



IOM International Organization for Migration
OIM Organização Internacional para as Migrações



Ministério de Assistência e Reintegração Social

EVALUATION OF IOM REINTEGRATION ACTIVITIES TARGETING VULNERABLE RETURNEES AND DISPLACED POPULATIONS IN ANGOLA



FINAL REPORT

July 2005

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Executive Summary

This evaluation report summarizes the findings, conclusions and recommendations of a multi-stakeholder team using participatory approaches to an evaluation of IOM's reintegration projects in the Angolan provinces of Huambo, Moxico and Kwanza Sul. It reflects the application of a "learning-focused" process, aimed more at identifying lessons learnt than at assessing actual performance or impact levels.

The purpose of the evaluation is to identify lessons learned from existing reintegration projects to guide planning for future reintegration projects to be implemented by IOM and other entities, particularly the IOM 2005 project planning in Kuando Kubango.

Stakeholders, including beneficiaries, were interviewed individually or in focus groups with a set of questions focused on aspects of project impact, planning, monitoring & evaluation, implementation, partnerships and sustainability. Based on 'raw data' collected by the evaluation teams among the stakeholders at the field and Luanda levels, the evaluation team developed various conclusions and recommendations in relation to each of these aspects which are contained in separate sections of this evaluation report.

Though highlighting efficiency, commitment and well-articulated logistics as IOM strengths during implementation of reintegration activities, **key conclusions** developed by the evaluation team include the following:

- IOM largely succeeded in addressing the needs of its principal target groups, thereby contributing to improvements to their immediate living conditions as well as their longer-term socio-economic perspectives, including confidence-building, motivation and encouragement to work. IOM projects have generally been understood as a departing point from where to build up for a better future. However, while trying to achieve maximum impact in the shortest possible time, it has not been possible to always fulfill the expectations of all beneficiaries.
- With limited funding available for reintegration activities, IOM has had to focus its reintegration program on improving the immediate living conditions in specific target areas, thereby keeping staff and office costs down for the sake of maximizing resources designated to the beneficiaries. As a consequence, liaison with current and potential partners has suffered and several stakeholders felt the need for more communication and information.
- Although most projects were reported to have had a major impact on the target communities, planning processes were said to need to address more holistically the whole process of return, reinsertion and reintegration, thereby addressing IOM's role more effectively in the broader context of all stakeholders' roles in the reintegration process, and ensuring everyone working in coordination towards the same goals, including the longer-term socio-economic perspectives of the target groups.
- Concerns over the sustainability of the reintegration projects beyond the time that IOM would be able to accompany them reflect a necessity to incorporate clearly defined sustainability strategies into project planning from the beginning through the participation of all partners, particularly at the local level, to carry on where IOM leaves off.
- A formal monitoring and evaluation system could strengthen the effectiveness of IOM's reintegration programs so they can more systematically learn from each executed project. More active involvement of IOM's partners in M&E could strengthen the reintegration programs and build stronger awareness amongst stakeholders.

- The effectiveness of IOM's reintegration projects could be improved by sharing responsibility more with other partners, where possible, particularly at the field level. Referral mechanisms would have more success if they are seen as a collaborative process planned by all stakeholders from the beginning of the reintegration program than if this is perceived as a process IOM has responsibility for itself.

Recommendations were developed by the evaluation team to address each of the conclusions drawn from an analysis of the stakeholder feedback. Key recommendations contained in this evaluation report are outlined below.

- IOM, together with its stakeholders, should **strengthen the outreach mechanism** in all phases of project execution, ensuring community education and skills levels are adequately assessed to determine appropriate timelines for reintegration. IOM's projects should be implemented at a pace that will allow a more process-oriented approach to project planning, development and implementation.
- IOM should undertake more efforts to **coordinate its reintegration programs more effectively with its stakeholder partners**, thereby leveraging partnerships at the central, provincial and local levels throughout Angola. Ownership of the reintegration programs needs to be shared more widely with all stakeholders including donors, communities, government and NGO partners. IOM should dedicate at least one full time position to handle coordination with the government and local partners, and raise the necessary funds.
- IOM should utilize a **more participatory approach to project planning and implementation** with local partners, where possible. Identify where and how project responsibilities can be shared in a collaborative manner, developing a shared vision of project success amongst all involved.
- Future project plans should include a **communications strategy** that ensures all key stakeholders are informed of IOM's overall activities in the sector and the progress of community reintegration projects.
- Donors should incorporate a **timeline** into future project plans that builds upon IOM's strengths in introducing quick micro-projects in the early phases of reintegration, but then identifies a **local partner** to carry on longer term development support from there.
- During the planning phase of future projects, IOM and its partner entities should assess the capacity of local government and non-government organizations, and develop **specific plans for capacity building** that will help them to ensure reintegration projects will be sustainable.
- IOM should also utilize participatory approaches to project planning and implementation, developing sustainability strategies jointly with stakeholders from the beginning.
- IOM and its stakeholders should jointly develop clear outcomes and measurable indicators for each reintegration program and regularly report against these indicators, using them to identify where adjustments in program design can maximize impacts. IOM and its partners should build the capacity of local people to assist in M&E through training and active participation.
- IOM and its partners should also develop at least minimal M&E plans and systems at program levels as well as for individual projects, measuring impacts instead of just dollars spent and people affected.

Evaluation Schedule

- 23 / 24 March 2005: Introductory Workshop, Hotel Alvalade, Luanda
- 29 March – 06 April: Field visits, interviews & focus group discussions
- 05 – 07 April: Participatory evaluation data analysis & production of individual evaluation report chapters
- 10 – 30 April: Report writing
- 20 May: Presentation of preliminary evaluation findings
- 23 May – 10 June: Finalization of evaluation report
- July: Translation & publication of final evaluation report



The Evaluation Field Teams composed of staff of Chevron, IOM, MINARS and other partners visited a wide range of IOM reintegration projects – agriculture, grinding mills, carpentries, schools and health posts – in the provinces of Huambo, Kuanza Sul and Moxico.

List of Abbreviations

CVX	Chevron
DFID	UK Department for International Development
FAO	United Nations Food and Agriculture Organization
GOA	Government of Angola
IOM	International Organization for Migration
IRSEM	Institute for the Social & Professional Reintegration of ex-Combatants
M&E	Monitoring & Evaluation
MINARS	Ministry of Social Affairs and Reintegration
NGO	Non-government Organization
OCHA	UN Office for the Coordination of Humanitarian Affairs
OFDA	US Office for Foreign Disaster Assistance
PRA	Participatory Rural Appraisal
RRR	Return, Reinsertion & Reintegration
SIDA	Swedish International Development Agency
SDC	Swiss Development Cooperation
TCU	Technical Coordination Unit
UN	United Nations
UNHCR	United Nations High Commissioner for Refugees
UTCAH	Technical Unit for the Coordination of Humanitarian Assistance
WFP	World Food Program

1.0 Introduction

Since October 2003, IOM has been implementing programs in the Angolan provinces of Huambo, Kwanza Sul and Moxico aimed at supporting the reintegration of refugees and IDP returnees, former combatants and other vulnerable population segments to their rural communities of absorption. IOM faces many challenges in designing and implementing these programs within the dynamic conditions that currently impact the social and economic revitalization needs of the resettled populations. IOM's current workload and resource base give them limited opportunity to evaluate the programs implemented so far to identify improvements that can be incorporated into future program plans.

