



EVALUATION QUALITY ASSURANCE SYSTEM

Office of Evaluation
Measuring Results, Sharing Lessons

TERMS OF REFERENCE CHINA: AN EVALUATION OF WFP'S COUNTRY STRATEGIC PLAN (2017–2021)

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1. Background

1. The purpose of these terms of reference (TOR) is to provide key information to stakeholders about the proposed China Country Strategic Plan Evaluation (CSPE, 2017-2021), to guide the evaluation team and specify expectations during the various phases of the evaluation. The TOR is structured as follows: Chapter 1 provides information on the context; Chapter 2 presents the rationale, objectives, stakeholders and main users of the evaluation; Chapter 3 presents the WFP assistance in China and defines the scope of the evaluation; Chapter 4 identifies the evaluation questions, approach and methodology; Chapter 5 indicates how the evaluation will be organized. The annexes provide additional information such as a detailed tentative timeline.

1.1. Introduction

2. Country Strategic Plan Evaluations (CSPEs) encompass the entirety of WFP activities during a specific period. Their purpose is twofold: 1) to provide evaluation evidence and learning on WFP's performance for country level strategic decisions, specifically for developing the next Country Strategic Plan (CSP) and 2) to provide accountability for results to WFP stakeholders. These evaluations are mandatory for all CSPs and are carried out in line with the WFP Policy on CSP. The China CSP will generate learning useful for the country office to elaborate its next CSP starting in 2021.

1.2. Country Context

3. China has the largest population in the world of 1.395 billion people¹ – 48.9% females and 51.1% males² – which grew by 0.5% in 2018³. China has experienced substantial progress in poverty reduction and social development. Its per capita gross domestic product (GDP) for 2018 was estimated to be USD 9,015.⁴ In 2017, as upper middle-income country, China's Human Development Index (HDI 0.752) put it in the high human development category at 86 out of 189 countries.⁵ Its achievement of the 2015 Millennium Development Goal target of halving the proportion of its people suffering from hunger accounted for two thirds of such reductions globally.

4. The 2016 Government of China's national implementation plan of the 2030 Agenda for Sustainable Development notes the opportunities and challenges that it faces in implementing the 2030 Agenda. It further provides guiding thoughts and general principles for achieving the Sustainable Development Goals (SDG) and indicates overall approaches.⁶ The plan includes targets for each SDG including, (SDG 1), a target to lift out of poverty the rural population of over 50 million people currently under the poverty line; a national grain production target of over 600 billion kilograms by 2020 (SDG 2), and limits on the rate of stunting and underweight in children (SDG 2).⁷

1 China National Bureau of Statistics Yearbook 2019 <http://www.stats.gov.cn/tjsj/ndsj/2019/indexeh.htm> 7

2 China National Bureau of Statistics Yearbook 2019 <http://www.stats.gov.cn/tjsj/ndsj/2019/indexeh.htm> 7

3 <https://data.worldbank.org/indicator/SP.POP.GROW?locations=CN>

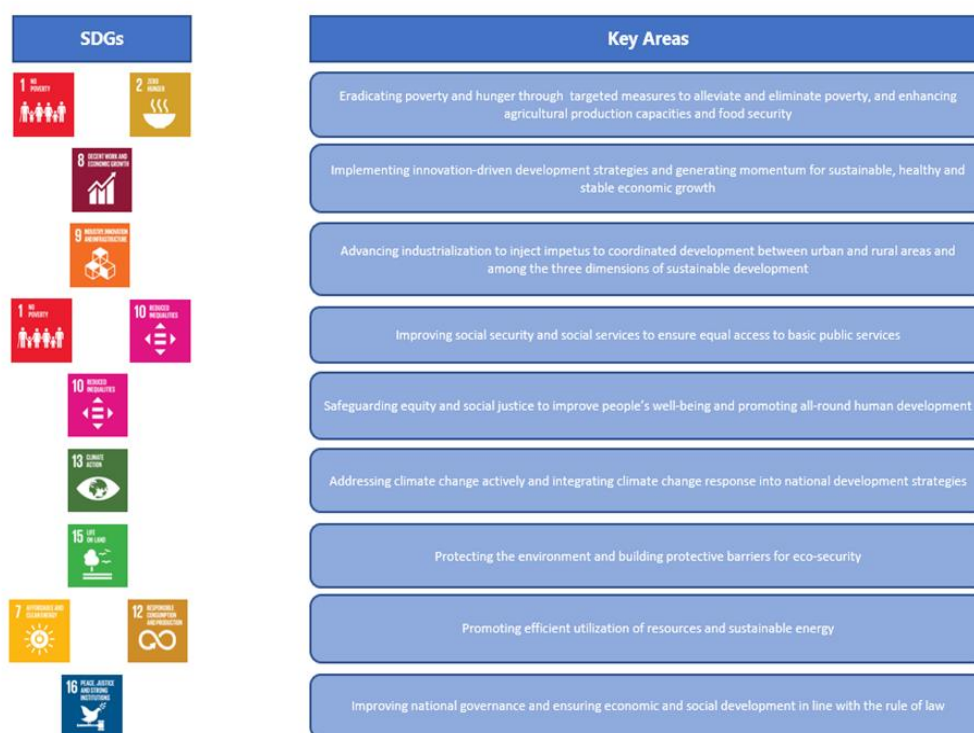
4 China National Bureau of Statistics Yearbook 2019 <http://www.stats.gov.cn/tjsj/ndsj/2019/indexeh.htm>

5 UNDP Human Development Report, 2018

6 Government of China: National Plan on Implementation of the 2030 Agenda for Sustainable Development, September 2016 and <https://sdg.iisd.org/news/china-releases-national-plan-to-implement-sdgs/>

7 <https://sdg.iisd.org/news/china-releases-national-plan-to-implement-sdgs/>

Figure 1. SDG and priority areas – Voluntary National Review 2016⁸ and 13th Five-Year Plan⁹



5. Challenges remain in reducing residual poverty and inequality, and in extending successful national programmes to marginalized communities. There are still 30.5 million people in China living below the national poverty line. China's Gini index of 38.6 reflects high inequality of social gains among wealth groups.¹⁰ The Chinese Government has set the ambitious goals of ensuring food and nutrition security, eliminating absolute poverty and substantially reducing relative poverty by 2020.¹¹ China's 13th Five-Year Plan for Economic and Social Development (2016–2020) provides for poverty reduction programmes. These include developing specialized industries, relocating the poorest farmers and implementing a social protection policy. National policies stress the principle of development-driven poverty reduction. It intends to combine social assistance with sector-specific development, optimizing the roles and functions of central and local government, extending support to vulnerable groups, and continuing to fund poverty-reduction initiatives.

6. China's growing investments, trade and aid reflect its increasingly influential role in the global political economy. The 2014 Chinese White Paper on Aid reported that China's foreign aid was USD 13.4 billion in 2010–2012 with more than half of it allocated to Africa. China is currently Africa's largest trading partner. The country's leading roles in the Asian Infrastructure Investment Bank and New Development Bank, the establishment in 2000 of the Forum on China-Africa Cooperation, the launch in 2013 of the Belt and Road Initiative, and the expansion of the China Development Bank's international portfolio all marked important steps in the consolidation and stepping up of Chinese development cooperation. While still a developing country itself, China is becoming a major development partner and provider of support through South–South and triangular cooperation (SSTC) drawing on its economic and development experience to help other developing countries tackle their challenges in food security, nutrition improvement and poverty reduction.

⁸ Executive Summary of China's Actions on the Implementation of the 2030 Agenda for Sustainable Development, presented at the HLPF 2016.

⁹ 13th Five-Year Plan for Economic and Social Development, reviewed and approved by the Fourth Session of the 12th National People's Congress in March 2016.

¹⁰ https://data.worldbank.org/indicator/SI.POV.GINI?locations=CN&name_desc=false

¹¹ WFP China Country Strategic Plan (2017-2021)

Food and Nutrition Security

7. China's food production accounts for a quarter of the world's total.¹² China has been able to feed its own population which, according to the 2018 data¹³, accounts for 18.3% of the global population, with less than 10 percent of the world's farmland.¹⁴ Modern technology – machinery, fertilizer and irrigation – and policy changes have been credited as fundamental drivers of China's agricultural growth. Poverty, hunger and malnutrition are largely concentrated in specific populations in remote and rural mountainous areas. Despite substantial progress in reducing hunger and malnutrition, the Government of China continues its efforts towards its goal of ensuring food security and nutrition across China. The Government continues to attach priority to ongoing agricultural modernization, even though agriculture's contribution to GDP from has declined from 9.3 to 7.2 percent during the period 2015 -2018 due to relatively stronger growth in other economic sectors.¹⁵ In 2018, China issued its recent major policy "Document Number One" CCP Central Committee and State Council Opinions on Implementing the Rural Revitalisation Strategy. It reiterated the policy direction agreed at the Central Economic Work Conference and laid out a path to phased rural revitalisation with milestones in 2020, 2035 and 2050.¹⁶

8. The National Plan to Promote Modern Agriculture (2016–2020) sets the goal of maintaining grain production at 550 million MT and aims improve the capacity to coordinate domestic and foreign markets, and internal and external resources. It also highlights the importance of appropriate import policies and structures for diverse products, channels and methods, and promotes the use of international markets to complement China's comparative advantages. Recent policies place stronger emphasis on sustainable agricultural development in recognition of increasing global demographic, environmental and health challenges.¹⁷

9. WFP and the Ministry of Agriculture and Rural Affairs conducted a review of China's food security and nutrition transformation. In 2016, the WFP-China Joint Strategic Review identified the triple burden of malnutrition China currently faces – undernourishment (or hunger), hidden hunger and obesity/overweight. It also highlighted that much of the population suffering from undernourishment and hidden hunger live in poor regions of China and is disproportionately concentrated among vulnerable groups such as children, rural households headed by single women (due to male migration), and the elderly.¹⁸

10. In China today, almost 151 million people remain undernourished and – given the magnitude of the population – its 9.4 percent stunting, 19.6 percent anemia and 25 percent overweight rates represent serious national and global burdens. Children are faced with the double burden of malnutrition. Thanks to rapid economic development and government interventions targeting undernutrition, the prevalence of underweight (low weight-for-age) and wasting (low weight-for-height) have dropped dramatically. However, stunting (low height-for-age) remains a problem, especially in poor rural areas; and the rate of child overweight and obesity (high body mass index or BMI for age) has continued to increase.

11. Malnutrition rates exhibit significant demographic disparities. Undernutrition among children under 5 remains high in rural areas, especially in poor rural areas. While stunting rates for children under 5 are 4.3 percent in urban areas, they reach 18.7 percent in poor rural areas – 19.5 percent among boys and 17.6 percent among girls. China's Food and Nutrition Development Plan (2014–2020) sets the targets of reducing stunting among children under 5 to less than 7 percent and reducing anemia prevalence to less than 10 percent by 2020. Concerted efforts are needed in poor rural areas to reach these national targets.¹⁹ The National Child Development Plan for Poverty-Stricken Areas (2014–2020) aims to reach 40 million rural children in 680 counties. This plan aims at early intervention to increase child survival and promote healthy child development from birth to the completion of compulsory education.²⁰

12 http://www.xinhuanet.com/english/2019-10/16/c_138475888.htm

13 World Bank Open Data, 2018

14 Report on China's Implementation of the Millennium Development Goals (2000-2015) July 2015

15 <https://www.statista.com/statistics/270325/distribution-of-gross-domestic-product-gdp-across-economic-sectors-china/>

16 ACR for WFP China 2018.

17 http://english.gov.cn/policies/latest_releases/2016/10/20/content_281475470945910.htm

18 ACR for WFP China 2017

19 WFP China Country Strategic Plan (2017-2021)

20 WFP China Country Strategic Plan (2017-2021)

Education

12. China regards education for all as critical and provides nine years of compulsory education throughout the country, with net enrolment rates among school-age boys and girls exceeding 99% since 2008. The national-level illiteracy rate dropped from 4.1 % in 2014 to 3.2% in 2018, while illiteracy among adolescents dropped from 2.8 to 1.0 % over the same period.⁷ There are, however, significant gender disparities among adults over the age of 25: only 58.7 % of women in this age group have some secondary education compared with 71.9 % of men. China's extensive school feeding programme, through which the Government provided school meals to 33.6 million schoolchildren in 2015, is seen as important for education and nutrition.²¹

Gender

13. China's Gender Inequality Index in 2017 was 0.152, ranking it 30th of 189 countries.²² In 2014, girls accounted for 47.84 percent of secondary school students and 46.26 percent of primary school students, but illiteracy rates among people aged 15 and above were 7.4 percent for women and girls and 2.51 percent for men and boys.²³

Natural Disasters

14. China is among the most disaster-prone countries in the world; agro-meteorological disasters alone affected 21.8 million ha of crops and 186.2 million people in 2015, resulting in USD 39 billion – 0.5 percent of GDP – of direct economic losses. Droughts and floods reduce China's grain output by 20 million mt per year.²⁴

Progress towards SDGs

15. China's Progress Report on Implementation of the 2030 Agenda for Sustainable Development states that "the poverty alleviation strategy has produced remarkable results. The number of people living in poverty in rural areas decreased from 55.75 million to 16.6 million, poverty incidence dropped from 5.7% to 1.7%. The macro-economic performance has been stable. The gross domestic product (GDP) increased in 2018 by 6.6%. A total of 13.61 million new urban jobs were created and the surveyed unemployment rate remained at a relatively low level of around 5%. China has further consolidated the foundation and capacity of food production and maintains a safe and stable supply of grains. Maternal mortality rate dropped from 20.1 per 100,000 to 18.3 per 100,000 and infant mortality rate from 8.1‰ to 6.1‰."²⁵

International Assistance

16. The United Nations Development Assistance Framework (UNDAF) for 2016–2020 identifies three priority areas: i) poverty reduction and equitable development; ii) improved and sustainable environment; and iii) enhanced global engagement. In April 2018, China inaugurated the China International Development Cooperation Agency (CIDCA), which became a key national entity on development co-operation. The Ministry of Foreign Affairs is responsible for issues related to the SDGs and co-ordinating with other ministries. **Annex 7** provides some data on official development assistance to China (2015-2017). As per the OECD²⁶ estimates, in 2017, China's international development co-operation reached USD 4.8 billion, up from USD 3.6 billion in 2016. Chinese contributions to multilateral organisation, of USD 2.3 billion, were primarily channelled through regional development banks (51%) – especially the Asian Infrastructure Investment Bank (AIIB) and the World Bank Group (29%). As described in para 23, since 2015 China received 150 million from the World Bank. These two international financial institutions and the International Monetary Fund have resident offices in China.

