## Management Response from WFP Angola to the recommendations of the decentralized evaluation of WFP's Technical Assistance Activities and Refugee Support in Angola [DE/AOCO/2019/029] from 2017 to 2022



- 1. This document, finalized in February 2025, presents the management response to the recommendations of the evaluation of WFP's Technical Assistance Activities and Refugee Support in Angola from 2017 to 2022.
- 2. The evaluation, which was commissioned by the WFP Angola Office, covers technical assistance to the government of Angola, food security and nutrition support to refugees and drought-affected populations, and institutional capacity strengthening to selected Government ministries. The evaluation serves the dual purpose of accountability and learning. The evaluation aimed to assess the coherence, relevance, effectiveness, efficiency, impact, and sustainability of WFP's assistance strategies and the support to drought-affected populations and refugees. It sought to identify successes, challenges, and lessons learned to improve future CSP designs. Additionally, it focused on integrating gender considerations to evaluate impacts on gender dynamics and promote gender equity.
- 3. The evaluation made six key recommendations with 33 actions. The matrix sets out whether WFP agrees, partially agrees, or disagrees with the recommendations and sub-recommendations. It presents the planned (or taken) actions, responsibilities, and timelines.

Recommendations and related Sub-recommendations (Deadline)	Recommendation and Sub- Recommendation Lead (Supporting Offices/Divisions)	Management Response [Is (sub-) recommendation Agreed, Partially agreed or Not agreed?	Actions to be taken	Action Lead (Supporting Offices/Divisions)	Action Deadline
Priority: High Recommendation 1: Enhance and intensify advocacy and policy implementation efforts by continuously engaging with Government of Angola (GoA) bodies and stakeholders. Focus on strengthening collaboration to lobby for the ratification and formal adoption of key policies and tools, such as the Integrated Food Security Phase Classification (IPC). Develop tailored advocacy strategies, organize events that build support, and maintain regular meetings to ensure policy alignment and accelerate the ratification process. (Deadline: December 2025)	WFP Angola Office, Regional Bureau in Johannesburg	Agreed	Not applicable	Not applicable	Not applicable
Sub-recommendation 1.1: Identify key GoA stakeholders and maintain regular meetings to establish and maintain communication channels that foster policy alignment and adoption. (Deadline: December 2025)	WFP Angola Office	Partially agreed  WFP Angola has already identified focal points at the Ministries of Agriculture (VAM and resilience), Education (school feeding), Health (nutrition and food fortification), and Planning	1.1.1. Continue to hold regular technical meetings and consultations with identified focal points at key Government Ministries to facilitate dialogue and strengthen coordination and alignment with the GoA.	WFP Angola Office -Head of Programme, Head of VAM Unit, Head of Nutrition and School Feeding and Head of Partnerships	December 2025

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		and holds regular meetings and consultations.	1.1.2. In coordination with other UN agencies and partners, continue providing technical and financial support and participate in workshops, consultations, and other events focused on the development, revision, and adoption of policies and other key strategic documents related to food security and nutrition.	WFP Angola Office – Head of Programme, Head of VAM Unit, Head of Nutrition and School Feeding (External stakeholders– UN agencies and other development partners)	December 2025
Sub-recommendation 1.2: Develop an advocacy strategy tailored to the ratification of ENSAN <sup>1</sup> II (2021), PNASE <sup>2</sup> (2020), and the Vulnerability Assessment of Food Security Report of 2021. <sup>3</sup> (Deadline: December 2025)	WFP Angola Office	Partially agreed  WFP and partners have been scaling up advocacy efforts with the GoA to expedite the ratification and approval of key policies, strategies, and assessments. These efforts have resulted in the approval of the ENSAN II and the revised National School	1.2.1. Collaborate with the UN Country Team (UNCT) and other key stakeholders to lobby and raise awareness about the importance of the ratification of key national policies, programmes, and strategies related to food security and nutrition	WFP Angola Office – Head of Office, Head of Programme, Head of VAM Unit, Head of Nutrition and School Feeding, and Head of Partnerships and Communications  (External Stakeholders – Resident Coordinator's Office, UN agencies, and	July 2025

<sup>&</sup>lt;sup>1</sup> National Strategy for Food and Nutritional Security

<sup>&</sup>lt;sup>2</sup> National Policy on School Feeding and Health 2012-2025

<sup>&</sup>lt;sup>3</sup> The government is prioritising the revision of the National School Feeding Programme document. Regarding the IPC, the focus is on the approval of the 2024/2025 IPC assessment and subsequent analysis as the 2021 IPC report was endorsed by the Government.