IOM currently plans to implement a new reintegration program in Kuando Kubango province starting in 2005. For the potential donors of this program, the reintegration efforts carried out by IOM to date pose an important learning opportunity to identify improvements and build upon strengths. It was agreed between Chevron, as one of the program donors, and IOM, to carry out a participatory evaluation of the IOM reintegration program, which should include the stakeholders involved in its implementation and, as such, interested in its results. It also would present an opportunity for the staff of IOM, its donors and its stakeholders to receive training on participatory evaluation techniques and gain experience in the process.

This evaluation report summarizes the findings, conclusions and recommendations of a multi-stakeholder team using participatory approaches to program evaluation. It reflects the application of a "learning-focused" process, aimed more at identifying lessons learnt than at assessing performance or impact levels. As such, program implementers are more actively engaged in the evaluation process, working closely with other stakeholders and independent consultants.

The sections below explain the objectives of the evaluation and methodology used as well as the findings, conclusions and recommendations of the evaluation team with regard to several key aspects of IOM's reintegration programs.

2.0 Background

Since October 2003, IOM Angola has been facilitating assistance to those populations that have remained vulnerable due to continued displacement and/or are in need of reintegration support at the level of their communities of absorption in selected Municipalities within the provinces of Huambo, Kwanza Sul and Moxico. Where existing pockets of internally displaced populations have remained, IOM has also continued to support these vulnerable groups through safe and orderly transportation and logistics to their areas of origin or choice, including the distribution of reinsertion kits and other assistance, to cushion the impact of immediate resettlement.

From its expertise in transport and logistics programs, IOM reintegration assistance is supporting the stabilization of vulnerable populations in the aftermath of return movements, by providing immediate assistance to people in their efforts to sink new roots. Because IOM reintegration assistance has been closely integrated with the movement of people themselves, it is being delivered at the grass-roots level, where it matters most and at a time when it is most needed, thereby removing or reducing the negative factors that may otherwise lead to further secondary negative migration or displacement.

The relevance of the IOM reintegration support has most recently been proven by the fact that several hundred Angolan nationals who returned to Angola during 2004, have again moved, from the southern Moxico Municipality of Lumbala N'Guimbo, back to Zambia, largely because of lack of lasting food security. Aside from the support that IOM furnishes to UNHCR in the Voluntary Repatriation (VolRep) of refugees from Zambia and other asylum countries through the

implementation of safe and orderly logistics and transportation, it is additionally considering the deployment of a Mobile Reintegration Team to Lumbala N'Guimbo in order to support the reduction of undesired negative migration due to vulnerability.

IOM REINTEGRATION PROJECTS

- ✓ Seek to **COMPLIMENT** the work that other organizations are doing in the field of reintegration (thereby eliminating duplication, fostering partnerships and maximizing the use of locally available resources through the use of a referral mechanism);
- ✓ Seek to serve as a **CATALYTIC EFFECT** that attracts assistance into areas, otherwise remaining unattended (thereby allowing for a more equitable distribution of benefits to those most in need).
- ✓ Seek to **POOL-IN** additional resources (thereby promoting coordination and information-sharing, whilst keeping costs as low as possible).
- ✓ Seek to strengthen **COMMUNITY PARTICIPATION** and **OWNERSHIP** of the process by the grass-roots stakeholders at each respective level (thereby bolstering the overall efforts for direct participation, pacification, democratization and the socio-economic regeneration of the communities of return).

IOM MODUS OPERANDI TO IMPLEMENTATION

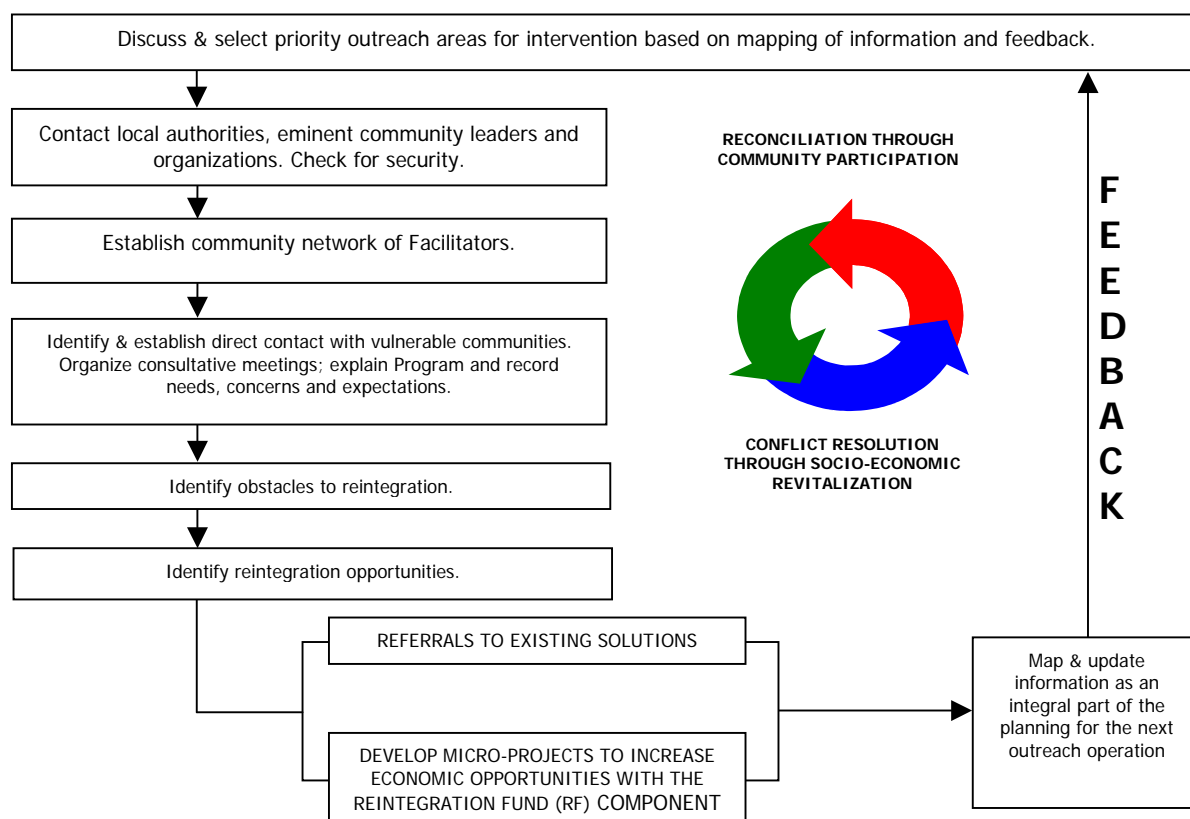
Following established selection criteria, vulnerable communities of return are identified, contacted and profiled, as a means to gauging expectations at the receiving end, including the identification of community needs with regards to the overall absorption problems that are known to exist. With the direct participation of returned or to-be-returned populations and the village elders in the decision-making process, IOM then supports the administration of grass-roots solutions to obstacles identified that directly include and benefit individual members of the community at large, as stakeholders to the process of return, reinsertion, reconciliation and economic revitalization. As part of an overall capacity building effort, IOM also seeks the direct participation of the Angolan municipal authorities (Administrations, Health, Agriculture, Education, etc.) and other relevant services, grass-roots upwards, thereby enhancing local government participation and responsibility at all respective levels and beyond the immediate presence of IOM. In this process, MINARS plays a lead role as IOM's main counterpart in the Government of Angola (GoA).