21 <https://knoema.com/atlas/China/topics/Education/Literacy/Adult-literacy-rate>

22 <http://hdr.undp.org/en/composite/GII>

23 Report on China's Implementation of the Millennium Development Goals (2000–2015)

24 WFP China Country Strategic Plan (2017-2021)

25 China's Progress Report on Implementation of the 2030 Agenda for Sustainable Development, September 2019, Ministry of Foreign Affairs.

26 <https://www.oecd.org/>

2. Reasons for the Evaluation

2.1 Rationale

17. CSPEs have been introduced by the WFP Policy on CSPs in 2016, which states: “under the management of the Office of Evaluation, all CSPs, other than ICSPs, will undergo country portfolio evaluations towards the end of their implementation period, to assess progress and results against intended CSP outcomes and objectives, including towards gender equity and other cross-cutting corporate results; and to identify lessons for the design of subsequent country-level support”. These evaluations are part of a wide body of evidence expected to inform the design of CSPs. The results of this evaluation will be used to inform the preparation of the next WFP China CSP which will be presented to the WFP Executive Board in November 2021.

2.2 Objectives

18. Evaluations serve the dual objectives of accountability and learning. As such, this evaluation will: 1) provide evaluation evidence and learning on WFP’s performance for country level strategic decisions, specifically for developing the next CSP and 2) provide accountability for results to WFP stakeholders.

2.3 Stakeholders and Users of the Evaluation

19. WFP’s stakeholders have interests in the results of the China CSPE and some of these will be asked to play a role in the evaluation process. The evaluation will seek the views of, and to be useful to, a broad range of WFP’s stakeholders and presents an opportunity for national, regional and corporate learning.

20. WFP in China operates in a context involving diverse internal and external stakeholders and partners. Internally, these comprise WFP staff in China, Strategic Planning Division (STR) at Headquarters, Regional Bureau in Bangkok (RBB), other Headquarters technical divisions, the Executive Board (EB), and the office of Evaluation. Different from other country offices, WFP China reports directly to STR and not to the Regional Bureau. Externally, WFP interacts with the beneficiaries, Government ministries, civil-society organizations, private-sector, UN agencies, and the World Bank. A matrix of stakeholders with their respective interests and roles in the CSPE is attached in [Annex 3](#) to the TOR.

21. The following analysis recognizes that the evaluation can affect these groups differently based on various interests, power relations, roles, and gender. The CSPE will also seek to engage with WFP beneficiaries, household members, teachers, community leaders, and teachers to learn directly from their perspectives and experiences. At the inception phase, more detailed gender perspectives will be sought from both the duty-bearers (e.g., County Office gender focal point and government ministries) and rights-holders including sex-disaggregated data and gender analysis of the affected women, men, girls and boys in schools and food insecure households.

22. The **Government of China** stakeholders have major influence in terms of policy, strategy and operations on how WFP operates and engages in the country. The CSPE will seek the perspectives of national stakeholders on WFP’s role to generate lessons for enhancing synergy, coordination and collaboration. Key stakeholders include the Ministry of Foreign Affairs, Ministry of Agricultural and Rural Affairs, China International Development Cooperation Agency, Ministry of Commerce, the National Development and Reform Commission, Ministry of Emergency Management, National Administration of Food & Strategic Reserve, China International Center for Economic & Technical Exchanges, and Provincial authorities. Government ministries have interest in programme effectiveness, results and sustainability through continuous ownership of various initiatives, strong political support at various levels, including local line-departments and local administrations; and flow of resources.

23. WFP works closely with other **United Nations** agencies: with the Food and Agricultural Organization (FAO) in co-chairing the thematic group on agriculture and food security; providing the International Fund for Agricultural Development (IFAD) with protocol and administrative services such as procurement; United Nations Children’s Fund (UNICEF), United Nations Development Programme (UNDP), and the World Bank, and the UN Country Team. WFP Country Office functions as a WFP center of excellence for enhancing South–South cooperation and sharing China’s broad experience in food security, nutrition improvement and poverty alleviation with other developing countries to achieve the 2030 SDG.

24. Since 2015, the **World Bank's** IBRD²⁷ aimed to provide USD 150 million to support poverty reduction in China's western Gansu, Guizhou and Sichuan provinces. The project is designed to promote the organizational efficiency, economies of scale and market linkages of farmer cooperatives through a business- and market-oriented approach to poverty reduction.

25. **Private-sector and civil society:** The rapid rise of social media and the advent of online giving have empowered new donors via fundraising platforms. Individuals who can donate easily online while gaming, shopping or socializing can respond instantly to issues they care about through platforms such as Tencent (QQ/WeChat), Sina weibo and Alibaba (Taobao/Alibaba/Alipay). Donors have included AliExpress, Alibaba Group Ltd., General Mills, Teck Resources Ltd, Mastercard, Royal DSM, Meituan.com, , Sunny Group, RS Group, and Xiangnian.

3. Subject of the Evaluation

3.1. WFP Assistance in and in cooperation with China

26. WFP has been operating in China since 1979. **Annex 6** provides an overview of WFP's recent work in China (2017 - 2019). In March 2016, WFP and the Ministry of Agriculture entered into a Memorandum of Understanding (MOU) to Strengthen Partnership for Global Hunger Solutions and Development. Within the MOU framework, the WFP China Office functions as a WFP centre of excellence for enhancing South-South and Triangular Cooperation (SSTC) while also supporting China's efforts to ensure domestic food security and nutrition and forging public-private partnerships in support of food security and nutrition targets. The WFP China Office intends to help the Government to share China's rich experience in enhancing food security, improving nutrition and alleviating poverty with other developing countries by facilitating policy dialogue, technical training, the deployment of experts, policy research and other activities pursuant to the 2030 Agenda for Sustainable Development (SDGs 2 and 17).²⁸

27. In 2016, WFP China developed its first CSP (2017-2021) guided by the national strategic review²⁹ of food security and nutrition in China. The review describes a broad framework for achieving food security and nutrition in China that looks to the future, post the MDGs and beyond 2015. The CSP aims to align with the UNDAF (2017-2020) and the vision of the Government's 13th Five Year Plan 2016-2020 and President Xi Jinping's statement and the joint press communiqué issued at the September 2015 High-Level Roundtable on South-South cooperation. Organized into five strategic outcomes³⁰, a total of 8 activities were designed to contribute to SDG 2 (Zero Hunger) and SDG 17 on partnerships and, at the output level, to SDG 4 on national capacity to implement and scale up nutrition programmes; and SDG 16 on capacity development and technical support to developing countries.

28. WFP plans to continue supporting the country in ending hunger and reducing malnutrition by 2030 through the following five strategic outcomes (SO)³¹:

- i) **SO1: Malnutrition rates among children in targeted "poverty counties" reduced in line with national norms by 2020.** Interventions under this SO include providing advice and technical assistance for extending nutrition programmes to hard-to-reach areas.
- ii) **SO2: Year-round livelihoods among smallholder farmers in frequent need of food assistance in areas such as Anhui, Gansu, Guangxi, Hainan and Hunan provinces are enhanced.**

27 World Bank's international bank for reconstruction and development (IBRD), World Bank in China Facts and Figures, 2018

28 <https://newgo.wfp.org/about/wfp-china-office>

29 China's Food Security and Nutrition under rapid transformation: Enhanced Partnership with WFP, February 2015 rev. Draft International Food Policy Research Institute (IFPRI), Chinese Ministry of Agriculture (MOA), and WFP

30 Sections 3.2 of the CSP document ([Annex 10](#)) provide detailed information on outcomes, outputs and activities.

Interventions under this SO include the provision of advice on and assistance in integrating into national food supply chains.

- iii) **SO3: Populations regularly affected by natural disasters in Anhui, Gansu and Guangxi provinces and other poor disaster-prone areas better able to withstand and respond to shocks all year round.** Interventions under this SO include advice on and assistance in strengthening response mechanisms for shocks –supply chain interventions, asset creation in drought-affected areas and insurance systems. In March 2020, this SO has recently been revised through a budget revision as - Populations affected by disaster, including natural disasters in poor and disaster-prone areas are more able to withstand and respond to shocks all year round. This revision has expanded and augmented the scope of the SO to cover a wider target population and more types of assistance to support an immediate, medium and long term response to shocks, including to the recent COVID-19 crisis.
- iv) **SO4: Selected developing countries assisted in enhancing food security and nutrition in line with their prioritized SDG2 targets by 2030.** Interventions under this SO include: a) Expert advice and policy support to governments on food security and nutrition issues; b) knowledge-sharing through study-tours training technology transfer and online exchange platforms; and c) fostering leadership among a new generation of smallholder farmers.
- v) **SO5: Work to enhance food security and nutrition in targeted “poverty counties” and selected developing countries supported year-round by increased private-sector resources and public-private partnerships.** Interventions under this SO include the development and formalization of partnerships and the facilitation of enhanced support from the Chinese Government.

29. Given the government’s commitment, and increased institutional and financial support for development, the CSP reflects a shift in WFP’s focus and role as an enabler and supporter of national hunger solutions, thereby maximizing impact and value for money. WFP China launched a preschool nutrition pilot programme in selected preschools in Guangxi in 2018, and in 2019, smallholder project Gansu province in 2019. In addition to a kiwi project in Anhui Province on smallholder farmer support, though these pilots ,WFP provides nutrition interventions for preschool children, fostering direct procurement from smallholder farmers, and combined with a nutrition education component.

30. In partner countries, the WFP China Office, in collaboration with the Ministry of Agriculture, facilitates the development of new cooperative platforms and partnerships, carries out technical training, deploys experts, and fosters a new generation of farmer leaders through in-field technical demonstrations, including Demonstration in Africa by Africans – a programme through which young African farmer leaders visit China to observe Chinese expertise along value chains, then receive seed money to implement innovative solutions and demonstrate practices to their peers in their home countries in food security, nutrition improvement and poverty reduction. WFP aims to prioritize the selection of women to participate in the programme. WFP’s presence in volatile areas characterized by natural and human-induced disasters provides entry points for China to share its vast experience with response and relief in natural disasters.³²

31. WFP’s Centre of Excellence facilitates policy dialogue, technical training, expert deployment, policy research, capacity strengthening and other activities pursuant not only to SDG 2, but also SDG 17 on partnerships. WFP China has organized 20 SSTC activities on policy dialogue, capacity building, and technical exchange for over 220 participants from 30 countries in Africa and Asia.^{33,34} The Government of China’s efforts to address global hunger through contributions to WFP increased four-fold, from USD 18.5 million in 2016 to USD 73.6 million in 2017. With this increase, China has been now among the top 10 government donors to WFP. These funds are being used to provide food assistance through WFP in more than 25 countries globally since 2018.³⁵

32 WFP China Country Strategic Plan (2017-2021)

33 http://www.xinhuanet.com/english/2018-11/03/c_137578931.htm

34 WFP China

35 ACR for WFP China 2017-2019.

32. No evaluation evidence is available on WFP's interventions in China for the last 10 years. However, a decentralized evaluation of Preschool Nutrition Pilot in Hunan was launched in February 2018 with the baseline survey of the evaluation.

Funding

33. In 2017, WFP began implementing the CSP with a total budget of US\$ 29.1 million covering 2017 to 2021. As of November 2019, the allocated contributions amounted to US\$ 10.4 million (see [Annex 7](#)).

34. Activities of WFP China have been funded by the Government of China, AliExpress, Alibaba Group Ltd., General Mills, Teck Resources Ltd, Mastercard, Royal DSM, Meituan.com, , Sunny Group, RS Group, and Xiangnian. WFP has also engaged in new collaborations with Chinese internet giants Alibaba and Tencent, and mobilized contributions from individual Chinese people.

Table 1: China CSP Budget Cumulative Financial Overview (January 1, 2017- 31 December 2019)

Source: WFP the FACTory

Strategic Outcome	Needs Based Plan	% SO on total Needs Based Plan	Allocated Resources	% of SO on total allocated resources	Expenditures	% of SO expenditures on total allocated
1. Malnutrition rates among children in targeted "poverty counties" reduced in line with national norms by 2020	2,229,790	13.9%	1,413,941	10.7%	798,003	6.0%
2. Year-round livelihoods among smallholder farmers in frequent need of food assistance in areas such as Anhui, Gansu, Guangxi, Hainan and Hunan provinces are enhanced	2,229,790	13.9%	1,406,232	10.6%	1,287,100	9.7%
3. Populations regularly affected by natural disasters in Anhui, Gansu, and Guangxi provinces and other poor disaster-prone areas are better able to withstand and respond to shocks all year round	2,112,714	13.2%	359,977	2.7%	166,886	1.3%
4. Selected developing countries assisted in enhancing food security and nutrition in line with their prioritized SDG 2 targets by 2030	4,212,615	26.3%	1,789,922	13.5%	1,675,228	12.6%
5. Work to ensure food security and nutrition in targeted "poverty counties" and selected developing countries supported year-round by increased private sector resources and public-private partnerships	905,362	5.7%	1,159,001	8.8%	1,023,438	7.7%
Non SO Specific	0	0.0%	5,058,978	38.2%	0	0.0%
Grand Total	15,997,990	100.0%	13,243,313	100.0%	6,813,347	51.4%

Table 2: China CSP (2017-2021) Resourcing as of November 2019**Needs Based Plan³⁶ (U.S \$31,254,152)**

Donor	Allocated Contributions³⁷ (US\$)	Share of Needs Based Plan (%)
China	6,856,386	21.9%
Miscellaneous Income ³⁸	6,688	0.0%
Private Donors	3,763,038	12.0%
Needs Based Plan Funded:	10,626,112	not applicable
% Needs Based Plan Funded:	34.00%	not applicable

Source: WFP the FACTORY

Staffing

44. As of **December 2019**, the Country Office had 25 staff, 28 % male and 72 % female. All staff were based in the Beijing.

