

UNHCR Evaluation Management Response	
Evaluation title:	UNHCR Country Portfolio Evaluation Angola
UNHCR evaluation reference:	ES/2019/10
Entity that commissioned the evaluation:	Evaluation Service
Date of Management Response:	June 2020

General comments on the evaluation:	The main critical aspects pointed out in the evaluation reflected some of the difficulties encountered at least in the past two years, such as inadequate water provisioning and lack of diversity in livelihoods programming. However, it is necessary to highlight that as UNHCR Angola is now moving into a new phase in the settlement, with a large group of refugees willing to remain in Angola and be locally integrated, the situation is also prone to change.
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RECOMMENDATION 1:	<p>Programme delivery for Kasai refugees:</p> <ol style="list-style-type: none"> 1. Deal with the issues related to lack of progress in the development of durable water sources at the earliest opportunity. This may require ensuring activities receive adequate and consistent technical guidance. 2. For food provisioning, gradually move to a combination of cash transfer and in-kind food, in partnership with WFP. This will go towards addressing the refugees' complaints of lack of food diversity and may also contribute to diversifying livelihoods opportunities through development of local grocers and shops. 3. Review selection criteria for beneficiaries of livelihoods activities and ensure vulnerability is given prominence in this. 4. Work with partners to develop a coherent and consistent approach to strengthening beneficiary participation and AAP among the refugee population. 		
Management response:	<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree		
Reasons (if partially agree or disagree):	Partially agreed due to Cash Assistance Recommendation; as it does not depend on UNHCR and it will be very difficult to get a commitment by WFP if number of refugees in Lovua settlement continue to decrease.		
Unit or function responsible:	Country Rep		
Top line planned actions	By whom	Comments	Progress

				Expected completion date	Status	Comments
1	Development of durable water sources and improved access to safe Water	Country Office	Development of Durable water sources – UNHCR completed the drilling of 4 boreholes in 2019 which increased the average litres of water distributed per/p/day to 20 litres by the end of 2019. This was an increase from 11l/p/d distributed from January to July 2019. Development and design of the water distribution network taking into consideration the topography of the camp elevation. Build 9 water fountains with 6 taps each, installed 14 new water tanks and replaced 15 water bladders with water tanks. Two stream sources were developed so as to allow the PoC to collect water in a more dignified manner. Chlorination of water from the water sources was also being done at bucket level. Works to increasing the pumping and storage capacity of two boreholes is almost complete and is being funded by UNICEF.	Completed	Completed	
2.a	Introducing cash-assistance for improved food security in Lovua refugee camp	Country Office BO Luanda FO Dundo	<p>UNHCR has been in discussions with WFP about possibility for cash assistance. As a result of the decrease of refugee population in Lovua Settlement due to self-organized departures and voluntary repatriation, discussions have nevertheless revolved around the continuation or not of food assistance by WFP based on the Global MOU benchmarks (minimum of 5,000 in-camp refugee population). In as much UNHCR would like to consider cash assistance, the Operation would have to consider mechanisms that UNHCR would be able maintain should WFP phase out of the camp in the near future. The current staffing and funding levels would not allow the Operation to engage in CBI and the context in Dundo would require a thorough market assessment.</p> <p>WFP and UNHCR discussions will be continuous – more so after dry season when a larger number of refugees are expected to depart from Lovua Settlement.</p>	31 Dec 2020	Ongoing	Discussions were held with WFP and it was clear that WFP will not consider engaging in cash assistance. This is based on an assessment done by WFP that indicated the costs would be 3 times the current costs of in-kind food donations.

