

Technical Brief: Assessing the Feasibility of Local and Regional Procurement (LRP) for School Feeding under the ANGEL Program in Angola

By Anna Snider, Grece Nacale, and Paul E. McNamara



ANGEL

The Angola Nutrition for Growth,
Education and Learning Program



Provided by the
United States of America



ILLINOIS



United States Department of Agriculture – McGovern-Dole
International Food for Education and Child Nutrition Program



DISCLAIMER: This publication was produced at the request of the United States Department of Agriculture. The author's views expressed in this publication do not necessarily reflect the views of the United States Department of Agriculture or the United States Government

1. OVERVIEW

AgReach at University of Illinois Urbana-Champaign serves as a subrecipient and the learning partner of the Angola Nutrition for Growth, Education and Learning (ANGEL) program. ANGEL is funded by the U.S Department of Agriculture (USDA) through the McGovern Dole Food for Education and Child Nutrition Program. As part of this partnership, AgReach conducted operational research to assess the feasibility of Local and Regional Procurement (LRP) from farmer organizations to support school feeding programs.

Using a multiple case study approach, the research evaluates the capacity, readiness, and constraints of farmer organizations (FOs) located within procurement distance of target schools to supply locally sourced food for school meals.

2. CONTEXT

The ANGEL program aims to improve education, nutrition, and food security for over 80,000 children across 82 schools in three provinces in Angola. While the program relies primarily on U.S Department of Agriculture donated commodities (e.g., CSB+, vegetable oil), up to 10% of its budget is allocated to local and regional procurement (LRP) to strengthen sustainability and transition toward home-grown school feeding systems.

3. METHODOLOGY

The study used a multiple case study design involving five farmer organizations in Huila and Benguela with 5-121 members. Farmer groups were selected based on proximity to schools and willingness to supply produce.

4. KEY FINDINGS

Assessing the Feasibility of Local and Regional Procurement (LRP) for School Feeding under the ANGEL Program in Angola

4.1 ORGANIZATIONAL CAPACITY

- Higher-capacity organizations
 - Small and medium-size formal cooperatives with governance structures and bank accounts
- Lower-capacity organizations
 - Women's groups with limited formalization (no legal status, no bank accounts)
 - Weak organizational and financial management systems
 - High dependence on external support

4.2 PRODUCTION CAPACITY AND CONSTRAINTS

- All groups produce key crops relevant to school meals (e.g., cabbage, carrots, maize, beans, bananas).
- Larger cooperatives demonstrate diversified production systems and moderate volumes.
- Women's groups exhibit very limited production, primarily for subsistence.

Major constraints across all groups:

- Lack of irrigation
- Limited access to inputs (seeds, fertilizer)
- Inadequate equipment and mechanization
- Lack of cold chain/cold storage

KEY FINDINGS

Assessing the Feasibility of Local and Regional Procurement (LRP) for School Feeding under the ANGEL Program in Angola

4.3 POSTHARVEST AND LOGISTICS CAPACITY

- All groups lack adequate postharvest storage infrastructure.
- Postharvest losses are significant.

4.4 MARKET EXPERIENCE AND CONTRACTING

- No farmer group has experience with formal procurement contracts.
- Cooperatives have some experience supplying institutional or commercial buyers but without contracts.
- Women's groups have minimal market participation.

4.5 FINANCIAL CAPACITY

- All groups cite lack of access to credit as a major constraint.
- Cooperatives operate internal savings systems, but funds are insufficient for scaling.
- Women's groups have minimal financial systems and very limited capital.

KEY FINDINGS

Assessing the Feasibility of Local and Regional Procurement (LRP) for School Feeding under the ANGEL Program in Angola

4.6 EXTERNAL SUPPORT AND EXTENSION SERVICES

- Most technical support is provided by NGOs and focuses on production practices.
- There is limited support on:
 - Organizational development
 - Business management
 - Literacy and numeracy
- **Implication:** Capacity gaps in management and human capital reduce procurement readiness.

4.7 CONSIDERATIONS FOR FEMALE-LED FARMER GROUPS

- Women's groups face additional structural barriers:
 - Limited land tenure security and little knowledge of their rights
 - Low literacy and numeracy
 - Language barriers (limited Portuguese fluency) inhibit engaging in formal markets
 - Reduced access to finance and inputs
- Despite challenges, women's groups demonstrate strong resilience and commitment.

5. STRATEGIC IMPLICATIONS AND RECOMMENDATIONS

Assessing the Feasibility of Local and Regional Procurement (LRP) for School Feeding under the ANGEL Program in Angola

5.1 PROCUREMENT DESIGN

- Use smallholder-friendly contracting approaches, such as:
 - Soft competitive tenders
 - Incremental contracts
 - Forward contracts with price floors

5.2 CAPACITY BUILDING

- Expand support beyond production to include:
 - Organizational development
 - Financial management
 - Contract literacy
- Target women's groups with tailored training (literacy, negotiation skills).

5.3 INFRASTRUCTURE INVESTMENT

- Prioritize:
 - Irrigation systems
 - Low-cost storage solutions (e.g. evaporative cooling)
 - Transport logistics

5.4 FINANCIAL ACCESS

- Facilitate connections to:
 - Microfinance institutions
 - Input credit schemes
- Ensure prompt payment mechanisms in procurement contracts.

STRATEGIC IMPLICATIONS AND RECOMMENDATIONS & 6. CONCLUSION

Assessing the Feasibility of Local and Regional Procurement (LRP) for School Feeding under the ANGEL Program in Angola

5.5 CROP STRATEGY

- Complement program menus with **drought-tolerant crops** (e.g., legumes, cassava, sorghum) where feasible.
- Promote conservation agriculture practices to improve resilience.

5.6 LAND TENURE SUPPORT

- Provide legal awareness and support on land rights, especially for women's groups.

6. CONCLUSION

Local and regional procurement can play a critical role in advancing sustainable school feeding systems under the ANGEL program. While farmer organizations in the study area demonstrate varying levels of readiness, **targeted investments in infrastructure, finance, and organizational capacity** can significantly enhance their ability to supply school meals.

In the short term, **moderately mature cooperatives and small supply companies** offer the most viable entry points. Over the longer term, investing in **women's groups and less-developed farmer organizations** presents a valuable opportunity to strengthen local food systems, improve livelihoods, and enhance community ownership of school feeding programs, but extensive support and investment is needed.

AUTHORS AND CONTACT INFORMATION

Assessing the Feasibility of Local and Regional Procurement (LRP) for School Feeding under the ANGEL Program in Angola

DR. ANNA SNIDER

Associate Director, ADM Institute for the Prevention of Postharvest Loss
Senior Research Associate, AgReach
University of Illinois Urbana-Champaign
asnider@illinois.edu

GRECE NACALE

Independent Consultant in Socio-ecology
grece.nacale@gmail.com

DR. PAUL E. McNAMARA

Director, ADM Institute for the Prevention of Postharvest Loss and AgReach
University of Illinois Urbana-Champaign
mcnamar1@illinois.edu



ANGEL

The Angola Nutrition for Growth,
Education and Learning Program



Provided by the
United States of America



ILLINOIS



ADPP

World Vision

United States Department of Agriculture – McGovern-Dole
International Food for Education and Child Nutrition Program