type: none"> Interview with Key Government Stakeholders
			<ul style="list-style-type: none"> Interview with UN agencies and World Vision
Day – 6	Saturday		
Day – 7	Sunday	Travel to Lunda Norte	
Day 8	Monday	Morning	<ul style="list-style-type: none"> Meeting with Head of Field Office (WFP) Meeting with Provincial head of Health/Agriculture/ civil protection/local administrator
		Afternoon	<ul style="list-style-type: none"> Focus Group Discussions – with refugee beneficiaries Key Informant Interviews – with targeted refugee camp leaders, partners (World Vision International, Government), WFP, external experts, and academics.
Day 9	Tuesday	Morning	<ul style="list-style-type: none"> Focus Group Discussions – with refugee beneficiaries

		Afternoon	<ul style="list-style-type: none"> Key Informant Interviews – with targeted refugee camp leaders, partners (World Vision International, Government), WFP, external experts, and academics
Day – 10	Wednesday	Morning	<ul style="list-style-type: none"> Meeting with Provincial head of Health/Agriculture/ civil protection/local administrator
		Afternoon	Travel Huila
Day – 11	Thursday	Morning	<ul style="list-style-type: none"> Working sessions/With WFP Field Office staff (Huila) Meeting with Provincial head of Health/Agriculture/ civil protection/local administrator
		Afternoon	<ul style="list-style-type: none"> Key Informant Interviews – with targeted refugee camp leaders, partners (World Vision International, Government), external experts and academics
Day – 12	Friday	Morning	<ul style="list-style-type: none"> Key Informant Interviews – with targeted refugee camp leaders, partners (World Vision International, Government), external experts and academics
		Afternoon	<ul style="list-style-type: none"> Key Informant Interviews – with targeted refugee camp leaders, partners (World Vision International, Government), external experts and academics
Day – 13	Saturday	Morning	<ul style="list-style-type: none"> Team data collection feedback
Day – 14	Sunday		
Day – 15	Monday	Morning	<ul style="list-style-type: none"> Key Informant Interviews – with targeted refugee camp leaders, partners (World Vision International, Government), external experts and academics
		Afternoon	<ul style="list-style-type: none"> Key Informant Interviews – with targeted refugee camp leaders, partners (World Vision International, Government), external experts and academics
			Travel to Cunene
Day 16	Tuesday	Morning	<ul style="list-style-type: none"> Working sessions/With WFP Field Office staff (Cunene)
			<ul style="list-style-type: none"> Meeting with Provincial head of Health/Agriculture/ civil protection/local administrator
Day – 17	Tuesday	Morning	<ul style="list-style-type: none"> Key Informant Interviews – with targeted refugee camp leaders, partners (World Vision International, Government), external experts and academics
		Afternoon	<ul style="list-style-type: none"> Key Informant Interviews – with targeted refugee camp leaders, partners (World Vision International, Government), external experts and academics
Day – 18	Wednesday	Morning	<ul style="list-style-type: none"> Meeting with Provincial head of Health/Agriculture/ civil protection/local administrator

		Afternoon	<ul style="list-style-type: none"> • Key Informant Interviews – with targeted refugee camp leaders, partners (World Vision International, Government), external experts and academics
Day -19	Thursday	Afternoon	Travel to Luanda (Capital)
Day – 20	Friday	Morning Afternoon	<ul style="list-style-type: none"> • Team Discussion and Review the preliminary findings
Day – 21	Saturday	Morning Afternoon	<ul style="list-style-type: none"> • Team Leader Summarizing preliminary findings
Day – 22	Sunday	Morning Afternoon	<ul style="list-style-type: none"> • Team Leader Summarizing preliminary findings
Day – 23	Monday	Morning	<ul style="list-style-type: none"> • Present the Preliminary Findings to CO-Evaluation managers (Co-Ems)
		Afternoon	End of Fieldwork Debriefing

Annex 6. Key Informant Overview

110. KII interviews were conducted with representatives of the following organizations:

CODE	Entity
KII01MAL	WVI – Cunene
KII02FEM	Municipal Health Department Cuanhama
KII03MAL	Provincial Health Cabinet Cuanhama
KII 04FEM	Municipal Health Department Ombadja
KII05FEM	Municipal Health Department Quilengues
KII06FEM	Provincial Health Office
KII07MAL	WFP – Lunda Norte
KII08FEM	WFP RB
KII09MAL	Civil Protection and Fire Department
KII10FEM	UNHCR – Lunda Norte
KII11MAL	WVI – Lunda Norte
KII12MAL	WVI – Cunene
KII13FEM	WFP Angola Office
KII14MAL	WVI – Lunda Norte
KII15MAL	Civil Protection and Fire Department
KII16MAL	Church CDC Lovua Refugee Camp
KII17FEM	WFP Angola Office
KII18MAL	WFP Angola Office
KII19FEM	Office of Social Assistance, Family and Gender Equality (GASFIG) – National level
KII20MAL	FAO Angola
KII21FEM	Provincial Health Office
KII22MAL	Provincial Health Office – Huila
KII23FEM	WFP Angola Office
KII24FEM	MINED/ National Directorate of Education and Preschool – Luanda
KII25MAL	MINAGRIF (Ministry of Agriculture and Fisheries)
KII26FEM	Office of Social Assistance, Family and Gender Equality (GASFIG) – Lunda Norte
KII 27MAL	WVI – Huila

Focus Group Discussion Sessions

Code	Location	Designation
FGD01MAL Dundo	Dundo	Male Refugee Beneficiaries
FGD02FEM Dundo	Dundo	Female Refugee Beneficiaries

Annex 7. Bibliography

Document type	Comment/ titles & dates of documents received	Received - Y/N (N/A)	Link to evaluation matrix
Project-related documents [if applicable]			
Country strategic plan document (including line of sight) <ul style="list-style-type: none"> WFP ICSP 2020-2022 	17.06.2023	Yes	1, 3 and 7
Annual Country Reports <ul style="list-style-type: none"> Annual country Report 2017 Annual Country Report 2018 Annual Country Report 2019 Annual Country Report 2020 Annual Country Report 2021 Annual Country Report 2022 	17.06.2023	Yes	1, 2, 4, 5, 6, 7, 8, 9, 12, 13, 14
Budget <ul style="list-style-type: none"> FLA Proposal Budget and Chronogram Huíla and Cunene CMAM Cunene Proposal Budget and Chronogram_WVI WFP CMAM Out 2021 FLA NO- Cost Extension.pdf WVI FLA Budget_ School Feeding WVI FLA_ School Feeding.22.06.2022 Cenário de Orçamentos Piloto HGFSF_ultima versão 	17.06.2023	Yes	6 and 9
Other <ul style="list-style-type: none"> 2017_05_09_IRA_AOCO_IR-EMOP_201076 2019 MoU WFP – Gouvernement of Angola (MIREX) Acordo de Base PAM0001 Angola EMOP 201083 BR1 approved Angola ICSP 2020-2022 [PT] Contrato World Food Programme signed PFSS LC signed initialized-2 Contrato World Food Programme signed PFSS LC signed initialized ER Angola EMOP signed Signed MoU Portuguese Version 	17.06.2023	Yes	6, 9
Country office strategic documents (if applicable)			

Document type	Comment/ titles & dates of documents received	Received – Y/N (N/A)	Link to evaluation matrix
Sectoral country strategies (if any) <ul style="list-style-type: none"> • Plano_de_Desenvolvimento_Industrial_Angola_2025_para_consulta • Regiões_Agrícolas (1) • Lei 10 15, 17 June -101758-Texto do artigo-461106-1-10-20210218 • Apresentacao-Resultados-Definitivos-Censo-2014-V12_22032016_19h28_IMPRESSÃO • ENSAN Estratégia Nacional de Segurança alimentar e nutricional 2016 • Projecção Nacional_2014_2050 • Decree 226,20 – MASFAMU _ decreto_presidencial_hoje_76167566561092a974aca3 • PND – NDP _ 2013-2017 • PND – NDP _ 2018-2022 • Ministry of Agriculture and Fisheries. 2021. Food and Nutrition Security Strategy. Preliminary Version • Ministry of Agriculture and Fisheries. 2021. Nutritional Assessment of the Provinces of Cunene, Huila and Namibe. Angola • National Civil Protection Commission (CNPC). 2021. Technical Report on Drought in Angola 	17.06.2023	Yes	1, 2, 3, 4 and 14
Assessment reports [if applicable]			
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Document type	Comment/ titles & dates of documents received	Received – Y/N (N/A)	Link to evaluation matrix
<ul style="list-style-type: none"> • National Institute of Statistics. 2015. INE. Multiple Indicator Cluster Surveys (MICS), Angola. • National Institute of Statistics. 2019. INE. Inquérito de despesas (IDR), Angola. • National Institute of Statistics. 2019. INE Inquérito Integrado sobre o Bem-Estar da População (IBEP), Angola. • National Institute of Statistics. 2019. INE Survey on Expenditure, Income, and Employment (IDREA), Angola. • World Bank. 2018. Angola Overview • FAO. 2015. The Food Insecurity Experience Scale, 2015. • FAOSTAT. (2020). The State of Food Security and Nutrition in the World (SOFI) 2020 • Global Child Nutrition Foundation (GCNF). (2023). The Global Survey of School Meal Programs: Republic of Angola. • IPC. 2021.in Integrated Food Security Phase Classification • IPC. 2021. South-Western Angola : IPC Food Security & Nutrition Snapshot. • Ceita, C & Larsen, H. F. 2020. Angola : The First Country in Africa to Develop a Municipal Multidimensional Poverty Index, Multidimensional Poverty Peer Network • WHO. 2001. Iron Deficiency Anaemia Assessment, Prevention and Control. A guide for programme managers. Geneva, World Health Organization • World Food Programme. 2012. WFP Humanitarian Protection Policy. • WFP. 2017. Evaluation of WFP's Technical Assistance activities and Refugee Support in Angola from 2017 to 2022. • WFP. 2017. WFP Strategy for Accountability to Affected Populations Joint assessment missions (UNHCR/WFP) 			
Monitoring & reporting (if applicable)			
<p>Food distribution and post-distribution monitoring reports</p> <ul style="list-style-type: none"> • Activity Data – Activity Tags, WBS Codes • CMAM Huila and Cunene – 2021-2022 (004) • FLA DATA – Cunene • FLA DATA – Huila 		Yes	6, 7, 8, 9 and 13

Document type	Comment/ titles & dates of documents received	Received – Y/N (N/A)	Link to evaluation matrix
<ul style="list-style-type: none"> • Refugee Response – Distribution Data_2017-Present (2) • TA – DE_ Data • Data_PDM_Refugee_Apr2019 • Data_PDM_Refugee_Nov2019 Refugee Response_Angola PDM – April 2019 			

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Annex 8. Ethical Considerations, Risks and Safeguards

Recruitment and informed voluntary consent

111. All selected interviewees will be asked for their informed consent prior to being interviewed. Informed consent includes a short introduction to the data collection exercise, its purpose, how the data will be collected and used, acknowledgement that the interview is voluntary and will not affect in any way their future receipt of benefits. The respondents were also told the approximate length of the interview and that they can stop at any time without penalty. No immediate benefit or gifts were given to the participants for taking part in the survey. Participants were asked to give their consent in a language that they understand and explained in an appropriate way given their age and educational background. The enumerator translated the informed consent to the local language when necessary.

