



WFP EVALUATION



World Food Programme

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Evaluation of China

WFP Country Strategic Plan

2017-2021

Centralized Evaluation Report – Volume II Annexes

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Disclaimer

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ANNEX 1: Summary Terms of Reference

1. 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.

Subject and Focus of the Evaluation

2. The evaluation covers WFP operations in China between 1 January 2017 to 31 December 2020, including activities and strategic direction prior to the introduction of the Country Strategic Plan (CSP) 2021. The current strategic plan will finalize in December 2020 to align better with the Chinese Government Strategies and the new WFP China Country Strategic Plan will commence in early 2021.

3. The evaluation will cover all of WFP's activities (including cross cutting results) from 2017 to November 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.

4. 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.

5. 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. 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.

Objectives and Users of the Evaluation

6. The evaluation will seek the views of and be useful to a broad range of internal and external stakeholders; it presents an opportunity for national, regional and corporate learning. 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.

7. 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 OEV. 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.

Evaluation Questions

The evaluation will address four main questions common to all WFP CSPEs.

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?

EQ2 – What is the extent and quality of WFP's specific contribution to CSP strategic outcomes in China?

EQ3: To what extent has WFP's used its resources efficiently in contributing to CSP outputs and strategic outcomes?

EQ4 – What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the CSP?

ANNEX 2. Methodology

2.1. Scope

8. The evaluation covered all of WFP activities in China (including cross-cutting results) from 2017 to October 2020, as well as those detailed in the revision in 2019. The evaluation adopted standard United Nations Evaluation Group (UNEG) and revised Development Assistance Committee (DAC) evaluation criteria, namely: relevance, coherence, efficiency, effectiveness, and sustainability.

9. The evaluation focused on assessing WFP contributions to country strategic plan 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 assessed if, and how, gender equality and women's empowerment had been considered in the country strategic plan design and if implementation was guided by the WFP Gender Policy. The evaluation also assessed the WFP partnership strategy in China.

10. The inception process highlighted the uniqueness of the WFP China country strategic plan. The national Government of China is a major funder of the country strategic plan. The country office reports directly to the Strategic Partnership Division at WFP headquarters rather than through the WFP regional bureau in Bangkok. China country strategic plan domestic programmes are interlinked with SSTC and fundraising. This affects the evaluability as there are no direct comparators for the performance of the China country strategic plan. In this regard, the evaluation team took a complexity-aware approach, understanding the specific context that has led to the development of the country strategic plan and relevant activities. This was guided by triangulation of information from strategic interviews with both WFP internal and WFP external stakeholders. The original timeline for this evaluation was delayed due to the COVID-19 pandemic; the evaluation team worked within a relatively tight period of time. During inception, the national evaluator withdrew, and a replacement team was identified.

2.2. Methodological approach

11. As indicated in the terms of reference (ToR), the CSPE adopted a mixed-methods approach, intended as a methodological design in which data collection and analysis were informed by a feedback loop, combining a deductive approach with an inductive approach. This approach was intended to capture unintended outcomes of WFP operations, both positive and negative.

12. The methodology addressed the evaluability challenges and the COVID-19 context in the following manner: the CSPE's approach to the theory of change (ToC) has been defined based on guidance from the Office of Evaluation and adjusted to the specific situation of the China country strategic plan.

13. The country strategic plan did not have an explicit theory of change. As such, the linkages between the expected results such as outcomes or outputs in the country strategic plan logframe were not clearly defined. In order to address this gap, the evaluation team constructed a theory of change as expressed in the country strategic plan document; and in line with the qualitative information on expected causal linkages perceived during country strategic plan implementation. This assisted in gathering evidence of contribution towards the strategic outcomes.

14. Assumptions related to the theory of change were difficult to define and consider. There were none identified at the design of the country strategic plan. Implicit assumptions based on the country strategic plan text include: (i) capacity strengthening, technical advice and tools and demonstration activities are adopted and applied successfully by targeted households and/or government staff; (ii) stronger partnerships lead to increased funding; (iii) South-South cooperation (SSC) activities are in line with the demands of other countries.

15. The evaluation matrix was the key evaluation instrument that translated the evaluation questions into subquestions and lines of inquiry of more specific interest to this CSPE. The subquestions guided the organization of the data and analysis for each section of the report.

16. During the inception interviews, stakeholders indicated their interest in hearing voices from WFP country offices in beneficiary countries regarding SO4. An adjustment in the evaluation timeframe occurred

to accommodate the need for a survey of WFP country offices and allow time for responses. The sample was based on perceptions, cannot easily be verified, and was limited to the period of the evaluation. Nonetheless the perceptions across different offices yielded valuable insights that can then be used to inform future programming. The activities related to SSTC are focused outside of China to countries seeking support from China. These activities are in an early stage of development and are all implemented on a case-by-case basis. There have been no evaluations carried out, although a corporate evaluation is occurring concurrently and may be synergistic with this CSPE.

17. The quality of indicators set out in the original logframe at the time of country strategic plan design had weaknesses in terms of measurability. A strategic element of the country strategic plan is stated as capacity strengthening. This is particularly key to the China country strategic plan as its implementation modality is capacity strengthening, which is the cornerstone of all five strategic outcomes and all eight activities. The extent to which this approach has been applied in the country strategic plan design is not completely captured by the output-level indicators that are being used to track the relevant progress of WFP. The evolution of the WFP Corporate Results Framework (CRF) and its corporate indicators include those related to capacity strengthening. The country strategic plan was designed prior to the elaboration and finalization of the Corporate Results Framework. There were data available on capacity strengthening activities, literature on content and interaction with stakeholders delivering and participating in capacity strengthening activities. Systematic data triangulation across different sources and methods was carried out to validate findings and avoid bias in the evaluative judgement. The theory of change was tested to probe the causal links and broader impact of WFP activities in China.

18. **Gender equality and women's empowerment:** The WFP gender and age marker (GAM) has been utilized to monitor the extent to which gender and age are integrated into the design and monitoring of WFP activities in China as outlined in the country strategic plan. The evaluation relied on the collection of sex- and age-disaggregated data where available. The evaluation team assessed whether the universal standards of accountability to and respect for the rights and dignity of beneficiaries — accompanied by constant, gender-sensitive concern for beneficiary welfare — had been applied and whether any differential implementation challenges experienced had been addressed during field-level assessment.

2.3. Data availability and quality

19. The team conducted a document review to assess the availability and adequacy of the data. WFP in China has a unique role where it facilitates and is not directly responsible for implementation, monitoring and evaluation. Much of the data are reliant on the systems of data collection in the Government of China. This means that data were not easily available, particularly in relation to data disaggregation by location and gender.

20. **Strategic-level data availability and quality:** At institutional and more strategic levels, well-documented annual country reports are in place. There were relatively few WFP China country strategic plan-related evaluation or review reports available; the country strategic plan mid-term review (MTR) was one of the key documents. Outcome-level results are very limited, which is partly due to domestic programmes still being at early stages of implementation. Other evaluation reports in the WFP e-library were useful secondary sources of evidence, such as the Strategic Evaluation of the Pilot Country Strategic Plans, the Evaluation of WFP's Partnership Strategy, the Strategic Evaluation of Funding of WFP's Work, and the Policy Evaluation of Capacity Development.

21. **Operational level data availability and quality:** At the operational level, specific project-related monitoring data were available for the domestic pilot projects, covering baseline, inception phase, and monthly and annual progress reports; though some of the documents are in Chinese, English translation or extraction of information was carried out. This data coverage applies to all four ongoing pilot projects in China. The two domestic projects launched in 2018 have more substantial data sets than the other two, which rolled out around October 2019. Most of the data are output- and activity-related. There were some technical issues related to: COMET (for example, not enabling the input of some more up-to-date data from country level); the updating process of Corporate Results Framework indicators; and gaps in in-country monitoring and evaluation capacity (mechanisms/tools) that all had an impact on country-level data consistency and adequacy. Some of the data were scattered and aggregation of output-level results was challenging. Gender disaggregated data were available for many of country strategic plan domestic programme activities. All annual country reports have a separate section on gender analysis, but gender-related data were not always available, as previously noted in the mid-term review.

2.4. Data collection process

22. Data were collected through a mix of primary and secondary sources with different techniques. Qualitative sources included:¹ desk review, consultation with individual stakeholders, focus groups, and direct observation. Quantitative data were assembled from WFP monitoring systems. To complement these for SO4 and SO5, activities and outputs were quantified through a tool called “activity database” that incorporated process data from key informants, document review and evaluation observations.

23. The data collection methods were carefully adapted to the COVID-19 context and to the country context, based on team members’ experience. Data collection and evaluator observation was structured by the three pillars of the WFP-Government of China memorandum of understanding, and their subdivision into the five strategic outcomes of the country strategic plan.

