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SUMMARY OF EVALUATION RECOMMENDATIONS AND MANAGEMENT RESPONSE— ANGOLA PORTFOLIO

This document should be read in conjunction with the document “Summary Report of the Evaluation of the WFP Angola Portfolio” (WFP/EB.2/2002/3/1).

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RECOMMENDATION (OCTOBER 2001)	ACTION OFFICE/ UNIT	MANAGEMENT RESPONSE AND ACTION TAKEN (MARCH 2002)
Assessment of Performance		
Categories used for WFP beneficiaries in the PRRO should be revised by choosing either emergency needs that substitute for unavailable commodities or food security based on vulnerability analysis and mapping (VAM) indicators.	Country office	PRRO 10054.1 is based on needs and vulnerabilities and avoids over-reliance on categorizing beneficiaries. The recovery concept has been refined and the overall strategy of the PRRO is geared to address well-defined goals regarding saving lives and creating assets.
The next PRRO should be designed using a logframe analysis and should include indicators by which to measure achievements.	Country office	A logical framework was prepared at the design stage of the new PRRO.
The recovery strategy should focus on skills and asset development for communities of internally displaced persons (IDPs). Using identifications relating to achievements—FFA: food for assets, FFS: food for skills, FFI: food for infrastructure and FFE: food for education—should improve monitoring and reporting.	Country office	The recovery concept—part of the framework around which the new PRRO is built—now focuses on creation of assets within the target population, with the emphasis on human rather than physical assets.
Training in rapid rural appraisal (RRA) and participatory rural appraisal (PRA) techniques should be provided for WFP staff, implementing partners and government counterparts.	Country office	Under the new PRRO, special attention is given to this; a significant part of the ODOC budget is earmarked for such training.
Province-specific strategies and implementation guidelines should be developed with the Government and implementing partners for improved integration and coordination of the humanitarian response.	Country office	Flexibility, recognized by the humanitarian community to be the most important feature of strategies for programming food assistance in the ever-changing Angolan context, remains the guiding principle of the new PRRO implementation strategy: “emergency assistance when needed, recovery where possible”. This allows for province-specific action plans and programmes tailored to particular needs. The Luanda office continues to provide guidelines on broad implementation of programmes to ensure coherence of PRRO implementation across the country.
The next PRRO should cover a 30-month timeframe, from 1 July 2002 to 31 December 2004.	Country office, ODY	To develop such a long-term strategy in the Angolan context more than three years in advance and taking the drafting/approval period into account is not realistic. The country office feels that the best course of action is to retain the flexibility linked with regular review of its strategy and harmonize the latter with the humanitarian community’s anticipated scenario, avoiding the risks associated with medium-term planning in the currently fluid situation.

RECOMMENDATION (OCTOBER 2001)	ACTION OFFICE/ UNIT	MANAGEMENT RESPONSE AND ACTION TAKEN (MARCH 2002)
General food distribution (GFD) should last until the first harvest, unless the period of arrival or resettlement is inadequate, in which case GFD should be extended to the second harvest. Continuation of GFD should be exceptional and the result of a rapid participatory needs assessment at community level. Beneficiaries' incapacity to meet food needs should be covered under FFA/FFS schemes.	Country office	Sources of assistance other than relief distributions remain the preferred option and should be introduced as early as possible, as stated in the new PRRO document. There is only one major harvest per year, however, and given the lack of agricultural inputs available to IDPs, the time frame for assistance should normally cover two agricultural seasons.
WFP should organize a workshop with donors and the Government to prepare the next PRRO, establish a clear understanding of PRRO funding capacity and flexibility and encourage donor consensus and commitment regarding future activities in Angola.	Country office	Funding was one of the main issues raised at the donors' meeting held in November 2001 as part of the consultation process for drafting the new PRRO. The issue of funding and flexibility is being taken up by the humanitarian coordinator.
WFP should develop an ITSH policy based on clear objectives and review existing ITSH contracts accordingly.	Country office	The system of logistics contracts between programme sections and implementing partners is currently being reviewed. The new system should be in effect as of the second quarter of 2002.
WFP and the humanitarian community should advocate that road rehabilitation and airstrip maintenance be guaranteed by the Government. Both are critical for humanitarian operations and for improving cost-efficiency.	Country office	Advocacy to facilitate the implementation of humanitarian interventions is the responsibility of the international community. WFP has exerted continuous pressure on the Government to expedite repair of the infrastructure. It is the role of the humanitarian coordinator to remind the authorities of their responsibilities. WFP will keep the topic on the humanitarian coordinator's agenda.
Security, Access and Protection Issues		
Minimum operating standards (MINOPS) should apply to temporary and permanent IDP resettlement. Adherence to these norms should be a requisite for WFP's involvement. Staff should have a clear policy to refer to when aid has to be denied to prevent situations where this may have a negative effect on beneficiaries.	Country office	The new PRRO links assistance for resettlement to adherence to MINOPS, which state that resettlement should be voluntary, that sufficient arable land should be allocated to settlers and that access to social services should be secured for the resettled population.