112. Given high rates of illiteracy in the study areas, the enumerators will verbally review the consent information with the respondents as relevant, with the agreed consent to participate duly recorded. The respondent signed (or otherwise imprinted) to evidence consent. The consent forms were kept secure and confidential. Given the nature of data collected, we do not anticipate that respondents would experience harm, therefore. However, the data collection process could elicit unanticipated responses, and it was critical that any potential harm be mitigated to the greatest extent possible. A system was consequently put in place to make referral as needed, as explained in below. The Team Leader will be responsible for ensuring that the enumerators strictly adhere to the above ethical requirements.

Referrals

113. **All respondents were expected to be provided with anonymized referral information.** The ET expected that there could be some individuals in the sample that would benefit from specialized services. Consequently, all respondents were provided with a list of locally accessible care and assistance services. The list of services included basic information (including contact details) of relevant health and social services. The list of services was compiled in collaboration with WFP to ensure the highest quality of relevant referral services. Each of the referral services were called or visited prior to the survey by WFP to ensure that the services are functioning and that the service providers were aware of the baseline survey, as well as the above referral mechanism.

114. **Special referral actions in the case of adverse event experience and/or severe health issues.** In addition to anonymized referral information, there could have been a need for further intervention in cases where 1) an adverse reaction is elicited during the interviews; and/or 2) one or more participants are in clear need of nutritional intervention and/or protection. Consequently, at the end of the interviews the enumerators were expected to assess whether either the respondent meets any of the following criteria:

- The respondent became upset during the interview (for example, tearful, angry, sad, shaking body, difficulty breathing, etc.).
- The respondent shared during the interview that she/he does not feel safe in her/his current living situation, including in her/his home or community due to violence.
- The respondent reported that they or any of the children in their home are in immediate danger.
- Infants and children between 6 and 59 months of age in the home displayed overt signs of severe malnutrition
- The well-being of any child within the home was at immediate risk.

115. Respondents who met any of these criteria were to be offered direct referral to relevant district and provisional institutions, depending on the issue at hand. For child malnutrition issues, prearrangements would be made with supervisors to transport children and their respective mothers/care givers to the nearest health centre. For child protection and domestic violence matters, prearrangements would be made with relevant authorities. If the respondent were to state they does not want such support, their view was to be respected, save for cases when the well-being of a child is in imminent danger. If the respondent was to indicate that they would desire a referral:

- The referral process was to be fully explained and any questions or concerns clearly answered.
- The enumerators were to ask permission to obtain the respondent's contact information, including name and a safe way they can be contacted. It is important to note that the interviewers would not give any of the information shared by the respondent during the interview with to the referred institution in question unless the respondent requests that they do so. Further, the contact information would be recorded on a separate form which will not be connected to the survey. Once all contact details were recorded, the interviewers would also highlight the contact information of the referral institution in question, so that the respondent can contact its representative directly.
- Once the referral would be completed, the interviewer was to give the form to their supervisor as soon as possible after the interview is completed, so that the interviewer and other members of the team would have no documents identifying any of the study participants. The supervisor was to have no further contact with the respondent requesting a referral to best respect and protect her confidentiality.
- The supervisor was to then contact the referral institution representative by telephone (or in person) within 24 hours. The supervisor was to provide all referral information and provide the contact information of the respondent requesting the direct referral. The supervisor was to then send an SMS text message to the field manager at Forcier to alert him/her that a direct referral has been made. To facilitate referrals from the field, all field supervisors carried a card with contact details of designated representatives from the referral institutions. Likewise, representatives of all the referral institutions had contact details of all field supervisors.
- If there were any complications or unusual circumstances which required consultation, the supervisor was to immediately contact the field manager Forcier and the WFP representative for further consultation.
- The team leader was to follow up with the designated representatives of the referral intuitions within 48 hours to inquire if the direct referral has been acted upon.
- In relation to information obtained from the primary caregiver, an automatic direct referral to the Response Plan Team was to be initiated as per the steps described above when:
 - The enumerator identified a child as severely or acutely malnourished and at risk of health trauma.
 - The caregiver disclosed that the child is a victim of severe violence (whether psychological, physical, sexual, or suffering from neglect).
 - The caregiver indicated the child is in immediate danger.
- All referrals to support services were to be coordinated and monitored by Forcier's management team that was to be on call during work hours (8-12 and 2-5 from Monday to Saturday) for the duration of the field work. Forcier management was to make all possible efforts ensure that representatives from the above referral institutions would reach the respondent and/or the child within 48 hours upon having received the referral from the field.
- Forcier management was to follow up on all referrals to confirm if representatives from the referral institutions in question were successful in meeting the respondents and/or children and were able to ensure a timely and appropriate response as well as further referrals as needed.

Risks and Safeguards

Phases	Ethical issues	Risks	Safeguards
All phases	Gender and vulnerability considerations	Potential biases and unequal power dynamics: There is a risk that biases and power dynamics may influence data collection, analysis, and interpretation, potentially skewing the evaluation findings.	<ul style="list-style-type: none"> • Conducting gender- and vulnerability-sensitive data collection • Ensuring gender balance in the evaluation • Promoting inclusive and diverse participation • Sensitizing staff to gender issues • Female researchers will be assigned to collect data from women • KIIs and FGDs will be held in private and safe environments
	Issues of neutrality, privacy and confidentiality	Confidentiality breaches: There is a risk of breaching participant confidentiality and privacy, particularly when dealing with sensitive gender-related information.	<ul style="list-style-type: none"> • Stringent maintenance of privacy and confidentiality protocols. • Obtaining informed consent from participants
	Voluntary participation	<ul style="list-style-type: none"> • Incomplete or biased data if individuals are not representative of the broader population • Self-selection bias: <ul style="list-style-type: none"> ○ Over-representation or ○ Under-representation ○ Limited diversity of perspectives 	<ul style="list-style-type: none"> • Informed consent • Clear and transparent information to potential participants about the evaluation • Avoidance of coercion • Diverse recruitment strategies • Carefully considered selection methods
	Non malfeasance	<ul style="list-style-type: none"> • Psychological or emotional harm • Stigmatization or discrimination • Data or confidentiality breaches • Unintended bias or misinterpretation 	<ul style="list-style-type: none"> • Applying ethical guidelines and protocols • Confidentiality and privacy protection • Data protection and security measures • Regular monitoring and oversight • Mitigating risks of harm to participants • KIIs and FGDs will be held in private and safe environments.
	Data collection methods' limitations	<ul style="list-style-type: none"> • Focus group discussions may be influenced by group dynamics and participants' willingness to express their views openly. • Key informant interviews rely on the perspectives and 	<ul style="list-style-type: none"> • Consideration of these limitations when interpreting the findings. • Diverse range of informants should be selected to capture different perspectives

Phases	Ethical issues	Risks	Safeguards
		<p>experiences of a limited number of individuals, which may not fully represent the diversity of stakeholders.</p> <ul style="list-style-type: none"> • Document review is dependent on the availability and quality of relevant documents. 	<ul style="list-style-type: none"> • Efforts to build rapport and trust with interviewees • Creation of safe and inclusive environments that encourages participation during FGDs • Use of multiple sources and cross-referencing information for accuracy and completeness during document review • Triangulation of data from multiple sources and methods

Annex 9. Updated Evaluation Reference Group Membership

116. **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 was the chair of the committee. The EC members were also part of the evaluation reference group.

117. **Composition:** The evaluation committee was composed of the following staff:

- The Head of WFP Angola Office (Chair of the Evaluation Committee), Jose Ferrao
- Evaluation Managers (secretary or delegated chair): Maria Tati & Jennifer Sakwiya
- Head of Programme, Domingos Cunha
- Regional Evaluation Officer (REO): Jean Providence Nzabonimpa
- Head of Supply Chain Unit, Chris Liswaniso
- VAM & GIS Officer, Antonio Paulo,
- Nutrition & Fortification, Gracy Heijblom,
- School Feeding, Neide Pereira
- Rural Transformation, Jorge Machanguana
- Partnerships & Communications, Inaara Gulamhussen
- Field Office Representative/Refugees, Jose Sana

Role and Composition of the Evaluation Reference Group

118. **Purpose and role:** The evaluation reference group (ERG) is an advisory group providing advice and feedback to the evaluation manager and the ET at key moments during the evaluation process. It is established during the preparatory stage of the evaluation and is mandatory for all decentralized evaluations.

119. **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.

120. Members are expected to review and comment on draft evaluation deliverables and share relevant insights at key consultation points of the evaluation process.

121. **The key responsibilities** 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 ET during the inception phase and/or evaluation phase

- Review and comment on the draft inception report
- Participate in field debriefings (optional)
- Participate in learning workshops to validate findings and discuss recommendations (if planned)
- Provide guidance on suggested communications products to disseminate learning from the evaluation.
- Review and comment on the draft evaluation report and related annexes, with particular focus on:
 - Factual errors and/or omissions that could invalidate the findings or change the conclusions
 - Issues of political sensitivity that need to be refined in the way they are addressed or in the language used
 - Recommendations.