3.2. Evaluation Scope and Criteria

45. The evaluation will cover all of WFP's activities (including cross cutting results) from 2017 to April 2020. The unit of analysis is the Country Strategic Plan understood as the set of strategic outcomes, outputs, activities and inputs that were included in CSP document approved by WFP Executive Board, as well as any subsequent approved budget revisions. The evaluation will adopt standard UNEG and revised OECD/DAC evaluation criteria, namely: relevance, coherence, efficiency, effectiveness and sustainability.

46. The evaluation will primarily cover the CSP. It will focus on assessing WFP contributions to CSP strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment and the changes observed at the outcome level, including any unintended consequences, positive or negative. The evaluation will analyse if and how gender equality and women's empowerment were considered in the CSP design and implementation guided by the WFP Gender Policy, identifying any gaps and proposing areas for improvement. The evaluation will also analyze the WFP partnership strategy in China.

47. As regards SSTC interventions under SO4 and part of SO5, the primary focus of the evaluation will be on how WFP has supported China in setting up the appropriate policies, strategies, systems and processes to provide technical and capacity strengthening support to partner countries to enhance food security and nutrition. An appropriate approach to assess these SSTC components will be designed during the inception phase based on an in-depth evaluability assessment. This CSPE will rely on secondary evaluation evidence to assess the relevance and effectiveness of China's SSTC efforts in other countries. Therefore, it will make appropriate use of the evidence from the ongoing WFP Policy Evaluation of South-South and Triangular Cooperation and the Strategic Evaluation of School Feeding Effects on Hunger and Nutrition. The CSPE will closely coordinate with both evaluations.

26 Includes resource have been made available as of November 2019

37 Indicate the resources that have been allocated for the entire project cycle or CSP. Allocated Contributions include: flexible and directed multilateral contributions (both programmed and unprogrammed portion), exchange rate variations, miscellaneous income, resource transfer, cost recovery, locally generated funds and other financial adjustments (e.g. refinancing). Exclude: internal advances.

38 income generated from i) sale of food unfit for human consumption; ii) recoveries made from post-delivery losses; iii) sale of surplus assets, un-serviceable equipment and iv) sale of other surplus items, for example, sale of packing materials and related items

4. Evaluation Questions, Approach and Methodology

4.1. Evaluation Questions

48. The evaluation will address four main questions common to all WFP CSPEs. The evaluation team will further develop tailor these questions in a detailed Evaluation Matrix during the inception phase, considering gender differences in beneficiaries' roles disaggregated by sex and age.

EQ1 - To what extent is WFP's strategic position, role and specific contribution based on country priorities and appropriately aligned to people's needs as well as WFP's strengths?	
1.1	To what extent is the CSP relevant to national policies, plans, strategies and goals, including achievement of the national Sustainable Development Goals?
1.2	To what extent did the CSP address appropriately the needs of the most vulnerable people in China to ensure that no one is left behind?
1.3	To what extent has WFP's strategic positioning remained relevant, appropriate and coherent throughout the implementation of the CSP considering changing context, national capacities and needs?
1.4	To what extent is the CSP coherent and aligned with the wider UN stakeholders and include appropriate strategic and operational partnerships based on the comparative advantage of WFP in China?
EQ2 - What is the extent and quality of WFP's specific contribution to CSP strategic outcomes in China?	
2.1	To what extent did WFP deliver expected outputs and contribute to the expected CSP strategic outcomes?
2.2	To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender equality and other equity considerations)?
2.3	To what extent have the achievements of the CSP likely to be sustainable?
2.4	To what extent did the CSP facilitate more strategic linkages between humanitarian and development nexus?
EQ3: To what extent has WFP's used its resources efficiently in contributing to CSP outputs and strategic outcomes?	
3.1	To what extent were outputs delivered within the intended timeframe?
3.2	To what extent was coverage, scale-up and targeting of interventions appropriate?
3.3	To what extent were WFP's activities agile and cost-efficient in delivery of its assistance?
3.4	To what extent were alternative, more cost-effective measures considered?
EQ4 - What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?	
4.1	To what extent did WFP analyse or use existing evidence on the hunger challenges, the food security and nutrition issues in China to develop the CSP?
4.2	To what extent has WFP been able to mobilize adequate, predictable and flexible resources to finance the CSP?
4.3	To what extent did the CSP lead to partnerships and collaborations with other actors that positively influenced performance and results?
4.4	To what extent did the CSP provide greater flexibility in the dynamic operational context and how did it affect results?
4.5	What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?

4.2. Evaluability Assessment

Evaluability is the extent to which an activity or a programme can be evaluated in an independent, useful and credible fashion. It necessitates that a policy, intervention or operation provides: (a) a clear description of the situation before or at its start that can be used as reference point to determine or measure change; (b) a clear statement of intended outcomes, i.e. the desired changes that should be observable once implementation is under way or completed; (c) a set of clearly defined and appropriate indicators with which to measure changes; and (d) a defined timeframe by which outcomes should be occurring.

49. Several issues could have implications for the conduct of the CSP evaluation. Common evaluability challenges may relate to:

- relatively vague definitions of the expected outcomes, or outputs;
- the validity and measurability of indicators;
- the absence of baselines and or limited availability of monitoring data;
- the time frame covered by the evaluation. CSPE are meant to be final evaluations of a five-year cycle, conducted during the penultimate year of the cycle. This may have implications for the completeness of results reporting and attainment of expected outcomes. Annex 10 provides an Evaluability Assessment of the China CSP Outcome Indicators.

50. During the inception phase will be conducted remotely because of travel restrictions due to the COVID-19. The evaluation team will be expected to conduct an in-depth evaluability assessment and critically assess data availability, quality and gaps to inform its choice of evaluation methods. This will include an analysis of the results framework and related indicators to validate the assessment made by OEV. Analysis conducted during the Mid-Term Review will provide a basis for this assessment. At this stage, the following evaluability challenges have been identified:

1. The CSP does not have a theory of change. The CSP logframe lacks clear assumptions, and pathways to and linkages among the SOs and outputs.
2. Evaluating the outcomes and benefits of SSTC in target countries. The challenge will be to assess the results under this CSP that were achieved under SO4 and SO5 in other countries than China, within the available evaluation budget.
3. The CSP does not fully indicate baselines of outcome indicators. Given a relatively long lead time to prepare and approve the next CSP in China, data for 2020-2021 will not be available. Incomplete monitoring data sets, standard performance reports are available for 2017 to 2019.
4. Additional challenges will include systematic longitudinal study and evaluation of efficiency, sustainability of results, gender inequality and women empowerment, capacity development, and resilience. Complete and consistent baseline and yearly trend datasets on these areas since 2017 are not available.

51. The evaluation team is required to undertake further assessment of the adequacy and quality of data when developing the evaluation matrix and data collection strategy; identifying alternative approaches for data collection and designing a strong methodology to analyse data rigorously.

52. There are relevant evaluation reports that the CSPE can use as secondary sources of evidence, e.g. Strategic Evaluation of the Pilot Country Strategic Plans, the Evaluation of WFP's Partnership Strategy, the Strategic Evaluation of Funding of WFP's Work, the Policy Evaluation of Capacity Development (see [Annex 11](#)).

53. The evaluation team should collect and review a range of additional information and data, including relevant national data and SDG reporting, as well as data on coordination, strategic partnerships, SSTC, resourcing, & monitoring and evaluation.

4.3 Methodology

54. The Agenda 2030 mainstreams the notion of sustainable development as a harmonious system of relations between nature and human beings, in which individuals are part of an inclusive society with peace and prosperity for all. In so doing, it conveys the global commitment to end poverty, hunger and inequality, encompassing humanitarian and development initiatives in the broader context of human progress. Against this backdrop, the economic, social and environmental dimensions of sustainable development cannot be addressed in isolation from one another. This calls for a systemic approach to development policies and programme design and implementation, as well as for a systemic perspective in analysing development change. WFP assumes the conceptual perspective of Agenda 2030 as the overarching framework of its Strategic Plan 2017-2021, with a focus on supporting countries to end hunger (SDG 2).

55. In so doing, it places emphasis on strengthening the humanitarian development nexus, which implies applying a development lens in humanitarian response and complementing humanitarian action with strengthening national institutional capacity.

56. The achievement of any SDG national target and of WFP's strategic outcomes is acknowledged to be the results of the interaction among multiple variables. In fact, there is an inverse proportional relation between the level of ambition at which any expected result is pitched and the degree of control over it by any single actor. From this perspective and in the context of the SDG, the attribution of net outcomes to any specific organization, including WFP, may be extremely challenging or sometimes impossible. While attribution of results would not be appropriate at the outcome level, it should be pursued at the output and activity level, where WFP is meant to be in control of its own capacity to deliver.

57. To operationalize the above-mentioned systemic perspective, the CSPE will adopt a mixed methods approach. This should be intended as a methodological design in which data collection and analysis is informed by a feedback loop combining a deductive approach, which starts from predefined analytical categories, with an inductive approach that leaves space for unforeseen issues or lines of inquiry that had not been identified at the inception stage; this would eventually lead to capturing unintended outcomes of WFP operations, negative or positive. In line with this approach, data may be collected through a mix of primary and secondary sources with different techniques including³⁹: desk review⁴⁰, semi-structured or open-ended interviews, closed answer questionnaires, surveys, focus groups and direct observation. Systematic data triangulation across different sources and methods should be carried out to validate findings and avoid bias in the evaluative judgement.

58. During the inception phase, the evaluation team will be expected to develop a detailed methodological design, in line with the approach proposed in this ToR. The design will be presented in the inception report and informed by a thorough evaluability assessment. The latter should be based on desk review of key programming, monitoring and reporting documents and on some scoping interviews with the programme managers.

59. The assessment of CSP results *outside* of China under SO4 and SO5, will be desk-based and primarily rely on secondary evaluation evidence. The CSPE will coordinate with the upcoming WFP Policy Evaluation of South-South and Triangular Cooperation to seek complementarities between data collection efforts for the country visits, and to avoid duplication. The CSPE will also coordinate with the Strategic Evaluation of School Feeding Effects on Hunger and Nutrition.

60. A key annex to the inception report will be an evaluation matrix that translates the evaluation questions and sub-questions into lines of inquiry of more specific interest to this CSPE, indicators, and corresponding data sources and collection techniques. The evaluation matrix will constitute the analytical framework of the evaluation. The methodology should aim at data disaggregation by sex, age, nationality or ethnicity or other characteristics as relevant to, and feasible in specific contexts. Moreover, the selection of informants and site visits should ensure to the extent possible that all voices are heard. In this connection, it will be very important at the design stage to conduct a detailed and comprehensive stakeholder mapping and analysis to inform sampling techniques, either purposeful or statistical.

This evaluation will examine the extent to which gender and equity dimensions are integrated into WFP's policies, systems and processes.

61. WFP's evaluation quality assurance system calls for carrying out gender responsive evaluations, including the identification and analysis of disaggregated gender roles and dynamics, guided by WFP Gender Policy objectives and action plan, inequalities, discriminatory practices and unjust power relations. For gender to be successfully integrated into an evaluation it is essential to assess:

- The quality of the gender analysis that was undertaken before the CSP was designed.
- Whether the results of the gender analysis were properly integrated into the CSP implementation.

39 There is no sequence or order of priority in the techniques listed.

40 [Annex 9](#) provides a list of key reference documents to be reviewed, including previous evaluations and studies that could be used as a secondary source of evidence.

62. The gender dimensions may vary, depending on the nature of the CSP outcomes and activities being evaluated. The CSPE team should apply OEV's Technical Note for Gender Integration in WFP Evaluations and the UN System-Wide Action Plan 2.0 on mainstreaming Gender Equality and Empowerment of Women. The evaluation team is expected to use a method to assess the Gender and Age Marker levels for the Country Office.

63. The inception report should incorporate gender in the evaluation design and operation plan, including gender sensitive context analysis. Similarly, the final report should include gender-sensitive analysis, findings, results, factors, conclusions, and where appropriate gender sensitive recommendations and technical annex.

64. The evaluation will pay particular attention to assessing adherence to humanitarian principles, protection issues and accountability to affected populations of WFP's response, and on differential effects on men, women, girls, boys and other relevant socio-economic groups. The team should propose a methodology on assessing accountability to affected populations and engaging the affected populations through communication processes in which they are able to ask questions, provide feedback and contribute to discussions about how WFP assistance has affected their lives; provisions should be made to capture this through use of local consultants and local languages.