IOM uses constant field outreach as a dynamic and pro-active grass-roots verification and monitoring mechanism. Outreach works to and from the direct beneficiaries and their communities of absorption, strengthening their participation, reconciling differences, identifying problems to reintegration and administering solutions that are both timely and unbiased. Outreach serves as the program's basic information and feedback component that keeps the projects in tune with the beneficiaries' needs and changing reality. IOM Consultative Meetings and Go & See Visits are used as vital confidence-building tools that support the establishment of grass-roots networks that bridge gaps and build consensus amongst the concerned beneficiaries: informing, counseling, advising, listening, collecting and updating data for transformation into easily digestible information for action and for the prioritization of direct micro-project assistance for those most in need.

IOM REINTEGRATION OUTREACH MECHANICS

(Model Based on Standard IOM Procedure & Experience)



DONOR CONTRIBUTIONS & PLEDGES TO IOM REINTEGRATION ACTIVITIES (JULY 2005)

DONOR		USD	YEAR	PROVINCES
DFID/UK		400,641 ¹	2003	Huambo, Kuanza Sul
USAID/OFDA		40,448 ²	2003	Huambo, Kuanza Sul
Republic of South Africa		231,700 ³	2003/4/5	Huambo, Kuanza Sul, Moxico
SIDA/Seden		1,373,047 ⁴	2004/5	Huambo, Moxico, Kuando Kubango
Chevron		1,100,000	2004/5	Moxico, Kuando Kubango
SDC/Switzerland		280,000 ⁵	2005	Kuando Kubango
Embassy of Germany		9,300	2005	Kibala / Kuanza Sul
USAID		735,126 ⁶	2005	Huambo, Moxico, Kuando Kubango
SUB-TOTAL USD		4,170,262		

¹ Pound Sterling/GBP 250,000.

² Provision of reinsertion kits.

³ USD 45,533 and two instalments totalling SA Rand/ZAR 1,150,000.

⁴ SEK 10,000,000 in two instalments, including for the purchase of vehicles also used by the IOM VolRep program.

⁵ CHF 337,500.

⁶ Funds provided for the 'CONFLICT MANAGEMENT, MITIGATION AND RECONCILIATION INITIATIVE FOR ANGOLA', separate project under the IOM Angola Reintegration Program.

3.0 Evaluation Purpose and Questions

3.1 Purpose and Use

IOM and Chevron determined the purpose and outcomes of the evaluation in discussions when developing initial evaluation plans. Members of the Evaluation Planning Team who participated in the initial 2-day planning workshop then refined the outcomes further.

Purpose:

Identify lessons learned from existing reintegration projects in Moxico and Huambo to guide planning for future reintegration projects, particularly the 2005 project planning in Kuando Kubango.

Objectives

- Identify and define ideal template or processes to follow for planning and executing projects
- Determine processes used for developing and maintaining partnerships with other stakeholders including:
 - Identifying community needs and designing projects to address them
 - Building community ownership of projects
 - Designing appropriate support for the various stages of reintegration
- Assess the sustainability of the projects
- Review IOM's referral mechanisms and identify the most effective linkages and synergies with other organizations
- Identify effective policy improvement (internal IOM and external) for reintegration and assisted voluntary return (AVR).

As this evaluation is utilization-focused, at the initial 2-day planning workshop the evaluation team identified the following users of, as well as practical uses for, evaluation results:

Potential Users

- IOM
- Government of Angola
- Donors
- Direct IOM beneficiaries
- Media
- Humanitarian and development organization networks
- Civil society

Potential Uses

- Future planning – nationally and internationally
- Implementation
- Improve existing projects
- Apply lessons learned to reintegration of ex-combatants with FAO, IRSEM
- Influence policy
- Decision-making
- For other organizations who will pick-up where IOM leaves off
- Resource allocation
- Training (related to results)

3.2 Evaluation Questions

The Planning Team engaged in a process of identifying what the project “needs to know” but doesn’t currently know, about the delivery of its services. The question-identification process resulted in the Planning Team identifying over 75 questions that the team then clustered into the following main headings:

- Impact
- Planning
- Implementation
- Monitoring and Evaluation
- Partnerships
- Sustainability

Some members of the planning team further refined the 75 questions resulting in the list of key questions contained in Attachment One. These questions formed the basis for all interviews and focus groups. Such participatory question development formed the foundation and provided direction for the evaluation.

4.0 Evaluation Methodology

4.1 Planning Team

IOM and Chevron engaged in initial discussions about the evaluation process and methodology. Then, the evaluation formally began with a 2-day Planning Team Meeting in which 18 stakeholders and two consultants participated.

The purpose of the Planning Team Meeting was to clarify the purpose of the evaluation, develop a shared understanding of the “participatory, appreciative, learning- and utilization-focused process,” develop evaluation questions, and decide on schedule, roles and logistics. The workshop specifically covered the following:

- Review purpose and expected outcomes of the evaluation
- Review potential levels of involvement
- Review and discuss appreciative, participatory, learning- and utilization-focused aspects of evaluation
- Develop key evaluation information sources and the best means for obtaining needed information
- Develop interview and focus group list and assign appropriate questions
- Develop focus group and interview guidelines
- Clarify evaluation team member roles
- Review schedule, travel plans and other logistics
- Discuss relevant documents available to team members
- Review interview and focus group processes

4.2 Capacity Building

Many organizations utilize evaluations as capacity building opportunities for staff and stakeholders. While participating as Planning Team members or Evaluation Team members, staff and partners learn about participatory evaluations by being part of one. They also learn more about the program being evaluated.

4.3 Participatory Process

When applied to evaluation the term “participatory” implies the collaboration of those having a clear stake, or interest, in that which is being evaluated. The following aspects of this evaluation helped to make it *participatory*:

- The evaluation was transparent, with all information openly shared throughout the process.
- The evaluation was context-specific, rooted in the interests, concerns and questions of the key stakeholders.
- IOM staff and other key stakeholders and partners helped to design the evaluation, determine key questions and participated in group interviews, meetings, debriefs, analysis and write-ups.
- The evaluation emphasized collective methods of knowledge generation rather than basing results solely on the opinions and experience of the evaluators.
- IOM staff and other key stakeholders had the opportunity to review early findings and to comment on early drafts of the report.

Sixteen staff and stakeholders of IOM actively participated on the evaluation team at some stage (4 women and 12 men). See Attachment Two for a listing of these evaluation participants: Planning Team, Implementation and Analysis Team, Write-Up and Presentation Team, and Review Team. IOM and Chevron will distribute results, in some form, to stakeholders who participated in the evaluation.

4.4 Appreciative Approach

The evaluation methodology promoted an “appreciative approach” to examining the IOM Program. Those involved were encouraged to focus on what has worked well and seek to discover why. The approach does not ignore problems but puts a learning frame around challenges and turns them into constructive hopes for the future. Rather than focusing on and dwelling on what went wrong, it encourages learning that leads to future improvements. This learning-focused method draws upon Appreciative Inquiry, an organization development approach that focuses on success instead of failure; what works instead of what does not. An appreciative approach seeks to find the root causes of success so that the program can build upon what works.