24. Data collection took place through a mostly virtual field mission from the end of October to mid-December 2020. In addition to the desk review that was active throughout the evaluation period, the following data sources were used. Under SOs 1 and 2, which take the form of on-going projects in China, the CSPE combined: (i) interviews with national and provincial stakeholders, and with sector researchers, and related desk work; and (ii) a field visit with interviews with project implementers, focus group with local stakeholders and direct observation in selected locations. Under SOs 4 and 5, the CSPE combined: (i) interviews with national government agencies and with private sector and non-government partners of WFP; (ii) desk review; (iii) observations from the on-going evaluation of the WFP SSTC strategy; (iv) an e-survey with selected WFP country offices; and (v) analysis of the activity database.

25. The desk review was a thorough exercise of the large number of available documents relating to the country strategic plan, structured by the evaluation matrix. Documents reviewed included design documents, progress reports and project evaluations as well as strategic documents. Information available on the internet was used as a reference for this evaluation including research publications, information from a stakeholder institution’s official website, and Xinhua (the national news agency).

26. The “activity database” has specifically been prepared to observe the activities of the China country office (at office level) in relation to SOs 4 and 5. The evaluation team created Excel files to assemble information on the country strategic plan activities in relation to SO4 and SO5 since the monitoring and evaluation system provided limited information on these. Information at output and result levels was assembled from desk review and observation of internet sites. The files were shared with the China country office staff in charge of the Centre of Excellence, as well as staff from government partnerships and private partnerships, who checked and updated information.

27. Stakeholder consultation was based on a thorough stakeholder analysis, available in the inception report. Several stakeholders in each category were consulted through semi-structured interviews (both face-to-face with the China-based team member and remotely with other team members). Follow-up interviews were requested to gather more detailed information. Targeted email follow-up dialogue took place with WFP staff and partners where more detailed information and clarifications were of benefit. The field visit in country included focus group discussions with the beneficiaries of domestic projects. A senior level focus group discussion between the Ministry of Agriculture and Rural Affairs and the China country office directors was organized at the end of the evaluation mission. The debriefing online meeting at the end of the evaluation mission provided additional opportunities for discussions with the China country office and headquarters staff.

28. A field visit was undertaken by the China-based team. Discussions took place in two provinces at province, county, township and administrative village level, as well as with beneficiary kindergartens and farmer cooperatives. The in-country team members travelled to project sites and observed project farmers, school teachers and parents at WFP-supported locations in their normal course of activities. The in-country team member also attended the China country office retreat in November to listen to and observe discussions related to project performance, constraints and also planning for the next country strategic plan. This provided deeper insight into the causal linkages and theory of change factors, as well as an improved understanding of country office operations.

¹ There is no sequence or order of priority in the techniques listed.

Table 1. Data collection mapping by stakeholder group

Stakeholder group	Observation	Focus group Discussion	Survey	Interview	Email exchanges
Government representatives	X	X		X	
United Nations agencies		X		X	X
Implementing partners (domestic projects)	X	X		X	
Private sector partners (domestic projects)		X		X	
Public and private partners (SSTC and donors)				X	
WFP country office staff	X	X		X	X
WFP HQ staff		X		X	X
Community members	X	X		X	
Other WFP country offices			X		

29.

30. Samples were selected for the project site visits and for the e-survey with other country offices. The two provinces selected allowed observation of two out of the four pilot projects, one in relation to SO1 and one in relation to SO2. These were the projects that had started earlier in the CSP period. Interviews were organized around a third project which combined both SOs. Annex 10 lists participants. The evaluation team and the WFP evaluation manager jointly defined a sample for the e-survey:

Table 2. Sample of stakeholders for surveys

Stakeholder group	Distributed to	Response required	Response received
WFP staff (survey A)	38 country offices (29 beneficiaries of SSTC events or China aid, and 9 non beneficiaries ² Systematic sample, by alphabetic order, including 29 participants in China SSTC activities and 9 non beneficiaries. Beneficiaries were stratified by level of participation	30%	15 responses were received - a 40% response rate. 13 questionnaires were analysed (the two other questionnaires were empty). 9 responses were prepared by at least 2 persons in the country office. Women CO staff participated in 10 answers

2.5. Quality assurance

31. The WFP centralized evaluation quality assurance system (CEQAS) sets out processes with inbuilt steps and templates for evaluation products based on standardized checklists. The system was systematically applied during this evaluation based on documents provided to the evaluation team. There were two levels of quality assurance of the evaluation products, by the evaluation manager and by the senior evaluation officer. This quality assurance process was designed to not interfere with the views and independence of the evaluation team. It ensured that the report provided the necessary evidence in a clear and convincing way and drew its conclusions on that basis. All draft products relating to the CSPE underwent stringent review processes. They were first reviewed internally by the evaluation team, with the

² A sample of 84 COs was proposed in the inception report but was reduced on advice from the OEV. This reduced the response burden on COs but did limit the validity of response.

team leader having the final approval review of the draft evaluation products. Next, draft products were reviewed by KonTerra before being submitted to WFP for review and approval in line with the WFP evaluation quality assurance system prior to submission of the deliverables to the Office of Evaluation.

32. The WFP 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 country strategic plan was designed and whether the results of the gender analysis were properly integrated into the country strategic plan implementation.

2.6. Ethical considerations

33. Ethical requirements were considered throughout the evaluation process. Those engaged in, and informed by the evaluation were treated appropriately, and decisions about their treatment influenced the evaluation's design. Ethical considerations were incorporated in the methodology, which defined risks and appropriate management measures, including issues related to data confidentiality and protection, ensuring that the evaluation team could avoid causing harm to respondents, and set out ethical safeguards for the reporting of ethical concerns. The evaluation had limited face-to-face contact with field beneficiaries and stakeholders. Interviews were largely remote. The most important consideration was to ensure confidentiality for views expressed. The team used the electronic platform requested by each stakeholder as a preferred platform for discussion. No recordings of proceedings were taken. Interviews were structured in such a way as to ensure maximum openness and comfort for the interviewee. All interviewees were notified that interviews were confidential and that their views would not be attributed in any publication.

34. All team members are external consultants and have no ties to WFP operations in China or conflicts of interest. The team members have not been involved in the design, implementation or monitoring of WFP activities in China, nor do they have a conflict of interest of any other nature, abiding by the 2016 UNEG norms and Standards and the 2007 UNEG Ethical Guidelines and Code of Conduct as well as the principles of 'do no harm'. The team also committed to signing the Confidentiality, Internet and Data Security Statement.

2.7. Limitations

35. The evaluation was conducted under tight time frames and in an unusual context given the COVID-19 pandemic. The evaluation team was experienced in field evaluations and remote evaluations. The methodology and schedule were adapted to respond to this context, maximize time for gathering data, analyse the evidence, and generate credible findings and conclusions and realistic recommendations.

Limitation	Impact	Mitigation measures
The originally allocated timeframe was delayed due to the pandemic situation.	The tight schedule was defined for in-country evaluations. Adaptation to a remote evaluation mission, which requires a longer time, was not agreed in advance. The standardized quality process for the production of reporting deliverables reduced time available for analysis and reflection.	The evaluation team operated efficiently to maintain deadlines and required outputs. Extra time was provided to extend the data gathering phase in order to increase the opportunity for remote interviews. This also involved telephone interviews with field stakeholders. Evaluation management was available to support the implementation of the evaluation and manage expectations to provide as much time as possible for realistic, substantive work.
Due to the COVID-19 pandemic, the two international members could travel	Lack of country presence of two team members reduced effective engagement with the country office and partners and did not allow direct exposure to country CSP interventions.	The non-China based team members already had experience in China, including at similar field locations. The China-based team had members experienced in field visits and in policy level interviews. The team was invited by the China CO to attend the annual country retreat with

Limitation	Impact	Mitigation measures
to neither Rome nor China, and there were unpredictable local restrictions.	Interaction with WFP headquarter divisions, which have a critical role in the China CSP, could only take place through videocalls. China-based team members undertook all field visits. A longer time frame was also required to secure stakeholders to participate in interviews remotely.	participants from WFP and government partners. The China CO staff provided substantive support in country liaison to secure online interviews.
Team meetings, as well as most interviews, could only take place remotely.	Compromise of data quality via online means was a potential concern. There were initial concerns about the feasibility of interviews with senior interviewees via videocalls.	The evaluation team members were experienced in working remotely as a team and undertaking remote evaluation interviews. An invitation process was designed to ensure participation of the interviewee. In the COVID-19 pandemic context, all stakeholders were acquainted with holding international interviews and meetings through videocalls. Interviewees could choose their preferred platform. Rescheduling interviews was possible when needed.

ANNEX 3. Data Collection Tools

1. Semi-structured interview guides

A generic interview guide was created for all stakeholder interviews, as a basis for consulting with stakeholders as diverse as WFP country office and headquarters staff, government agencies, United Nations agencies, researchers and experts, Chinese and international companies, and implementers and beneficiaries of domestic projects. This generic guide covered all elements in the evaluation matrix (Annex 2). Evaluation subquestions were rephrased, and carefully arranged in five sections, to facilitate a discussion focused on country strategic plan results in relation to food and nutrition issues, emergency management and humanitarian aid, smallholders in value chains, capacity strengthening and WFP cross-cutting aims. The questions covered the full range of technical and strategic issues in the country strategic plan.