Composition of EC and ERG

Outlined below are the members of the EC and ERG:

Evaluation Committee Members	Name
Evaluation Committee Core members: A. WFP Angola Office: 1. Head of WFP Angola Office (Chair) 2. Evaluation Co-Manager (secretary or delegated chair) 3. Head of Programme, 4. Head of Supply Chain Unit, 5. VAM 6. Nutritionist 7. School feeding 8. Partnerships and Communications 9. Field Office Representative / Refugees 10. Rural Transformation B. Regional Bureau: 11. Regional Evaluation Officer 12. Evaluation Officer (Evaluation Co-Manager)	<ul style="list-style-type: none"> • Jose Ferrao • Maria Tati • Domingos Cunha • Chris Liswaniso • Antonio Paulo • Gracy Hejblom • Neide Pereira • Inaara Gulamhussen • Jose Sana • Jorge Machanguana • Jean Providence Nzabonimpa • Jennifer Sakwiya
ERG members	Name
All EC Members above Regional Bureau: <ul style="list-style-type: none"> • Regional Monitoring Advisor • Regional Programme Unit/Resilience • Regional Country Capacity Strengthening FP • Regional Gender Adviser • Senior Emergency Preparedness and Response Officer • Senior Regional Nutrition Adviser 	<ul style="list-style-type: none"> • Caterina Kireeva • Ashraful Amin • Chipu Chipudhla • Jane Remme • Romina Woldemariam • James Kingori
External ERG Members	Name
GPS - Luanda (Provincial Health Cabinet) GPS - Huila MINAGRIP (Ministry of Agriculture and Fisheries) MINED/Direccao Nacional para Educacao Pre-escolar e Ensino Primario (Directorate of Pre-school education and Primary School) Education - Huila MASFAMU - Lunda Norte MASFAMU - Huila UNICEF - Luanda	<ul style="list-style-type: none"> • Ana Isabel • Luciana Guimarães • Fernando Andre • Soraya de Jesus • Esther Isabel Epalanga • Berta Morais • Odete Fernandes • Dra Catarina

UNICEF – Huila World Vision – Luanda WVI – Huila WVI – Lunda Norte UNHCR - Dundo	<ul style="list-style-type: none">• Ciara Hogan• Paulo Mendes• Robert Bulten• Artur Caires• Nsanza Madros• Clementine Toutche
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Annex 10. Communication and Knowledge Management Plan

122. **Key Aims of Communication and Knowledge Management Plan:** 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:

123. **Improve programming:** For the WFP Angola Office, 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.

124. **Support strategic direction:** The results will also be used to inform the design of the next CSP. Lessons learned from the refugee operations will also be used to inform some of the national policy discussions and national institutional capacity challenges.

125. **Dissemination of results:** The WFP Angola Office 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.

126. **Reach grassroots and affected populations:** The results of the evaluation will inform and guide the targeting of beneficiaries for food security programmes and also inform decisions for scaling up of CMAM interventions.

The draft communication and knowledge management plan is divided into two components (for internal and external stakeholders). See Table 8 and Table 9.

Table 8: 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	Angola Office Management Angola Office programme and M&E staff	Evaluation Manager Regional Evaluation Unit	Email	To ensure evaluation is reflected in work plans for the office, relevant teams, including the evaluation manager
Preparation	Draft TOR	Key stakeholders through the Evaluation Reference Group (ERG); Angola Office management; Programme staff	Evaluation manager on behalf of the Evaluation Committee supported by Regional Evaluation Unit	Email	To request review of and comments on TOR
	Final ToR	Key stakeholders through the ERG; Angola Office management; Programme staff; Evaluation community; WFP employees	Evaluation manager supported by Regional Evaluation Unit	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 ET
Inception	Draft Inception Report	Key stakeholders through the ERG Programme staff	Evaluation manager supported by Regional Evaluation Unit	Email Virtual meeting (Teams)	To request review of and comments on IR

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	Key stakeholders through the Evaluation Reference Group Angola Office management Angola Office Programme and M&E Field Office staff	Evaluation manager supported by Regional Evaluation Unit	Email; WFPgo	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. Ensure that there is a common understanding of the expectations as outlined in the ToR. 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 To inform the support staff (especially administration) of required logistical support
Data collection	Data collection/field mission schedule and site selection	Key stakeholders: Field Offices Angola Office (M&E, Programme Activity Manager, Communication, Administration, Security Focal Point) Evaluation Team	Evaluation Manager	Teams Meeting	Confirm the mission dates in each district, as well as the selection of wards Detailed mission schedule Recommendations from the field offices what communities and specific activities/assets should be visited within the selected wards Logistics on accommodation and accessibility to selected wards

When Evaluation phase	What Product	To whom Target audience	From whom Creator lead	How (in what way) Communication channel	Why Communication purpose
					Ensure the security briefing is provided to the ET before departing for the fieldwork Reconfirm date/time and format of the end of fieldwork debrief
	Preliminary results presentation	Key internal stakeholders through the Evaluation Reference Group (ERG) members: Angola Office team, RB Evaluation, Resilience/Climate Services Focal Point, HQ Technical Unit and Programme staff	Team leader (Supported by the Evaluation Manager)	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
Reporting	Draft Evaluation Report	Key internal stakeholders through the ERG members (Angola Office management and programme staff, RB Evaluation, Resilience/Climate Services Focal Point, HQ Technical Unit and Programme staff)	Evaluation manager	Email	To request for comments on the draft evaluation report Ensure Quality Assurance of Evaluation
	Final Evaluation Report	Angola Office Management Key internal stakeholders through the ERG Members (Angola Office team, RB	Evaluation manager through the Evaluation Committee	Email Postings on internal WFP platforms (e.g., WFPgo)	To inform internal stakeholders of the final main product from the evaluation To ensure that the evaluation report is widely disseminated internally on platforms such as

When Evaluation phase	What Product	To whom Target audience	From whom Creator lead	How (in what way) Communication channel	Why Communication purpose
		Evaluation, Technical Assistance, CMAM and Food Security Activities Focal Points, HQ Technical Unit and Programme staff)	R4 Rural Resilience Initiative Activity Manager Focal point of partner organization Angola Office Communications Focal Point	Communities of Practice (Yammer)	WFP Communities, Teams and on the WFP intranet (WFPGo)
Dissemination & Follow-up	PowerPoint Presentation on evaluation results Evaluation Report, Summary Evaluation Report/Brief, Evaluation Results Discussion	Angola Office management Programme staff M&E staff ERG Members and HQ Technical Unit Representative Regional Bureau – Programme, Evidence Generation, Evaluation Units	Evaluation Manager ET Leader Angola Office M&E Technical Assistance, CMAM and Food Security Activities and Communications Regional Evaluation Unit	Face to face and virtual organized sessions Printed 2-4 pager Summary Evaluation Report Tailored summary reports for specific audiences as required Social Media (Twitter feeds) and hashtags	Evaluation results disseminated to stakeholders Summary evaluation report and link to published full evaluation report are made available Ensure findings are disseminated and lessons are incorporated into other relevant lessons learnt sharing systems and processes.
	Draft Management Response (MR) to the evaluation recommendations	Evaluation Reference Group Angola Office management	DCD or Head of Programme supported by Evaluation manager	Email	To discuss the commissioning office's actions to address the evaluation recommendations and elicit comments

When Evaluation phase	What Product	To whom Target audience	From whom Creator lead	How (in what way) Communication channel	Why Communication purpose
		Angola Programme, Field Offices and M&E staff Regional Bureau – Programme, Monitoring and Evaluation	on behalf of the Evaluation Committee RB Monitoring Team and Evaluation Unit	Face to face and/or virtual organized sessions	To discuss and document the WFP Angola Office 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	Angola Office management; Angola Office Programme staff and Field Office staff; Evaluation Reference Group; WFP employees	Evaluation manager RB Programme and Monitoring team	Email; WFPgo; WFP.org; WFP SharePoint	To ensure that all relevant staff are informed on the commitments made to implement the evaluation recommendations To make the approved MR publicly available
	Evaluation Brief/ Summary of evaluation report	WFP Management; WFP employees	Evaluation manager Regional Evaluation Unit	WFP.org, WFPgo	To disseminate evaluation findings
	Progress report on implementation of evaluation recommendations	Angola Office Management RB Management	Regional Bureau Risk and Recommendations (R2) focal point supported by Regional Evaluation Unit R2 focal point of Angola Office	Email Virtual	To track and report on progress made on implementation of actions points in the Management Response

Table 9: 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
Preparation	Draft TOR	External Stakeholders (Evaluation Reference Group)	Evaluation manager	Email; ERG meeting	To request review of and comments on TOR
	Final TOR	External Stakeholders (Evaluation Reference Group)	Evaluation manager Regional Evaluation Unit	Email; WFPgo; WFP.org	To inform of the final or agreed upon overall plan, purpose, scope and timing of the evaluation
Inception	Draft Inception Report	Evaluation Reference Group members: GPS-Luanda MINAGRIP Ministry of Education (MINED)/ Direccao Nacional para Educacao Pre-escolar e Ensino Primario (Directorate of Pre-school education and primary school) MASFAMU UNICEF World Vision International UNHCR	Evaluation Manager ET	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

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	External stakeholders (ERG members)	Evaluation manager	Email	To inform key stakeholders of the detailed plan for the evaluation, including critical dates and milestones, sites to be visited, stakeholders to be engaged etc.
Data Collection	Preliminary results Debriefing power-point	Evaluation Reference Group (external stakeholders): GPS MINAGRIP MINED/Direccao Nacional para Educacao Pre-escolar e Ensino Primario (Directorate of Pre-school education and primary school) MASFAMU UNICEF World Vision International UNHCR	Evaluation team leader through the Evaluation Manager	Email; Virtual meeting	To invite key stakeholders to discuss the preliminary findings before the draft evaluation report is produced
Reporting	Draft Evaluation Report	Evaluation Reference Group	Evaluation manager Evaluation team leader	Email; Physical meeting	To request review of and comments on ER
	Final Evaluation Report	Evaluation Reference Group (external stakeholders): MINAGRIP	Evaluation manager through the Evaluation Committee	Email; WFP.org; Evaluation Network platforms (e.g. UNEG, ALNAP)	To inform key stakeholders of the final main product from the evaluation and make the report available publicly