4.4 Quality Assurance

65. WFP's evaluation quality assurance system sets out processes with in-built steps and templates for evaluation products based on standardised checklists. The system will be systematically applied during this evaluation and relevant documents will be provided to the evaluation team. There will be two levels of quality assurance of the evaluation products, by the Evaluation Manager and by Senior Evaluation Officer. This quality assurance process does not interfere with the views and independence of the evaluation team but ensures that the report provides the necessary evidence in a clear and convincing way and draws its conclusions on that basis. The team is required to ensure the quality of data (validity, consistency and accuracy) throughout phases. OEV expects that all deliverables from the evaluation team are subject to a thorough quality assurance review by the evaluation company in line with WFP's evaluation quality assurance system prior to submission of the deliverables to OEV.

4.5 Ethical Considerations

62. Ethical requirements shall be taken into account throughout the evaluation process. Those engaged in, and informed by, the evaluation should be treated appropriately, and decisions about their treatment will influence the evaluation's design. Ethical considerations should be incorporated in the methodology, which will define risks and appropriate management measures, including issues related to data confidentiality and protection, ensuring that the evaluation team avoids causing harm to respondents, and set out ethical safeguards for the reporting of ethical concerns.

63. The team will not have been involved in the design, implementation or monitoring of WFP activities in China, nor have conflict of interest of any other nature, abiding by the 2016 UNEG norms and Standards, the 2007 UNEG Ethical Guidelines and Code of Conduct as well as the principles of 'do no harm'. It will also commit to signing the Long-Term Agreement regarding confidentiality, Internet and Data Security Statement.

5. Organization of the Evaluation

5.1. Phases and Deliverables

66. The evaluation is structured in five phases summarized in Table 3 below. The evaluation team will be involved in phases 2 to 5 of the CSPE. [Annex 3](#) presents a more detailed timeline. The CO, Strategic Planning Division and Regional Bureau have been consulted on the timeframe to ensure good alignment with the CO planning and decision-making, so that the evidence generated by the CSPE can be used effectively.

67. Considering the COVID-19 pandemic, it is likely that travel to China is still restricted during inception phase (July 2020). Inception briefings and discussions with WFP staff and key stakeholders in China will therefore be conducted remotely. For the main data collection phase, at this time it still appears possible to conduct an in-country mission without major movement restrictions. However, OEV and the evaluation firm will closely monitor the situation in China. If needed, the main data collection can also be conducted

remotely. However, OEV would not postpone the main data collection phase considering the time sensitivity of the evaluation in relation to the preparation process of the new CSP.

Table 3: Provisional Timeline Overview

Phases	Timeline	Deliverables
Phase 1 (Preparation) Desk Review, Preparation of ToR, CO/RBB, consultation Contracting of evaluation firm	March/May 2020	ToR (draft and final) Evaluation firm contract
Phase 2 (Inception) Remote inception briefings and discussions with WFP HQ and CO staff and other key stakeholders in China, Document review	July 2020	Inception Report
Phase 3 (Fieldwork) Evaluation, data collection/analysis, exit debriefing, HQ Briefing	October 2020	Exit Debriefing HQ/RBB Briefing by PPT
Phase 4 (Reporting) Report drafting, comments and revision	Dec. 2020 March 2021 March 2021	Draft Evaluation Report (D1); Learning workshop Draft SER
Phase 5 (Executive Board) EB Follow up Actions EB.2/2021	Nov 2021	Presentation of SER to EB2/2021 and management responses, Briefings etc.

68. Excluding the Summary Evaluation Report (SER) and the annexes, the word limit for the full evaluation report should not exceed 28,000 words (approx. 50 pages). Annexes should not exceed 100 pages. Mandatory annexes will comprise Summary TOR, methodology including evaluation matrix, bibliography, list of persons consulted, mapping of findings, conclusions and recommendations, and acronyms. Other supplemental annexes will include an overview of WFP activities, mission schedule, data collection tools, and other summary technical annexes as appropriate.

5.2. Evaluation Team Composition

69. The evaluation will be conducted by a team of four external consultants composed of an experienced Team Leader, two Senior Evaluators, and a research analyst. The selected evaluation firm is responsible for proposing a mix of evaluators who can effectively cover the areas of evaluation. The evaluation team will have strong methodological competencies in designing a feasible data capture and analysis plan for this CSPE. The team will be gender-balanced, with a mix of international/national members, and an appropriate balance of expertise in evaluation methodologies and relevant contextual and technical skills. Chinese language skills will be needed with due attention to gender balance.

5.3. Roles and Responsibilities

69. This evaluation is managed by the WFP Office of Evaluation (OEV). Dawit Habtemariam has been appointed as Evaluation Manager (EM). The EM has not worked on issues associated with the subject of evaluation. He is responsible for drafting the TOR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the reference group; organizing the team briefing and the stakeholders learning in-country workshop; supporting the preparation of the field mission; conducting the 1st level quality assurance of the evaluation products and soliciting WFP stakeholders' feedback on draft products. The summary evaluation report will be drafted by the EM, in consultation with the team leader. The EM will be the main interlocutor between the team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process. Michael Carbon, Senior Evaluation Officer, will provide second level quality assurance, and Andrea Cook, Director of Evaluation will approve the final drafts of the evaluation products and present the CSPE to the WFP Executive Board for consideration in November 2021.

70. An internal reference group of selected WFP stakeholders at CO, RBB and HQ will be expected to review and comment draft evaluation reports, provide feedback during evaluation briefings; and be available for

interviews. The country office will facilitate the evaluation team's contacts with WFP stakeholders in China; provide logistic support during the fieldwork and organize the in-country learning workshop. WFP country office will nominate a focal point who will help communicating with the EM and evaluation team and setting up meetings and coordinate field visits. To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of the stakeholders.

71. The contracted firm will be responsible for ensuring the security of the evaluation team, and adequate arrangements for evacuation for medical or insecurity reasons. The evaluation team must observe applicable United Nations Department of Safety and Security rules including taking security training and attending in-country briefings.

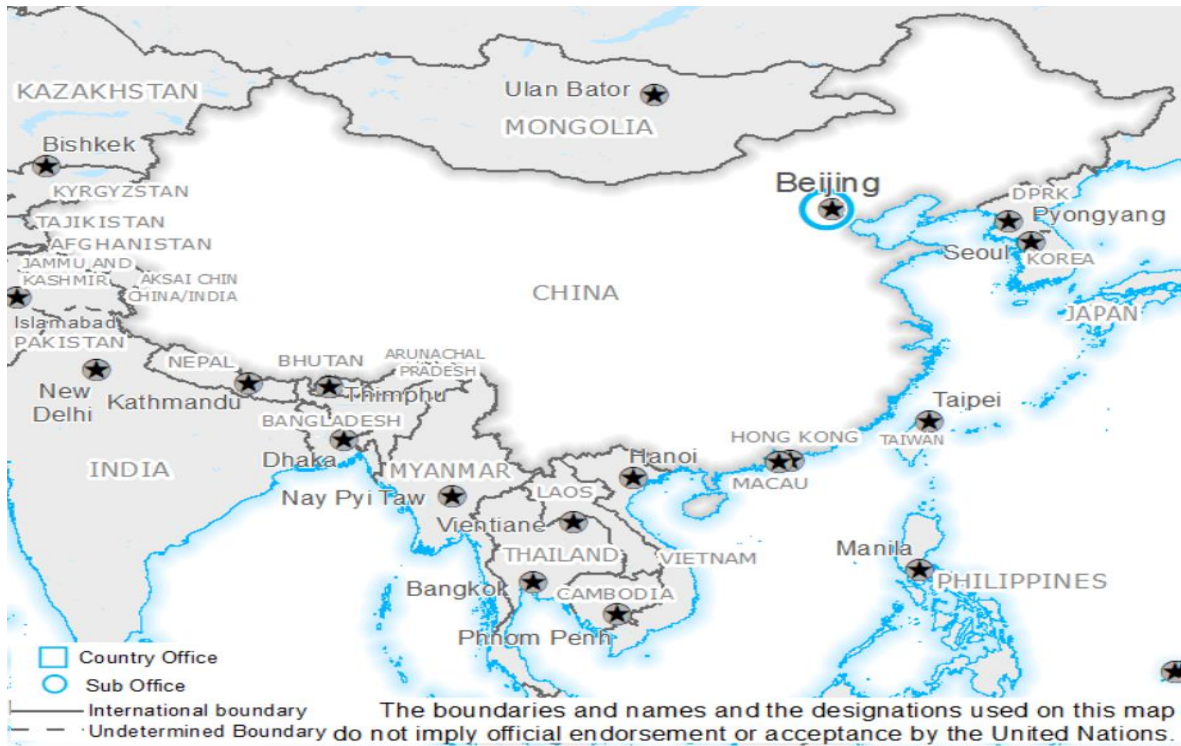
5.4. Communication

It is important that Evaluation Reports are accessible to a wide audience, as foreseen in the Evaluation Policy, to ensure the credibility of WFP – through transparent reporting – and the usefulness of evaluations. The dissemination strategy will consider from the stakeholder analysis who to disseminate to, involve and identify the users of the evaluation, duty bearers, implementers, beneficiaries, including gender perspectives.

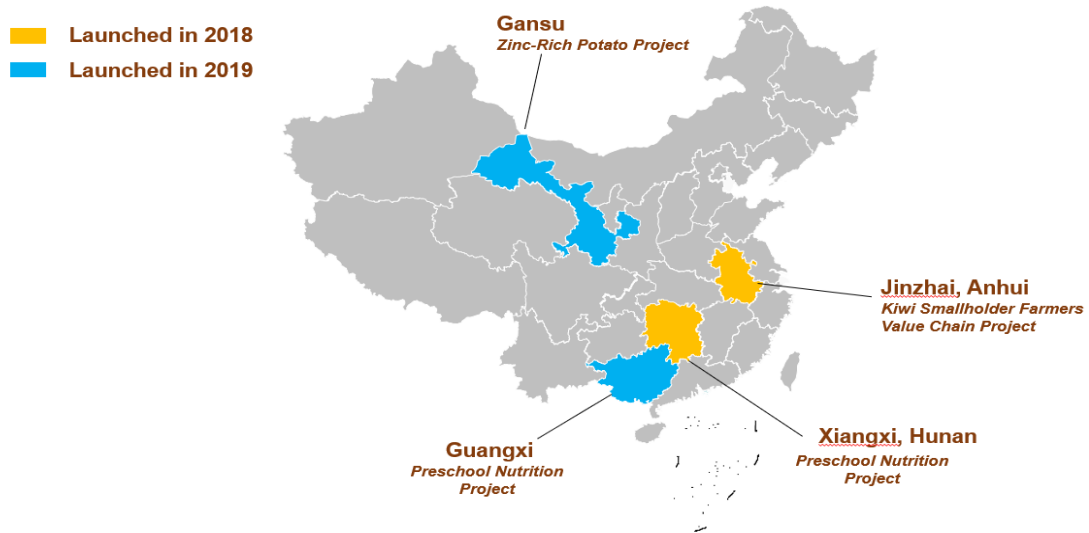
72. All evaluation products will be produced in English. Should translators be required for fieldwork, the evaluation firm will make necessary arrangements and include the cost in the budget proposal. A communication plan (see [Annex 4](#)) will be refined by the EM in consultation with the evaluation team during the inception phase.

73. The summary evaluation report prepared by the evaluation manager along with the management response to the evaluation recommendations will be presented to the WFP Executive Board in November 2021. The final evaluation report will be posted on the public WFP website and OEV will ensure dissemination of lessons through the annual evaluation report.

Annex 1: Map of China



The following map shows provinces with WFP supported activities



Annex 2: Country Factsheet

	Parameter	2017	2018	2019	Source	Link	
General	1	Human Development Index	no data	0.752	0.758	UNDP	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
	2	Asylum-seekers (pending cases)	721	579	n.a.	UNHCR	http://popstats.unhcr.org/en/persons_of_concern
	3	Refugees (incl. refugee-like situations)	321,718	321,718	n.a.	UNHCR	http://popstats.unhcr.org/en/persons_of_concern
	4	Returned refugees	no data	no data	n.a.	UNHCR	http://popstats.unhcr.org/en/persons_of_concern
	5	Internally displaced persons (IDPs)	no data	no data	n.a.	UNHCR	http://popstats.unhcr.org/en/persons_of_concern
	6	Returned IDPs	no data	no data	n.a.	UNHCR	http://popstats.unhcr.org/en/persons_of_concern
Demography	7	Population total (millions)	1,386.3	1,386.3	no data	WB	https://data.worldbank.org/country
	8	Population, female (% of tot population)	48.6	48.6	no data	WB	https://data.worldbank.org/country
	9	% of urban population	58	n.a.	n.a.	UNDP	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
	10	Total population by age (1-4) (millions)	75,532,610 ⁽¹⁾	n.a.	n.a.	UNSD	https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics
	11	Total population by age (5-9) (millions)	70,881,549 ⁽¹⁾	n.a.	n.a.	UNSD	https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics
	12	Total population by age (10-14) (millions)	74,908,462 ⁽¹⁾	n.a.	n.a.	UNSD	https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics
	13	Total Fertility rate, per women	1.6 ⁽²⁾	no data	no data	UNFPA	https://www.unfpa.org/data/world-population-dashboard
	14	Adolescent birth rate (per 1000 females aged between 15-19 years)	9.2 ⁽³⁾	n.a.	n.a.	WHO	https://apps.who.int/gho/data/view.xgswcah.31-data
Economy	15	GDP per capita (current USD)	8759.041	9770.847	no data	WB	https://data.worldbank.org/country
	16	Income Gini Coefficient	no data	42.2	38.6	UNDP	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update