Many of the conclusions drawn in this evaluation report address problems that may not seem consistent with the evaluation’s appreciative approach. As the report is designed to generate improvements however, most of its comments are directed at those aspects of IOM that can be improved. It should be noted that most of the respondents commented favorably on IOM’s performance and any concerns raised over aspects of IOM’s project implementation were few in number.

4.5 Utilization/Learning Focus

This evaluation has a utilization focus. From initial question development through to analysis, emphasis has been on how evaluation results could benefit and inform planning and management decisions related to the IOM mission and activities. From the onset, the Team consciously sought to learn about what IOM and stakeholders “did not know,” and not collect information that it already had.

4.6 Methods and Schedule for Data Collection

4.6.1 Stakeholder Identification

The Planning Team identified stakeholders who could collectively provide needed information. A total of 103 stakeholders actually participated in interviews or focus groups, or provided written responses to questions. See Attachment Three for the list of stakeholders participating in interviews or focus groups, and Attachment Four for the Evaluation Schedule.

4.6.2 Document Review

As part of the data collection process, team members reviewed the following documents:

- IOM Assistance for Return, Reinsertion & Reintegration (RRR) for Displaced And Returning Populations during 2004 and 2005
- Community Revitalization Initiative For Alto Zambeze Municipality (Moxico Province)
- Logical Framework for Alto Zambezi Initiative
- RRR Project Matrix for Kwanza Sul & Huambo (Dec 2004)
- RRR Project Matrix for Alto Zambezi (Feb 2005)

4.6.3 Interviews and Focus Groups

Working in teams of two or three, and traveling by air and roads, 11 Evaluation Implementation and Analysis Team members conducted interviews and focus groups in four locations: in Cazombo (Moxico Province), Huambo Province, Kibala (Kwanza Sul Province), and Luanda. The team conducted a total of 14 interviews (3 females and 11 males) and 14 focus groups (10 women and 79 men) with community members, local NGO staff, government officials, donors and IOM field staff.

Focus group participants in communities were invited from the pool of people who were most directly engaged in reintegration projects. IOM was consciously seeking those who were familiar with IOM programs so that they could help us to assess them. We were not trying to interview random people in communities.

See Attachment Three for a list of all stakeholders participating in interviews, focus groups, or providing written responses. The Team appreciates interviewees making time in busy schedules to participate in interviews and focus groups.

4.7 Data Analysis Process

Analysis began with debriefing sessions following each interview or focus group. The 2-person teams conducting the interview or focus group briefly discussed the interview/focus group, in general; clarified any points of misunderstanding; and developed general conclusions. One team member then developed a "bullet point report" on the interview, which the other team member reviewed. An IOM staff member then consolidated findings from all interviews and focus group discussions, without changing any wording. This effort resulted in a summarized body of raw data that the team used for analysis and write-up.

The evaluation culminated in 10 team members plus the team leader engaging in 3 days of analysis and writing. During this period, the team member led a series of analysis activities that enabled team members to reflect on the process and outcomes, review preliminary findings, and develop conclusions and recommendations. Ten members of the team collectively drafted the report and presented findings to a group of stakeholders before finalizing this report.

5.0 Impact

The charts below identify the beneficiaries assisted by IOM's reintegration projects and the types of support provided. The information below identifies the extent of the people assisted by IOM's reintegration projects in each province they work and the types of projects they implement. As these projects represent needs identified by the community, the breakup of project categories provides an insight into the highest priorities of the beneficiary communities, while the breakup of provinces demonstrates where project beneficiaries are most populated. This geographical breakup is also reflected in the collection of responses for this evaluation.

IOM - REINTEGRATION PROJECT SUMMARY

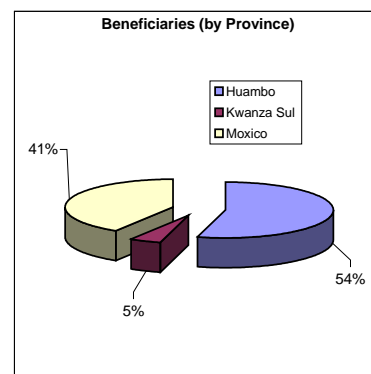
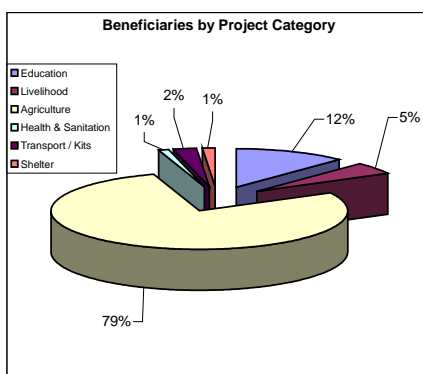
Project Category	HUAMBO						KWANZA SUL						MOXICO					
	No. of Proj.	Beneficiaries					No. of Proj.	Beneficiaries					No. of Proj.	Beneficiaries				
		HoF	Deps	Ind.	Total	Inc. DS		HoF	Deps	Ind.	Total	Inc. DS		HoF	Deps	Ind.	Total	Inc. DS
Education	10	532	1,883	3,601	6,016	79	2	415	0	0	415	0	4	707	0	8,000	8,707	0
Livelihood	13	490	2,875	10,022	13,387	120	4	45	293	0	338	28	4	100	600	3,000	3,700	20
Agriculture	87	5,657	30,471	40,530	76,658	534	3	78	322	825	1,225	28	150	4,681	24,185	18,346	47,212	0
Health & Sanitation	3	150	1,137	5,200	6,487		0	0	0	0	0	0	0	15	45	6,250	6,310	0
Transport / Kits	7	254	1,213	0	1,467	10	1	73	66		139	0	0	0	0	0	0	0
Shelter	9	185	942	0	1,127		0	0	0	0	0	0	4	5	10	6,250	6,265	0
Cancelled Projects	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	132	7,268	38,521	59,353	105,142	743	10	611	681	825	2,117	56	162	5,508	24,840	41,846	72,194	20

Beneficiaries by Project Category

Project Category	Beneficiaries			
	HoF	Deps	Indirect	Total
Education	1,654	1,883	11,601	13,255
Livelihood	635	3,768	13,022	13,657
Agriculture	10,416	54,978	59,701	70,117
Health & Sanitation	165	1,182	11,450	11,615
Transport / Kits	327	1,279	0	327
Shelter	190	952	6,250	6,440
Total	13,387	64,042	102,024	115,411

Beneficiaries by Province

Province	Beneficiaries			
	HoF	Deps	Indirect	Total
Huambo	7,268	38,521	59,353	66,621
Kwanza Sul	611	681	825	1,436
Moxico	5,508	24,840	41,846	47,354
Total	13,387	64,042	102,024	115,411



The tables and charts above show the numbers of people benefiting from IOM's reintegration projects by Heads of Family (HoF), Number of Dependents (Dep) and number of Indirect Beneficiaries (Indirect). Project Categories shows the type of projects by sector for each province IOM has assisted.

According to feedback from the beneficiary communities, IOM largely succeeded in addressing the needs of its principal target groups, including refugee returnees, IDPs (from heavily war-affected areas), residents, children of school age, students of middle and advanced age groups, former combatants, handicapped, other vulnerable community members, and members of the Armed Forces. This has contributed to improvements to their immediate living conditions as well as their longer-term socio-economic perspectives, including confidence-building, motivation and encouragement to work. IOM projects have generally been understood as a departing point from where to build up for a better future.