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		Feeding Programme by the Council of Ministers in January 2025. In the case of the IPC, although an advocacy strategy per se has not been developed – considering that the exercise is also supported by other		other development partners)	
		UN agencies and partners, it would not be as impactful for WFP to develop a strategy individually - partners have been closely aligned on their actions and adopting coordinated approaches. Considering the sensitivities around issues related to food security and nutrition, the most suitable approach, which is being used to	1.2.2. WFP to continue providing technical and financial assistance to the Ministries of Agriculture, Health, and Education to solidify the agency's positioning as a key and reliable development partner for the GoA and strengthen its influence in Government decision-making	WFP Angola Office – Head of Programme, Head of VAM Unit, Head of Nutrition and School Feeding	December 2025

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		advocate for the approval and release of the 2024/2025 IPC (since the 2021 IPC results were approved by the Government), has been to leverage the role of independent agencies or stakeholders, namely, the Resident Coordinator's Office, the Southern African Development Community (SADC) and the IPC Global Support Unit (GSU)	1.2.3. In the case of school feeding, as per the GoA's request, WFP to facilitate South-South Cooperation and adapt relevant experiences and best practices from other countries to Angola's context to integrate in the revision of the National School Feeding Programme	WFP Angola Office – Head of Programme, Head of Nutrition and School Feeding (WFP Centre of Excellence in Brazil)	June 2025
Sub-recommendation 1.3: Organize advocacy events and awareness campaigns to garner support for the ratification of ENSAN II (2021), PNASE (2020), and the Vulnerability Assessment of Food Security Report of 2021. (Deadline: December 2025)	WFP Angola Office, Regional Bureau in Johannesburg	Partially agreed  WFP has been scaling up advocacy efforts at the highest level with the GoA to garner support for the ratification and approval of key policies, strategies, and assessments. Thanks to these efforts, the ENSAN II and the revised National School Feeding Programme were approved by the Council of Ministers in January 2025. In the case of the IPC, due to political	1.3.1. WFP and partners to continue engaging with the GoA at the highest level and leveraging influential relations of the Resident Coordinator's Office, donor community, and regional bodies, such as the Southern African Development Community (SADC) and the IPC Global Support Unit (GSU), to champion these advocacy efforts	WFP Angola Office – Head of Office, Head of Programme, Head of the VAM unit, Head of Partnerships and Communications  (WFP RB Management; External Stakeholders – Resident Coordinator's Office, SADC, IPC GSU and UN agencies)	June 2025

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		sensitivities on issues related to food security and nutrition, a "low-key" approach is more effective and strategic to advocate for the endorsement of the 2024/2025 IPC report (since the 2021 IPC was approved by the Government).			
Sub-recommendation 1.4: Enhance direct engagement with GoA and relevant regulatory bodies to reform and streamline import regulations that impact the supply chain of critical food commodities and develop collaboration with the Food Safety and Quality (FSQ) team to build the capacity of local suppliers. (Deadline: December 2025)	WFP Angola Office, Regional Bureau in Johannesburg	Partially agreed  The GoA has recently imposed tighter restrictions on the importation of staple food commodities included in WFP's food basket. As a result, and to align with national policies and priorities to boost local production, WFP has decided to adjust the procurement	1.4.1. WFP to adjust the food basket during the transition period (i.e., until new suppliers for specific commodities are vetted and registered to enable the provision of the complete food basket) and ensure timely communication of changes to partners and beneficiaries	WFP Angola Office - Head of Programme, Activity Manager, Head of Nutrition	August 2025
	modality for its refugee response interventions (i.e., shift 100% to local procurement) for 2025. During this period, WFP Angola will continue to collaborate with the RB Food	1.4.2. Regional FSQ and Procurement teams to carry out technical assessment missions to expand the list of vetted local suppliers and provide technical support to new and existing suppliers to	WFP Angola – Supply Chain Unit (WFP RB FSQ and Supply Chain Teams)	September 2025	