When Evaluation phase	What Product	To whom Target audience	From whom Creator lead	How (in what way) Communication channel	Why Communication purpose
		Ministry of Education (MINED)/ Direccao Nacional para Educacao Pre-escolar e Ensino Primario (Directorate of Pre-school education and primary school) MASFAMU UNICEF World Vision International UNHCR Donors and partners; Evaluation community; general public	WFP Angola Office Focal point of partner organization and Communications Focal Point Regional Evaluation Unit and Office of Evaluation Communications team	Stakeholder websites Social media news feeds External WFP platform (wfp.org) Evaluation Network platforms (e.g., UNEG, ALNAP)	
Dissemination & Follow-up	PowerPoint presentation on evaluation results	ERG (external stakeholders) GPS-Luanda MINAGRIP Ministry of Education (MINED)/ Direccao Nacional para Educacao Pre-escolar e Ensino Primario (Directorate of Pre-school education and primary school) MASFAMU	Evaluation Manager Evaluation Team Leader WFP Angola Office Management, M&E, Technical Assistance, CMAM and Food Security Activities and Communications teams RB Evaluation Unit	Virtual and/or face to face depending on target audience	To disseminate evaluation findings

When Evaluation phase	What Product	To whom Target audience	From whom Creator lead	How (in what way) Communication channel	Why Communication purpose
		UNICEF World Vision International UNHCR Media (Newspapers and radio stations)			
	Summary Evaluation Report/ Evaluation Brief	Evaluation reference group (external stakeholders) GPS MINAGRIP Ministry of Education (MINED)/ Direccao Nacional para Educacao Pre-escolar e Ensino Primario (Directorate of Pre-school education and primary school) MASFAMU UNICEF World Vision International UNHCR Technical Assistance, CMAM and Food Security Activities	Evaluation Managers & Supported by WFP Angola Office Communication Team (to guide the drafting of messaging where required) RB Evaluation Unit	2-4 pager Summary Evaluation Report Tailored evaluation products as may be required Short videos Community Radio	Targeted, simplified and gender sensitive messaging on evaluation findings and recommendations to inform and get feedback from stakeholders for continuous learning and improvement. To document the effect and impact of selected aspects of Technical Assistance, Community-Based 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)

When Evaluation phase	What Product	To whom Target audience	From whom Creator lead	How (in what way) Communication channel	Why Communication purpose
		Beneficiaries (Women, men, and youths as appropriate)			

Annex 11. Stakeholder Analysis

127. Stakeholder mapping and analysis was a critical component of this evaluation, shedding light on the complex relationships among a wide array of stakeholders and their influence on WFP activities' effectiveness and sustainability in Angola.

128. To conduct a power analysis of the stakeholder mapping provided, each group was examined based on two dimensions: influence (the ability to affect decisions or actions) and interest (the level of concern regarding the project's outcomes). This framework helps in identifying the key players, potential supporters, and stakeholders that may require more engagement or monitoring.

129. During the inception phase, a preliminary stakeholder analysis was conducted, as presented in Table 10 below:

Table 10: Stakeholder Analysis

STAKEHOLDERS	INTEREST AND INVOLVEMENT IN THE EVALUATION	HOW THEY WERE ENGAGED
Internal (WFP) stakeholders		
WFP office in Angola	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.	Key WFP Angola staff are members of the evaluation committee and were therefore be involved in making sessions in relation to the evaluation process. Others were interviewed during data collection.
WFP field offices in Angola	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.	The field offices liaise with stakeholders in and will assist in getting direct beneficiary contacts. Others were interviewed during data collection.
Regional Bureau (RB) for Johannesburg	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	The Regional Evaluation Officer is supporting WFP Angola Office /RBJ management to ensure quality, credible and useful decentralized evaluations. Other key staff from the RB are members of the evaluation reference group and were systematically consulted to

STAKEHOLDERS	INTEREST AND INVOLVEMENT IN THE EVALUATION	HOW THEY WERE ENGAGED
	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.	review and comment on draft products.
WFP HQ divisions: Research and Monitoring (RAM), Resilience unit (PROR-L) in Headquarters (HQ)	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.	The two divisions, as appropriate, reviewed and commented on draft reports.
WFP Office of Evaluation (OEV)	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.	Draft inception and evaluation reports were submitted to the OEV-managed quality support service.
WFP Executive Board (EB)	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.	
External stakeholders		
Beneficiaries (women, girls, boys, and men)	As the ultimate recipients of food assistance, beneficiaries have a stake in WFP determining	Qualitative data was captured from them during the FGDs

STAKEHOLDERS	INTEREST AND INVOLVEMENT IN THE EVALUATION	HOW THEY WERE ENGAGED
	<p>whether its assistance is appropriate and effective. As such, the level of participation in the evaluation of women and men from different groups will be determined. Information will not be collected directly from minors (girls and boys) due to the permissions-related complexities of this endeavour. Instead, questions regarding children will be addressed to adult caretakers during the FGDs. The Angola Office will ensure that beneficiaries are presented using appropriate avenues of dissemination of evaluation results.</p>	<p>that took place as part of final evaluation.</p>
<p>Government Ministries (Ministries, Provincial Government and Municipal Administration)</p>	<p>The Ministry of agriculture and Forestry, Ministry of Education, Ministry of Social Action and Women's Affairs and Ministry of Health and other provincial governments and Municipal Authorities have 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 relevant government ministries.</p>	<p>These are members of the evaluation reference group and were systematically requested to attend meetings, review, and provided feedback on draft reports. Key staff were consulted during the KIIs</p>
<p>United Nations country team (UNCT)</p>	<p>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 such as UNHCR, FAO and UNICEF are also direct partners of WFP at policy and activity level.</p>	<p>UNCT key staff were part of the in-depth interviews that took place as part of final evaluation.</p>
<p>Non-governmental organizations (NGOs)</p>	<p>NGOs, including World Vision, 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.</p>	<p>NGOs are members of the evaluation reference group and key staff were interviewed during the final evaluation as key informants.</p>
<p>Donors World Bank, CERF, Immediate Response Account (IRA)</p>	<p>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.</p>	<p>During the final evaluation, representatives of Donors were consulted as key informants.</p>

130. During the analysis phase, the ET expanded upon the stakeholder analysis conducted during the inception phase. The outcomes of this process are summarized below, and graphically represented in Table 11 below.

Table 11: Stakeholder power/interest analysis visualization

Power & Interest	Stakeholder	Role and Justification
High Power, High Interest	WFP office in Angola	As a provider of technical assistance, WFP has significant control over programme implementation and a vested interest in its success
	WFP field offices in Angola	
	Regional Bureau (RB) for Johannesburg	
	WFP HQ divisions: Research and Monitoring (RAM), Resilience unit (OSZPR) in (HQ)	
	WFP Office of Evaluation (OEV)	
	WFP Executive Board (EB)	
High Power, Low Interest	UNCHR	As an organization focusing on refugee welfare, they have a strong influence on programmes designed for refugees.
	Government of Angola	The Government is the primary recipient of technical assistance and have regulatory and policy influence, and through its Ministries (Health, Agriculture and Fisheries) directly implements the policies. Additionally, the local Government Units are involved in implementing programmes and policies at the local level. On the contrary, the community health workers, under the Ministry of Health, facilitate the implementation but have limited decision-making power.
	Donors	Fund the programmes and thus have power, but their interest is primarily in the results rather than the process.
Low Power, High Interest	Beneficiaries (women, girls, boys, and men)	The direct beneficiaries are with high interest in receiving support but have little power over programme implementation.
Low Power, Low Interest	Non-governmental organizations (NGOs)	Partnering NGOs implement programmes on the ground and are highly interested in the outcomes, with moderate influence. Religious and local churches contribute to food support and play roles in community assistance.
	No stakeholders fall under this category	

131. During the analysis phase, this list was expanded and refined. First, a long list of stakeholders was compiled following a systematic stakeholder identification through desk research, initial consultations with the EMT, KIs, and FGDs. Subsequently, these were categorized and a detailed explanation of their roles and importance. Insights from interviews provided the basis for attempting a visual power analysis, offering a strategic perspective on how well WFP activities aligns with stakeholders' needs and WFP's objectives. The initial list was then consolidated and refined by eliminating duplicates and identifying primary categories of stakeholders, their roles, interrelationships, and their influence within the activities under evaluation. This categorization helped support the analysis, through the clarification of each stakeholders' contribution, expectations, and potential impact on programme outcomes.

132. This approach expanded the scope of stakeholder identification beyond just key entities, encompassing all parties directly or indirectly connected to WFP activities in Angola, as mentioned by evaluation participants. The KIIs and FGDs offered insights on the roles and interests and influence of these stakeholders, uncovering additional ones, not evident in the initial desk review, but also shed light on the complexities and subtleties of their engagement. Stakeholder power analysis

133. For the visualization, a two-axis matrix is created, plotting stakeholders based on their influence (Y-axis) and interest (X-axis). This matrix has four quadrants:

- **High Influence, High Interest: Manage Closely (Quadrant B)**
 - Key Players (e.g., WFP, UNHCR, Donors)
- **High Influence, Low Interest: Keep Satisfied (Quadrant A)**
 - e.g., Government Authorities, UN Agencies)
- **Low Influence, High Interest: Keep Informed (Quadrant D)**
 - (e.g., Local Communities, Local Leadership)
- **Low Influence, Low Interest: Monitor (Quadrant C)**
 - (e.g., NGOs with less direct involvement)

134. The size of the circles representing each group in the matrix reflects the relative power, influence, or importance of that stakeholder group to WFP's programming in Angola. First, clear criteria for evaluating both the influence (power to effect changes or make decisions) and interest (level of interest or stakes in the programme's outcomes) of each stakeholder group. Influence was gauged by the stakeholder's ability to provide funding, enact policy decisions, or impact project implementation. Interest was measured by the extent to which programme outcomes affect the stakeholder, or their level of interest in the success of the programme.