Governmental officials interviewed stated that efficiency, commitment and well-articulated logistics are strengths of IOM, as well as the experience IOM has already gained. They felt IOM's projects have had a major impact on the community and IOM always communicates with the local population in order to listen to the real needs, in order not to impose their own project ideas on the beneficiaries.

IOM made a difference in achieving income security within its target areas, by supporting simple means of income generation that enabled beneficiaries to reap benefits within a short period of time through such projects as carpentry and blacksmith workshops established with on-the-job training and utilizing vocation-specific reintegration kits. IOM also greatly contributed to achieving food security, mainly through the provision of seeds to agricultural associations for multiplication⁷, training in field cultivation, seed sequencing, fertilizing and harvesting, use of insecticides and fungicides; through animal traction and the construction of irrigation channels; as well as food distribution jointly with WFP.

IOM also contributed to the availability of essential social services such as education and health, mainly through the construction of schools, health posts, shelters for elderly inhabitants and former combatants. They also promoted HIV/AIDS awareness raising activities with different partners, including health workers, schools, small firms, youth groups, local farmers (mostly local cooperatives).

Feedback from stakeholders indicated that IOM should improve the coordination between return movements and reintegration activities in order to increase the impact of its work, and involve partners more effectively in the process from program design to implementation to increase the benefits of synergies and more effectively plan future programs.

“Don’t try to be all things to all people. Look holistically at the needs of resettled communities and identify where others can work synergistically with IOM to meet those needs in broader initiatives.”

- Donor Representative

Stakeholders also felt that IOM should complement its reintegration activities with efforts to provide identity documents to returnees who naturally put the immediate challenges of the post-return phase first (food and shelter) before their democratic rights as citizens. In addition, they felt IOM should provide psycho-social counseling as part of the overall reintegration effort in order to increase the beneficial impacts of the process.

In order to maximize impacts, stakeholders felt IOM reintegration activities should be linked to a wider national macro-development program in order to achieve greater levels of support by Government, donors and other partners (UN, NGOs etc.).

5.1 Conclusions and Recommendations

5.1.1 Information and Monitoring

Conclusion:

While trying to achieve the maximum impact within a limited time frame, IOM did not always pay sufficient attention to the specific preferences of the target communities in terms of works already done, agricultural seeds and products, information and monitoring.

Recommendations:

IOM should strengthen its outreach mechanism by taking more time in all phases of project execution, from assessment of needs of the target communities to their specific information needs and capabilities of implementation. IOM should also increase the frequency of monitoring and counseling visits in order to incorporate beneficiaries’ ideas more effectively.

⁷ Manioc, Irish potato (introduced with great success for the first time), sweet potato, sugarcane, maize, rice, sunflowers, ground nuts, beans, Soya beans, tomatoes, onions, cabbage, pineapple, peppers, chillies, avocados, oranges and pumpkins

5.1.2 Resources & Partner Liaison

Conclusion:

With limited funding available for reintegration activities, IOM has had to focus its reintegration program to specific target areas, keeping staff and office costs down for the sake of maximizing resources designated to the beneficiaries. As a consequence, liaison with potential partners has suffered since IOM has not had sufficient manpower to attend all meetings that are held on a routine basis at the Luanda and local levels.

Recommendations:

IOM should increase its fundraising activities to enable sufficient expansion of the reintegration programs to cover broader target areas and sufficient manpower for partner liaison. IOM should also strengthen its referral mechanism in order to attract and motivate partner entities to intervene in areas where IOM does not have or cannot maintain an ongoing presence.

5.1.3 Complementary Support

Conclusion:

Reintegration impacts could be improved with additional components, such as the provision of identity papers to returnees and the inclusion of psychosocial counseling.

Recommendations:

IOM should seek to issue identity papers to returnees with the concerned governmental entities at the central, provincial and local level, which will require their cooperation which must be free of any party-political considerations⁸. If resources permit, IOM should also seek to include expert staff trained in psycho-social counseling in its field staff, in close coordination with provincial health officials.

5.1.4 Linkages with National Development Initiatives

Conclusion:

Linking IOM reintegration activities with a wider national macro-development program may produce greater impacts and achieve more synergies with other efforts. This however, requires a concerted effort by the Government, the Donor Community, UN, international, national and local NGOs.

Recommendations:

IOM should undertake more efforts to coordinate its reintegration programs more effectively with UTCAH and TCU (formerly OCHA), thereby leveraging partnerships at the central, provincial and local levels throughout Angola. In addition, stronger public relations efforts with the media by IOM would greatly improve awareness of the contributions its reintegration efforts to the development of the country⁹. At the same time, the Government, UN and other partner entities should also seek to improve awareness of reintegration needs and work more collaboratively with IOM in doing so.

⁸ This aspect in fact has already been considered for the next phase of the RRR program, where IOM will utilize USAID funds for this specific program component

⁹ During May 2005, IOM together with the Angolan Ministry of Foreign Affairs, will hold a seminar on the findings of an IOM study on the potential for development through targeted migration of qualified nationals ('skills migration').

6.0 Planning

Stakeholder feedback provided a wide range of responses with regard to planning issues and reflected different levels of awareness of IOM's reintegration efforts. From the beneficiary communities, there were several positive responses which reflect that the planning of existing projects appeared to address their most urgent needs and follows a consultative process. Other stakeholders however, had raised the importance of having more community involvement in the planning of reintegration projects. Given the beneficiary responses, others stakeholders' feedback may be more a function of perceptions and assumptions on their part. IOM's responses however, identify community CONSULTATION as a part of the planning process, but may not incorporate the extent of community PARTICIPATION in the process the donor community feels is necessary to achieve a higher rate of sustainability.

A common theme emerging from most of the stakeholder feedback on questions relating to planning focused on incorporating more stakeholder involvement in the planning of reintegration projects. There was a strong interest in ensuring a higher level of coordination and awareness of the progress and results of these projects.

Several stakeholders recognized the need for a higher level of government coordination, particularly at the provincial and municipal levels. As this was raised in response to questions relating to planning, it showed that stakeholders would like to ensure this coordination is structured more effectively into project planning from the beginning.

"IOM should engage the government more actively in project planning and implementation, seeking more opportunities to give them ownership and responsibility for aspects of the projects that will depend on their continued support."
- Donor Representative

A number of concerns were also raised about the sustainability of the reintegration efforts. Several questioned whether this was adequately incorporated into project planning from the beginning. Whilst some people saw sustainability as a function of continued funding, most stakeholders identified it as a function of building not only community ownership and commitment towards each project, but also local government commitment as well. Stakeholders recognized that more community and local government involvement project planning would help to achieve this.

"The way that IOM explains and teaches us to work, gives us the credibility that we can cultivate for the good of the whole community and we feel a sense of ownership of these projects."
- Community Representative

6.1 Conclusions and Recommendations

6.1.1 Holistic Approaches to Planning

Conclusion:

Planning processes need to address the whole process of return, reinsertion and reintegration more holistically. This means addressing IOM's role more effectively in the broader context of all stakeholders' roles in the process and ensuring everyone is working in coordination towards the same goals.

Recommendations:

- Ownership of the reintegration program planning process needs to be shared more widely with all stakeholders including donors, communities, government and NGO partners starting with the next program and using PRA tools and other participatory approaches.
- Future project plans should identify formal coordination mechanisms to secure provincial government support for reintegration projects at the political level and municipal government at the operational level.