In designing the interview guides, the evaluation team did not assume that participants were already familiar with the content of the country strategic plan and did not restrict the discussion to the country strategic plan. Views were sought, where possible at a strategic level, about the overall programme of WFP since 2017 and the changing context.

Best practice for social studies in Asian countries were mobilized. Questions were phrased in a factual manner (when, who, what, how, why). Asking for opinion was avoided. Instead respondents were invited to identify strong points and scope for improvement.

Before the interview, special attention was paid to the invitation process. The initial invitation email was sent through the Deputy Country Director. The team member in charge of the interview then sent a more detailed invitation email. After availability was confirmed, the interviewee received a short list of main discussion points. The questionnaire was not shared.

Each interview started with an introduction sequence. The rationale for the evaluation, its scope, and the learning and non-nominative approach of the evaluation was reconfirmed. We announced that we welcomed the interviewee's contribution to the next WFP programme in China for the coming period. We invited the interviewee to request any clarification on WFP or the evaluation he/she might need.

We managed time carefully to ensure sufficient time was available for the conclusion section. In the conclusion section, the interviewee was asked to make proposals to maintain existing strong points in the country strategic plan and for improvements and was given time for any additional contribution.

Interview notes were produced and shared among team members only.

Interview guide template

1. Identification of organization and interviewee (to be prefilled before the interview and completed after the introduction)

Title, family name, given name

Organization (bilingual), function in organization

Participation in WFP program

Name of main WFP counterpart in the organization, function

2. Introduction

Introductions, confidentiality aspects and a voluntary aspect (to be read at the beginning of each interview): *"This study for the World food program is about its program (called country program strategy) and activities in China since 2017. The purpose of this study is to learn from this period to prepare the next WFP program in China. We are here to learn from your organization's experience and point of view. You are invited to provide your experience on the specific activities your organization is directly participating in. You are also welcome to discuss more broadly WFP's work in China, both domestic and international. For this meeting, we are focusing our questions on [XX]. You are welcome to cover any additional point. I am an / we are independent consultant(s) in charge of this evaluation.*

Before we start, I would like to thank you for your time and availability. I would like to confirm that this is an evaluation interview, not an audit or control. We will summarize all interviews, there will be no individual quotes. You may request confidentiality on a specific point, in which case we would not mention it in the report. Please feel free to share what you think in a very open manner.

I would like to confirm with you that your participation in the interview is voluntary. You may request to exit the interview before the end. If you have any questions in the future, you may contact XX.

[Elements into brackets] indicate main foreseen adaptation to different stakeholders. Discussion points in technical interviews focus on the effectiveness section of the evaluation matrix, as well as part of the relevance section (targeting, gender). Discussion points in strategic interviews with the private sector outside of China will focus on the relevance and performance sections of the evaluation matrix, and selected points on effectiveness.

Evaluation matrix sub-question number	Discussion points
Introduction (confirmation of interview focus)	Participation in / knowledge of the various activities of WFP in China, WFP partner status Food and nutrition in their work
[Specific focus: COVID 19, 2 CIDCA projects]	Respective roles of your organization and WFP in this operation
A - Food and nutrition issues [within China and/or in China's international work through WFP]	
1.3 Relevance (changing context) 4.1 Performance (evidence)	Events since 2017: in your work on food and nutrition, in the national context and policy framework, in China's international work on food security and nutrition? Where is the best evidence available on these issues and do WFP activities use this evidence?
1.2 Relevance (needs) 3.2 Efficiency (actual targeting)	Among priority food and nutrition issues in your scope of work, which ones you are addressing in your work with WFP? Why were this focus and this location selected? How has reaching the intended, targeted groups been ensured?
1.3 Relevance (changing needs)	How about the capacity to address these food and nutrition issues in China's disadvantaged areas, what has changed in the last 3 years?
B - Emergency management [within China and/or in China's international work through WFP]	
1.3 Relevance (changing needs)	What about WFP emergency activities in China and in China's international work? Which priority needs over that period and how are they been addressed?
2.3 Sustainability	Which activities are foreseen in the post Covid phase? Will WFP participation in the Guangzhou logistics hub be sustained and why?
C - Capacity strengthening focus	
2.3 Sustainability: ownership Capacity strengthening focus	How to you understand the capacity strengthening results expected from the work you are doing with WFP, by whom and for whom? How is this being paid attention to?
2.1 Effectiveness 2.3 Sustainability Capacity strengthening focus	And what visible signs of progress in this field do you see? Is this likely to continue in upcoming years?
D - WFP working methods and principles	
2.1 Efficiency 3.1 Efficiency 4.4 Performance (timeline)	In your work with WFP, what is making good progress, what is late and why? Is there enough flexibility? Any problems generated by delayed activities?
3.3 3.4 Cost effectiveness	How are costs paid attention to in WFP activities in China?

Evaluation matrix sub-question number	Discussion points
1.4 UN coherence	WFP compared to the UN agencies in China: coherence of approach, comparative advantage
2.1 2.2 2.3 Gender	WFP has a principle of gender equality and women empowerment. In you work with WFP, how is this taken into account, what is successful or not?
2.2 Cross-cutting aims	WFP has protection principles for beneficiaries. What is your view on how this is taken into account in WFP work in China?
2.4 Humanitarian nexus	WFP is aiming to link humanitarian aid to development. What is your view on how this is taken into account in WFP work in China for activities in China and elsewhere?
E - WFP-Government of China-donors: institutional aspects	
1.1 Alignment	Looking backward, when this new WFP China program was designed, how was alignment with the national policies paid attention to? Was this successful?
4.2 Donor resources	The CSP is also a tool to mobilize the Chinese government and the private sector as donors for WFP food and nutrition activities. What is successful and what is not? Any recent changes?
4.3 Partnerships	In 2017, was your organization already a partner of WFP? What has changed since then?
Conclusion	In the absence of WFP and these partnerships with WFP, what would have taken place anyway? How would you define the added value of WFP's work in China
	Proposals for the upcoming period
	Is there any point we did not cover in this discussion?
	Agreement to have name listed as evaluation participant in the WFP report Yes / No
	Reconfirmation of documents mentioned Thanks

2. Interview through email with phone option

This option was initially foreseen to be used in a systematic manner since it was expected that government officials would not be available for international videocalls. The team members were to carefully draft the questions in both English and Chinese and test them with the country office before sending out the questionnaire. Recipients were to be encouraged to answer either individually or as a group. This option was also expected to allow reaching several managers within a Chinese enterprise, rather than only interviewing the person in corporate social responsibility who is the WFP contact in most enterprises. Questions were to be structured into two sections: technical questions and strategic questions, to allow mid-level staff to answer technical questions, and invite senior managers to contribute to the more strategic questions.

This option was only mobilized as an alternative option, in cases where government officials or enterprise managers were not available for an interview. It started late during the evaluation mission and was not successful since respondents would have required more time to answer.

3. Internet survey with country offices

The process to invite respondents was carefully designed. The evaluation manager in the WFP Office of Evaluation sent the link to the online survey to the Country Directors. To ensure internet access would not be a limitation, respondents also received the questionnaire in Word format. Two of them chose this option.

The scope of the questionnaire was defined as the country offices' interactions with the China country office in relation to SO4 (the Centre of Excellence) and SO5 (facilitation by the China country office of WFP country office's applications for funding from China). The questionnaire combined multiple-choice questions, scoring questions and open questions. All multiple-choice questions included the option to tick a "does not

wish to answer” box. Open questions related to the relevance of SSTC topics, and to strengths, weaknesses and proposals for the next country strategic plan.

The questionnaire started with a section inviting respondents to participate to the evaluation and make proposals for the next country strategic plan and confirming that analysis would be non-nominative. The internet survey questionnaire was designed on Word format and transferred by Konterra onto an internet survey platform (SurveyMonkey). The Office of Evaluation sent the invitation emails with a link to the survey. It then sent thank you and reminder emails over a period of three weeks. KonTerra directly accessed results from the SurveyMonkey platform. The evaluation team member analysed the results in a non-nominative manner.

The questionnaire was tested internally by the team, Konterra and the Office of Evaluation, and finalized on that basis.

The following table provides the structure of the questionnaire. The questionnaire itself is provided in the inception report.

Survey results (sample representativity and answers) are provided in Annex 11.