2.b	Improved livelihoods programming to achieve refugee self-reliance	Country Office BO Luanda FO Dundo	<p>The Operation will focus on mid/long-term solutions, investing in livelihoods and self-reliance activities, based on skills available and identified within the community. This would allow refugees to generate some income and have the possibility to complement their food basket according to their needs/preferences. The Operation will seek opportunities with other partners (FAO, etc) and donors to expand farming, animal husbandry, food fairs and market linkages to boost livelihoods and potential for income generation.</p> <p>A self-reliance strategy including a livelihoods strategy is planned to be adopted. In such strategies, UNHCR will look at furthering cooperation with relevant partners and FAO on agriculture and animal-husbandry. Additionally, the Operation will seek further cooperation under the ONE UN approach with UNDP, UNIDO and IOM to explore potential for expanding vocational trainings, cash-for-work, entrepreneurship programmes and market linkages will be explored, both at settlement level and urban centres (Dundo, Luanda and in other provinces)</p> <p>UNHCR has already engaged new livelihoods partner who will as a start engage in agricultural activities which will be subsequently expanded after the profiling mentioned below.</p>	Ongoing	ongoing	UNHCR is working with UNDP and FAO. For UNDP, they proposed to continue their activities after the easing of COVID-19 restrictions and have preferred to use the UNHCR partner. FAO was to complete their project in March but extended the deadline to August due to COVID-19.
3	Improved selection criteria for livelihood programming beneficiaries	Country Office BO Luanda FO Dundo	A profiling exercise in Lovua will allow a full-fledge mapping of skills, assisting livelihoods programming and advocacy with donors/NGOs and UN Agencies.	31 July 2020	ongoing	
4	Improved action to foster higher levels of Accountability to Affected Populations	Country Office BO Luanda FO Dundo	The Operation will focus on expanding participatory approach for programming; though a combination of quantitative and qualitative data collection on needs and views of persons of concern. The Operation will prioritize quality of methodology to collect information/views of POCs rather than quantity, in order to ensure programming is designed/re-adjusted to the views and needs expressed by the community. Regular feedback sessions will be organized to maintain the population of concern informed about the results of such consultations and progress on implementation of solution vis a vis the capacity and resources of the operation. A full system of complaint mechanisms, an Ombudsman and self-	31 July 2020	Ongoing	

			management structures will be reinforced based on the review of TORs, SOPs and Messaging (Q&As) to ensure population of concern is aware of mechanisms through where they can express concerns, suggestions and receive feedback. A calendar of regular town-hall meetings and coordination meetings with the communities will also be established. The Operation will expand its community-based protection portfolio with a comprehensive workplan inclusive of APP activities.			
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RECOMMENDATION 2:	<p>Addressing SGBV among urban refugees and gender equality across the programme:</p> <ol style="list-style-type: none"> Regional Bureau: Ensure that at the regional level there is specialized expertise to support country operations in strengthening gender and vulnerability analysis across the programme in general, and on SGBV issues in particular. Country Operation: Working with JRS and MASFAMU, develop a mechanism for monitoring, reporting and follow up on SGBV cases among refugees and asylum seekers, especially in Luanda. In Lóvua, ensure all partners have a consistent approach to addressing and reporting on SGBV 				
Management response:	<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):	Explained on comments below				
Unit or function responsible:	Country Rep				
Top line planned actions	By whom	Comments	Expected completion date	Progress	
				Status	Comments