- Joint training will contribute to teamwork and coordination while building capacity. Include government and local partners with IOM staff when conducting in-service training in the field.
- Future project plans should include at least one full time position to handle coordination with the government and local partners.

6.1.2 Information and Communication

Conclusion:

Several stakeholders requested more information and communication. Even though IOM is recognized by some for their timely reporting, other methodologies for informing stakeholders needs to be incorporated into future project plans.

Recommendation:

Future project plans should include a communications strategy that ensures all key stakeholders (including the government at the national, provincial and municipal levels) are informed of: 1) IOM's overall activities in the sector and 2) the progress of community reintegration projects. The strategy should also identify effective means of keeping stakeholders informed through regular briefings and informal communication beyond what is provided in reports. The strategy needs to identify the sensitivities in communicating with some stakeholders and address potential risks.

6.1.3 Incorporating Sustainability Strategies into Project Plans

Conclusion:

Concerns over the sustainability of the reintegration projects reflects the importance of incorporating clearly defined sustainability strategies into project planning from the beginning through the participation of other partners, particularly at the local level, to carry on where IOM leaves off.

Recommendations:

- Donors should incorporate a timeline into future project plans that builds upon IOM's strengths in introducing quick micro-projects in the early phases of reintegration, but then identifies a local partner to carry on longer term development support from there. Plan and schedule for an overlap between the two and incorporate the necessary training and capacity building into the process.
- During the planning phase of future projects, assess the capacity of local government and non-government organizations and develop specific plans for capacity building that will help them to ensure reintegration projects will be sustainable.
- During the planning phase of future projects, ensure community education and skills levels are adequately assessed to determine appropriate timelines for reintegration. Recognize that the process may need more time in areas where educational and skills levels are low.

7.0 Monitoring and Evaluation (M&E)

Monitoring and evaluation are essential components of a sound, effective program and project learning and success. Monitoring can provide valuable information upon which to base management decisions, while periodic evaluations can provide insight into overall effectiveness and efficiency. Stakeholders, particularly partners and donors, suggested that IOM program activities, as well as individual projects, could be strengthened by the addition of a monitoring and evaluation system. Such a system should include clear outcomes and measurable indicators.

Currently, IOM makes frequent visits to project areas and also has field-based staff who can check up regularly on project activities. Stakeholders encourage IOM to continue this practice, and also to strengthen monitoring by improving communication between local and central IOM offices.

Partners – both organizational partners and community members, especially returnees – suggest that they could also assist in monitoring of reintegration projects. Organizational partners have indicated that they could better assist with monitoring if they could see early drafts of project plans, while a donor suggested that monitoring could be improved if local people, especially returnees, had basic monitoring skills thus enabling them to help in the process.

Another M&E system improvement would be disaggregating data by gender and age groups. Such reporting is often a donor requirement. But even if it is not, needs and involvement of women, men, boys and girls often vary. Likewise, impacts of these groups frequently differ. Disaggregating data by gender and age makes it possible to track these differences in needs, involvement, interest and impact.

7.1 Conclusions and Recommendations

7.1.1 Formal M&E System

Conclusion:

A formal monitoring and evaluation system could strengthen the effectiveness of IOM's reintegration programs so they can more systematically learn from each executed project.

Recommendations:

- Develop clear outcomes and measurable indicators for each reintegration program and regularly report against these indicators, using them to identify where adjustments in program design can maximize impacts.
- Continue the practice of carrying out frequent visits to project sites.
- Build the capacity of local people to assist in M&E through training and active participation in monitoring and evaluation activities by returnees and community members.
- Develop at least minimal M&E plans and systems at program levels as well as for individual projects, measuring impacts instead of just dollars spent and people affected.

7.1.2 Partner Participation

Conclusion:

More active involvement of IOM's partners in M&E could strengthen the reintegration programs and build stronger awareness amongst stakeholders.

Recommendations:

- Share early project drafts with skilled beneficiaries and partners, enabling them to become more involved.

- Jointly develop outcomes and indicators for the reintegration programs with stakeholder partners.

7.1.3 Gender & Age Data

Conclusion:

IOM is not tracking beneficiaries by gender and age, instead only identifying “heads of family” and dependents in project data.

Recommendation:

To effectively monitor project impacts on women, girls, men and boys, programs and projects should disaggregate data according to gender and age groupings, under 5’s, under 20, over 60, etc.

8.0 Implementation

In the implementation of its reintegration programs, IOM provides a wide range of support to communities with a large number of returnees including:

- Helping people with food, schools, health and transportation
- Rehabilitation of infrastructure
- Seed multiplication
- Development of small training centers

This assistance is consistent with key needs identified by beneficiaries within the communities. When asked what their biggest needs are, they identified the following:

- Schools
- Seeds
- Shelters
- Health posts and Medicine
- Transport
- Safety from violence and acceptance back in their communities

Interviews with IOM staff and community beneficiaries identify regular communication takes place with community leaders in the identification of needs and the planning and prioritization of reintegration projects. Special attention is paid to those who are most vulnerable in the communities. This has served to build a high level of trust amongst the beneficiaries.

Stakeholders were asked to identify IOM's biggest strengths in implementing reintegration programs. In reviewing all of the responses, several key organizational strengths were identified including:

- A cooperative attitude in working with communities
- They keep their promises
- Efforts to improve awareness of HIV/AIDS
- Community reintegration project design
- Timely, detailed reporting of activities
- Ability to work under difficult conditions with limited support

“When they (IOM) promise something, they keep their promise.”
- Community Representative

Several comments from stakeholders reflected a respect for IOM's ability to "get the job done" with little resources. Much of this was attributed to the dedication of IOM's staff and their commitment to efficiency and productivity.

When asked how IOM could strengthen its implementation of reintegration projects, beneficiary communities generally identified more types of assistance with longer term support. Some types of assistance identified included:

- Construction of more schools
- More attention to needs of elderly and handicapped people
- Timely delivery of seeds before the optimal planting season
- Provision of animal traction for agriculture
- Road and bridge repair

Feedback from other stakeholders indicated that IOM should pay more attention to assisting communities to identify and build upon their existing assets and strengths to establish a stronger sense of community ownership of the executed projects. Similarly, IOM should have more patience with the beneficiaries, inform them properly of the benefits to be achieved, and accompany the projects with more intensive monitoring and evaluation from their initiation to conclusion.

Both internal and external stakeholders emphasized the importance of working more in collaboration with other partners and stakeholders such as local NGOs, churches and the government to improve the effectiveness of reintegration projects

"IOM could strengthen its efforts in collaborating with other partners, especially with the Government of Angola, so as to be able to share whatever resources (money and human resources) for an effective target and implementation of projects."
- IOM Staff Member

Stakeholders from Kwanza Sul also raised concern about the level of project support available from IOM in the province. They recognized that the absence of an IOM field office in Quibala limited the amount of support for reintegration projects there.

8.1 Conclusions and Recommendations

8.1.1 Sharing Responsibility

Conclusion

The effectiveness of IOM's reintegration projects could be improved by sharing responsibility more with other partners, particularly at the field level.

Recommendation

Utilize a more participatory approach to project planning and implementation with local partners. Identify where and how project responsibilities can be shared in a collaborative manner, developing a shared vision of project success amongst all involved.

8.1.2 Elderly and Handicapped People

Conclusion

Reintegration projects need to pay close attention to the needs of elderly and handicapped people as amongst the most vulnerable in resettled communities.