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		Safety and Quality (FSQ) team to expand the list of vetted local suppliers and build their capacity to ensure that the commodities	ensure food commodities procured locally meet WFP's food safety and quality standards and requirements		
		sourced locally meet WFP's standards and requirements. In parallel, WFP will assess and lay the groundwork for a shift to commodity voucher modality for the refugee response, which will be implemented from January 2026 onwards.	1.4.3. WFP to proactively engage with donors for the refugee response operation and seek approval for the shift in procurement modality (i.e., from regional and international to local procurement in 2025 and to commodity vouchers from January 2026 onwards)	WFP Angola – Head of Partnerships, Head of Programme, and Head of Supply Chain	October 2025
			1.4.4. In collaboration with other partners, WFP will continue to provide technical and financial assistance to the Ministry of Health to finalize the Food Fortification strategy	WFP Angola – Head of Nutrition (External stakeholders – UN agencies and other development partners)	October 2025

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Priority: Medium Recommendation 2: Strengthen local training programmes with a focus on practical application and periodic refresher courses to maintain and update skills (Deadline – September 2025)	WFP Angola Office, Regional Bureau in Johannesburg, Headquarters	Agreed	Not applicable	Not applicable	Not applicable
Sub-recommendation 2.1: Conduct an assessment to identify gaps in current training programmes ensuring that future training initiatives are customized to address specific areas where technical staff are overstretched, and where targeted training can help reduce workload pressures. (Deadline: September 2025)	WFP Angola Office, Regional Bureau in Johannesburg, Headquarters	Agreed	2.1.1. Conduct meetings and consultations with key government entities, namely the Ministries of Health, Education and Agriculture and Civil Protection, and carry out a Capacity Needs Mapping (CNM) to assess existing capacities and identify gaps that could be addressed in future training programmes	WFP Angola Office – Head of Programme, Head of VAM, and Head of Nutrition and School Feeding (WFP RB and HQ Country Capacity Strengthening Unit)	December 2025 (deadline extended due to limited capacity at the country office level and competing priorities at RB and HQ levels)
			2.1.2. Co-develop a country capacity strengthening (CCS) action plan with key government entities, namely the Ministries of Health, Education and Agriculture and the Civil Protection, to promote ownership. Ensure the participation of a broader range of stakeholders to	WFP Angola Office – Head of Programme, Head of VAM, and Head of Nutrition and School Feeding (WFP RB and HQ Country Capacity Strengthening Unit)	June 2026 (dependent on the completion of action 2.1.1 and WFP will require time to coordinate with government entities)

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			leverage their comparative advantages and ensure the action plan is comprehensive		
Sub-recommendation 2.2: Develop and deploy targeted training modules based on identified needs to provide specific, practical training that addresses identified gaps and enhances skills effectively. (Deadline: September 2025)	WFP Angola Office, Regional Bureau in Johannesburg, Headquarters	Agreed	2.2.1. Based on the joint CCS action plan, WFP and the Government will develop joint proposals to mobilize resources – from the donor community (with a particular focus on non-traditional donors) for its operationalization. WFP Angola Office will explore the potential to tap into WFP's CCS resources.	WFP Angola Office – Head of Programme, Head of VAM, and Head of Nutrition and School Feeding, Head of Partnerships  (WFP RB and HQ Country Capacity Strengthening Unit)	October 2026 (dependent on the completion of action 2.1.2)
			2.2.2. WFP Angola, with the support from RBJ and HQ, in coordination with other UN agencies and partners, will develop and carry out tailored training modules to address identified gaps and strengthen the capacity of relevant institutions and government stakeholders (subject to funding availability)	WFP Angola Office – Head of Programme, Head of VAM, and Head of Nutrition and School Feeding  (WFP RB and HQ Country Capacity Strengthening Unit; External stakeholders – UN sister agencies)	March 2027 (dependent on the completion of action 2.2.1)