2	SGBV prevention and response	Country Office BO Luanda FO Dundo	<p>An SOP for SGBV exists for the Operation, with the last review from August 2019. It has been partly operational though for the regular caseload. However, there is need to establish the GBV working groups, strengthen monitoring of JRS and MASFAMU for response, particularly clinical and legal support as well as have reinforce case management and case conference when required. The Operation will revise the SOPs to ensure that it is updated vis a vis the current context both in Luanda as well as in Lovua/Dundo. Once revised, there is a need to organize refreshment trainings both for partners/MASFAMU staff as well as for the community for consistent/standardized approach. A calendar of SGBV related activities must be agreed upon between BO, FO and respective partners and involvement of men and boys in preventions needs to be further promoted. The establishment of peer-groups as well as mobilization of community networks will support prevention and response. An assessment through profiling of risks and causes of GBV will be the starting point for also mainstreaming GBV-related programming. A safe audit will be organized by Mid-Year.</p> <p>Implementation of trainings/safe audits and campaigns are planned for 1st half of the year; but this might be postponed for second half in case VolRep continues before July; given the resources and staffing required for the latter.</p>	31 July 2020	Continuous	
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RECOMMENDATION 3:		Advocacy and engagement with GoA on crucial issues of protection, registration, and documentation:				
		<p>1. HQ and Regional Bureau: UNHCR needs to review how it supports and guides country operations in advocacy on complex issues where vital protection issues and standards of treatment of PoC go unaddressed for a long time, putting them at risk of arbitrary and unlawful actions.</p> <p>2. Country operation:</p> <p>a. Drawing on GoA's commitment to the 2030 Agenda for Sustainable Development, develop a multi-stakeholder approach involving the UN Resident Coordinator, UNCT, donor agencies, embassies and NGOs to engage with GoA on crucial protection issues, acting as a principled and persuasive advocate for the inclusion of refugees and stateless people in national development. The current work on nexus could be leveraged in this regard.</p> <p>b. Explore a multi-pronged approach to ongoing capacity development using secondment of expert staff and advisers working alongside the various departments, instead of solely relying on training and exposure visits.</p>				
Management response:		Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		The success of UNHCR advocacy to engage with other UN Agencies for advocacy on integration of refugees/asylum-seekers and persons at risk of statelessness in development programmes will largely depend on UN Agencies and Government priorities in view of the new emergency in the South (Drought and Food Insecurity in Lubando) as well as the development of COVID-19 in Angola.				
Unit or function responsible:		Country Rep, Regional Bureau Southern Africa				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Provide structured, detailed and context-specific guidance and interventions on complex Identity Management, Registration and Documentation issues	Regional Bureau	The recent formation of Data Identity Management and Analysis units at the regional level (as of 1 st May) will ensure that complex issues around registration, documentation and identity management and now more proximate to the field. This includes expert advice to operations on transition to govt registration, interoperability of UNHCR and Civil registry systems, data sharing, data protection and more technical questions around systems and data management. The DIMA units will also assist in establishing systems for statelessness statistics with government agencies and	end 2020	The DIMA unit is still being staffed and with two core positions to arrive	The unit is expanding and has already engaged the field on issues of government transition.

			will assist in negotiating Data Sharing Agreements and MoUs with govts.			
2	Registration and Documentation is prioritized	Country Office	<p>Challenges remain with the limited implementation of the new Refugee Act (Law 10/15); resulting in no new status determination, no registration of new asylum-seekers, as well as expired documentation for those in Angola before 2015. As a result, urban refugees and asylum-seekers face challenges in accessing public and private services, as well as increasing protection risks, including detention, harassment and refoulement. UNHCR has been advocating since 2015 for implementation of the law and in particular, for registration and documentation of all refugees and asylum-seekers. There has been a great achievement during GFR when Angola has presented pledges referring to the resumption of registration, RSD, documentation and fighting statelessness. This follows the ratification of both Statelessness Conventions in October 2019. In this context, the Operation will focus on the following actions to address the aforesaid challenges:</p> <ul style="list-style-type: none"> • Engage Ministry of Interior, especially Migration Services to agree on a workplan to support the functioning of CNR and resumption of registration and issuance of proper documentation. Support with provision of training on RSD and resume talks about registration/ verification of the urban caseload, taking advantage of the momentum created due to the Government's interest to implement the Cessation Clause for Sierra Leones, Rwandese and Liberians; • Should the Government agree in using the PRIMES application for the registration of PoC, a Memorandum of Understanding will be signed to ensure confidentiality of POC information collected by GoA, access to data to UNHCR and rights of users. Should the Government opt for developing its own data base a Data Sharing Agreement will be signed between the parties in order for UNHCR to maintain access to PoC data and be in a position to continue his individual case management activities (RST, VOLRep) and assistance. Inter-operability between the Government system and PRIEMS will be explored. 	31 Dec 2020	Ongoing	