135. Based on these criteria, scores were allocated to each stakeholder group using a scale from 1 to 10, where 1 represents minimal influence/interest and 10 signifies maximal influence/interest. Following this analysis, stakeholders were scored, and these scores were averaged to proportionately determine the representation size of each stakeholder group in the matrix.

Annex 12. Angola Detailed Country Context

Demography and economy

136. Angola, located on the southwestern coast of Africa, has a demographic profile characterized by its young and rapidly expanding population. As of the latest estimates, the population stands at approximately 32.8 million, with a swift growth trajectory.² This growth is driven by high fertility rates and declining mortality rates, reflective of wider trends observed in Sub-Saharan Africa.³ The aftermath of Angola's prolonged civil war has had lasting effects on population distribution and health outcomes, with a large portion of the population still living in poverty, and the country continuing to face challenges in maternal mortality and teenage pregnancy.

137. However, this urban migration has also highlighted the need for economic diversification, particularly due to the country's heavy reliance on oil. Fluctuations in oil prices, such as the significant downturn in 2014, have affected Angola's economy, emphasizing the importance of a diversified economic base to mitigate the impacts on food security and population stability under the added impact of regional migration patterns.⁴

138. Angola experienced a period of rapid economic growth since the end of the civil war in 2002, fueled by high oil production and prices. The per capita Gross Domestic Product (GDP) doubled 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.⁵

139. However, the downturn in international oil prices in 2014 significantly impacted Angola's economy, which has had cascading effects on the food security of its population and migration patterns. In response to the economic downturn and the over-reliance on oil, the Angolan government has embarked on a series of reforms aimed at promoting macroeconomic stability and sustainable growth. These include adopting a more flexible exchange rate regime leading to the kwanza's depreciation, which helped realign the overvalued real exchange rate, which was projected to lead to a return to positive economic growth for Angola, with non-oil sectors like agriculture and fisheries showing signs of expansion.⁶

140. Despite the economic growth from 2002 to 2014, where per capita GDP doubled, the decline in oil prices exposed significant macroeconomic imbalances. This led to the International Monetary Fund's (IMF) projection of the fall of real GDP by 4 percent in 2020, due to a 6.8 percent drop in the oil economy and 2.8 percent deceleration in the non-oil economy,⁷ a forecast that paints a bleak economic outlook for the country.

141. In response to the above shocks, the government's commitment to creating a resilient and diversified economy is a step towards addressing these challenges, particularly with regard to the agriculture sector, to reduce poverty and improve food security in rural areas, which has traditionally been heavily reliant on subsistence agriculture, and which employs a large portion of the population making it

² WFP. (2022). WFP Angola Country Brief.

³ IMF (2023) IMF Country Report No. 18/370. Available at: <https://www.imf.org/-/media/Files/Publications/CR/2018/cr18370.ashx>

⁴ UNCTAD (2023) Vulnerability Profile: Angola. Available at: https://unctad.org/system/files/official-document/aldc2022-vp-angola_en.pdf

⁵ World Bank. 2018. Angola: Systematic Country Diagnostic: Creating Assets for the Poor.

⁶ IMF (2023)

⁷ UNCTAD. Economic and social impact of COVID-19 in Angola 2021 (unctad.org)

vital for the country's GDP.⁸ Substantial developmental hurdles are widespread, with a high poverty rate exacerbated by a lack of quality jobs, up to 80 percent of employment being informal, and notable urban and youth unemployment.

142. In addition, Angola's agricultural resources remain currently 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.

143. As the government continues to implement reforms, there is cautious optimism that these measures may lead to a more robust and diverse economic landscape, supporting inclusive growth. The unfolding developments are poised to shape Angola's socioeconomic framework significantly. Analysis delved into various aspects, including poverty, food security, malnutrition, public policy, vulnerability, gender equality, and humanitarian issues. However, a key challenge in this assessment is the scarcity of recent data on food and nutrition insecurity, as well as poverty and social welfare indicators, since the most recent figures available are from the National Institute of Statistics (INE) for 2019/2020.

Poverty

144. Angola's economic progress has significant implications for its population's food access. Data from the World Bank in 2018 indicates that nearly half of Angolans live below the international poverty line, defined as earning less than US\$ 1.90 per day on a 2011 purchasing power parity basis (extreme poverty). However, the 2018-2019 Survey on Expenditure, Income, and Employment (IDREA) presents a somewhat different picture, suggesting an aggregate national poverty rate of 40.6 percent (40.8 percent for men, 40.2 percent for women)⁹. This discrepancy points to the varying economic conditions across Angola's urban and rural landscapes, as well as across its 11 regions as detailed in Table 12. To visualize these disparities, Figure 4 provides a detailed poverty map by municipality, illustrating the geographic distribution of wealth and deprivation within the country.

Table 12 Angola Poverty Index

	Angola (in percentage)	Confidence Interval 95 percent	
Incidence	40.6	38.2	43.1
Depth	10.1	9.3	10.9
Severity	4.4	4.0	4.9

Source: INE (2018-2019). Income and Expense Survey (IDR)

145. The disparity between rural and urban poverty rates in Angola is stark, with the rural poverty rate at 29.8 percent being significantly lower than the urban rate of 57.2 percent. The country exhibits a high level of inequality, indexed at 0.51, with urban areas showing slightly higher inequality (0.48) compared to rural areas (0.44); however, these variations are not statistically significant. The financial burden of nutrition is considerable; an adequate diet costs US\$ 3.22 per person per day, whereas a healthy diet costs US\$ 4.87. The economic reach for nutrition is alarmingly low, with 75 percent of Angolans unable to afford an adequate diet, and 92.2 percent unable to afford a healthy one, highlighting a significant challenge in ensuring food security for the population.¹⁰

⁸ IFAD (2023) Angola: Agriculture and fisheries transforming rural lives and livelihoods. Available at: https://www.ifad.org/documents/38714170/48054569/angola-booklet_e.pdf/b81b3fbd-a021-8362-1468-2d384a3f7358?t=1701444906367

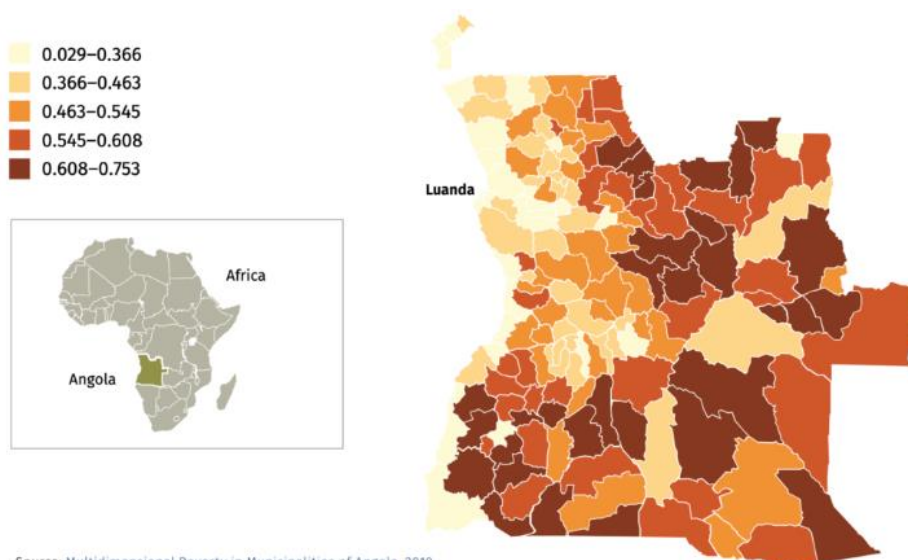
⁹ Instituto Nacional de Estatística (Angola): Relatório de pobreza para Angola – Inquérito sobre despesas e receitas 2018/2019, page 29. Available at: https://www.ine.gov.ao/images/Relatorio_PobrezaIDR_FINAL_Portugues_DID.pdf

¹⁰ FAO (2020). The State of Food Security and Nutrition in the World (SOFI) 2020.

146. In Angola, the median monthly income, as aggregated from various sources, stands at US\$ 29.02. This income is derived from three main streams: wages or labour income, non-labour income, and self-consumption or self-sufficiency. Labor income is the predominant source, averaging US\$ 18.28 per month. Inequality is high with a Gini index of 0.55, and a significant disparity in income distribution is apparent, with the highest-earning 20 percent of the population (fifth quintile) accruing US\$ 91.92, which is 63 percent of the total income. Conversely, the lowest-earning 20 percent (first quintile) garners a mere US\$ 3.35, equating to just 3 percent of the total income. This indicates that an individual in the wealthiest quintile earns, on average, at least 20 times more than someone in the poorest quintile, highlighting the stark income inequality within the country.¹¹

147. The average monthly per capita consumption is calculated at US\$ 32.99, which significantly surpasses the figure reported by the IBEP (Income and Expenditure Survey) at US\$ 12.11. Regionally, Luanda stands out with the highest average consumption of US\$ 49.82 per person, with the Central-North urban region following at US\$ 41.59. Conversely, the lowest levels of consumption are recorded in the rural southern region. A consistent pattern emerges where urban areas, across all regions, exhibit substantially higher consumption rates compared to their rural counterparts. This disparity highlights the economic divide between urban and rural living standards within the country.¹²

Figure 4: Incidence of multidimensional poverty in Angola by municipality (%)



Source: [Multidimensional Poverty in Municipalities of Angola, 2019](#).

Source: [Multidimensional poverty in municipalities of Angola, 2019](#)

Food Security

148. Angola has made significant progress in ensuring FSN for its population in recent years. The country successfully met the Millennium Development Goal (MDG) 1 target 3 by 2015, cutting the proportion of individuals experiencing hunger by over half. From a 67.5 percent in 2000, the hunger prevalence in Angola dropped to 19 percent in 2015,¹³ aligning with the African average and falling beneath the threshold for Sub-Saharan Africa. This progress, maintained through 2019, reflects a broader global challenge as hunger rates have been on the rise in recent years. To meet the SDGs by 2030, however, intensified collective action is necessary to address the needs of the approximately 5.7 million undernourished Angolans.