		Parameter	2017	2018	2019	Source	Link
	17	Foreign direct investment net inflows (% of GDP)	1.36	1.49	no data	WB	https://data.worldbank.org/country
	18	Net official development assistance received (% of GNI)	0	no data	no data	OECD/DAC	https://public.tableau.com/vizs/OECD/DAC/Aidataglancebyrecipient_new/Recipients?embed=y&:display_count=yes&:showTabs=y&:toolbar=no&:showVizHome=no
	19	SDG 17: Volume of remittances as a proportion of total GDP (percent)	0.23	n.a.	n.a.	SDG CP	https://country-profiles.unstatshub.org
	20	Agriculture, forestry, and fishing, value added (% of GDP)	7.56	7.19	no data	WB	https://data.worldbank.org/country
Poverty	21	Population vulnerable to/Population near multidimensional poverty (%)	no data	17.9	17.1	UNDP	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
	22	Population in severe multidimensional poverty (%)	no data	0.4	0.3	UNDP	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
Health	23	Maternal Mortality ratio (%) (lifetime risk of maternal death: 1 in:)	27 (adjusted)	n.a.	29	UNICEF	https://www.unicef.org/sowc/
	24	Healthy life expectancy at birth (total years)	76.46	no data	no data	WB	https://data.worldbank.org/country
	25	Prevalence of HIV, total (% of population ages 15-49)	no data	no data	no data	WB	https://data.worldbank.org/country
	26	Current health expenditure (% of GDP)	no data	no data	no data	WB	https://data.worldbank.org/country
Gender	27	Gender Inequality Index	no data	no data	0.163	UNDP	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
	28	Proportion of seats held by women in national parliaments (%)	24.2	24.9	no data	WB	https://data.worldbank.org/country
	29	Labour force participation rate, total (% of total population ages 15+) (modelled ILO estimate)	69.2	68.71	68.19	WB	https://data.worldbank.org/country
	30	Employment in agriculture, female (% of female employment) (modelled ILO estimate)	24.43	24.23	24.03	WB	https://data.worldbank.org/country
Nutri	31	Prevalence of moderate or severe food insecurity in the total population (%) (7)	no data	no data	no data	FAO/SOFI	FAO Food Security and Nutrition in the World 2019

		Parameter	2017	2018	2019	Source	Link
	32	Weight-for-height (Wasting - moderate and severe), (0-4 years of age) (%)	2 ⁽⁴⁾	n.a.	8	UNICEF	https://www.unicef.org/sowc/
	33	Height-for-age (Stunting - moderate and severe), (0-4 years of age) (%)	8 ⁽⁴⁾	n.a.	<1	UNICEF	https://www.unicef.org/sowc/
	34	Weight-for-age (Overweight - moderate and severe), (0-4 years of age) (%)	7 ⁽⁴⁾	n.a.	9	UNICEF	https://www.unicef.org/sowc/
	35	Mortality rate, under-5 (per 1,000 live births)	9.2	8.6	no data	WB	https://data.worldbank.org/country
Education	36	Adult literacy rate (% ages 15 and older)	no data	95.1	n.a.	UNDP	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
	37	Population with at least secondary education (% ages 25 and older)	no data	77.4	F: 75.4 M: 83.0	UNDP	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
	38	Current education expenditure, total (% of total expenditure in public institutions)	76.46	no data	no data	WB	
	39	School enrolment, primary (% net)	no data	no data	no data	WB	https://data.worldbank.org/country
	40	Attendance in early childhood education - female (%)	no data	n.a.	n.a.	UNICEF	https://data.worldbank.org/country
	41	Gender parity index (primary and secondary enrolment)	1.01	1.01	no data	UNFPA	https://www.unicef.org/sowc/
(1) 2008 – 2017; (2) 2010-2015; (3) 2015; (4) 2013–2018							

Annex 3: Tentative Timeline

	China Country Strategic Plan Evaluation	By Whom	Key Dates (deadlines)
Phase 1 - Preparation			
	Desk review. Draft TORs. OEVD clearance for circulation in WFP	EM	March 6, 2020
	Review draft TOR based on stakeholders' feedback	EM	March 28, 2020
	LTA firms submit proposals	LTAs	April 28, 2020
	Final TOR sent to WFP Stakeholders	EM	March 28, 2020
	Contracting evaluation team/firm	EM	May 29, 2020
Phase 2 - Inception			
	Team preparation, literature review	Team	July 1-5, 2020
	Remote HQ briefing	EM & Team	July 7-9, 2020
	Remote Inception Mission	EM&TL	July 20-24, 2020
	Submit Inception Report (IR)	TL	August 14, 2020
	OEV quality assurance and feedback	EM	August 21, 2020
	Submit revised IR	TL	August 28, 2020
	Circulate final IR to WFP key Stakeholders for their information + post a copy on intranet.	EM	September 28, 2020
Phase 3 - Evaluation Phase, including Fieldwork			
	Fieldwork & Desk Review. Field visits in China	Team	October 1-21, 2020
	Exit Debrief (ppt)	TL	October 23, 2020
	Debriefing with CO, RBB and HQ	EM&TL	November 23, 2020
Phase 4 - Reporting			
Draft 0	Submit high quality draft zero to OEV EM	TL	December 1, 2020
	OEV feedback to TL	EM	December 7, 2020
Draft 1	Submit high quality draft ER to OEV EM	TL	December 18, 2020
	Seek OEV Director's clearance for circulating the draft ER with WFP stakeholders for their feedback	EM	January 4, 2021 January 11, 2021
	Consolidate WFP's comments and share with team to consider them before workshop	TL/EM	January 24, 2021
	Stakeholders workshop - Beijing; share comments w/TL	EM	January 27-28, 2021
Draft 2	Submit revised draft ER (D2) to OEV EM	TL/EM	February 10, 2021
	Review D2	EM	February 15, 2021
Draft 3	Submit final draft to OEV EM	TL	February 22, 2021
	Seek final approval by OEV Dir.	2 nd QA	March 15, 2021
SER	Draft SER and obtain clearance of 2 nd QA	EM	March 22, 2021
	Seek OEV Dir. clearance to send the draft SER to Executive Management.	2 nd QA	April 1, 2021
	OEV circulates the SER to WFP's Executive Management for comments	DoE	April 7, 2021
	OEV consolidates the comments on draft SER and addresses them.	EM	April 28, 2021
	Seek OEV Dir approval	2 nd QA	May 1, 2021
Phase 5 - Executive Board (EB) and follow-up			
	Submit SER/recommendations to RMP for management response + SER to EB Secretariat for editing/translation	EM	June 15, 2021
	Tail end actions, OEV websites posting, EB RT	EM	
	Presentation of Summary Evaluation Report to EB	D/OEV	November 2021
	Presentation of management response to the EB	D/RMP	November 2021

Note: TL=Team Leader; EM=Evaluation Manager; OEV=Office of Evaluation. RMP = Performance and Accountability Management

Annex 4: Stakeholder Analysis Matrix

Stakeholders	Interest in the evaluation	Participation in the evaluation
A. Internal (WFP) stakeholders		
Country Office	Primary stakeholder and responsible for country level planning and implementation of the current CSP, it has a direct stake in the evaluation and will be a primary user of its results in the development and implementation of the next CSP.	CO staff will be involved in planning, briefing, feedback sessions, as key informants will be interviewed during the main mission, and they will have an opportunity to review and comment on the draft ER, and management response to the CSPE.
WFP Senior Management and Regional Bureau	WFP Senior Management and the Regional Bureau in Bangkok (RBB) have an interest in learning from the evaluation results because of the strategic and technical importance of China in the WFP corporate and regional plans and strategies. Apply learning to other country offices.	RBB will be key informants and interviewees during the inception and main mission, provide comments on the Evaluation Report and will participate in the debriefing at the end of the evaluation mission. It will have the opportunity to comment on SER and management responses to the CSPE.
WFP Divisions	WFP technical units such as strategic planning, <i>Regional Center of Excellence against Hunger and Malnutrition in Abjia</i> , programme policy, school feeding, nutrition, capacity strengthening gender, vulnerability analysis, performance monitoring and reporting, gender, resilience, safety nets and social protection, partnerships, Advocacy, and Communication and Marketing, logistics and governance have an interest in lessons relevant to their mandates. Use recommendation for the design or update WFP's strategies and policies.	The CSPE will seek information on WFP approaches, standards and success criteria from these units linked to main themes of the evaluation (extensively involved in initial virtual briefing of the evaluation team) with interest in improved reporting on results. They will have an opportunity to review and comment on the draft ER, and management response to the CSPE.
WFP Executive Board	Accountability role, but also an interest in potential wider lessons from China's evolving contexts and about WFP roles, strategy and performance.	Presentation of the evaluation results at the November 2021 session to inform Board members about the strategic positioning, performance and results of WFP activities in China.

Stakeholders	Interest in the evaluation	Participation in the evaluation
<p>B. Beneficiary Groups</p> <p>B.1 Gender and age-disaggregated, nutrition school feeding to students, value-chain support to farmers)</p> <p>B2. Benefiting Schools (School Administration and teachers) benefit from the capacity development activities</p> <p>B3. Institutions and farmers benefiting from SSTC through workshops and dialogue in China and the target countries</p>	<p>As the ultimate recipients of WFP's assistance, beneficiaries have a stake in WFP determining whether its assistance is relevant, appropriate and effective.</p>	<p>They will be interviewed and consulted during the field missions.</p>
<p>C. UN Country Team: FAO, IFAD UNDP, WHO, UNICEF, UNCT, UNOSSC, ECSAP-CSAM, World Bank, Asian Development Bank and IMF</p>	<p>UN agencies and other partners in China have a stake in this evaluation in terms of partnerships, performance, future strategic orientation, as well as issues pertaining to UN coordination.</p> <p>UN Resident Coordinator and agencies have an interest in ensuring that WFP activities are effective and aligned with their programmes. This includes the various coordination mechanisms such as the UNDAF.</p> <p>WFP also active in the UN Country Team WFP collaborates with some other agencies, notably FAO and IFAD.</p>	<p>The evaluation team will seek key informant interviews with the UN and other partner agencies involved in food security, nutrition, school feeding and national capacity development.</p> <p>The CO will keep UN partners, other international organizations informed of the evaluation's progress.</p>
<p>F. Donors: China, the World Bank as peer partner on poverty alleviation and SSTC, private donors and civil society</p> <p>Private sector partners: General Mills, Teck Resources Ltd, Mastercard, Royal DSM, , Tencent, Meituan.com and the Chinese public.</p>	<p>WFP activities are supported by several donors who have an interest in knowing whether their funds have been spent efficiently and if WFP's work is effective in alleviating food insecurity of the most vulnerable. These stakeholders group includes WFP partners in the commercial and private sectors</p>	<p>Involvement in interviews, feedback sessions, report dissemination with managers and owners of private businesses, civil society organizations and government donors and the World Bank.</p>

Stakeholders	Interest in the evaluation	Participation in the evaluation
C. National Partners		
<p>Government of China, China International Development Cooperation Agency - As a key national entity on development co-operation, it is in charge of developing aid strategies, including statistical rules, International Poverty Reduction Center of China, close partner for SSC knowledge sharing</p> <p>MFA of Foreign Affairs is responsible for issues related to the Sustainable Development Goals and co-ordinating with other ministries</p> <p>The Ministry of Finance manages the co-operation with multilateral development banks and regional banks.</p> <p>Regional/local Governments in Guangxi and Hunan, Anhui and Gansu provinces</p>	<p>The Government of China has a direct interest in knowing whether WFP activities in the country are aligned with their priorities, and meet the expected results, as stipulated in the CSP. The government is responsible for co-ordination of humanitarian and development activities to which WFP contributes through UN country framework, and for oversight of WFP collaboration with ministries.</p> <p>Regional/local governments in the target provinces have direct interest in the performance of WFP activities in support of SO1 and SO2 of the CSP.</p>	<p>Interviews both policy and technical levels and feedback sessions.</p>
<p>Ministry of Agriculture and Rural Development</p>	<p>WFP's cooperating partner in resilience activities.</p>	<p>Interviews both policy and technical levels and feedback sessions.</p>
<p>Ministry of Emergency Management</p>	<p>Major WFP stakeholder in the assistance to vulnerable populations. It oversees disaster risks reduction and resilience building</p>	<p>Interviews both policy and technical levels and feedback sessions.</p>
<p>Ministry of Education</p>	<p>This is WFP's government partner for school feeding with the responsibility for GoC SF programmes and policy.</p>	<p>Interviews both policy and technical levels and feedback sessions.</p>
<p>National Administration of Food & Strategic Reserve</p>	<p>WFP's partner in food security and strategic reserve</p>	<p>Interviews both policy and technical levels and feedback sessions.</p>
<p>China Bureau of Statistics</p>	<p>WFP uses national statistical data</p>	<p>Interviews both policy and technical levels and feedback sessions.</p>
<p>China International Center for Economic & Technical Exchanges</p>	<p>WFP's cooperating partner in SSTC</p>	<p>Interviews both policy and technical levels and feedback sessions.</p>

Stakeholders	Interest in the evaluation	Participation in the evaluation
Ministry of Commerce	E-commerce	Interviews both policy and technical levels and feedback sessions.
Ministry of Ecology and Environment	WFP's partner in longer-term, sustainable resourcing for South-South Cooperation Climate Change initiatives through a multi-year trust fund structure	Interviews both policy and technical levels and feedback sessions