		<ul style="list-style-type: none"> • Continue to advocate for inclusion of persons of concern (refugees, asylum-seekers and persons at risk of statelessness) in the programming of UN Agencies, particularly taking advantage of the ONE UN Approach. The Operation is already benefitting from UNAIDs funding for prevention and response to HIV/AIDS, achieving very positive results on Voluntary Counselling and Testing (VCT). However, challenges remain in this front as the majority of the UN Agencies are focusing on the response to the Emergency cause by drought and food insecurity in the South of the Country. Many have reported to be phasing down from Lunda Norte because of reprioritization of funding to attend the new emergency. • While the implementation of the Refugee Act and the functioning of CNR is being discussed, the Operation will engage in direct advocacy with CEOs of Banks, Principals and Directors of Schools, Directors of Institutions related business registration and certification in order to raise awareness of refugee documentation and seek for waivers to the expiry date. This will be sought jointly with SME and MoJ (Human Rights Division), as well as with Civil Society to achieve a more expedited and practical solution at least in the neighbourhoods with the largest concentrations of persons of concern in urban settings. • Maintain close cooperation and advocacy with UN Agencies under the UNCT/One UN/UNCDF framework as well as the World Bank and African Development Bank. • On Statelessness, UNHCR will seek support of UNICEF, UNDP, WB, UNFPA for boosting civil registration, documentation, review of legislation and regulations touching on nationality matters as well as CENSUS. A National Action Plan on Statelessness will be developed jointly with the Ministry of Justice and UNHCR will seek support for a joint approach with the UN System, SADC, AfDB, AU and ICGLR through coordination with the Resident Coordinator. • On Pillar I, a few initiatives such as social protection and livelihoods will be the focus for engagement with other UN Agencies like UNICEF/UNDP (social protection) and FAO 			
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			and UNIDO (livelihoods), in addition to WB and AfDB. However, this will depend on the development of the current emergencies (drought in the South and potential of a COVID-19 epidemic in country).			

RECOMMENDATION 4:		Follow-up and implementation of ICGLR Convention on Statelessness:				
		<ol style="list-style-type: none"> Regional Bureau: Engage with the ICGLR Secretariat to facilitate support to individual countries in the region to follow up on and report on progress on implementation of the Convention Country operation: Working with the Ministry of Interior, develop and agree a process for identification of specific population groups that are already stateless, or are vulnerable to being thus rendered, and develop an action plan in this regard. 				
Management response:		<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially Agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		<p>The implementation of statelessness activities is limited in the region to advocacy, law reform and accession to the convention. As such, Angola will not gain much from study visit in other countries in the region. The key element to kick start implementation of the ICGLR action plan and the country's pledges is to work closely with the Government focal point, in particular on the drafting of a national action plan, and ensure she and other stakeholders are properly trained.</p> <p>Funding available for Pillar II is minimal (20,000 USD) and already largely spent with the preliminary study for mapping statelessness. The Operation nevertheless will continue fundraising with other sources and donors to complement its Pillar II envelope.</p>				
Unit or function responsible:		Country Rep, Regional Bureau Southern Africa				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Follow-up and implementation of regional action plan on Statelessness, and pledges	Regional Bureau	<ol style="list-style-type: none"> RBSA will organise meetings of government focal points in the region, to facilitate exchange of best practices and develop a regional strategy to tackle statelessness. November 2020, TBC The bureau will also assist the country operation in developing and implementing a strategy to identify and document former refugees stranded in the former country of asylum in Southern Africa 2020- 2021 Engage with the ICGLR Secretariat to engage in facilitating support to member states to follow up on and report on progress on implementation of the regional action plan 2020-2021 	Dec 2020	Ongoing / Planned	