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Sub-recommendation 2.3: Strengthen internal capacity by increasing the number of trained technical staff, with focus on roles that directly impact programme delivery effectiveness, and improve logistical issues, budgeting, and programming capacities to address human resource constraints, ensuring efficient programme implementation. (Deadline: September 2025)	WFP Angola Office, Regional Bureau in Johannesburg	Agreed	2.3.1. WFP will conduct an assessment to identify technical capacity gaps and develop a tailored capacity-building programme focusing on roles that directly impact programme delivery and improve logistical issues, budgeting, and programming capacities to address human resource constraints, ensuring efficient programme implementation	WFP Angola Office – Human Resources (HR) Officer (WFP Regional bureau/HQ HR Units)	June 2025
			2.3.2. Depending on the technical gaps and needs identified, WFP will establish rosters for specific positions and recruit additional technical staff (subject to funding availability)	WFP Angola Office – Human Resources Officer (WFP Regional Bureau/HQ HR Units)	December 2025 (action requires support from RBJ, and CO will need time to mobilize additional funds)
Priority: Medium Recommendation 3: Facilitate workshops and forums involving policymakers to discuss the benefits and practicalities of	WFP Angola Office, Regional Bureau in Johannesburg	Partially agreed  WFP regularly engages with key government stakeholders to discuss its	Not applicable	Not applicable	Not applicable

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integrating WFP initiatives into national frameworks.  (Deadline - March 2025)  Sub-recommendation 3.1: Plan and schedule a series of	WFP Angola Office	operations in the country, the results, and its impact, as well as to explore opportunities for technical assistance, capacity	3.1.1. WFP, as part of the UN Country Team, will continue	WFP Angola – Head of Office, Head of	June 2026 (to align with the
workshops and forums with key policymakers and stakeholders, to engage directly with decision-makers, fostering a mutual understanding of benefits and needs (Deadline – March 2025)		development, and joint programming under initiatives funded by the GoA or international financial institutions. In addition, as part of the UNCT, WFP actively participates (and will continue to do so) in workshops, consultations, and meetings with the GoA on the development and	to actively participate in workshops, consultations, and meetings, namely on the annual JWP, with the GoA to facilitate dialogue and alignment, thereby ensuring WFP's interventions are aligned with and support the achievement of national development priorities.	Programme, Head of VAM, Head of Nutrition and School Feeding, Head of Partnerships  (External Stakeholders – UN sister agencies)	end date of the current ICSP and development process of the 2G CSP)
		operationalization of the annual joint workplans (JWPs) – developed within the framework of the UN Sustainable Development Cooperation Framework (2024 – 2028) which offer an opportunity to showcase WFP's work and results as well as ensure alignment with the GoA's national development priorities.	3.1.2. Ensure the Partnership Action Plan includes a well-structured component on securing the necessary resourcing commitments from the GoA for the successful continuation and scale-up of WFP's operations in the country.	WFP Angola – Partnerships Consultant, Head of Partnerships, Head of Programme (WFP RB and HQ Partnerships Unit)	December 2025 (deadline has been delayed aligning with the development timeline of the 2G CSP and take into account recruitment delays)

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			3.1.3. Advocate with the Government for the allocation of adequate resources to sustain WFP's operations, particularly on emergency response, CCS, and resilience activities, while exploring joint programming opportunities, namely under projects funded by international financial institutions.	WFP Angola – Head of Office, Head of Programme, Head of VAM, Head of Nutrition and School Feeding, Head of Partnerships	June 2026 (to align with the end date of the current ICSP and start of the 2G CSP)
Priority: High Recommendation 4: Increase investment in resilience-building activities to reduce dependence on ongoing food assistance, focusing on agricultural and livelihood development. (Deadline - December 2025)	WFP Angola Office, Regional Bureau in Johannesburg, Headquarters	Agreed	Not applicable	Not applicable	Not applicable
Sub-recommendation 4.1: Implement training programmes for sustainable farming techniques and small-scale entrepreneurship to empower local communities by providing them with the skills needed for	WFP Angola Office, Regional Bureau in Johannesburg, Headquarters	Agreed	4.1.1. In collaboration with the UN Refugee Agency (UNHCR), finalize and present the Joint Livelihood Strategy for the refugee response to support joint planning, advocacy, and fundraising	WFP Angola – Head of VAM, Head of Programme, Activity Manager (WFP RB RAM Unit, Resilience Team; HQ Analysis, Planning and	June 2025