Evaluation matrix question number	Questionnaire sections (multiple choice or open question)
Introduction	Country, N persons having contributed to answer, name list
	Contacts with China CO, HQ contacts in China since 2017 (multiple choice)
A – South-South and triangular cooperation activities and outcomes	
2.1 Outputs	SSTC exchange visits supported by WFP China since 2017, categories of participants, location in country / in China (multiple choice)
2.1 Outputs and 2.3. Sustainability	Type of SSTC support facilitated through China CSP: expert advice, policy support, from China through WFP on nutrition issues, food security, knowledge sharing activities, junior professional officer: started before 2017, trends since then (multiple choice)
	Description of enhanced knowledge for (1) WFP CO, (2) host country government, (3) SSC participants regarding China’s experience in food security, nutrition, poverty reduction, other (multiple choice and open question)
1.1 Relevance: alignment of CSP with China’s national policy	Agreement on CSP ToC issues: (1) facilitate the development of policy dialogue, new cooperative platforms, new partnerships, technical training, expert deployment, new generation of leader farmers (2) support China’s efforts to enhance food security and nutrition in the countries (multiple choice)
1.2 Relevance: nutritionally vulnerable groups	Relevance of experience from pilot projects in China for host country (direct through knowledge sharing, indirect through SSTC experts, indirect through quantitative impact evaluation surveys) (multiple choice)
1.2 Relevance	Selected focus topics for WFP SSTC in China in host country (post-harvest, mechanization, poverty reduction) (multiple choice)
1.1 China alignment	Proposed farmer leaders’ programme is relevant (1) if activities in host country, (2) if activities in China (multiple choice)
	Current status of the farmer leaders programme and why (open question)
1.2 Relevance	2 examples of very relevant activities, why (open question)
3.2. Efficiency: selection of targeted country and area	Are they considered as a targeted country, on which basis (multiple choice and open question) Level (national, subnational) and location of CSP facilitated activity
3.3. Efficiency: agile WFP activities	Rapid answer received from CO office, host project Host project country approval process (multiple choice)
3.4 Efficiency: attention to cost efficiency	Cost-efficient options: expert advice: knowledge sharing activities Satisfaction on 2020 webinars (multiple choice)
B – Public and private Chinese donors	

Evaluation matrix question number	Questionnaire sections (multiple choice or open question)
2.1 Effectiveness	Trends in funding from China contacts through China CO or through HQ since 2017 (multiple choice)
4.2 Performance: flexible funding	Attitude and actual situation on flexibility (adequacy and predictability) in WFP funding through various China CSP donors (open question)
4.3 Performance: new partners during CSP	Contacts with WFP China partners: started before 2017, trends since then (multiple choice, open question on example)
4.4. WFP performance: demand driven China contribution	Demands made to HQ, to China CO, to China CoE – satisfaction with action in response to this demand (multiple choice)
Focus on CIDCA projects	Knowledge, application, participation What worked well, what did not (open question)
Focus on COVID 19 hub	Participation (multiple choice) Effectiveness, efficiency, relevance (open question)
C – Cross-cutting aims	
1.2. Relevance and 2.2. Compliance: gender	Extent to which China WFP SSTC integrates gender equality and women’s empowerment (multiple choice and open description of example)
2.4 Humanitarian-development-link	How is this taken into account in their contacts with WFP China country office?
2.2 Accountability	Information to beneficiaries on source of aid
2.2 Protection	Protection of beneficiaries
Conclusion	2 main strengths of WFP activities in China or from China towards other countries (open question)
	2 areas of scope for improvement (open question)
	Proposals for the upcoming period (open question)

4. Email dialogue

The WFP China country office staff were invited to share information when required throughout the evaluation mission.

The WFP headquarters staff and United Nations participant staff in the inception discussions and evaluation interviews who indicated interest in continuing dialogue were invited to further exchange in writing on specific points.

5. Focus group discussions

In the various focus group discussions (see list in Annex 10), a small number of relevant points for discussion were defined beforehand. Similarly with interviews, participants were informed that the discussion would be analysed in a non-nominative manner.

Senior participants in the online focus group discussion between Ministry of Agriculture and Rural Affairs and WFP country office managers received the list of questions in advance. The focus group discussion facilitator invited each participant to provide in turn his/her view on each question.

6. Participant observation at the country retreat

The China-based evaluation team joined the country retreat to undertake a structured participant observation activity. The evaluators observed participation, listened to exchanges, and shared notes with the international team members.

The presentations prepared by the China country office for the retreat were shared and proved to be valuable sources of information on the on-going country strategic plan as well as the line of sight for the upcoming period.

7. Protocol for the field visit

The proposed fieldwork agenda was forwarded to the provincial project management office (PMO) (and Xiangxi Prefecture PMO) under the Department of Agriculture and Rural Affairs in advance, with support from the China country office. It was finalized after having received comments from the project management offices. The villages and kindergartens selected for the visit were agreed upon in advance. The agenda clarified travel arrangements for the evaluator and responsibility for expenditures.

The same ethical rules as for the interviews applied during the visit. The evaluator explained the purpose of the visit, phrased in non-technical terms. The county government was given two options: individual interviews or a grouped interview with the different offices in charge (project management office, agriculture, education).

The townships, villages, cooperative and kindergartens were informed of the date and purpose of the visit several days in advance, and asked to invite those who have actually participated in the project, and organize a focus group discussion with families for the kindergartens and cooperative members for the smallholder activity. The targeted audience would otherwise not have been reachable. Interview contents were based in the generic interview guide and rephrased in non-technical terms. The use of an outcome and satisfaction scoring card was considered but not used given the small number of participants and early stage of the project. Information collected filled information gaps, since there had been a baseline survey in Anhui and Gansu, and an impact evaluation in Hunan. Direct observation covered: in Hunan, posters in classes, school meals, girls' and boys' attitudes; and in Anhui, production, storage facilities, marketing platform, smallholder meals, and a local school if any connection. The observation aligned with the expected causal linkages in the theory of change of SO1 or SO2, to ascertain level of performance, constraints and actual or potential benefits. Records of location and participant names were documented.

8. Activity database

Three Excel files were created, which included the following tables:

- SSTC: (1) countries with SSTC projects; (2) Centre of Excellence experts; and (3) events organized or co-organized by the Centre of Excellence
- Private partnerships: (1) partners; (2) beneficiary countries
- Public partnerships: countries having received aid from Department of Agriculture and Rural Affairs, by year; same information for Ministry of Commerce/CIDCA.

36. A number of variables were created for the purpose of the evaluation. Among these, the most useful were: (i) in SSTC, thematic areas and levels of exchanges, by learning event; number of participating countries and individuals and number of Chinese experts mobilized; (ii) in private partnerships, the activity sector, the status of the partnership deal and the nature of the partnership (donor, other); and (iii) in public partnerships, the purpose of the aid contribution.

37. Annex 16 shows variables and results of the analysis.

9. Other quantitative data

38. The main sources of quantitative data were:

- The 2019 mid-term review, which had a comprehensive compilation of COMET indicators
- WFP WINGS system
- WFP FACTory

- Monitoring reports from the domestic pilot projects.

ANNEX 4. Evaluation Matrix

Dimensions of analysis	Lines of enquiry/indicators	Data sources	Data collection technique
EQ1 – To what extent is WFP’s strategic position, role and specific contribution based on country priorities and appropriately aligned to nutritionally vulnerable people’s needs as well as WFP’s strengths?			
1.1 To what extent is the country strategic plan relevant to China’s policies, plans, strategies and goals, including achievement of the national Sustainable Development Goals?			
<p>Alignment of CSP design to China’s policies, plans and strategies</p>	<p>Most of the CSP is focused on assisting other countries through resource mobilization and SSC. As such, it may be more important to ask how well the work has aligned with the priorities of those countries rather than assessing it from the supply side. This may already be what is intended, but that isn’t made completely clear under the term “national” here</p> <p>CSP design (SOs and activities) contribute to the objectives set in relevant national policies, plans and strategies</p> <p>CSP design aligns with the WFP MARA 2016 MoU</p> <p>Stakeholders’ perception that CSP design (SOs and activities in China) considers national/subnational policies, strategies</p> <p>China and other country stakeholders’ perception that implementation of the CSP has responded to the priorities of individual beneficiary countries</p> <p>Degree of alignment of CSP design (SOs and activities) with national policies, plans, strategies, and approaches on GEWE</p>	<p>WFP design documents (CSP, Development Plan (DEV), Emergency Operation (EMOP))</p> <p>Relevant national policies, strategies and plans: The Thirteenth Five-Year Plan for Economic and Social Development of the People’s Republic of China (2016-2020), China’s Food and Nutrition Development Plan (2014–2020), National Child Development Plan for Poverty-Stricken Areas (2014–2020), National Disaster Prevention and Mitigation Plan (2011-2015), President Xi Jinping’s statement and joint press communiqué at the High-Level Roundtable on South-South cooperation in September 2015, National Nutrition Plan (2017-2030), National Food Security Mid- and Long-term Plan (2008-2020), national Grain Security Plan (2008-2020), National Plan for an Increase of Production Capacity for 50 Billion Kg of Food (2009-2020), National Agriculture</p>	<p>Document review</p> <p>Semi-structured interviews and dialogue: Government, partners; dialogue with HQ, CO, other UN agencies</p> <p>Observation at HQ</p> <p>Triangulation where possible by cross-checks among datasets</p>