DRAFT

Annex 5: Communication and learning plan

When Evaluation phase	What Communication product/ information	To whom Target group or individual	What level Organizational level of communication e.g. strategic, operational	From whom Lead OEV staff with name/position + other OEV staff views.	How Communication means	When	Why Purpose of communication
Preparation		CO, RB, HQ	Consultation	Dawit Habtemariam	Consultations, meetings, email	Feb. 2020	Review/feedback For information
TOR and contracting	Draft ToR Final ToR	CO, RB, HQ CO, RB, HQ	Operational & Strategic	Dawit Habtemariam	Emails Web	May 2020	Review / feedback For information
HQ briefing Inception mission	Draft IR Final IR	CO, RB, HQ	Operational Operational & informative	Dawit Habtemariam	email	July 2020	Review/feedback For information
In-country - Field work and debriefing	Aide-memoire/PPT	CO, RB, HQ	Operational	Dawit Habtemariam	Email, Meeting at HQ + teleconference w/ CO, RB and	October 2020	Sharing preliminary findings. Opportunity for verbal clarification w/ evaluation team
Evaluation Report	D1 ER	CO, RB, HQ	Operational & Strategic	Dawit Habtemariam	email	Dec. 2020	Review / feedback
Learning Workshop in Beijing	D1 ER	CO, RB	Operational & Strategic	Dawit Habtemariam	Workshop	Jan. 2021	Enable/facilitate a process of review and discussion of D1 ER
Evaluation Reports	D2 ER and D3	CO, RB, HQ	Strategic	Dawit Habtemariam	email	Feb. 2021	Review on D2
Summary ER	SER	EMG	Strategic	Dawit Habtemariam	email	Mar. 2021	Review / feedback (EMG on SER)
Post-report/EB	2-page evaluation brief	CO, RB, HQ	Informative	Dawit Habtemariam	email	Nov. 2021	Dissemination of evaluation findings and conclusions
Throughout	Briefs/PPTs/videos, webinars,	CO, RB, HQ	Informative & Strategic	Dawit Habtemariam	Email/interactions	As needed	Information linkage to CSPes

External Communications

When Evaluation phase	What Communication product/ information	To whom	From whom OEV	How	Why Purpose of communication
TOR	Final ToR	Public	OEV	Website	Public information
Reporting August 2021	Final report (SER included) and Management Response	Public	OEV and RMP	Website	Public information
Evaluation Brief, Nov 2021	2-page evaluation brief	Board members and wider Public	OEV	Website	Public information
EB Annual Session, Nov 2021	SER	Board members	OEV & RMP	Formal presentation	For EB consideration

Annex 6: Overview of WFP Portfolio implementation in China

Detailed Indicator	Location	Year	Baseline	Target Date	Target Value	Actual Follow-up Date	Actual Follow-up Values
Strategic Outcome - SO1: Malnutrition rates among children in targeted "poverty counties" reduced in line with national norms by 2020							
Zero Hunger Capacity Scorecard/ % process milestones completed along Pathway 4 (National programme design and delivery)		2017	No data recorded				
		2018	0 (Aug 2018, baseline survey)	Dec 2018	1	Dec 2018, WFP records	1
		2019	No data recorded				
Activity - Provide advice and technical assistance for extending nutrition programmes to hard-to-reach areas.							
Output - C: Delivery of national nutrition programmes informed by global best practices and experiences							
Number of individuals who have received short-term agricultural sector productivity or food security training	HUNAN	2017	No data recorded				
		2018	N/A	Dec 2018	150	Dec 2018	150
		2019	No data recorded				
Number of training sessions for beneficiaries carried out (health and nutrition)	HUNAN	2017	No data recorded				
		2018	N/A	Dec 2018	1	Dec 2018	1
		2019	No data recorded				
Strategic Outcome - SO2: Year-round livelihoods among smallholder farmers in frequent need of food assistance in areas such as Anhui, Gansu, Guangxi, Hainan and Hunan provinces are enhanced							
Proportion of the population in targeted communities reporting benefits from an enhanced asset base		2017	No data recorded				
		2018	33,000 (December 2018, baseline survey)	None	None	None	None
		2019	No data recorded				
Activity - Advice on and assistance in integrating into national food supply chains							
Output - C: Better organization of targeted farmers throughout the value chain							
Number of planned targeted villages	ANHUI	2017	No data recorded				
		2018	N/A	Dec 2018	4	Dec 2018	4
		2019	No data recorded				
Number of training sessions for beneficiaries carried out (livelihood-support/agriculture & farming/IGA/NRM)	ANHUI	2017	No data recorded				
		2018	N/A	Dec 2018	12	Dec 2018	12
		2019	No data recorded				
Strategic Outcome - SO3: Populations regularly affected by natural disasters in Gansu, Anhui and Guangxi provinces and other poor disaster-prone areas are more able to withstand and respond to shocks all year round							
No activities have been conducted under Strategic Outcome 3. The reason given for this in the ACR 2018 is a shortage of funding. As such, there is no progress to review and no outcome and output indicators to report.							
Activity - Advice on and assistance in strengthening response mechanisms for shocks - supply chain interventions, asset creation in drought-affected areas and insurance systems.							
Strategic Outcome - SO4: Selected developing countries assisted in enhancing food security and nutrition in line with their prioritized SDG2 targets by 2030							
There is no Outcome data recorded in COMET for SO4							
Activity - Provide governments with expert advice and policy support on food security and nutrition issues.							
Activity - Knowledge-sharing through study tours, training, technology transfer and online exchange platforms							
Activity - Foster leadership among a new generation of smallholder farmers							
Output - C: Enhanced knowledge in selected countries regarding China's experience in addressing food security and nutrition.							
Number of guidance document developed and circulated	China	2017	No data recorded				
		2018	N/A	May 2019	1	Dec 2018	1
		2019	No data recorded				
	China	2017	No data recorded				

Number of technical assistance activities provided		2018	N/A	May 2019	1	Dec 2018	1
		2019	No data recorded				
Number of technical reports shared with cluster partners	China	2017	No data recorded				
		2018	N/A	May 2019	1	Dec 2018	1
		2019	No data recorded				
Number of training sessions/workshop organized*	China	2017	No data recorded				
		2018	N/A	Aug 2018	1	Dec 2018	1
		2019	No data recorded				
Number of training sessions/workshop organized*	China	2017	No data recorded				
		2018	N/A	May 2019	1	Dec 2018	0
		2019	No data recorded				
Number of training sessions/workshop organized*	China	2017	No data recorded				
		2018	N/A	Aug 2018	1	Aug 2018	1
		2019	No data recorded				
Out-sourced model piloted in at least one region (no=0, yes=1)	China	2017	No data recorded				
		2018	N/A	May 2019	1	Dec 2018	0
		2019	No data recorded				
Strategic Outcome – SO5: Efforts to ensure food security and nutrition in targeted “poverty countries” and select developing countries are supported by increased private sector resources and public-private partnership all year round							
Effectiveness, coherence and results of partnerships (as per qualitative review)		2017	No data recorded				
		2018	8 (Jan 2018, WFP records)	Dec 2018	10	Dec 2018, WFP programme monitoring	10
		2019	No data recorded				
Activity - Development and formalization of partnerships							
Activity - Facilitation of enhanced support from the Chinese Government							
* Please note that in 2018 ACR (page 14) the indicator "Number of training sessions/ workshop organized" only shows once, and with different Target value (9). Under "Actual follow-up value" is reported "2". Please see the row below:							
Number of training sessions/workshop organized					9		2

Data on outputs was extracted from COMET on 14 Nov 2019

Data on outcome indicators was extracted from the Mid-Term Review of the CSP

Additional output-level results reported outside COMET

Strategic Outcome	Source	Output
SO1	ACR 2017 (p19)	Exchange visit with a Chinese government delegation to the Centre of Excellence in Brazil.
	ACR 2017 (p19)	Co-organization of the 5th National Students' Nutrition Improvement Conference.
	ACR 2017 (p19)	Technical consultation that brought together the national academia and research institutes to identify WFP's entry point, while providing science justification for the intervention
	ACR 2018 (p7)	Government provision 125,200 nutritious meals to 1,565 students with the assistance of WFP.
	ACR 2018 (p7)	Nutrition education training for 43 teachers (33 women).
	ACR 2018 (p7)	48 World Food Day posters and 142 Nutrition Knowledge Posters distributed in the kindergartens connected to the Hunan project.
	ACR 2018 (p7)	Initiation of the Preschool Nutrition Improvement Initiative.
	Presentation of 2019 Progress by WFP China Head of Domestic Programmes, July 2019	Nutrition Training Workshop for 56 Kindergarten Principals, teachers, cooking staff, and parents on 23-24 March 2019. Development of training materials.

		Diversification of food menu.	
		Improvement of kitchen hygiene	
		Commencement of school garden initiative	
SO2	ACR 2018 (p7)	Establishment of an inclusive pro-poor cooperative.	
	ACR 2018 (p7)	Transfer of 300 mu (20 hectares) of land and preparation of a standard kiwi plantation field.	
	ACR 2018 (p7)	Conduct of training workshops on kiwi planting techniques and storage of agriculture products, benefiting more than 159 farmers (80 male and 79 female).	
	ACR 2018 (p7)	More than ten field training sessions to enhance smallholders' capacity to withstand natural disasters.	
	Presentation of 2019 Progress by WFP China Head of Domestic Programmes, July 2019		Organisation of Women Kiwifruit-thinning Skill Competition involving more than 70 women farmers.
			Seedling transplanting on 260 mu.
			25 stable job opportunities created.
		Capacity Strengthening Activities benefitting 134 Farmers (45 Women)	
SO4	ACR 2017 (p32)	Cambodia SSC Mission on Smallholder Farmers' Capacity, Food Fortification and Grain Reserve System.	
	ACR 2017 (p32)	Seminar on Building Smallholders Resilience under Climate Change through Value Chain Management	
	ACR 2017 (p33)	Side event at China Pavilion at COP23 titled Building Smallholders Resilience to Climate Change through South-South Cooperation.	
	ACR 2017 (p33)	Side event at 2017 Global South-South Development (GSSD) EXPO titled WFP's South-South Cooperation Approach: Building the Network of Centre of Excellence for South-South Cooperation.	
	ACR 2017 (p34)	Thematic Solution Forum 7 at GSSD EXPO "Accelerating Country-led progress towards Zero Hunger through joint and complementary efforts of RBAs"	
	ACR 2017 (p34)	Training Workshop on Post-Harvest Treatment and Storage Management for Smallholder	
	2018 (p8)	Organization of five training workshops and one seminar in collaboration with Chinese partners, engaging 90 participants from 26 developing countries.	
	Presentation of 2019 Progress by WFP China Head of South-South and Triangular Cooperation, July 2019		Participation in International Seminar on Sharing China's Food Security Policy and Experience.
			Participation in Ministerial Workshop on Food Security for Developing Countries and the Seminar on China-Africa Agricultural Cooperation and Development during China-Africa Economic and Trade Expo.
			Training Workshop on Sustainable Mechanization for Smallholder Farmers in Asia and Africa in Support of the Sustainable Development Goals
SO5	ACR 2017 (p26)	Contributions from HNA Group, RS Group, MasterCard, AliExpress, DSM, private donors through Tencent totalling USD 6,902,109.	
	ACR 2017 (p26)	Technical contributions from Tencent and Alibaba for fundraising.	
	ACR 2017 (p26)	Contributions from the Government of China totalling USD 73.6 million for 2017.	
	ACR 2017 (p27)	Signature of MoU with Government of China for Junior Professional Officer programme.	

Mandatory Question 3: WHAT DATA IS MISSING AND WHY? WHEN WILL THIS BE COLLECTED?

These figures are not shown in relation to any set targets or timeframes.

Figures provided by Domestic Programmes Unit

Strategic Outcome	Source	Output
SO 1	Project Progress Report by PMO	C.4 Number of people engaged in capacity-strengthening initiatives facilitated by WFP to enhance food security and nutrition stakeholder capacities: 6 <i>(Through the course of implementing Hunan Preschool Nutrition Pilot Project, to enable management members of the Project Management Office to arrive at better result by transferring WFP knowledge and expertise, 6 staff at the prefecture level and county level PMOs have participated in capacity strengthening activities held by WFP)</i>
	Project Progress Report by PMO	C.5 Number of capacity-strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities. 4 <i>(Through the course of implementing Hunan Preschool Nutrition Pilot Project, to enable management members of the Project Management Office to arrive at better result by transferring WFP knowledge and expertise, 6 staff at the prefecture level and county level PMOs have participated in 1 Study Visit to Guizhou Province, 1 Project Annual Review Workshop held Dec 2018; 1 Project Management Workshop held June 2019; 1 Project Experience Cross-fertilization Workshop held Oct 2019)</i>
	Standard Operations Procedures (SOP) on Project Management and Finance Management; Field Level Agreement with China Development Research Foundation	C.6 Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity-strengthening support. 3 <i>(Through the course of implementing Hunan Preschool Nutrition Pilot Project, as a result of WFP capacity strengthening support, 1 set of Standard Operations Procedures (SOP) on Project Management and Finance Management was developed by the Project Management Office, 1 smartphone based Wechat app for public access to the school meal programme was developed, and 1 Sunshine School Meal Digital Monitoring Platform rolled out.)</i>
	Project Progress Report by PMO	E.4 Number of people reached by interpersonal SBCC approaches. 3,589 <i>person-time</i>
	Project Progress Report by PMO	N.5 Number of schools with infrastructure rehabilitated or constructed. 25
	Project Progress Report by PMO	N.6 Number of children covered by home-grown school feeding. 1,565 <i>children were covered in the first semester; 1,848 children were covered in the second semester.</i>
	Project Progress Report by PMO	F.1 Number of smallholder farmers supported/trained. 50 <i>households</i>
SO2	Project Progress Reports by PMO	C.4 Number of people engaged in capacity-strengthening initiatives facilitated by WFP to enhance food security and nutrition stakeholder capacities. 6 <i>(Through the course of implementing Anhui Smallholder Kiwi Value Chain Pilot Project, to enable management members of the Project Management Office to arrive at better result by transferring WFP knowledge and expertise, 6 technical staff at the county level project management has participated in the capacity-strengthening activities.)</i>
	Project Progress Reports by PMO	C.5 Number of capacity-strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities. 5 <i>(Through the course of implementing Anhui Smallholder Kiwi Value Chain Pilot Project, to enable management members of the Project Management Office to arrive at better result by transferring WFP knowledge and expertise, 3 capacity strengthening workshops were held by WFP and 2 Study Visits to Hubei Province and Guizhou Province.)</i>