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sustainable agriculture and self- reliance. (Deadline – December 2025)				Performance (AAP); External Stakeholders – UNHCR)	
(Deadline – December 2025)			4.1.2. WFP Angola to recruit a technical specialist (to fill in the position of Resilience Officer, currently vacant) to help build the capacity of WFP and relevant government staff and scale up resilience and livelihood activities	WFP Angola – Human Resources, Head of Programme (WFP RB Human Resources Team)	December 2025
			4.1.3. Leverage the Joint Livelihood Strategy and Partnerships Action (see action 5.1.1) to strengthen engagement with traditional and emerging donors, including international financial institutions, to mobilize funds for resilience and livelihood activities and advocate for flexible multiyear funding to ensure sustainability and maximize the impact of the interventions.	WFP Angola – Head of Office, Head of Programme, Head of Partnerships, Head of Programme, Resilience Officer (WFP RB and HQ Partnerships Unit; RB Resilience team)	March 2026 (this action is dependent on the completion of the PAP)

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Priority: High Recommendation 5: Secure long-term funding commitments from donors while simultaneously building a case for increased national GoA financial involvement and developing a comprehensive scalability strategy. (Deadline - September 2025)	WFP Angola Office, Regional Bureau in Johannesburg, Headquarters	Agreed	Not applicable	Not applicable	Not applicable
Sub-recommendation 5.1: Develop a fundraising strategy that considers the unpredictable country context and donor priorities, implementing a risk-adjusted financial strategy that includes the establishment of a reserve fund to cushion the impact of delayed disbursements, and the implementation of flexible budgeting and enhanced forecasting to plan for various	WFP Angola Office, Regional Bureau in Johannesburg, Headquarters	Partially agreed  The establishment of a reserve fund is not appropriate because WFP already has advance financing mechanisms to bridge funding gaps against high probability forecasts. These mechanisms aim to cushion the impact of delayed disbursements.	5.1.1. Finalize the development of a landscaping analysis and Partnerships Action Plan (PAP) and present the document to key internal and external stakeholders. The strategy will also help inform the 2G Country Strategic Plan.	WFP Angola Office – Partnerships Consultant, Head of Partnerships, Head of Programme (WFP RB and HQ Partnerships Unit)	December 2025 (deadline has been delayed aligning with the development timeline of the 2G CSP and take into account recruitment delays)
scenarios. (Deadline – September 2025)			5.1.2. WFP to provide technical and financial support to the Government to carry out joint (vulnerability) assessments and undertake case studies to support evidence	WFP Angola Office – Head of Programme, Head of VAM, Head of Nutrition and School Feeding, M&E Officer	June 2026 (to align with the end date of the ICSP and development of the 2G CSP)

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			generation and build the case for increased financial contributions from the GoA (subject to funding availability)	(WFP RB Programme, RAM, Resilience, School Feeding and Human Capital Development units)	
			5.1.3. Implement a risk-adjusted financial strategy that includes internal multilateral funding allocations and enhanced forecasting to plan for various scenarios.	WFP Angola Office – Partnerships Consultant, Head of Partnerships, Head of Finance, Budget and Programming (B&P) Associate  (WFP RB and HQ Partnerships Unit, Finance Unit, Budgeting and Programming Unit [BPU])	June 2026 (to align with the end date of the ICSP and development of the 2G CSP)

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Sub-recommendation 5.2: Develop a detailed strategy for scaling up successful interventions, including a focus on the necessary infrastructure, resource allocation, and monitoring frameworks. This strategy should outline the steps for expanding programmes to new regions and populations, ensuring that scalability is achieved without compromising the quality and effectiveness of the interventions.  (Deadline – September 2025)	WFP Angola Office, Regional Bureau in Johannesburg	Agreed	5.2.1. WFP Angola to carry out a scoping assessment in priority locations and, based on the findings, develop a detailed strategy outlining the steps for scaling up successful interventions in these new regions and populations.	WFP Angola – Programme Unit and other relevant technical units (Supply Chain, Partnerships, M&E, VAM, Management Services and BPU)  (WFP RB Programme and other relevant technical units: Supply Chain, Partnerships, M&E, VAM, Management Services and BPU)	June 2026 (to align with the end date of the ICSP and development of the new CSP)
Priority: High Recommendation 6: Implement targeted interventions that address the specific barriers faced by households headed by women, including access to resources and economic opportunities, and ensure that GEWE and inclusivity are mainstreamed into all TA, food security, and overall programming of WFP in Angola. (Deadline - September 2025)	WFP Angola Office, Regional Bureau in Johannesburg, Headquarters	Agreed	Not applicable	Not applicable	Not applicable