2	Country Office	Country Office	<p>Regarding recommendation 4, some actions were already in place before the final report was published. These are the following:</p> <ul style="list-style-type: none"> • Conclusion of a Preliminary Mapping of Statelessness (report yet to be submitted by consultant); which will be the basis for statelessness programming; <p>Based on Angola's pledges in both EXCOM and GFR, the Operation has been in touch with Ministry of Justice (Dir. Of Human Rights) and Ministry of Foreign Affairs to establish a Technical Group and a National Action Plan by the end of 2020 for the eradication of Statelessness. The Operation has already offered UNHCR's full support to such initiatives. Negotiations are in due course and a joint launch and publication of the Mapping Study with MIREX and MoJ would support to kick-start such initiatives.</p> <p>Given the multitude of reasons for risk of statelessness, the limited structures and current nationality legislation, the Operation will need to focus first on addressing causes of risk of statelessness aiming for prevention and group solutions (instead of case determination). This approach mostly refers to the work of MIREX and MOJ (and not so much of Min. of Interior at this stage). Only once structures are in place and legislation/regulation exists, UNHCR may think of case determination for statelessness.</p> <p>Identification of groups mostly at risk is ongoing with a close cooperation with the Directorate of Human Rights and the State Secretary for Justice, with a view to draw action points to prevent and respond to statelessness within the Country. With MIREX, discussions have been ongoing for the risks of statelessness amongst the Angolan diaspora; with cooperation of the Regional Bureau.</p> <p>Building upon the ongoing mapping study on statelessness, the Operation will continue working with the Ministry of Justice and other stakeholders, to develop and agree a process for identification of specific population groups that are already stateless, or are vulnerable to being thus rendered, and develop an action plan in this regard.</p> <p>The Operation will seek to have a calendar of monthly meetings with MoJ and MIREX to discuss (i) legislation review</p>	31 December 2020	Ongoing	
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			<p>and application; (ii) capacity building initiatives; (iii) advocacy for specific groups identified mostly at risks; (iv) exchange of experiences with other countries in the region; (v) information campaigns with the Civil Registry staff to fight discrimination/stigma; (vi) discussion with Angolan Embassies/Consulates in neighbouring countries to address common difficulties.</p> <p>The Operation will organize a series of workshops and trainings to civil society; not only in Luanda but also in other provinces to support NGOs, faith-based organizations and other associations in identifying groups at risks of statelessness and advocating/referring cases to the technical group.</p>			
		<p>Lessons from phasing down of Southern Africa operations in 2016-2017:</p> <ol style="list-style-type: none"> 1. HQ: Establish clear parameters for phasing down and closing an office, which ought to be based on more than budgetary reasons, and take into account the risks of probable humanitarian crises affecting PoC and local capacity. 2. HQ and regional bureaux: <ol style="list-style-type: none"> a. To supplement UNHCR's global roster, examine the feasibility of standby arrangements with other humanitarian agencies to ensure a core team of qualified senior managers/country representatives/technical experts, as necessary, who can be deployed at short notice in the event a country operation is unable to cope with a crisis situation. b. Given the instability in the DRC, UNHCR needs to be prepared for a possible further influx of refugees any time. For this reason, emergency preparedness will remain an important component of the operation's focus in the coming years. 				
	RECOMMENDATION 5:					
	Management response:	<p>X Agree <input type="checkbox"/> Partially agree <input type="checkbox"/> Disagree</p>				
	Reasons (if partially agree or disagree):					
	Unit or function responsible:	AHC-O, Country Rep, Regional Bureau Southern Africa:				
	Top line planned actions	By whom	Comments		Progress	

				Expected completion date	Status	Comments
1	Develop criteria for phasing-down closing an operation	Assistant High-Commissioner for Operations	Criteria will be developed taking into consideration the new Risk management initiative 2.0, regional planning and budgeting, as well analysis linked to DESS (preparedness and emergency response).	January 2021	planned	
2.a	Establish a contingency-plan for country operations based on evolving context in Angola.	Country Office	The country-office is currently updating existing contingency plans based on the evolving situation in Angola.	March 2020	Ongoing	
2.b	Strengthening emergency preparedness through capacity building	Regional Bureau	There were discussions with GLC and DESS on need for emergency management training and there were plans in place for senior emergency management training to be held across DRC in April, noting that April was chosen due to waiting for fast-track people to be on the ground, however, we will need to postpone it due to Covid-19 Pandemic.	Ongoing	Ongoing	The need for emergency training has been identified across the region and is something that was planned for pre COVID, DESS and RBSA will revisit post COVID.