149. Despite the evident progress, over the last five years, Angola's reduction in undernourishment has stalled, persisting above the 19 percent mark. Currently, 5.7 million Angolans face undernourishment, with severe effects on their quality of life and economic potential. Historical data charts a significant drop in hunger rates, from 70 percent to 19 percent over a decade, halving the prevalence and marking a

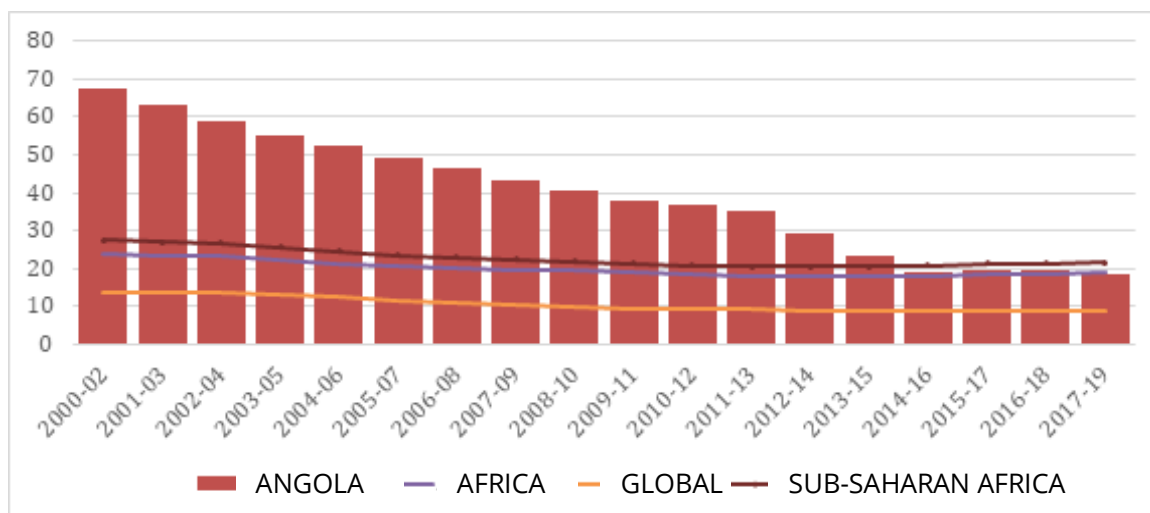
¹¹ INE (2018-2019). Income and Expense Survey (IDR)

¹² INE (2018-2019). Income and Expense Survey (IDR)

¹³ Data from FAOSTAT, SOFI 2020

substantial global achievement (see Figure 5 below). Optimistic projections suggest that by 2025, ongoing efforts could result in an additional 10 percent decrease in hunger rates across Angola. These figures highlight both the substantial headway made and the enduring efforts needed to combat hunger in the country.

Figure 5: Evolution and SDG 2 projection: Hunger eradication



Source: FAOSTAT The State of Food Security and Nutrition in the World Report (SOFI) (FAO 2020)

Malnutrition

150. Malnutrition contributes significantly to the country's infant mortality rate, which stands at 68 deaths per thousand live births. Furthermore, it is implicated in 60 percent of fatalities in children under five. Chronic malnutrition in this age group escalated from 29 percent to 38 percent between 2007 and 2015, surpassing the southern Africa regional average of 29.1 percent. Acute malnutrition affects around 5 percent of children under five, while anaemia prevalence is alarmingly high at 65 percent, and the diet of only 13 percent of children meets minimum acceptable standards in terms of frequency and quality. With nutrition services reaching few in need, there is an evident gap in the provision and quality of nutritional support. Low birth weight affects 15.3 percent of children in Angola, and less than half of infants under 6 months exclusively breastfeeding, impacting their nutrition early on. Additionally, vitamin A and iron supplementation are alarmingly low, at 6 percent and 11 percent respectively, underscoring the urgent need for enhanced nutritional programmes and interventions, such as breastfeeding support and micronutrient supplementation to improve children's nutritional status. For the main nutrition indicators in Angola see Table 13 below.

Table 13: Main nutrition indicators in Angola

Indicator	Index	Year, Source
Exclusive breastfeeding, infants aged 0-5 months.	37%	IIMS 2015- 2016, INE ¹⁴
Prevalence of low birth weight (weight less than 2500g)	11%	IIMS 2015- 2016, INE
Prevalence of Chronic Malnutrition	38%	IIMS 2015- 2016, INE
Prevalence of Acute Malnutrition, weight, and height ratio in children under 5 years old	5%	IIMS 2015- 2016, INE
Underweight or general malnutrition	19%	IIMS 2015- 2016, INE

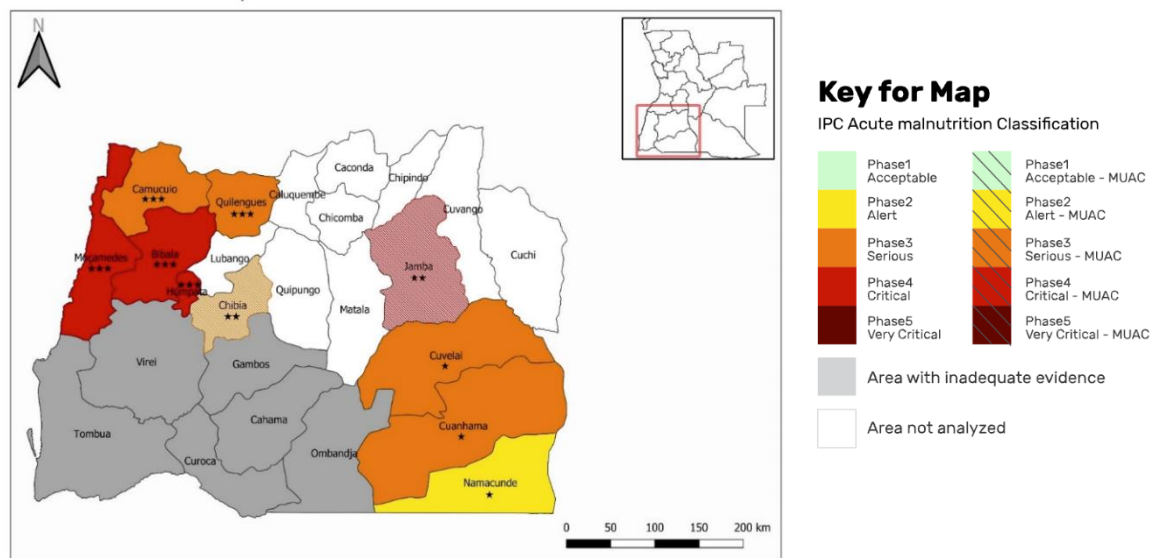
¹⁴INE. National Institute of Statistics. Multiple Indicator Cluster Surveys (IIMS 2015-2016), 2015 Angola.

Indicator	Index	Year, Source
Minimal diversified diet in children aged 6 to 23 months.	32%	IIMS 2015- 2016, INE
Prevalence of anaemia in children aged 6-59 months	65%	IIMS 2015- 2016, INE
Prevalence of anaemia in women aged 15 to 49 years	47%	FAOSTAT, FAO ¹⁵

151. The most recent Integrated Food Security Phase Classification (IPC) analysis of acute malnutrition in 10 municipalities in southern Angola estimated that roughly 114,000 children under five were at risk of acute malnutrition in 2022, and they were identified as in need of intervention (see Figure 6).¹⁶ From April to September 2021, Huila Province's Humpata and Jamba, along with Bibala and Moçâmedes in Namibe Province, faced serious levels of acute malnutrition (IPC Acute Malnutrition (AMN) Phase 3). Meanwhile, Cuanhama and Cuvelai in Cunene, Chibia and Quilengues in Huila, and Camuciuo in Namibe had alert levels of AMN (IPC AMN Phase 2), and the municipality of Namacunde in Cunene was the least affected and listed as being at an acceptable level (IPC AMN Phase 1). According to the same report, factors aggravating malnutrition included poor dietary intake linked to acute food insecurity, suboptimal care, and feeding practices, and a high incidence of infectious diseases, exacerbated by inadequate access to clean water, sanitation, low immunization rates, and health-seeking behaviour.

Figure 6: Acute malnutrition classification in South-Eastern Angola.

October 2021 - February 2022



Source: IPC (2021).

Public Policies

152. The Angolan Government is actively engaged in overcoming structural challenges to the nation's sustainable development. Aligned with the National Development Plan (PND) 2018-2022,¹⁷ the SDGs, and the multi-year national budget, efforts are being made to ensure a strategic transition towards growth and development. The NDP has been conscientiously crafted to include gender equality measures, highlighting

¹⁵ FAOSTAT. (2020). The State of Food Security and Nutrition in the World (SOFI) 2020.

¹⁶ IPC (2021) Angola: Acute Malnutrition April - September 2021 and Projection for October 2021 - February 2022 Available at: <https://www.ipcinfo.org/ipc-country-analysis/details-map/en/c/1155300/?iso3=AGO>

¹⁷ GoA (2018) Angola National Development Plan (NDP, 2018-2022). Available at: <https://www.ucm.minfin.gov.ao/cs/groups/public/documents/document/zmlu/njax/~edisp/minfin601408.pdf>

the empowerment of rural women as a core objective of the Ministry of Social Action, Family, and Women's Empowerment (MASFAMU).

153. In response to the refugee influx from the Democratic Republic of Congo, Angola has established an inter-ministerial commission. This body, featuring high-level officials from defence, interior, health, agriculture and fisheries, water and energy, planning, and economy sectors, as well as the Provincial Governor of Lunda Norte, seeks to streamline and coordinate efforts. MASFAMU has been designated to partner with UNHCR to oversee all aspects of refugee management and assistance.

School Feeding

154. The School Lunch Program in Angola, established in 1999, initially under the management of WFP until 2007, aimed to improve school attendance and reduce hunger in conflict-affected areas. From 2008 to 2012, the Ministry of Education took over, marking a shift towards national ownership. Since 2013, the Ministry of Social Action, Family and Women's Promotion has managed the program, which now operates under decentralized control by municipal administrations. As of the 2020–2021 school year, the program reached 2,018 public and public-private primary schools, serving 1,890,610 students, significantly impacting education in rural and underserved areas.¹⁸

155. Despite its successes, the program faces challenges, particularly in securing consistent funding and infrastructure. The decentralization has led to uneven effectiveness across municipalities, depending on their resources. The COVID-19 pandemic further disrupted operations, highlighting the need for more resilient strategies. The program focuses on providing balanced meals that include essential food groups, and its coverage of nearly 18 percent of primary school children underscores its importance. Community involvement, with local farmers supplying food and school-based committees overseeing implementation, has been crucial in ensuring the program meets local needs and supports sustainability.