Recommendation

When meeting with community leaders to identify and select reintegration projects, ensure the needs of elderly and handicapped people are identified and IOM works with the community to develop specific projects to address those needs.

8.1.3 Agricultural Support

Conclusion

The timing in implementing reintegration projects is dependent upon a number of factors and does not always fit well within planting and harvest schedules for many of the community's subsistence crops. Plans for agriculture support need to be carefully designed to ensure seeds and tools are available at the right time to take advantage of optimal growing conditions to improve food security.

Recommendation

IOM should work with government agriculturalists and other partners to identify the most suitable timing and schedules for agriculture support and design their assistance accordingly.

8.1.4 Kibala Office

Conclusion

The effectiveness of reintegration projects depends upon strong communication and administration support in the field. If reintegration projects are expected to continue or expand in Kwanza Sul province, it will be important to have adequate field office support for the activities there.

Recommendation

IOM should evaluate its plans and resources available for Kwanza Sul and determine if a field office should be established to support reintegration activities in the province.

9.0 Partnerships

IOM's partnerships identified by stakeholders as being the most important included UNHCR, WFP, MINARS, municipal government administrations and the beneficiary communities themselves. All of these stakeholders expressed an interest in more collaboration, coordination and communication with regard to IOM's reintegration projects.

The lack of communication was also reflected in what appeared to be a low level awareness amongst several of IOM's partners about their efforts in reintegration programs. When asked for to comment on the strengths of IOM's reintegration programs, many comments referred instead to IOM's Voluntary Repatriation program to transport refugees to their communities of absorption. Some partners were not even aware IOM was involved in reintegration programs.

"Each partner's performance depends on the level of involvement it has within the overall coordination."

- Government Representative

Comments from stakeholders regarding IOM's partnership with UNHCR reflected a need to improve the relationship, particularly at the head office level. Although partners expressed an interest in improving coordination and collaboration at the field level, at least there was a better

awareness of IOM's activities there. All stakeholders generally recognized that both organizations should seek better mechanisms for communicating and coordinating efforts with each other.

“IOM’s partnerships are strong with some NGO’s, but not UNHCR . . . Need to look at organizational profiles and take a holistic look. Many of these will be there longer than IOM and need to strengthen partnerships. IOM could strengthen partnerships so that others, especially local NGO’s, could play a greater role in reintegration and reinsertion.”

- Partner Representative

9.1 Conclusions and Recommendations

9.1.1 The Bridge between Humanitarian Relief and Development

Conclusion:

Many of the partner organizations seem to think in terms of either humanitarian relief or development instead of recognizing IOM's attempts to try and facilitate the bridge between the two through the reintegration projects.

Recommendation:

IOM and its donors should promote awareness of the reintegration needs of the returnees and build support for addressing these needs through workshops at the beginning of the planning process. This can also be done with more field trips by donors and other stakeholders to visit and observe reintegration projects firsthand.

9.1.2 Referral Mechanisms

Conclusion:

Referral mechanisms would have more success if they are seen as a collaborative process planned by all stakeholders from the beginning of the reintegration program than if this is perceived as a process IOM has responsibility for itself.

Recommendation:

Structure partner involvement into reintegration program plans from the beginning and seek to regularly build synergistic relationships with government and non-government organizations with operations where reintegration activities are taking place.

9.1.3 Differences in Organizational Culture

Conclusion:

IOM's organizational culture focuses on community beneficiaries and field logistics, which contrasts with UNHCR's focus on government relations and centralized decision-making. The difference in organizational cultures poses challenges in establishing an effective partnership with UNHCR and other UN agencies.

Recommendation:

Donors and NGO partners can help to build a broader partnership with IOM and the UN agencies for reintegration projects and help to bridge differences.

10.0 Sustainability

Sustainability can be defined as a concept and strategy by which communities achieve lasting economic development that benefits their quality of life without negatively impacting the local environment. Stakeholder feedback suggests that, for IOM's projects to be sustainable, they should provide a framework under which communities can use resources efficiently, create useful infrastructure, protect and enhance the quality of life, and create new businesses to strengthen local economies. Additionally, they felt the sustainability of reintegration projects can be achieved by a long-term and integrated approach to developing and achieving a healthy community by addressing more economic, environmental and social issues. Communities and partners alike recognized that fostering a strong sense of community ownership and building partnerships and consensus among stakeholders are important factors in ensuring the sustainability of reintegration projects.

Many of the community beneficiaries interviewed emphasized their confidence in the effectiveness of IOM's projects. For these projects to be sustainable, they identified a number of key aspects that should be incorporated into project planning in order to make the projects sustainable.

- Focus on implementing projects that are linked to income generation.
- Integrate well-qualified local people into project selection, monitoring and evaluation.
- Include more local community members on their staff to promote stronger involvement and sense of community ownership.
- Implement projects that are more inclusive of development processes.
- Provide more training and technical assistance to increase the capacity beneficiaries.
- Develop more community infrastructure.
- Implement more social oriented projects.
- Provide maintenance for the sustainability of projects.
- Work closely with the beneficiaries from inception to the sustainability phases of the projects.

10.1 Conclusions and Recommendations

10.1.1 Stakeholder Participation

Conclusion:

To achieve long term sustainability, it is important that all community members, stakeholders, partners, government and other local institutions are involved in project planning and implementation.

Recommendation:

Utilize participatory approaches to project planning and implementation, developing sustainability strategies jointly with stakeholders from the beginning.

10.1.2 Generating Revenues

Conclusion:

For reintegration projects to be sustainable, they should generate revenues for beneficiaries that will enable them to continue achieving benefits from the projects after IOM's assistance has ended.

Recommendation:

Reintegration programs should include a broad range of revenue generating projects that will provide sustainable livelihoods to project beneficiaries.

10.1.3 Pace of Project Implementation**Conclusion**

The pace of some of IOM's projects is very rapid, leaving insufficient time to utilize fully participatory processes to build community ownership which will ultimately ensure sustainability.

Recommendation

It is recommended that IOM's projects should be implemented at a pace that will allow a more process oriented approach to project planning, development and implementation.

11. Next Steps

Following this evaluation, IOM will use the conclusions and recommendations contained in this report as a guide for planning its reintegration program in Kuando Kubango and strengthening its programs in Huambo, Kwanza Sul and Moxico. Chevron will also structure its support to IOM for future reintegration programs in alignment with the reports recommendations. Other stakeholders will be provided with copies of the evaluation report to assist in planning and implementing future programs.

Annex 1: List of Key Questions

PLANNING

- How are local communities involved in planning?
- How do they gain ownership of projects?
- What are the most important needs of the target groups?
- Which aspects of planning contribute to project success?
- What has IOM learned from previous RRR projects?
- Which local entities could enhance RRR actions in the future?

IMPLEMENTATION

- How and when do beneficiaries experience IOM interventions?
- How does the outreach mechanism work?
- What do you see as strengths of IOM RRR implementation?
- How could it improve?
- How have you been involved in IOM projects?

PARTNERSHIPS

- How well are IOM, local governments and local communities collaborating?
- What is the relationship between IOM and its partners?
- What could strengthen it?
- Which partner organizations most effectively assist IOM in implementing RRR projects?
- Has participation of other agencies been sufficient? If not – why?
- How can IOM influence the International Community to provide more funding for RRR interventions?

MONITORING & EVALUATION

- How could IOM strengthen its M&E efforts?
- What feedback does IOM get from beneficiaries and partners?