RECOMMENDATION 6:	Organizational systems and processes: 1. HQ and regional bureaux:
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		<p>a. Ensure that, when new staff take over from outgoing staff, there is a proper and systematic handover process in place, especially in case of representatives and senior staff.</p> <p>b. When the new results framework is rolled out, UNHCR may like to review its reporting framework to ensure the annual reporting process is used by country operations to reflect on and share lessons, besides reporting on outputs and outcomes.</p> <p>2. Country operation:</p> <p>a. Given the short-term nature of contracts with partners for delivery of activities, streamline grant decision-making and funds disbursement timeline.</p> <p>b. Ensure that, when one partner takes over responsibility for particular programme from another partner, there is a managed transition and handover process.</p> <p>c. Establish a system of annual workshops for partners focusing on sharing of lessons learnt across the programme. This must not be combined with a planning and budgeting exercise, which needs to be kept separate.</p>				
Management response:		<input type="checkbox"/> Agree <input checked="" type="checkbox"/> Partially agree <input type="checkbox"/> Disagree				
Reasons (if partially agree or disagree):		Explained on comments below				
Unit or function responsible:		Country Rep, Regional Bureaux Southern Africa				
Top line planned actions		By whom	Comments	Expected completion date	Progress	
					Status	Comments
1	Strengthening archiving and institutional memory	Regional Bureau	Archiving could be recommended, to ensure that there will be institutional memory, especially when Representatives and senior managers are reassigned, which will contribute to a proper and systematic handover. This is a common problem in many country offices, who rely extensively on the common drive (:L).	30 June 2020	Ongoing	The project of preserving institutional memory has started where all the documents in the drives L and K have been transferred to e-Safe for preservation.

1b	Capacity building on results monitoring/Experience and best practices sharing	Regional Bureau	The new result framework is yet to be rolled out. In anticipation of this important phase, the Bureau already foresees an advancement of the scheme notably by increasing the dialogue with Offices and relevant colleagues involved, in view of assessing capacities both in monitoring and reporting, using advanced tools including the new RBM framework. A continued dialogue in the form of exchange experience sharing, best practices sharing, will be established with the view to continuously assess where progress was achieved as well as where gaps in capacity will need redress.	On going	On going	
2.a	Streamlining fund-disbursement schedules	Country Office	Disbursement of the 1 st instalment to partners is done at least 10 days after the partner has signed the Project Partnership Agreements. Subsequent instalments are based on rate of implementation and funds expenditure.	Ongoing	Ongoing	
2.b	Improved handover of activities between implementing partners	Country Office	During the period under review, only one partner MSF phased out of the operation and handed over their activities to Mdm. After that in 2020, LWF phased out of livelihoods activities and handover was done to UNHCR. UNHCR identified a partner, ADPP to take over the livelihoods activities as part of streamlining activities for cost effectiveness and also ensuring that the livelihoods activities are in line with the country livelihoods strategy being rolled out in 2020.	Completed	Completed	No foreseen hand over of other activities in 2020
2.c	Incorporating lessons learned in quarterly partner coordination meetings	Country Office	The recommendation for annual "Lessons Learnt Workshops" has been noted. The operation has in place a Partner Coordination Meeting which is held every quarter. The ToRs for the meetings will also be expanded to included lessons learnt in each quarter. This is far more suitable instead of waiting to have an annual meeting and would ensure challenges and good practices are recognised quarterly.	31 October 2020	31October 2020	Deadline updated.