Dimensions of analysis	Lines of enquiry/indicators	Data sources	Data collection technique
		<p>Sustainable Development Plan (2015-2030); National Rural Vitalization Strategic Plan (2018-2022), the Healthy Grain and Edible Oil Action Plan, Healthy China 2030 Planning Outline, China's Food Security and Nutrition under Rapid Transformation: Enhanced Strategic Partnership with WFP (2015), United Nations China: Republic of China Common Country Analysis (2020) Plan for Women's Development in China (2011-2020)</p> <p>Partnership documents (MoUs)</p> <p>Government, WFP, UN, development partners and external interviewees</p> <p>Studies and analyses on gender equality</p>	
<p>Relevance of the CSP to China's context for each CSP strategic outcome</p>	<p>The CSP is based on an understanding of the national and subnational context</p> <p>The CSP is based on the analysis of national and subnational needs (nutrition, food security, etc.)</p> <p>Design of CSP activities is based on a recent country capacity needs assessment</p> <p>Integration of gender perspective into needs assessments</p> <p>Design of CSP addresses contextual factors for GEWE</p>	<p>WFP operational documents (CSP, DEV, EMOP)</p> <p>China's Food Security and Nutrition under Rapid Transformation: Enhanced Strategic Partnership with WFP (2015)</p> <p>Country surveys on nutrition/food security</p> <p>Partnership documents (MoUs)</p> <p>Other research/analysis on nutrition/food security</p>	<p>Document review</p> <p>Semi-structured interviews with Government, private partners, WFP staff; dialogue with CO, UN agencies</p> <p>Country offices survey</p> <p>Observation at WFP staff retreat</p>

Dimensions of analysis	Lines of enquiry/indicators	Data sources	Data collection technique
		Government, WFP, UN, development partners and external interviewees Studies and analyses on gender equality	
Relevance of CSP's approach to SSTC in line with the demands and interests of recipient countries	The CSP is based on SSTC recipient country needs in alignment with WFP development mandate. The appropriateness of the mechanisms for SSTC with WFP recipient countries	WFP operational documents (CSP, DEV, EMOP) Government, WFP, UN, development partners and external interviewees E-survey with recipient countries	Document review Semi-structured interviews with Government, private partners, WFP staff; dialogue with CO, UN agencies Country offices survey
1.2 To what extent did the country strategic plan address appropriately the food security and nutrition needs of the most nutritionally vulnerable people in China to ensure that no one is left behind?			
Extent of CSP focus on the most vulnerable/marginalized groups in terms of food security	CSP design was informed by vulnerability assessments/analysis CSP focus on the most vulnerable food insecure groups, including relevance of specific activities to their needs and appropriateness of beneficiary targeting mechanisms CSP focus on geographical areas with greatest food insecurity, poverty/livelihood vulnerability Targeting of CSP activities reflects recommended/standard WFP corporate practice Extent to which SOs 1 and 2 interventions target the most nutritionally insecure	CSP design documentation and related assessments and analytical studies CSP implementation reports and data (ACR and monitoring indicators) Perceptions of internal and external stakeholders (United Nations agencies, WFP MoH) Partnership documents (MoUs) Project documents	Document review Semi-structured interviews with Government, WFP staff, pilot project implementers, NGO Dialogue with United Nations Document review Field interviews and observations
Extent to which CSP integrates gender equality and women's empowerment	CSP design was informed by gender analysis that considers aspects of intersectionality and equity CSP focus on gender equality and women's empowerment	CSP design documentation and related assessments and analytical studies	Document review

Dimensions of analysis	Lines of enquiry/indicators	Data sources	Data collection technique
	<p>CSP focus on gender equity and transformative approaches (e.g. harmful gender roles and norms, gender relations and gender power inequalities, access to and control over resources, participation in decision making)</p> <p>Proportion of activities in the CSP that are: 1) gender-blind; 2) gender-specific; 3) gender-sensitive; and 4) gender-transformative</p>	<p>CSP implementation reports and data (ACR and monitoring indicators)</p> <p>Gender and age marker platform</p> <p>Partnership documents (MoUs)</p> <p>Perceptions of internal and external stakeholders (United Nations agencies, WFP, Government of China)</p> <p>WFP Strategic planning documents (WFP Gender Action Plan and Gender Policy)</p>	<p>Semi-structured interviews with government, WFP staff and partners, NGO</p> <p>Dialogue with United Nations, CO</p> <p>Country offices survey</p> <p>Pilot project participant discussions</p> <p>Observation of pilot project activities</p> <p>Analysis of CSP activities using WFP gender and age marker</p>
<p>1.3 To what extent has WFP strategic positioning remained relevant, appropriate and coherent throughout the implementation of the country strategic plan considering the national context, capacities and needs in China and in other countries in which China is a WFP donor through the country strategic plan?</p>			
<p>Extent to which relevance is sustained in light of changing national and institutional context</p>	<p>WFP was able to adapt to evolving needs in China at country, provincial and county level</p> <p>For the “and in other countries in which China is a WFP donor” part, the indicators are still if WFP was able to adapt</p> <p>WFP was able to adapt to changes in policy priorities in China and to respond to context changes in programme countries</p> <p>Again, it would be most valuable if the CSP evaluation could assess these aspects from the “demand” side of resource mobilization and SSC in the programme countries, as well as the supply side in China</p> <p>WFP has responded to the demand of programme countries, both in resource mobilization and SSC, as well as the supply side in China</p>	<p>Progress reporting, annual planning (including COMP) and (budget) revisions on CSP and preceding operations</p> <p>Perceptions of internal and external stakeholders (United Nations agencies, WFP, the Government of China)</p>	<p>Document review</p> <p>SSTC and partnership activity database</p> <p>Timeline of events</p> <p>Semi-structured interviews with Government, WFP staff, NGOs</p> <p>Dialogue with United Nations, CO</p>

Dimensions of analysis	Lines of enquiry/indicators	Data sources	Data collection technique
Extent to which relevance is sustained in light of national capacities in China	<p>WFP was able to adapt with changes in partners or capacities</p> <p>WFP advice and technical assistance regarding child nutrition, smallholder farmers livelihoods and disaster risk reduction has remained relevant to national and subnational capacity strengthening needs</p>	<p>Progress reporting, annual planning (including COMP) and (budget) revisions on CSP and preceding operations</p> <p>Perceptions of internal and external stakeholders (United Nations agencies, WFP, the Government of China)</p>	<p>Document review</p> <p>Semi-structured interviews with Government, private partners, WFP staff, NGOs</p> <p>Dialogue with United Nations</p> <p>Timeline of events</p>
Extent to which relevance is sustained in light of changing programmatic context	WFP was able to adapt with changes in funding, its own capacity and its relations with other United Nations agencies	<p>Progress reporting, annual planning (including COMP), United Nations system planning (including UNSDCF) and (budget) revisions on CSP and preceding operations</p> <p>Perceptions of internal and external stakeholders</p>	<p>Document review</p> <p>Semi-structured interviews and dialogue with Government, NGO, United Nations, WFP interviewees</p> <p>Participant survey and questionnaire</p>
1.4 To what extent is the country strategic plan coherent and aligned with the wider United Nations stakeholders in China and to what extent does it include appropriate strategic and operational partnerships based on the comparative advantage of WFP?			
Alignment with UNDAF and the new UNSDCF	<p>CSP is aligned with the objectives and priorities set in the China UNDAF/UNSDCF</p> <p>WFP and United Nations Country Team stakeholders can articulate how the CSP contributed to UNDAF (2016-2020) and UNSDCF (2021-2025) objectives</p>	<p>Plans and supporting process documentation linked to CSP, UNDAF, UNSDCF</p> <p>WFP and United Nations Country Team interviewees</p>	<p>Document review</p> <p>Dialogue with United Nations, interviews with WFP staff</p>
Extent to which CSP articulates and applies the comparative advantage of WFP in China	<p>CSP articulates the comparative advantage of WFP</p> <p>CSP design reflects the comparative advantage of other partners (e.g. UN agencies)</p> <p>WFP is recognized as the 'lead' partner in the areas targeted by the CSP</p>	<p>CSP and documentation on CSP design process</p> <p>UNDAF, UNSDCF and documentation on related design processes</p>	<p>Document review</p> <p>Semi-structured interviews with Government, NGO, WFP staff</p> <p>Dialogue with United Nations Country offices survey</p>

Dimensions of analysis	Lines of enquiry/indicators	Data sources	Data collection technique
	<p>WFP, UNICEF and other UN agencies, with the Government of China, clearly agree on the respective roles of agencies with regard to nutrition</p> <p>Perhaps a similar question is relevant with regard to FAO and SSC</p> <p>WFP and FAO, with GOC, clearly agree on the respective roles of agencies with regard to SSC</p>	<p>Perceptions of internal and external stakeholders (United Nations agencies, WFP, GOC)</p>	
<p>Extent to which CSP design specifies and applies strategic partnerships</p>	<p>CSP maps key government and private partners under each strategic objective</p> <p>CSP maps/considers operational partners active in the sectors / issues targeted by the CSP</p> <p>CSP proposes a strategy to identify and build public and private partnerships</p> <p>Efficiency and effectiveness of this strategy, if in place</p>	<p>CSP and documentation on CSP design process</p> <p>Partnership documents (MoUs)</p> <p>Perceptions of internal and external stakeholders</p>	<p>Document review</p> <p>Semi-structured interviews with Government, private partner, NGOs, WFP staff</p> <p>Dialogue with United Nations</p>
<p>EQ2 – What is the extent and quality of the specific contribution of WFP to country strategic plan strategic outcomes in China?</p>			
<p>2.1 To what extent did WFP deliver expected outputs and contribute to each of the expected country strategic plan strategic outcomes and established synergies between them?</p>			
<p>Achievement of planned CSP outputs to date and quality of performance</p>	<p>Mapping of tasks undertaken, and outputs achieved against CSP design and corporate process guidelines</p> <p>Performance data of (outputs accomplished; people reached/trained etc.)</p> <p>Stakeholder views on the quality of WFP performance under each activity</p> <p>Extent of capacity strengthening incorporated in each SO activities and results</p>	<p>CO monitoring and performance reporting at outcome, and output data (ACRs, standard project reports (SPRs))</p> <p>National statistics, where available and relevant</p> <p>Perceptions of stakeholders: those directly engaged in/benefitting from WFP activities and those with broader involvement in relevant sectors (MARA)</p>	<p>Document and data review</p> <p>Activity database on SSTC and partnerships</p> <p>Semi-structured interviews with Government, private partners, NGOs, WFP interviewees</p> <p>Dialogue with United Nations</p> <p>Country offices survey</p>