WFP Engagement

156. WFP has been actively working in Angola to support populations affected by food insecurity and undernutrition, especially in areas hit by drought. WFP's initiatives in Angola include providing regular food assistance to refugees from the DRC, implementing commodity voucher operations to support households during severe drought, and starting nutrition interventions to treat MAM in children. The school feeding programme aims to provide hot meals for vulnerable primary school children in drought-affected areas, stimulating local agricultural production.¹⁹

Vulnerability Analysis and Mapping (VAM)

157. The issue of drought in Angola, particularly in its southern regions, has had a profound impact on the population, as detailed in a recent CNPC report²⁰ that estimated that 1.5 million people were at risk due to drought conditions. These conditions have not only affected the people but also have had a significant impact on agriculture and livestock, with hundreds of thousands of households and a substantial number of livestock being adversely affected.

158. During the 2020-2021 crop season, drought and locust infestations gravely impacted several provinces, including Cuando Cubango, Cunene, Benguela, Huila, and Namibe.²¹ The resultant food and nutrition insecurity is particularly severe in rural areas, with AMN levels reaching critical levels in certain municipalities. For instance, Humpata and Jamba in Huila Province, and Bibala and Moçâmedes in Namibe Province reported serious levels of AMN.

159. UNICEF reports further illustrate the dire circumstances faced by communities during this period, with women, children, and the elderly often having to travel long distances to fetch water. This has a knock-

¹⁸ Global Child Nutrition Foundation (GCNF). (2023). The Global Survey of School Meal Programs: Republic of Angola https://gcnf.org/wp-content/uploads/2023/02/Angola_r1_02132023.pdf

¹⁹ WFP (n.d.) Angola. Available at: <https://www.wfp.org/countries/angola>

²⁰ National Civil Protection Commission (CNPC). Technical Report on Drought in Angola. March 2021

²¹ MINAGRIP Food and Nutrition Security Strategy. Preliminary Version.2021. Angola

on effect on education and overall community well-being, with children such as Tchirinho Vataleni spending hours every day excavating for water rather than attending school.

160. The challenges are vast and multifaceted, requiring concerted efforts in terms of intervention and support. The data from the IPC report in 2019 indicated that several communities across provinces like Cuando Cubango, Cunene, and Huíla 24 communities in 8 municipalities across three provinces in the South (Cuando Cubango, Cunene, and Huíla) have a total of 424,164 households at risk of food crisis.²²

161. Among the major water-related risks are floods, erosion, and desertification. Floods are the predominant natural risk, affecting an average of about 100,000 people every year, approximately 0.4 percent of the country's total population in 2016.²³

162. Angola also faces significant water-related challenges, including floods, erosion, and desertification.²⁴ Floods are a frequent natural hazard, impacting roughly 100,000 people annually, around 0.4 percent of the population as of 2016.²⁵ The repercussions of these floods are not just human, as they also affect the nation's economy, averaging a 0.7 percent impact on the total national GDP every year. Urban areas, especially the more urbanized provinces like Luanda, Cabinda, and Huambo, are often the hardest hit.

163. Agricultural practices in Angola have been relatively stable in terms of CO² emissions over the past three decades,²⁶ with burning practices being a significant contributor, accounting for nearly 78.7 percent of total emissions. This calls for a reduction in such practices to mitigate environmental impact.

164. Furthermore, food insecurity and undernutrition are pressing public health concerns in Angola. Factors such as poverty, limited dietary diversity, poor sanitation and hygiene, access to health services, safe water sources, and gender inequality drive these issues. Droughts, especially in the southern and central regions, exacerbate the food security situation, and there has been little progress in reducing malnutrition and micronutrient deficiencies. Access to food is closely linked with poverty levels, and there is a gender disparity in access to food and decision-making regarding household purchases.²⁷

Gender Equality and Women's Empowerment

165. Although Angola is not included in the Gender Inequality Index or the Gender Development Index, the country is listed in the 2018 Global Gender Gap Report by the World Economic Forum, ranking 125th out of 149 countries, significantly below the global average. Angola is affected by structural and sociocultural gender inequalities, including a lack of policies on sexual and reproductive health and rights, limited access to education, violence against women, limited work opportunities and pay equity, and limited participation in public and political domains, with only 31 percent of parliamentary seats held by women.

166. According to the constitution, both sexes enjoy equal rights.²⁸ However, in practice, restrictive gender roles limit women's rights and opportunities, especially for girls. Completing secondary education doubles women's chances of achieving a median wage. Without education, women are often limited to low-productivity agricultural employment and the informal economy. Moreover, women have less access to productive inputs and credit than men, which is particularly important for farmers and entrepreneurs. Few women have land ownership despite being responsible for 70 percent of traditional subsistence agriculture

²² South-Western Angola: IPC Food Security & Nutrition Snapshot. 2021

²³ CIMA/UNISDR (2018) Disaster Risk Profile for Angola.

²⁴ University of Gothenburg (2021) Environmental disaster and civic responses in Angola. Available at: <https://www.gu.se/en/research/environmental-disaster-and-civic-responses-in-angola>

²⁵ CIMA/UNISDR (2018) Disaster Risk Profile for Angola.

²⁶ FAOSTAT. 2020. The State of Food Security and Nutrition in the World (SOFI) 2020.

²⁷ FAO (2023) National gender profile of agriculture and rural livelihoods: Angola. Available at: <https://www.fao.org/3/cc7104en/cc7104en.pdf>

²⁸ Presidential Decree. 226/20. Approval of Organic Structure of the Ministry of Social Action, Family and Promotion of Women

and 24 percent of commercial agriculture.²⁹ Women's gross national income per capita is US\$ 5,497 compared to US\$ 8,169 for men.

167. In Angola, in addition to the nutritional vulnerability of women, there is a high prevalence of anaemia among women of childbearing age (48 percent) and a low prevalence of exclusive breastfeeding (38 percent). Women face limitations in terms of production factors, particularly in accessing land, extension and rural development services, inputs, financial services, technology, education, healthcare services, and childcare. These limitations negatively impact their economic empowerment. Out of the 20,000 women participating in Field Schools (ECAs) in Angola, it is estimated that only 7 percent serve as facilitators, and less than 20 percent receive training as Master Trainers (FAO, 2020).

168. Women also experience higher levels of illiteracy, with a literacy rate of only 53 percent, which is 26 percent lower than that of men. These further limit their access to formal employment markets. According to INE, in 2019, women represented 50.5 percent of the population in Angola, with an economic activity rate of 86.6 percent. They predominantly work in agriculture, animal production, hunting, forestry, and fishing sectors (59.2 percent compared to 46.9 percent of men), as well as in trade activities (24.7 percent compared to 11.1 percent of men). The majority of their work is in the informal sector (84.7 percent, which is 9 percent higher than the national average). However, women are disproportionately affected by unemployment, with a rate of 31 percent (or 2,331,886 women).

Humanitarian issues, migration patterns, and humanitarian protection

169. 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.³⁰

170. The country has experienced both internal and cross-border displacement due to conflicts and natural disasters, leading to a substantial number of refugees and internally displaced persons (IDPs). Humanitarian protection is crucial in ensuring the safety and well-being of these vulnerable populations, as they face numerous risks, including violence, exploitation, and lack of access to basic services. The influx of refugees and IDPs can also strain the resources and infrastructure of host communities, leading to social tensions and competition for limited resources. Effective humanitarian responses require collaboration between government authorities, humanitarian organizations, and international agencies to provide essential assistance, promote social cohesion, and alleviate the hardships faced by all affected communities in Angola.

171. In addressing the host of humanitarian issues in Angola, several humanitarian and development actors have been actively involved in providing support and assistance in parallel to WFP. Long-standing donors and agencies, such as UNHCR, UNICEF, and various international NGOs, have played vital roles in extending assistance to affected communities. Due to the recurring drought in southern Angola, especially in the provinces of Cunene, Huila, and Namibe, and the support for refugees in Lunda Norte, there are community development and emergency projects and programmes funded by the World Bank, the African Development Bank, USAID, CERF, the European Union, and funds from some embassies, which create synergies and complementarities between WFP and other UN agencies (FAO, UNICEF, UNDP, UNFPA, WHO, and UNHCR), national NGOs (ADRA, ADPP), international NGOs (World Vision, CUAMM Africa, and JAM), with a thematic approach focused on food security, nutrition, health, education, social protection, and agriculture.

172. These organizations have collaborated with the Angolan Government to deliver essential services, including food, healthcare, shelter, and protection to refugees, IDPs, and vulnerable populations. They have also focused on combating malnutrition by implementing nutrition programmes and supporting healthcare facilities. However, despite the efforts of these actors, challenges persist due to the scale of humanitarian

²⁹ Presidential Decree. 35/22. Creation of Nation Award for "Women of Merit" and its Regulation

³⁰ IPC. 2021. In addition, Angola is a traditional host country for refugees and asylum-seekers currently hosting more than 56,000 persons of concern.

needs and limited resources. Adequate funding and resources are crucial to sustain and expand humanitarian interventions to reach the most vulnerable populations and ensure long-term development in Angola.

Annex 13. Strategic Outcome and Output Results

Strategic Outcome and Output Results: Beneficiaries by modality (2019-2020).