RESULTS & IMPACT

- Who are IOM's beneficiaries?
- How did IOM support them?
- What types of support have been most effective?

SUSTAINABILITY

- How long does IOM assist and accompany its beneficiaries?
- What can be done to ensure sustainability of reintegration efforts?

IOM STRENGTHS & SUCCESSES

- What are IOM's greatest strengths as an organization?
- What could make it stronger?
- How would you rate IOM in terms of efficiency?

Annex 2: List of Evaluation Team Members & Stakeholders

Evaluation Team

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Field Teams

HUAMBO	CAZOMBO	KIBALA (KUANZA SUL)
Carlos Pinto (CVX)	Walter Quifica (CVX)	Luz Tantaruna (IOM)
Mike Pillinger (IOM)	Americo Costa (INEFOP)	Abrao Jose (IOM/AVR)
Simone Raudino (Italian Corp)	Raja Rengarajan (IOM)	Francisco Terra (MINARS)
Alberto Neto (IOM/AVR)	Ganda Matana (IOM)	

List of Stakeholders Participating in Interviews & Focus Groups

INTERVIEWS:

Donor Community:

- Ms. Maria Olsen, Correspondent for Angola, Zambia and Namibia, ECHO Luanda
- Matthias Anderegg, Head, Swiss Development Cooperation (SDC), Luanda
- Nick Weatherill, Program Officer, British Department for International Development (DFID)
- Mr. Elias Isaac, Program Officer, USAID, Luanda
- Dennis Flemming, Project Director, Angola Partnership Initiative, Chevron, Luanda

IOM Luanda:

- Mike Pillinger, Chief of Mission
- Raja Rengarajan, IOM 'RRR' Program Manager
- Luz Tantaruna, IOM 'AVR' Program Manager
- Torsten Haschenz, Program Development & Liaison Officer
- Nilo Barrios, IT/Database Specialist
- Ms Marleen Verbeeck, HIV program assistant

FOCUS GROUPS:

Beneficiaries Huambo

- Fernando Kakupa, Soba of Villa Franca
- Benjamin Luva Fernando, Chief of the health station

- Domingos Tchihanga, Soba of Tchamakuba
- Bernardo Tchingombe, Deputy Soba
- Manuel Veigas, Administrator of the area
- Josefina Ekuba, Primary teacher
- Vasco Ukundundo, Primary teacher
- Jacobe Sassuke, Director of the school
- Manuel Somacuenje, Assistant IOM project
- Armando Sambundo, Soba of Tchiwali
- Benjamin Kapingala Yesso, Project beneficiary (Blacksmith workshop)
- Valentino Kalitange, Project beneficiary (Carpentry workshop)
- Graciano Chitongua, Nurse
- Filipe Lukamba, Farmer
- Armando Katchiva, Farmer
- Abel Kandjila, Soba of Sanjiumbio
- Belina Armando, Former refugee from Zambia returned by IOM / 2004
- Avelina Samba, Former refugee from Zambia returned by IOM / 2004
- Aurelio Miguel, Former refugee
- Antonio Isaac, Former refugee

Beneficiaries Kibala

- Lino Martins, carpentry workshop
- António Carlos Manuel, carpentry workshop
- José Nito Luciano Gouveia, carpentry workshop
- Jeremias Francisco, carpentry workshop
- Avelino Felismino, carpentry workshop
- Manuel Daniel da Silva, 7^a classe.
- Luisa Faustino Mulongo, teacher at the 1st level school
- Januário Calomba, soba of Muquitixe
- Jacinto Aurélio, agriculture
- Inocêncio anacleto, agriculture
- Francisco Inocêncio, agriculture
- Lino Bernardo, agriculture
- Evaristo Baptista, agriculture

Beneficiaries Cazombo

- Carlos Chiemba, Representative of Carpentry Association, Mupaxi
- Sexta Camuandi, Assistant Carpenter, Chipoiá
- Daniel Samosse, IOM Promoter, Cavungo
- Zeca Maurício, IOM Promoter, Macondo
- José Francisco Camanda, IOM Promoter, Caianda
- Miguel Mupila, IOM Promoter agricultural association
- António Muzapa, IOM Promoter, Carpentry Association
- António Buagi Chavumbo, Teacher at Chavuma school, agricultural association
- Alice Ndonge Munganji, Beneficiária-Agricultura, Mupaxi
- Ana Abel, Beneficiária-Agricultura, Chavuma
- Alfonso Mussole, agricultural association, Chipoiá
- Daniel Cassueca, agricultural association, Chipoiá.

Government Stakeholders / Huambo

- Cesario Sapalo, Chief of the Local Department of Health
- Joao Emilio Baptista, Provincial Coordinator, UTCAH
- Anaz Vidro, Director of the local office of MINADAIR
- Albano Benguela, Chief of the local section of IRSEM
- Pedro Manuel Armando, Delegate for Social Affairs, Tchicala Tcholohanga Municipality

Government Stakeholders / Kibala

- José Kipuco Kiole, Chief Nurse, Municipal Hospital
- Elias Gonçalves José, Municipal Representative, IRSEM
- Valeriano Albino, Director, 1st level school
- António Manuel Guimarães, Municipal Delegate for Education
- João Bandeira, Municipal Delegate for Agriculture
- Américo Miguel da Costa

Government Stakeholders / Moxico

- Alfredo Muke, Municipal Administrator Cazombo

Focus Group Local Leaders Kibala

- Horácio Sangunha Make-Yuti, Pastor, United Methodist Church
- Domingos João, Social Activist, MINARS
- Alberto António, Vice Soba, Cambango

Focus Group Local Leaders Cazombo

- Rainha Nhacatolo
- Regedor Chinuque
- Soba Nhacaumba
- Soba Chipoia
- Soba Mupachi
- Soba Chavuma
- Soba Cawiza
- Francisco Zeca, Pastor, Local church

Focus Group Partner Agencies Huambo

- Agostinho Jaca, Vice Governor for Social Affairs, Huambo Province
- Albano Benguela, Head of Reintegration Projects Unit, IRSEM
- Anaz Vidro, MINADER Huambo
- Elias Finde, Director, Huambo Provincial Director, MINSA
- Joao Baptista, Representative, UTCAH Huambo
- Judith Bolangi, WFP Huambo
- PSI Huambo Representative
- Tony Daniel Camote, Head of Sub-Office, FAO Huambo
- CICV Head of Office
- Albano Sikqueta, Administrator, MOVIMUNDO Huambo
- Sr. Alfredo da Silva Mario, Administrator, OIKOS Huambo

Focus Group Partner Agencies Kibala

- Nelson Amaro, Municipal Coordinator, IBIS
- Miranda João, Field Assistant, Save the Children (USA)
- Manuel José da Silva, Technical staff for social projects, Associação Cristã da Mocidade

Focus Group Partner Agencies Cazombo

- Domingos Ndedica, Head of Office, WFP
- Ronaldo Segunda Samuanji, Representative, UNHCR

IOM Huambo

- Celestino Mangango, Senior Operations Assistant
- Jose Lara Kapongo, Admin Assistant

IOM Cazombo

- Raja Rengarajan, Head of Office
- Domingos Fernandes, Promoter
- Clemente Muzala, Driver
- Carlos Chivala, Logistics Assistant
- Estevão Mango Pambi, Operations Assistant
- Mateus Calei de Matos, Admin/Finance Assistant