Dimensions of analysis	Lines of enquiry/indicators	Data sources	Data collection technique
		Beneficiaries in two pilot projects	
Extent to which planned contribution to CSP strategic outcomes have been achieved to date, quality of synergies, and unintended results	<p>WFP contribution to reducing child malnutrition rates</p> <p>WFP contribution to enhancing livelihoods of smallholder farmers</p> <p>WFP contribution to the ability of populations regularly affected by natural disasters to withstand and respond to shocks</p> <p>Given that SO5 focuses on “selected developing countries”, should this be reframed around “WFP China’s contribution”? If it refers to “WFP contribution” in those places, then the scope of this evaluation extends to evaluating the overall WFP results in those countries. This would be most useful but may not be feasible. If results in those countries are to be included, then the list of sources needs to be expanded to include that</p> <p>China CSP contribution to enhanced food security and nutrition in targeted “poverty counties” in China</p> <p>Private sector resources and SSC in selected developing countries funded through the China CSP have been directed to WFP food security and nutrition activities in these countries</p> <p>Unintended results (positive, negative) for women, men, girls and/or boys, as applicable</p>	<p>Relevant data on Zero Hunger Capacity Scorecard</p> <p>Perception of WFP staff, government and external stakeholders on unintended results</p> <p>Perception of Government on outcome achievement</p> <p>Perception of Government on progress toward outcome achievement.</p> <p>Beneficiaries in two pilot projects</p> <p>Recipient countries (CO e-survey)</p>	<p>Document and data review</p> <p>Semi-structured interviews with Government, private partners, WFP interviewees, NGOs</p> <p>Dialogue with United Nations, HQ, CO</p> <p>Pilot project participant discussions</p> <p>Pilot project observation</p> <p>Country offices survey</p>
<p>2.2 To what extent, and through which processes, did WFP take into account cross-cutting aims (humanitarian principles, protection, accountability to targeted populations, gender equality and other equity considerations), both in resource mobilization and South-South cooperation from China in programme countries, and within the domestic programme</p> <p>As above, this question would be most usefully answered in relation to the work outside China supported by resource mobilization and South-South cooperation from China, focusing on the areas where the collaboration with China has potential influence on these cross-cutting themes in those places (and where it does not).</p>			

Dimensions of analysis	Lines of enquiry/indicators	Data sources	Data collection technique
WFP compliance with humanitarian principles and contribution to achievement of humanitarian objectives	<p>WFP corporate humanitarian principles and approaches reflected in CSP activities and processes</p> <p>Monitoring systems comply with WFP requirements in relation to humanitarian principles</p> <p>Stakeholders' perception on WFP compliance with humanitarian principles</p>	<p>CSP document</p> <p>Documentation on CSP monitoring systems (logical framework, internal guidelines and systems)</p> <p>Perceptions of internal and external stakeholders</p>	<p>Document review</p> <p>Semi-structured interviews with Government, NGOs, WFP staff</p> <p>Dialogue with HQ, United Nations</p> <p>e-survey with WFP COs</p>
Compliance with protection principles and contribution to achievement of protection objectives	<p>WFP corporate protection principles and approaches reflected in CSP</p> <p>Monitoring systems comply with WFP requirements in relation to protection principles</p> <p>Stakeholders' perception on WFP compliance with protection principles</p>	<p>CSP</p> <p>Documentation on CSP monitoring systems (logical framework, internal guidelines and systems)</p> <p>Perceptions of internal and external stakeholders</p>	<p>Document review</p> <p>Semi-structured interviews with Government, NGOs, WFP staff</p> <p>Dialogue with HQ, United nations</p> <p>E-survey with WFP COs</p>
WFP compliance with principles and achievement of objectives regarding accountability to affected populations and the environment	<p>WFP corporate principles and approaches regarding accountability to targeted populations reflected in CSP activities and processes</p> <p>Monitoring systems comply with WFP requirements regarding accountability to affected populations</p> <p>Stakeholders' perception on WFP compliance with principles of accountability to targeted populations</p> <p>WFP demonstrates awareness and promotion of environmental principles in capacity strengthening activities and sustainable agriculture support</p>	<p>CSP</p> <p>Documentation on CSP monitoring systems (logical framework, internal guidelines and systems)</p> <p>Perceptions of internal and external stakeholders</p> <p>Perceptions of internal and external stakeholders</p> <p>Promotion of good environmental sustainability practice in demonstration activities.</p>	<p>Document review</p> <p>Semi-structured interviews with Government, NGOs, WFP staff</p> <p>Dialogue with United Nations</p> <p>Pilot project participant discussions</p> <p>Semi-structured interviews with Government, NGOs, WFP staf</p> <p>Field observations</p> <p>E-survey with WFP COs</p>
WFP compliance with principles and	WFP corporate principles and approaches regarding GEWE are reflected in CSP activities and processes	CSP document	Document review

Dimensions of analysis	Lines of enquiry/indicators	Data sources	Data collection technique
achievement of objectives regarding gender equity and women's empowerment	<p>Monitoring systems comply with WFP requirements regarding GEWE</p> <p>Stakeholders' perception on WFP compliance with GEWE principles</p> <p>Stakeholders in sectors receiving WFP support have capacity to generate and analyse sex-disaggregated data through M&E systems to inform/produce gender-responsive national programming</p> <p>Evidence that national stakeholders in sectors receiving WFP CSP support understand and are applying appropriate gender-sensitive principles for engagement of men and women, boys and girls</p> <p>Evidence that stakeholders in sectors receiving WFP CSP support understand and are applying gender-transformative approaches, where relevant</p> <p>WFP compliance with WFP gender toolkits (e.g., gender and social protection toolkit, gender and supply chain) in relevant sectors of intervention, including nutrition, supply chain and CSP activities</p> <p>Evidence of contribution to gender equality outcomes by dimension</p>	<p>Documentation on CSP monitoring systems (logical framework, internal guidelines and systems)</p> <p>Perceptions of internal (WFP staff) and external stakeholders (i.e. government representatives, private sector, pilot project implementers, NGOs, United Nations)</p>	<p>Semi-structured interviews with Government, private partners, NGOs, WFP staff</p> <p>Dialogue with United Nations</p> <p>Review of WFP gender and age marker</p> <p>Pilot project participant discussions</p> <p>Pilot project observation</p> <p>E-survey with WFP COs</p>
2.3 To what extent is the country strategic plan adding value to existing activities, and are its achievements likely to be sustainable?			
Extent to which the Government of China shows ownership of CSP objectives and strategy and perceives integration of CSP and Government objectives	<p>Analysis of the CSP and activities objectives and approaches are coherent with relevant national policies</p> <p>Stakeholder views on country ownership and added value of CSP</p>	<p>Statements of government policy and strategy on health, nutrition, school feeding, social protection and civil protection</p> <p>Perceptions of government and external stakeholders</p>	<p>Document review</p> <p>Semi-structured interviews with Government, NGO, WFP staff</p> <p>Dialogue with United Nations, HQ, CO</p>

Dimensions of analysis	Lines of enquiry/indicators	Data sources	Data collection technique
and programmes and CSP added value		Beneficiaries in two pilot projects Recipient countries (CO e-survey)	
Extent to which CSP's capacity strengthening work incorporates all CSP objectives	<p>Evidence of CSP contribution to increased technical expertise for extending nutrition programmes in hard-to-reach areas</p> <p>Evidence of CSP contribution to enhanced capacity for integration of smallholders into national food supply chains</p> <p>Evidence of CSP contribution to strengthened response mechanisms for shocks-supply chain interventions, asset creation in drought-affected areas and insurance systems</p> <p>Evidence of CSP contribution to strengthened capacity through South-South partnerships</p> <p>Evidence of CSP contribution to strengthened capacities of targeted "poverty counties" for enhanced food security and nutrition</p> <p>Analysis of CSP capacity strengthening implementation and categorization into enabling environment, organizational and individual domains</p> <p>Analysis of recognition of the three MoU domains by stakeholders with whom CSP intends CS engagement</p>	<p>Strategic planning and reporting documents produced by WFP</p> <p>Perception of WFP staff</p> <p>Perception of government and external stakeholders</p> <p>Beneficiaries in two pilot projects</p> <p>Recipient countries (CO e-survey)</p>	<p>Document review</p> <p>Semi-structured interviews with Government, NGO, United Nations, WFP staff</p> <p>Participant survey and questionnaire</p> <p>Direct site observation</p> <p>Country offices survey</p> <p>Baseline studies and monitoring reports from the domestic projects.</p>
Extent to which the Government of China is likely to be able and willing to fund continuation of strategy and programmes to which CSP contributes	<p>Analysis of national priorities</p> <p>National stakeholder views on future of strategies and programmes supported by WFP</p>	<p>Statements of government policy, strategy and funding on health, nutrition, school feeding, social protection, smallholder agriculture and cooperatives</p>	<p>Document review</p> <p>Semi-structured interviews with Government, private sector, NGOs, WFP staff</p> <p>Dialogue with United Nations</p> <p>Country offices survey</p>