Output A, E* Refugees receive unconditional vouchers and/or food transfers with nutrition messaging to meet their basic food and nutrition requirements.						
Year	Modality	Beneficiary Group	Sub Activity	Unit of measure	Planned	Actual
2019	Beneficiaries receiving food transfers	All	General Distribution	Female	5 084	10 228
				Male	4 916	9 889
				Total	10 000	20 117
	Beneficiaries receiving cash-based transfer	All	General Distribution	Female	17 792	0
				Male	17 208	0
				Total	35 000	0
	Food transfers			MT	4 766	3 403
	Cash-based transfers			US\$	4 859 980	0
	Number of people reached through interpersonal SBCC approaches (female)		General Distribution	Number	5 000	0
	Number of people reached through interpersonal SBCC approaches (male)		General Distribution	Number	5 000	0
Strategic Outcome 01 : Refugees and other crisis-affected populations in Angola are able to meet their basic food and nutrition requirements during times of crisis.						
2020	Beneficiaries receiving food transfers	All	General Distribution	Female	3 304	3 406
				Male	3 196	3 292
				Total	6 500	6 698
	Food transfers			MT	3 733	1 045
	Number of people reached through interpersonal SBCC approaches (male)		General Distribution	Number	15 000	3 123
Number of people reached through interpersonal SBCC			Number	30 000	5 045	

Output A, E* Refugees receive unconditional vouchers and/or food transfers with nutrition messaging to meet their basic food and nutrition requirements.

Year	Modality	Beneficiary Group	Sub Activity	Unit of measure	Planned	Actual
	approaches (female)					
	Beneficiaries receiving food transfers	All	Food assistance for asset	Female	64	0
Male				61	0	
Total				125	0	
	Food transfers			MT	259	0

Source: WFP Angola Annual Country Reports, [2019](#), [2020](#)

Annex 14. Refugee programme beneficiaries by sex and age group

173. Table 14 below provides an analysis of the distribution of beneficiaries of WFP programmes from 2017 to 2022, focusing primarily on both resident and non-resident refugees. The data includes total beneficiaries and detailed breakdowns by gender and age groups, highlighting actual versus planned numbers. Over the years, variations are observed in the achievement of targets, with some years showing overachievement, particularly in 2017, while other years, such as 2018 and 2019, indicate underachievement.

Table 14: Beneficiaries by sex and age group (planned/actual) (2017-2022)

Years	Beneficiary Category	Gender	Planned	Actual	Actual vs. Planned
2017	Total Beneficiaries	Female	11 721	14 410	122.9%
		Male	11 279	13 789	122.3%
		Total	23 000	28 199	122.6%
	Adults (18 years plus)	Female	4 703	6 458	137.3%
		Male	4 477	6 147	137.3%
		Total	9 180	12 605	137.3%
	Children (5-18 years)	Female	3 429	4 709	137.3%
		Male	3 183	4 371	137.3%
		Total	6 612	9 080	137.3%
	Children (under 5 years)	Female	3 589	3 243	90.4%
		Male	3 619	3 271	90.4%
		Total	7 208	6 514	90.4%
2018	Total Beneficiaries	Female	17 885	11 138	62.3%
		Male	17 115	10 658	62.3%
		Total	35 000	21 796	62.3%
	Adults (18 years plus)	Female	8 015	4 991	62.3%
		Male	7 630	4 752	62.3%
		Sub total	15 645	9 743	62.3%
	Children (5-18 years)	Female	5 845	3 640	62.3%
		Male	5 425	3 378	62.3%
		Sub total	11 270	7 018	62.3%
	Children (under 5 years)	Female	4 025	2 507	62.3%
		Male	4 060	2 528	62.3%
		Sub total	8 085	5 035	62.3%
2019	Total Beneficiaries	Female	17 795	10 228	57%
		Male	17 205	9 889	57%
		Total	35 000	20 117	57%
	Adults (18 years plus)	Female	7 948	4 570	57%
		Male	7 826	4 498	57%
		Sub total	15 774	9 068	57%
	Children (5-18 years)	Female	5 874	3 375	57%
		Male	5 624	3 232	57%
		Sub total	11 498	6 607	57%
	Children (under 5 years)	Female	3 973	2 283	57%

Years	Beneficiary Category	Gender	Planned	Actual	Actual vs. Planned
		Male	3 755	2 159	57%
		Sub total	7 728	4 442	57%
2020	Total Beneficiaries	Female	3 368	3 406	101%
		Male	3 257	3 292	101%
		Total	6 625	6 698	101%
	Adults (18 years plus)	Female	1 504	1 521	101%
		Male	1 481	1 498	101%
		Sub total	2 985	3 019	101%
	Children (5-18 years)	Female	1 112	1 124	101%
		Male	1 065	1 076	101%
		Sub total	2 177	2 200	101%
	Children (under 5 years)	Female	752	761	101%
		Male	711	718	101%
		Sub total	1 463	1 479	101%
2021	Total Beneficiaries	Female	3 304	3 632	110%
		Male	3 196	3 455	108%
		Total	6 500	7 087	109%
	Adults (18 years plus)	Female	1 475	1 455	99%
		Male	1 454	1 299	89%
		Sub total	2 929	2 754	94%
	Children (5-18 years)	Female	1 091	1 224	112%
		Male	1 045	1 175	112%
		Sub total	2 136	2 399	112%
	Children (under 5 years)	Female	738	953	129%
		Male	697	981	141%
		Sub total	1 435	1 934	135%
2022	Total Beneficiaries	Female	150 749	37 346	25%
		Male	142 751	35 621	25%
		Total	293 500	72 967	25%
	Adults (18 years plus)	Female	69 812	15 811	23%
		Male	64 560	15 405	24%
		Sub total	134 372	31 216	23%
	Children (5-18 years)	Female	53 406	12 143	23%
		Male	51 370	11 614	23%
		Sub total	104 776	23 757	23%
	Children (under 5 years)	Female	27 531	9 392	34%
		Male	26 821	8 602	32%
		Sub total	54 352	17 994	33%

Source: WFP Angola Annual Country Reports, 2017, [2018](#), [2019](#), [2020](#), [2021](#), [2022](#)

Annex 15. Acronyms

ACR	Annual Country Report
ADB	African Development Bank
ADRA	Adventist Development and Relief Agency
AFI	Acute Food Insecurity
AGD	Age, Gender, and Diversity
ALNAP	The Active Learning Network for Accountability and Performance
AMN	Acute Malnutrition
AO	WFP Angola Office
ASPU	Assistance Package for Special Use
CBT	Cash-Based Transfer
CMAM	Community-Based Management of Acute Malnutrition
CERF	Central Emergency Respond Fund
CFM	Complaints and Feedback Mechanism
CNPC	National Civil Protection Commission
COVID-19	Coronavirus Disease 2019
CO ²	Carbon Dioxide
CSP	Country Strategic Plan
DEQAS	Decentralized Evaluation Quality Assurance System
DRC	Democratic Republic of Congo
EB	WFP Executive Board
EC	Evaluation Committee
EM	Evaluation Manager
ENSAN II	National Strategy for Food and Nutritional Security
ERG	Evaluation Reference Group
ET	Evaluation Team
EU	European Union
FAO	Food and Agriculture Organization
FCS	Food Consumption Score
FGD	Focus Group Discussion
FRESAN	Strengthening Resilience and Food and Nutritional Security in Angola Food Security and Nutrition
FSN	Food Security and Nutrition
FSQ	Food Safety and Quality
FSWG	Food Security Working Group
GoA	Government of Angola
GDP	Gross Domestic Product

GDPR	General Data Protection Regulation
GEWE	Gender Equality and Women's Empowerment
GFD	General Food Distribution
GoA	Government of Angola
GPS	Gabinete Provincial de Saude / Provincial Office (Department) of Health
GSA	Office of Food Security
HFIAS	Household Food Insecurity Access Scale
HGSF	Home-Grown School Feeding
HH	Household
HIV/AIDS	Human immunodeficiency virus infection and acquired immune deficiency syndrome
HQ	WFP Headquarters
IBEP	Income and Expenditure Survey
ICSP	Interim Country Strategic Plan
IDP	Internally Displaced Person
IDREA	Survey on Expenditure, Income, and Employment
IIMS	Angola Multiple Indicators and Health Survey
IMF	International Monetary Fund
INE	National Institute of Statistics
INGO	International Non-Governmental Organization
IPC	Integrated Food Security Phase Classification
IRA	Immediate Response Account
KII	Key Informant Interview
MAM	Moderate Acute Malnutrition
MASFAMU	Ministry of Social Action, Family, and Women's Empowerment
MDG	Millennium Development Goals
MINAGRIP	Ministry of Agriculture and Fisheries of Angola
MDG	Millennium Development Goal
MoU	Memorandum of Understanding
MT	Metric tons
NGO	Non-Governmental Organization
NDP	National Development Plan
OEV	WFP Office of Evaluation
OECD-DAC	Development Assistance Committee of the Organization for Economic Co-Operation and Development
OSZPR)	Livelihoods & Resilience unit in WFP HQ
PBW	Pregnant and Breastfeeding Women
PDA	Agricultural Development Policy

PDM	Post-Distribution Monitoring
PNASE	National Policy on School Feeding and Health 2012-2025
PSEA	Protection from Sexual Exploitation and Abuse
PTA	Parent-Teacher Association
RAM	WFP Research, Assessment and Monitoring
RB	WFP Regional Bureau
RBJ	WFP Regional Bureau for Southern Africa
rCSI	Reduced Consumption-based Coping Strategy Index
RUSF	Ready-to-Use-Supplementary Food
RVAA	Regional Vulnerability Assessment and Analysis
SABER	Systems Approach for Better Education Results
SADC	Southern African Development Community
SAM	Severe Acute Malnutrition
SBCC	Social and Behaviour Change Communication
SDG	Sustainable Development Goals
SMART	Standardized Monitoring and Assessment of Relief and Transitions
SOFI	The State of Food Security and Nutrition in the World Report
SRAC	WFP Strategic Resource Allocation Committee
TA	Technical Assistance
TL	Team Leader
TOC	Theory of Change
ToR	Terms of Reference
UN	United Nations
UN CERF	United Nations Central Emergency Response Fund
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNISDR	United Nations Office for Disaster Risk Reduction
UNSDCF	United Nations Sustainable Development Cooperation Framework
UN-SWAP	UN System-Wide Action Plan for gender equality and the empowerment of women
USAID	United States Agency for International Development
US\$	United States Dollar
VAM	Vulnerability Analysis and Mapping
WB	World Bank
WFP	World Food Programme

Office of Evaluation

World Food Programme

Via Cesare Giulio Viola 68/70,
00148 Rome, Italy - T +39 06 65131

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