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Coverage, Assessment and Targeting Issues		
Targeting should be based on vulnerability to food insecurity as determined by VAM indicators. For targeting at community level, VAM should develop an assessment tool based on vulnerability indicators. It should use household economy and RRA techniques and analysis of nutritional and epidemiological data. RRA tools should be designed and applied by mobile teams working on programme monitoring. This requires a change in the allocation of human resources, with emphasis on training and retasking of food-aid monitors.	Country office	Community-level assessments require important investment in technical follow-up. Given Angola's size and the restrictions on travel—most areas are only accessible by air—such micro-level assessments can only complement macro-level vulnerability analyses made at the time; they cannot become the main tool for justifying interventions.
Monitoring and Evaluation (M&E) Reporting Issues		
M&E systems must be based on logframe planning that identifies assumptions, criteria and performance indicators and allows for development of proactive monitoring and evaluation. More systematic qualitative monitoring by food aid management is required, especially community-level post-distribution monitoring.	Country office	The new PRRO has benefited from the development of a logical framework at the design stage. The efficiency of M&E activities should therefore be enhanced. The recommendation concerning the need for enhanced qualitative monitoring is noted.
Implementing Partners		
There should be a common approach to GFD guidelines and procedures by WFP partners.	Country office	During the workshops organized in all provinces, implementing partners were provided with clear guidelines. More efforts to standardize will be made during the implementation of the new 2002 contract system.
WFP should use the lead-NGO concept to reduce the number of activities that it has to monitor.	Country office	Few NGOs in Angola have the capacity to carry out the task that WFP currently undertakes with its extensive organizational structure and manpower. While it may be feasible to implement this recommendation in some instances, it will not be possible to do so throughout the country.
FFW training workshops should be held for Ministry of Education (MINARS) staff and WFP's recovery partners in the provinces.	Country office	Training is scheduled for the second quarter of 2002.



RECOMMENDATION (OCTOBER 2001)	ACTION OFFICE/ UNIT	MANAGEMENT RESPONSE AND ACTION TAKEN (MARCH 2002)
In selecting implementing partners for recovery activities, criteria should be established for participatory skills and ability to complement activities with non-food items.	Country office	Partners are selected on the basis of their operational efficiency and cost-effectiveness, with due regard to their staffing, resources and ability to mobilize additional funding for start-up costs, monitoring and reporting. As of 2002, particular attention will be given in MOUs signed with implementing partners to encourage participatory approaches for community recovery activities. Capacity building in such areas is planned and financial resources are set aside under the new PRRO for WFP and implementing partner staff.
Management		
The country office should seek to retain international staff for longer periods—at least the duration of the next PRRO. It should recruit more qualified national staff to reduce high staff turnover and improve institutional memory.	Country office	<p>The country office currently has 41 international posts and 350 local posts.</p> <p>In spite of the corporate duty station assignment cycle of 1–2 years due to hardship, international staff are encouraged to stay on voluntarily for 3–4 years.</p> <p>With regard to local posts, the following actions are being taken:</p> <ol style="list-style-type: none"> 1. Efforts are being made to widen the target population for vacancies. Vacancy announcements for higher-grade posts are published in the newspapers rather than merely distributed to WFP offices, United Nations agencies and NGOs. 2. Regular vacancy announcements are posted in English and Portuguese. 3. The standard job profiles are being translated into Portuguese so that local staff can better understand the expectations concerning the job and required outputs.
The Government should be encouraged to increase its participation in humanitarian assistance and its commitment to the social sector. This requires increases of funding and human resources within a capacity-building approach focusing on training in PRA, RRA and FFW techniques.	Country office	WFP takes advantage of all opportunities—as does the entire humanitarian community—to encourage the Government to discharge its responsibilities vis-à-vis the humanitarian situation. In 2002, WFP will assist the Government to draft a plan of action for the authorities to take over provision of assistance, with particular regard to social cases.



RECOMMENDATION (OCTOBER 2001)	ACTION OFFICE/ UNIT	MANAGEMENT RESPONSE AND ACTION TAKEN (MARCH 2002)
Inter-agency Coordination and Integration		
Integration partnerships should be developed with the Food and Agriculture Organization of the United Nations (FAO), the Association of European Non-Governmental Organizations (EURONAIID) and the European Parliament, using the lead NGO concept. Synergies with implementing partners should be sought to ensure that all needs are met.	Country office	Such strategic alliances will be sought in 2002, especially in the context of implementing recovery activities, in an effort to enhance coordination and the impact of assistance.
Commitments to Women		
The country office should ensure that gender concerns are reflected at all levels and in all types of programming, guidelines and memoranda of understanding with partners, and that all staff and partners understand the rationale for gender mainstreaming.	Country office	As of 2002, all MOUs will refer to the WFP commitments to women and attention will be given to ensuring that implementing partners comply with them in terms of women's participation in the management of resources. In the new PRRO, an important share of the ODOC budget is earmarked for gender sensitization and training of WFP and implementing partner staff and for community participation, with the emphasis on women's roles and capacities.
Environmental Impact		
WFP must seek to minimize the negative environmental impact of continuing internal population displacements and incorporate environmental concerns and awareness-building in PRRO activities.	Country office	Angola is a country in the midst of civil war. The situation is characterized by the perpetual re-emergence of the parallel stages of emergency and early recovery. The PRRO currently focuses on emergency interventions. The country office notes the recommendation and attention will be given to the environmental impact of recovery activities in areas that do not require immediate emergency response. Opportunities for recovery remain limited, however.