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the unique challenges and needs	WFP Angola Office, Regional Bureau in Johannesburg	Agreed	6.1.1. Collaborate with UNHCR to ensure the vulnerability-based targeting strategy and updated Joint Livelihood Strategy for the refugee response take into consideration the unique needs, concerns, and aspirations of households headed by women.	WFP Angola – Head of Programme, Head of VAM, Activity Manager, Gender focal point, M&E Officer (WFP RB RAM, Gender and Protection Units; External stakeholders – UNHCR)	June 2025
			6.1.2. With support from the Regional Bureau, carry out an assessment or gender analysis to gain an in-depth understanding of the unique challenges and needs of households headed by women in other project areas where WFP is working in.	WFP Angola – Gender focal point, Head of VAM, Activity Manager, Head of Programme, M&E Officer (WFP RB Gender and Protection Units)	September 2025
Sub-recommendation 6.2: All WFP units to develop and implement internally harmonized strategies and targeted programmes that enhance women's access to economic resources and decision-making authority. These should	WFP Angola Office, Regional Bureau in Johannesburg	Partially agreed  As part of its resilience and livelihood support activities, although gender parity among participants is yet to be reached, WFP prioritises	6.2.1. With support from the Regional Bureau, develop a harmonized strategy that integrates gender considerations in the design, implementation, monitoring	WFP Angola – Gender focal point, Head of VAM, Head of Nutrition and School Feeding, Activity Managers, M&E Officer, Human Resources Officer	December 2025 (dependent on the completion of action 6.1.2)

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include training and capacity- building efforts to empower women, fostering their involvement in leadership roles		the participation of women from the refugee and host communities and provides them with opportunities to	and reporting of WFP's initiatives.	(WFP RB and HQ Gender and Protection Units)	
within food security coordination structures to improve food security outcomes through more effective resource management and utilization. (Deadline – September 2025)		close gender gaps through training and skills development. With the aim of amplifying women's voices and participation in decision-making, WFP ensures that the food management committee in the Lóvua refugee settlement is genderbalanced, with women making up 50 percent of the members. In addition, there are currently no food security coordination structures established as part of the drought response operation, given the nature of the activities being carried out. In future initiatives, WFP will continue to invest efforts to ensure equitable access and control over resources to achieve food and nutrition security and strengthen the economic empowerment of women and girls to	6.2.2. With the support of RBJ, capacitate WFP and Cooperating Partner staff as well as key government stakeholders to integrate gender mainstreaming and gender-responsive approaches through training sessions, workshops, and/or other activities.	WFP Angola – Gender focal point  (WFP RB and HQ Gender and Protection Units)	September 2025

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		strengthen results on gender equality and women's empowerment across its operations.			
Sub-recommendation 6.3: Establish a comprehensive system to document and monitor the gender composition and GEWE inclusivity of all WFP initiatives. (Deadline – September 2025)	WFP Angola Office, Regional Bureau in Johannesburg, Headquarters	Agreed	6.3.1. With the support from RBJ, review the Corporate Results Framework (CRF) and internal Minimum Monitoring Requirements (MMR) and select appropriate indicators on GEWE inclusivity and gender composition to be incorporated in ongoing and future projects.	WFP Angola – Gender focal point, M&E Officer (WFP RB M&E/RAM and Gender and Protection Units; HQ AAP Unit)	June 2025
			6.3.2. Conduct training and refresher sessions with WFP and partner staff as well as government entities supporting WFP's operations to build and strengthen knowledge and capacity on data collection, analysis, and reporting of gender equality and women's empowerment indicators.	WFP Angola – Gender focal point, M&E Officer, Activity Managers (WFP RB and HQ RAM and Gender and Protection Units)	September 2025

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			6.3.3. Collaborate with RB and HQ to identify relevant corporate tools, resources, and best practices and improve regular monitoring and documentation of gender composition and integration of GEWE across WFP's initiatives in order to support timely and evidence-based decision-making.	WFP Angola – Gender focal point, Head of Programme, Head of VAM, M&E Officer with support from other relevant technical units  [WFP RB and HQ RAM/M&E, Gender and Protection Units]	September 2025