Dimensions of analysis	Lines of enquiry/indicators	Data sources	Data collection technique
		<p>Analysis by international finance institutions (and other analysts, if available)</p> <p>Perceptions of government and external stakeholders</p>	
Quality of handover and up-scaling strategy of projects from WFP to relevant organizations	<p>Existence of clearly defined handover and up-scaling strategy for each relevant WFP project</p> <p>Evidence that clear and agreed handover strategies have been completed or are in place</p> <p>Extent to which SSC activities have resulted in transfer of skills and knowledge</p> <p>Extent to which sustainability principles are in line with the 2030 Agenda and also environmental sustainability are addressed</p>	<p>Statements of WFP project handover strategy</p> <p>Documentation on agreement with relevant organizations about handover strategy</p> <p>Perceptions of government and external stakeholders</p>	<p>Document review</p> <p>Semi-structured interviews with pilot project implementers, national partners</p> <p>Pilot project participant discussions</p> <p>Direct site observation</p> <p>E-survey of country recipients</p>
2.4 To what extent did the CSP facilitate more strategic linkages within the elements of the humanitarian action and development (dual nexus)?			
Extent to which CSP design facilitates progress in disaster risk reduction and resilience in target areas	<p>Evidence that CSP design acknowledges significance of the dual nexus and specifies support for strengthening it</p> <p>How are Chinese SSTC interventions in other countries positioned along the triple nexus?</p>	<p>CSP and documentation relating to CSP consultations and preparation, particularly in relation to SO3</p> <p>Perceptions of Government, United Nations, NGO and WFP stakeholders on WFP contribution to DRR and respective planning processes</p>	<p>Document review</p> <p>Semi-structured interviews with Government, NGO, WFP staff</p> <p>Dialogue with United Nations</p>
Extent to which CSP implementation facilitates progress in disaster risk reduction and resilience	Evidence that CSP implementation has facilitated progress in disaster risk reduction and resilience to shocks in target areas	<p>CSP monitoring and performance reports</p> <p>Perceptions of Government, United Nations, NGO and WFP stakeholders</p>	<p>Document review</p> <p>Semi-structured interviews with Government, NGO, WFP staff</p> <p>Dialogue with United Nations</p>

Dimensions of analysis	Lines of enquiry/indicators	Data sources	Data collection technique
EQ3: To what extent has WFP used its resources efficiently in contributing to CSP outputs and strategic outcomes?			
3.1 To what extent were outputs delivered within the intended timeframe?			
Adherence to timeframe	<p>Activities delivered as proposed in the timeline defined in CSP and annual plans</p> <p>Delays or divergences are justified in country/project reports</p> <p>Analysis of factors explaining delays/divergences from expected timeline (e.g., internal vs. external factors)</p>	<p>CSP implementation planning documents (including COMP) and CSP monitoring and performance reports</p> <p>WFP, United Nations and government staff</p>	<p>Document review</p> <p>SSTC and partnership activity database</p> <p>Semi-structured interviews with Government, project implementers, private sector</p> <p>Dialogue with CO</p>
3.2 To what extent were coverage and targeting of interventions under each strategic objective appropriate?			
Appropriateness of coverage	<p>Coverage of CSP activities is justified and realistic, based on existing mapping and assessments and on available resources</p> <p>Coverage of CSP activities reflects recommended/standard practices</p> <p>Actual coverage of activities for SO1, 2 and 3, compared to country needs, national efforts etc.</p>	<p>CSP planning and implementation documents</p> <p>Nutrition and other relevant mappings and assessments</p> <p>WFP corporate guidelines and recommendations</p> <p>WFP, United Nations, NGO and government interviewees</p>	<p>Document review</p> <p>Semi-structured interviews with Government, pilot project implementers, private sector, NGOs</p> <p>Dialogue with United Nations</p> <p>Pilot projects participant discussions</p> <p>Pilot project direct observation</p>
Appropriateness of targeting	<p>Targeting of CSP activities (differentiate support at levels of partnerships with the Government of China, of beneficiaries and of institutions) is justified and realistic, based on existing mapping and assessments and on available resources</p> <p>For SO1 and 2, were the targeted households/persons effectively reached?</p>	<p>CSP planning and implementation documents</p> <p>Nutrition and other relevant mapping and assessments</p> <p>WFP corporate guidelines and recommendations</p> <p>WFP, United Nations, NGO and Government</p>	<p>Document review</p> <p>Semi-structured interviews with WFP staff</p> <p>Country offices survey</p> <p>Pilot projects participant discussions</p> <p>Pilot project direct observation</p>
3.3 To what extent were WFP activities agile and cost-efficient in delivery of the country strategic plan activities?			

Dimensions of analysis	Lines of enquiry/indicators	Data sources	Data collection technique
Cost-efficiency of CSP implementation	<p>Comparative analysis of the budget for period 2017-2020 with breakdown for comparable activities, including (if data available) those of other relevant agencies (e.g. UNICEF, IFAD, FAO)</p> <p>If data available, CO budget analysis to show costs per unit of delivery, with breakdown for direct support costs, staff costs, transfer costs and implementation costs</p> <p>Cost-saving measures adopted by the China country office</p> <p>Perception of cost-efficiency of SSTC interventions by Chinese and beneficiary country stakeholders</p>	<p>WFP budgets, funding and implementation reports</p> <p>WFP staff</p>	<p>Document review</p> <p>Semi-structured interviews with WFP staff, and private sector</p> <p>Dialogue with HQ and CO</p> <p>E-survey</p>
3.4 To what extent were alternative, more cost-effective projects, intervention modes or working methods considered?			
Attention paid to cost-effectiveness during CSP design and implementation	<p>Alternatives and types of intervention were considered in CSP/activity design, including in annual plans</p> <p>It is important to also apply this question to SO5. Again, this could take a comparative approach, looking at how WFP manages its relationship with other key donors and where the main discussions take place (for example, for the USA, this happens in Washington, but for the UK, it happens in Rome). It may be worth looking at these different approaches in terms of effectiveness and efficiency</p> <p>Specific attention was paid to cost effectiveness in developing private partnerships and mobilizing China as a donor.</p> <ul style="list-style-type: none"> • Further response: We recognize that mapping the position of the China CSP within the whole network of global WFP offices and key donors would be valuable. However this is clearly outside the scope of this evaluation. 	<p>CSP planning and implementation documents</p> <p>Reports (if any) of consultations with Government (and other partners)</p> <p>WFP, government, private sector and United Nations interviewees</p>	<p>Document review</p> <p>Semi-structured interviews with Government, private sector, WFP staff</p> <p>Dialogue with HQ, CO, United Nations</p>

Dimensions of analysis	Lines of enquiry/indicators	Data sources	Data collection technique
	<p>Alternatives were discussed with or presented to partners</p> <p>Final approaches/implementation decisions are justified by WFP</p>		
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 or new evidence on the hunger challenges, the food security and nutrition issues in China to develop and implement the country strategic plan?			
Comprehensiveness and quality of data and analysis used in CSP design	<p>Evidence that National Zero Hunger Strategic Review (NZHSR) identified and analysed the implications of existing evidence</p> <p>Assess whether pilot projects are evidence-based</p> <p>Evidence that CSP design was explicitly based on NZHSR analysis and on current government policy</p> <p>Analysis of how interventions or strategies were prioritized</p> <p>Interviewee's confirmation that CSP appropriately analysed/ used existing evidence</p>	<p>NZHSR</p> <p>References in CSP and related planning documentation to relevant analytical sources and data</p> <p>WFP, government, private sector and United Nations interviewees</p>	<p>Document review</p> <p>Semi-structured interviews with Government, WFP staff</p> <p>Dialogue with United Nations</p>
4.2 To what extent has WFP been able to mobilize adequate, predictable and flexible resources to finance the China country strategic plan? How has the country strategic plan been used to assist in mobilizing finances for WFP activities outside China ?			
Adequacy of resourcing for the CSP	<p>Analysis of needs versus mobilized resources for period 2017-2020, comparing activity categories: humanitarian, direct (nutrition) implementation, capacity strengthening</p> <p>Analysis of sources of funding per type and level of earmarking</p> <p>Analysis of WFP adjustments to changes in levels of funding (e.g., staff, shift in activities)</p> <p>Dedicated resources for gender equality and women's empowerment (GEWE) initiatives and GEWE-related expenses (15 percent threshold of project funds)</p>	<p>WFP budgets (including revisions), funding and implementation reports</p> <p>WFP interviewees</p>	<p>Document review</p> <p>Semi-structured interviews with Government, private sector, NGOs</p> <p>Gender benchmarking exercise</p>