	Project Brief; Cooperative Charter	C.6 Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity-strengthening support. 2 (Through the course of implementing Anhui Smallholder Kiwi Value Chain Pilot Project, as a result of WFP capacity strengthening support, two tangible products were developed by local stakeholder: regular project brief compiled by Project Management Office to ensure smooth communication with WFP and systematic documentation of project progress ; a Cooperative Charter developed by project cooperative to Support the integration of farmers and promote the pro-poor and inclusiveness of smallholder farmers.)
	Project Progress Report and Project Agreement	D.1 Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure. 300 Mu of kiwi land cultivation (Anhui Project) 6,300 Mu of potato land cultivation (Gansu)
	Project Agreement	E.4 Number of people reached by interpersonal SBCC approaches (potato). 3,150
	Project Agreement	F.1 Number of smallholder farmers supported/trained. 6,600 (Anhui Project: 300; Gansu Project: 6,300)

Figures provided by Private Partnership Unit

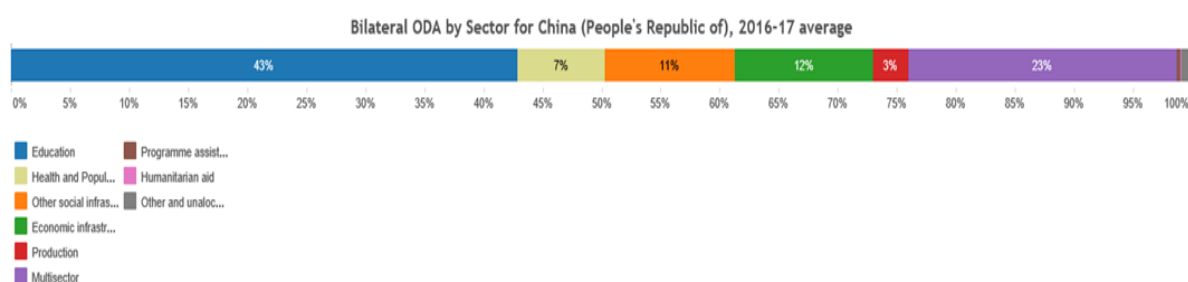
SO5	Private Sector Donors managed by WFP China (2017 - 2019)		
	Donor	Contribution recipient	Amount/type of collaboration
	Sunny Group	Sri Lanka	Cash USD 300,000
	RS Group	Bhutan	Cash USD 326,600
	Meituan	China	Cash USD 250,000
	Private donors through Meituan	China	Cash USD 120,436
	Private donors through Tencent	Cambodia	Cash USD 3,000,000
		China	Cash USD 77,650
	Teck	China	Cash USD 3,000,000
	General Mills	China	Cash USD 472,500
	Xiangnian	China	Cash USD 250,000
	DSM	China	Cash USD 24,000
	Alibaba	Global	In-kind USD 942,700
	Total		USD 8,763,886

Source: Mid-Term Review of the CSP

Annex 7: WFP China Resourcing Situation and Donors

Receipts for China (People's Republic of)

	2015	2016	2017
Net ODA (USD million)	-332.3	-791.5	-1,045.0
Net ODA/GNI (%)	0.0	0.0	0.0
Gross ODA (USD million)	1,490.4	1,490.5	1,277.6
Bilateral share (gross ODA) (%)	84.0	84.1	85.5
Total net receipts (USD million)	18,037.5	41,468.8	36,489.7



China CSP Budget Summary by Donor Earmarking

The table below shows the amount of earmarked contributions by allocation level (i.e. Country, Strategic Outcome and Activity). In the case of China, almost 90% of contributions confirmed so far have been earmarked at country level.

Donor Earmarking Level	Contribution Revenue (USD) ¹	% of Total Contribution Revenue
Country Level	7,956,817	88.7%
Strategic Outcome Level	770,000	8.6%
Activity Level	243,038	2.7%
Totals:	8,969,855	100.0%

Source: WFP the FACTORY

China CSP Budget Summary of Contribution Revenue by Focus Area

The table below gives an overview of the confirmed contributions by focus area. In the case of China, only 1.7% of contributions were assigned to one of the focus areas (i.e. root causes). The remaining resources, whose amount corresponds to the contributions earmarked at country level in the table above, were not assigned to any of the focus areas.

Focus Area	Contribution Revenue (USD) ²	% of Total Contribution Revenue
Not assigned	7,956,817	88.7%
ROOT CAUSES	1,013,038	11.3%
Sum:	8,969,855	100%

¹ Confirmed Revenue (or Confirmed Contribution) reflect all confirmed contributions available for use in the reference year i.e. a validity period starting in the reference year. They refer to funds committed by a Donor as per the agreement and are based on the key figure "Contribution Year" (year in which funds are made available for use by the Donor). Exchange rate is based on signature date. This figure is aligned with Contribution Revenue in Financial reporting.

² *idem*

Annex 8: Template for Evaluation Matrix

Evaluation Question - text from TORs					
Sub questions	Dimensions of Analysis	Operational Component	Lines of inquiry and/or indicators (as appropriate)	Data source	Data collection technique
Evaluation sub-question - text from TORs	[evaluation team to complete]	[evaluation team to complete]	[evaluation team to complete]	[evaluation team to complete]	[evaluation team to complete]

Annex 9: WFP China Country Strategic Plan



Executive Board
First Regular Session
Rome, 20–23 February 2017

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Agenda Item 7
WFP/EB.1/2017/7/8/Rev.1
Country Strategic Plans
For approval

Executive Board documents are available on WFP's Website (<http://executiveboard.wfp.org>).

China Country Strategic Plan (2017–2021)

Duration	1 March 2017–31 December 2021
Total cost to WFP	USD 29,136,415
Gender marker*	2A

* <https://www.humanitarianresponse.info/system/files/documents/files/gm-overview-en.pdf>

Executive Summary

Over the past 35 years, China has experienced a significant economic transformation and made remarkable progress in poverty reduction and social development. The country has the largest population in the world at more than 1.3 billion people, meaning that its achievement of the 2015 Millennium Development Goal target of halving the proportion of its people suffering from hunger accounted for almost two thirds of such reductions globally.

Despite substantial progress in reducing hunger and malnutrition, the Government continues its efforts towards its goal of ensuring food security and nutrition across China recognizing that almost 50.8 million people remain undernourished and – given the magnitude of the population – its 4 percent stunting, 19.6 percent anaemia and 25 percent overweight rates represent serious national and global burdens. While China's economic growth has helped it attain high human development status, challenges remain in reducing residual poverty and inequality and extending successful national programmes to marginalized communities.

This country strategic plan is the product of extensive consultations with the Government of China and other partners, and reflects the WFP-China Memorandum of Understanding to Strengthen Partnership for Global Hunger Solutions and Development signed on 2 March 2016. Under the framework provided by the Memorandum of Understanding and in compliance with laws, rules and regulations of China and WFP, the WFP China Office functions as a WFP centre of excellence for enhancing South-South cooperation and supports China's domestic efforts to promote food security and nutrition and forge public-private partnerships in support of food security and nutrition targets. WFP's cooperation with China will contribute to the following five strategic outcomes:

Focal points:

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- Malnutrition rates among children in targeted “poverty counties” reduced in line with national norms by 2020.
- Year-round livelihoods of smallholder farmers in frequent need of food assistance in areas such as Anhui, Gansu, Guangxi, Hainan and Hunan provinces enhanced.
- Populations regularly affected by natural disasters in Anhui, Gansu and Guangxi provinces and other poor disaster-prone areas better able to withstand and respond to shocks all year round.
- Assistance provided to enhance food security and nutrition in select developing countries in line with their prioritized targets under Sustainable Development Goal 2 by 2030 and
- Work to enhance food security and nutrition in targeted “poverty counties” and selected developing countries supported year round by increased private-sector resources and public-private partnerships.

The country strategic plan will contribute to China’s 13th National Five-year Plan for Economic and Social Development (2016–2020), Food and Nutrition Development Plan (2014–2020), National Child Development Plan for Poverty-Stricken Areas (2014–2020) and sector-specific plans of action, the United Nations Development Assistance Framework (2016–2020) and Sustainable Development Goals 2 and 17. It is also aligned with President Xi Jinping’s statement and the joint press communiqué issued at the September 2015 High-Level Roundtable on South–South cooperation.

Draft decision*

The Board approves China Country Strategic Plan (2017–2021) (WFP/EB.1/2017/7/8/Rev.1) at a total cost to WFP of USD 29.1 million.

Annex 10: Evaluability Assessment of Country Strategic Plan (CSP) Outcome Indicators

		Logframe version		
Expected outputs	Output indicator	v 1.0	v 2.0	v 2.1
		[15/02/2017]	[22/12/2017]	[15/11/2019]
01: Malnutrition rates among children in targeted “poverty counties” reduced in line with national norms by 2020				
Provide advice and technical assistance for extending nutrition programmes to hard-to-reach areas.				
Delivery of national nutrition programmes informed by global best practices and experiences	Number of capacity development activities provided	X	X	X
Increased capacity of national authorities to implement and extend national nutrition programmes in targeted areas	Number of capacity development activities provided	X	X	X
	Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities			X
	Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities			X
	Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening support			X
02: Year-round livelihoods among smallholder farmers in frequent need of food assistance in areas such as Anhui, Gansu, Guangxi, Hainan and Hunan provinces are enhanced				
Advice on and assistance in integrating into national food supply chains				
Better organization of targeted farmers throughout the value chain	Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities			X
	Number of technical support activities provided	X	X	X
Enhanced income-generating capacity among targeted farmers	Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities			X
	Number of technical support activities provided	X	X	X

	Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening support			X
03: Populations regularly affected by natural disasters in Anhui, Gansu, and Guangxi provinces and other poor disaster-prone areas are better able to withstand and respond to shocks all year round				
Advice on and assistance in strengthening response mechanisms for shocks – supply chain interventions, asset creation in drought-affected areas and insurance systems				
Government policies and programmes related to disaster risk reduction and mitigation informed by WFP technical advice and demonstration projects	Number of capacity development activities provided	X	X	X
	Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities			X
	Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening support			X
04: Selected developing countries assisted in enhancing food security and nutrition in line with their prioritized SDG 2 targets by 2030				
Foster leadership among a new generation of smallholder farmers				
Targeted participants in the farmer leaders' programme have increased knowledge and leadership capacity and receive support in becoming productive smallholders	Number of capacity development activities provided		X	X
	Number of people trained	X	X	X
Knowledge-sharing through study tours, training, technology transfer and online exchange platforms				
Enhanced knowledge in selected countries regarding China's experience in addressing food security and nutrition.	Number of capacity development activities provided		X	X
Provide governments with expert advice and policy support on food security and nutrition issues				

Enhanced knowledge in selected countries regarding China's experience in addressing food security and nutrition	Number of capacity development activities provided	X	X	X
05: Work to ensure food security and nutrition in targeted "poverty counties" and selected developing countries supported year-round by increased private sector resources and public-private partnerships				
Development and formalization of partnerships				
Existing partnerships between the private sector and the Government strengthened and new partnerships established	Number of partners supported	X	X	X
New fundraising platforms for public fundraising established.	Amount of complementary funds provided to the project by partners (including NGOs, INGOs, Civil Society, Private Sector organizations, International Financial Institutions, Regional development banks and Governments)		X	X
Facilitation of enhanced support from the Chinese Government				
Existing partnerships with government of China are strengthened.	Amount of complementary funds provided to the project by partners (including NGOs, INGOs, Civil Society, Private Sector organizations, International Financial Institutions, Regional development banks and Governments)		X	X

Table 1: CSP China 2017-2021 logframe summary analysis

Logframe version		Outcome indicators	Cross-cutting indicators	Output indicators
v 1.0 15/02/2017	Total nr. of indicators	6	4	8
v 2.0 22/12/2017	New indicators	0	0	4
	Discontinued indicators	0	0	0
	Total nr. of indicators	6	4	12
v 2.143 15/11/2019	New indicators	7	0	8
	Discontinued indicators	1	0	0
	Total	12	4	20
Total indicators that appear across all logframes:		5	4	8

43 The status of the logframe is "RB submitted". Values not reported for new indicators.

Table 2: Analysis of results reporting in China – Annual Country Reports [2017-2019]

		ACR 1 2017	ACR 2 2018	APR 2019
Outcome indicators				
	Total number of indicators in applicable logframe	6	6	6
Baselines	Nr. of indicators with any baselines reported	0	3	
	<i>Total nr. of baselines reported</i>	0	3	
Year-end targets	Nr. of indicators with any year-end targets reported	0	2	
	<i>Total nr. of year-end targets reported</i>	0	2	
CSP-end targets	Nr. of indicators with any CSP-end targets reported	0	0	
	<i>Total nr. of CSP-end targets reported</i>	0	0	
Follow-up	Nr. of indicators with any follow-up values reported	0	2	
	<i>Total nr. of follow-up values reported</i>	0	2	
Cross-cutting indicators				
	Total number of indicators in applicable logframe	4	4	4
Baselines	Nr. of indicators with any baselines reported	0	2	
	<i>Total nr. of baselines reported</i>	0	2	
Year-end targets	Nr. of indicators with any year-end targets reported	0	2	
	<i>Total nr. of year-end targets reported</i>	0	2	
CSP-end targets	Nr. of indicators with any CSP-end targets reported	0	0	
	<i>Total nr. of CSP-end targets reported</i>	0	0	
Follow-up	Nr. of indicators with any follow-up values reported	0	2	
	<i>Total nr. of follow-up values reported</i>	0	2	
Output indicators				
	Total number of indicators in applicable logframe	8	12	12
Targets	Nr. of indicators with any targets reported	0	8	
	<i>Total nr. of targets reported</i>	0	8	
Actual values	Nr. of indicators with any actual values reported	0	8	
	<i>Total nr. of actual values reported</i>	0	8	

Source: COMET report CM-L010 [22/01/20], APR 2017, APR 2018.

Annex 11: E-library

China CSP Evaluation
1. Evaluation process
1.1 - EQAS
I. CPE Guidance - REVISED
II. Template for TOR - CPE REVISED
III. Quality Checklist for TOR - CPE REVISED
IV. Template for IR - CPE New.docx
IX. Quality Checklist for Summary Evaluation Report - CSPE
V. Quality Checklist for Inception Report - CSPE REVISED
VI. Template for Evaluation Report - CSPE New.docx
VII. Quality Checklist for Evaluation Report - CSPE REVISED
VIII. Template for Summary Evaluation Report - CSPE REVISED
1.2. - Scoping ToR & timeline
1.3 - HQ Briefing
China's Food Security and Nutrition under rapid transformation: Enhanced Partnership with WFP, February 2015 rev. Draft International Food Policy Research Institute (IFPRI), Chinese Ministry of Agriculture (MOA), and WFP
China's National Plan on Implementation of the 2030 Agenda for Sustainable Development September 2016
2016 WFP CSP China
2016 WFP Orientation Guide - ENGLISH.pdf
2018_6_WFP HQ tel directory.pdf
June 2019 WFP HQ Organigramme.pdf
2016 Reflecting Humanitarian Principles in Evaluation - UNEG working paper.pdf
2017 Draft Guidance for Evaluating HPs FOR PILOTING.pdf
Recent relevant evaluation reports <ul style="list-style-type: none"> • Strategic evaluation of the pilot country strategic plans • Evaluation of WFP Partnership Strategy • Strategic evaluation of funding WFP's work • Policy evaluation of capacity development
2. Corporate Docs Mon Perf Management
2.1 WFP Strat Plan (2014-2017) - Docs
2013 Strategic Plan (2014-2017).pdf
2013 Strategic Results Framework (2014-2017).pdf
2014 Management Results Framework (2014-2017) Brief.pdf
2014 WFP Perf Management Policy (2014-2017).pdf
2014 WFP Perf Management Policy Memo.pdf
2015 Indicator compendium 2014-2017.PDF
2016 MT Review - Strategic Plan (2014-2017).PDF
WFP Strategic Plan 2008-2013.pdf
WFP Strategic Results Framework 2008-2011.pdf
2.2 WFP Integrated Roadmap to Zero Hunger
2016 Corporate Results Framework 2017-2021.pdf
2016 Financial Framework Review.pdf

2016 Policy on Country Strategic Plans.pdf
2016 Strategic Plan 2017-2021.pdf
2017 Corporate Results Framework Indicator Compendium 2017-2021.pdf
2017 Pol Compendium for Strategic Plan 2017-21.pdf
2017 WFP Integrated Road Map in Brief - March.pdf
2.3 WFP Management Plans
WFP_ManagementPlan_2016-2018.pdf
WFP_ManagementPlan_2017-2019.pdf
WFP_ManagementPlan_2018-2020.pdf
2.4 WFP Capacity Strengthening
001 WFP Approach to CCS.pdf
003 CNM - Early warning.docx
003 CNM.docx
_Follow-up Recommendations to CCS Audit (May 2018).pdf
2018 WFP HQ Organigramme 20180522 TO BE UPDATED.pdf
2018 WFP Organizational Acronyms List 20180613.docx
3. WFP Policies, Strategic Plans & Corporate Docs
3.1 Corporate Performance Management & monitoring
3.1.1. Annual Performance Reports
Annual Performance Report 2017.pdf
3.1.2. WFP ZHC Advocacy Framework
WFP ZBC Advocacy Framework - Oct 2015.PDF
WFP ZHC Advocacy Framework - Brief March 2016.pdf
WFP ZHC Advocacy Framework - Feb 2016.pdf
WFP ZHC Advocacy Framework - July 2016.pdf
3.10 Risk Management
2012 - Circular on Corporate Risk register.pdf
2012 - Paper Linking Risk Register and EPR.pdf
2015 - Enterprise Risk Management Policy.pdf
2015 - Risk management definitions.pdf
2016 - Circular Critical Incident & Crisis management.pdf
2016 - Corporate WFP Risk register.pdf
2016 - Global Risk Profile report.pdf
2016 - Risk appetite statement.pdf
2016 EB PPT on Risk appetite statement.pdf
2017 Corporate Risk Register_04.01.2018.pdf
2017 EB Informal Consl PPT Enterprise Risk Management.pdf
3.11 Security
2016 Brief - WFP Field Security.pdf
2017 EB Report - WFP Field Security.pdf
UN Security Risk Management (SRM) Manual - 2015.pdf
3.12 Monitoring & Third-Party Monitoring

2017 Beneficiary Counting in COMET.pdf
2017 Remote technology for Monitoring.pdf
2017 Third Party Monitoring Guidelines.pdf
2018_Minimum Monitoring Requirement.pdf
Beneficiaries, Targeting and Distribution Guidance.pdf
Chapter 2 - Country Office ME Strategy (APR14).docx
Chapter 3 - Data Collection, Preparation and Analysis (APR14).docx
Chapter 4 - Process Monitoring (APR14).docx
Chapter 5 - Output Monitoring (APR14).docx
Chapter 6 - Outcome Monitoring (30Jun2014).docx
3.13 Nutrition
2004 UNHCR UNICEF WFP WHO Food and Nutrition Needs in Emergencies.pdf
2011 UNHCR WFP Guidelines for Selective Feeding - Management of Malnutrition in Emergencies.pdf
2016 WFP Food and Nutrition Handbook.pdf
2017 GNC MAM - A decision Tool for Emergencies.pdf
2017 WFP Minimum Standards for Nutrition in Emergency Preparedness and Response.pdf
2017 WFP Nutrition Monitoring & Evaluation Guidance.pdf
2017 WFP Nutrition Monitoring and Evaluation Guidance.pdf
2017 WFP Nutrition Policy.pdf
2018 WFP The Right Food at the Right Time - Specialized Nutritious Foods Sheet.pdf
3.14 Resilience & Safety Net
2012 WFP's Social Net Policy- the Role of Food Assis in SProtection-Update.pdf
2015 WFP Policy on Building Resilience for FS & Nutrition.pdf
2016 Food Assistance for Asset Guidance Manual - ANNEXES.pdf
2016 Food Assistance for Asset Guidance Manual -CORE DOCUMENT.pdf
3.15 Evaluation
2015 WFP Evaluation Policy 2016-2021.pdf
3.16 School Meals
2012_A Guidance Note to Develop a National Sustainability Strategy.pdf
2012_School Feeding Policy Evaluation Report - Management Response.PDF
2012_School feeding Policy Evaluation Report.pdf
2013_Local Food for Children in School.pdf
2013_School Feeding Flier (with links).pdf
2013_School Feeding Policy_Update.pdf
Sustainable school feeding, Lifting school children out of the hunger trap.pdf
3.17 Capacity Development
2014 WFP Capacity Gaps and Needs Assessment - Strengthen National Capacity to End Hunger.pdf
2014 WFP Guidelines on Technical Assistance and Capacity Strengthening to End Hunger.pdf
2017 WFP Evaluation of Policy on Capacity Development - Update on Implementation - Mgmt. Response.pdf
2017 WFP Evaluation of Policy on Capacity Development - Update on Implementation.pdf
3.18. Logistics and Supply Chain
Logs Emergency Team AR 2018.pdf

Supply Chain Division Organigram 20190101.pdf
WFP Ethical Standards for Proc and Contr in SC Functions.pdf
WFP Supply Chain AR 2017.pdf
3.2 Access & Principles
2004 WFP Humanitarian Principles.PDF
2006 WFP Note HumAccess and implications.PDF
2015 OSZ AdvGroupAccess - Strategy paper.pdf
2017 - OSZPH Humanitarian Access - Operational guidance manual.pdf
3.3 Emergencies and Transition
2003 WFP Food Aid and Livelihoods in Emergencies Strategies for WFP.pdf
2004 WFP Transition from relief to development.pdf
2005 WFP Definition of emergencies.pdf
2013 Peace Building & Transition Setting Policy.pdf
2013 WFP Impact Evals - Contrib of Food Ass. to Durable Solutions in Protr Refugee Sits - Mgmt Resp.pdf
2014 WFP Update on WFP Peacebuilding Policy.pdf
2015 WFP ED Circular OED2015.014 Emergency Response Activation Protocol.pdf
2015 WFP OSZ Emergency and Transition Programming Framework - Brief.pdf
2015 WFP PREP Evaluation 2011-2014 - Evaluation Report vol.I.pdf
2015 WFP Synthesis Report of the Eval Series of WFP's Emergency Preparedness and Response.pdf
2016 WFP Targeting emergencies WFP policy.pdf
2017 WFP Emergency Preparedness Policy.pdf
3.4 Protection & AAP
2015 AAP in WFP - ToC.pdf
2015 Guide to Personal Data Protection and Privacy.pdf
2016 OSZPH Protection Guidance Manual.pdf
2016 WFP's AAP Strategy Brief.pdf
2017 OSZPH AAP Guidance Manual.pdf
3.5 Gender
2015 WFP Gender Policy 2015-2020 -EB.pdf
2016 WFP Gender Action Plan.pdf
2017 WFP EB Update on Gender Policy Implementation.pdf
2017 WFP Quick Guide for Gender Integration in WFP Evaluation.docx
2017 WFP Tool 2 Checklist for Integration of Gender in WFP Evaluation.docx
2017 WFP Tool Integrating Gender in WFP Evaluations Technical Note.docx
3.5.1. 2017 Gender Transformation Programme
GTP - Office Guide_English.docx
GTP - Presentation_English.pptx
gender & cash study - country report, Mali.pdf
WFP 2018 WFP's Gender Transformation Programme Office Guide.docx
WFP Gender Marker Guidance - English.pdf
WFP Gender policy 2015-2020.pdf
WFP Rapid Gender Analysis - ENGLISH.pdf

3.6 Anti-fraud and anti-corruption
2015 WFP anti-fraud and anti-corruption policy.pdf
3.7 Cash & Voucher
2007 - Cash and Food Transfers - A Primer.pdf
2008 Cash & voucher Policy.pdf
2009 OPERDIR - CV financial accounting.pdf
2011 Cash & voucher Policy update.pdf
2012 - WFP Cash for change Initiative Distribution Models.pdf
2014 OEV PE Cash and voucher - MResp.PDF
2014 OEV PE Cash and voucher ER.pdf
2014 OEV PE Cash and voucher SER.PDF
2015 IntAudit - CV Modalities in the Field - MResp.PDF
2015 IntAudit - CV Modalities in the Field - Project Design & Set up.PDF
2015 IntAudit -CV Modalities in the Field - Dist Cycle & closure.PDF
2017 Interim Guidance for CBT Reconciliation & Transaction Monitoring.pdf
2017 RMTB Personal Data Privacy Policy (Scope CBT).pdf
WFP C&V Manual Edition 1 - 2009.pdf
WFP C&V Manual Edition 2 - 2014.PDF
3.8 Partnerships
2012 WFP Evaluation From Food Aid to Food Assistance Working in Partnership.pdf
2014 WFP Corporate Partnership Strategy (2014 -2017).pdf
2015 PG Partnership - Tools and Guidelines Booklet.pdf
2015 WFP and Stand by partners report.pdf
3.8.1. 2005 How to Work with WFP- Handbook
How to Work with WFP Handbook - About WFP 2005.pdf
How to Work with WFP Handbook - Creating a partnership 2005.pdf
How to Work with WFP Handbook - WFP Activities Principles and NGO Involvement 2005.pdf
3.8.3. Partnerships Yearly Key facts and figures
2015 key figures.pdf
2015 Mapping Partnerships at CO Level.pdf
WFP Partnerships Agreements - List of templates.pdf
WFP Topics Partnerships - Working with NGOs.pdf
3.9 Food Security – VAM
2017 FAO The State of food insecurity 2017.pdf
Introduction to mVAM - What is mVAM.pdf
WFP Food distribution guidelines.pdf
WFP Supply Chain Optimisation Guideline 2018.pdf
6. Data
WFP 2018 Evaluation Brief - SE of the pilot country strategic plans.pdf
WFP 2018 Evaluation Report SE of the pilot country strategic plans.pdf

Annex 12: Internal Reference Group

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CC:	Office of Evaluation	Dawit Habtemariam	Evaluation Manager	<dawit.habtemariam@wfp.org>

Acronyms

CBT	Cash-based Transfers
CSPE	Country Strategic Plan Evaluation
CO	Country Office
CSP	Country Strategic Plan
FAO	Food and Agriculture Organization
GEWE	Gender Equality and Women's Empowerment
GDP	Gross Domestic Product
GII	Gender Inequality Index
IRM	Integrated Road Map
IFAD	International Fund for Agricultural Development
IMF	International Monetary Fund
M&E	Monitoring and Evaluation
MARA	Ministry of Agriculture and Rural Affairs
ODA	Official development assistance
OEV	Office of Evaluation
SDGs	Sustainable Development Goals
SSTC	South South triangular cooperation
TOR	Terms of Reference
UNICEF	United Nation Children's Fund
UNDP	United Nations Development Programme
WFP	World Food Programme