Dimensions of analysis	Lines of enquiry/indicators	Data sources	Data collection technique
Predictability of resourcing for the CSP	Trend analysis of relationship among needs-based budgets, timing of actual resource mobilization, and funding sources, considering fluctuation/turnover in donors supporting CSP and variable length of donor engagement	WFP budgets (including revisions), funding and implementation reports WFP staff	Document review Semi-structured interviews with Government, private sector, NGOs, WFP interviewees Dialogue with CO and HQ
Flexibility of resourcing for the CSP	<p>Analysis of proportions of funds received that are unrestricted or tied to specified levels in the line of sight and the extent to which Chinese funding to other countries is earmarked (i.e., to what extent can the WFP COs decide what it is used for)</p> <p>It is much more useful to look at the funding from China to other CSPs. The extent to which China's contributions are tied/restricted is a key question to investigate as part of improving the relationship under the next CSP. The extent of tying/restriction for the China CSP is less relevant.</p> <p>Extent to which China's contributions to other countries contribute to other WFP CSPs</p>	WFP budgets (including revisions), funding and implementation reports WFP staff	Document review Semi-structured interviews with Government, private sector, NGOs, WFP staff Dialogue with HQ and CO
4.3 To what extent did the country strategic plan lead to various types of partnerships and collaborations with other actors that positively influenced performance and results?			
Extent to which WFP has engaged in partnerships and collaboration during CSP implementation	<p>Analysis of thematic focus, operational specificity, funding and outputs of identified partnerships, by category of partner</p> <p>It is also worth looking at which partnerships WFP has not built or has not formalized. CIDCA is a key partner for example, but there is no framework agreement signed between WFP and CIDCA; these types of agreements exist for most major donors</p> <p>Assessment of partnerships and where formal agreements are in place, or not in place</p>	CSP planning and implementation documents and reports, including MOUs, technical and co-operation agreements, joint work plans WFP and partner interviewees	Document review Activity database on SSTC and partnerships Timeline of events Stakeholder mapping Semi-structured interviews with Government, private partners, NGOs and WFP staff Dialogue with CO and HQ

Dimensions of analysis	Lines of enquiry/indicators	Data sources	Data collection technique
	<p>It could also be valuable to look at the extent to which WFP coordinates with the rest of the UN in its relationship with the Government of China</p> <p>Analysis of the extent to which WFP coordinates with the rest of the UN in its relationship with the Government of China</p>		
<p>Influence of partnerships and collaboration on CSP performance and results</p>	<p>Analysis of extent to which recorded outputs derive from joint implementation with partners</p> <p>Interviewees' perceptions of significance of partnerships and collaboration on quality of CSP performance and results</p> <p>Evidence of factors facilitating and obstructing formation and effective use of partnerships</p> <p>Evidence of South-South cooperation facilitating capacity strengthening in targeted developing countries</p> <p>Partnership on GEWE (e.g., United Nations, academia, civil society organizations) to support gender-transformative programming</p>	<p>CSP planning and implementation documents and reports, including MoUs, technical and cooperation agreements, joint work plans</p> <p>WFP and partner interviewees (United Nations, private sector, technical partners)</p>	<p>Document review</p> <p>Semi-structured interviews with Government, private sector partners, NGOs and WFP staff</p> <p>Dialogue with CO and HQ</p> <p>WFP gender and age marker</p>
<p>Factors related to quality of collaboration within United Nations system in China</p>	<p>Analysis of extent to which CSP implementation is linked to sharing of data, resources, personnel with other UN agencies</p> <p>Analysis of quality of UNDAF (2016-2020) and UNSDCF (2021-2025) design and implementation in achieving practical and positive collaboration within the United Nations system in China</p> <p>Analysis of potential for UNSDCF (2021-2025) to strengthen WFP contribution to its CSP SOs</p>	<p>Documentation, including 2019 evaluation of UNDAF and planning of UNSDCF</p> <p>Perceptions of WFP and United Nations staff</p>	<p>Document review</p> <p>Semi-structured interviews with WFP and United Nations staff</p>

Dimensions of analysis	Lines of enquiry/indicators	Data sources	Data collection technique
	<p>Evidence of duplication/complementarity of country strategic efforts within the United Nations system</p> <p>Frequency of participation in United Nations Thematic Working Groups (e.g., those on agriculture, food security and land use, disaster risk and resilience, and inclusive development and poverty eradication)</p>		
4.4 To what extent did the country strategic plan provide greater flexibility in the dynamic operational context and how did it affect results?			
Extent to which CSP structure and procedures have enhanced flexibility	<p>Evidence of extent to which CSP structure and procedures have affected flexibility in terms of funding allocation, human resource allocation, adaptiveness to evolving needs, context, contingencies</p> <p>Indication of whether the CSP, with the MoU, is an appropriate strategic planning tool for WFP-China cooperation</p>	<p>WFP CO and RB implementation reports</p> <p>WFP documentation on implementation and amendment of Integrated Road Map</p> <p>Government stakeholders and WFP staff</p>	<p>Document review</p> <p>Semi-structured interviews with WFP staff</p> <p>Semi-structured interviews with Government</p> <p>Dialogue with CO and HQ</p>
Influence of CSP structure and procedures on results	Evidence of extent to which CSP structure and procedures had a positive or negative effect on quantity and quality of results	<p>WFP implementation reports</p> <p>WFP documentation on implementation and revision documents</p> <p>WFP staff</p>	<p>Document review</p> <p>Semi-structured interviews with WFP, United Nations and donor staff</p>
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 country strategic plan?			
Technical quality of WFP design and implementation of CSP activities	Analysis of extent to which design and implementation of CSP activities conformed to global and WFP norms, standards, guidelines and procedures, with specific reference to nutrition, capacity strengthening and gender	<p>CSP design documentation and implementation reports</p> <p>WFP corporate guidelines, notably on CS, nutrition and gender</p> <p>WFP staff</p>	<p>Document review</p> <p>Semi-structured interviews with pilot project implementers</p> <p>Dialogue with CO</p> <p>Pilot projects participant discussions</p> <p>Pilot project direct observation</p>

Dimensions of analysis	Lines of enquiry/indicators	Data sources	Data collection technique
Focus on and quality of results-based management (RBM)	<p>Analysis of extent to which comprehensive monitoring data is promptly generated as a tool for RBM</p> <p>Analysis of extent to which RBM is practiced in CSP strategic management, using monitoring data to guide decisions</p>	<p>CSP implementation reports</p> <p>Perceptions of WFP staff</p>	<p>Document review</p> <p>For this aspect, a strong focus on SO4 and SO5 would be most likely to yield useful insights.</p> <p>Semi-structured interviews with WFP staff with a strong focus on SO4 & SO5</p>
Effectiveness of management structure and priorities.	<p>Assessment of how well the China country office in Beijing manages the roles of liaison office, CoE and WFP CO</p> <p>Assessment of management arrangements between HO, the China country office, China stakeholders and other WFP COs</p> <p>Effectiveness of reporting line directly to HQ and the fact that it has almost no relations with the RB in Bangkok</p>	<p>WFP documentation on implementation and amendment of Integrated Road Map</p> <p>Government stakeholders and WFP staff perceptions of WFP and implementing partners and United Nations staff</p>	<p>Document review</p> <p>Semi-structured interviews with Government</p> <p>Dialogue with CO and HQ</p> <p>Semi-structured interviews with WFP staff</p>
Adequacy of WFP CO human resources	<p>Levels of staff work (over)load</p> <p>Staff retention/turnover</p> <p>Adequacy of staffing across CO structure (as adjusted for the CSP)</p> <p>Clear understanding of roles & responsibilities among CO staff</p> <p>Existence of focal points (e.g. gender, M&E)</p>	<p>WFP human resource data</p> <p>Perceptions of WFP and implementing partners and United Nations staff</p>	<p>Document review</p> <p>Semi-structured interviews with WFP, implementing partners and United Nations staff</p> <p>Recently conducted HR review – Final report</p> <p>Global staff survey for China – results</p>
Adequacy of WFP CO staff expertise	<p>Evidence of gender expertise (including expertise on gender-transformative approaches)</p> <p>Evidence of country strategic expertise</p>	<p>WFP human resource data</p> <p>Perceptions of WFP staff</p> <p>Performance Evaluation</p> <p>Job descriptions</p>	<p>Document review</p> <p>Semi-structured interviews with WFP and implementing partner staff</p> <p>Gender benchmarking</p>

Dimensions of analysis	Lines of enquiry/indicators	Data sources	Data collection technique
	<p>Evidence on availability and use of staff training opportunities</p> <p>Staff knowledge of WFP corporate policies</p> <p>Type and frequency of support received from RBB and HQ, per activity</p> <p>Evidence of use by the CO of corporate tools and guidance on CSPs</p>		
Factors related to China's context	<p>Analysis of extent to which design and implementation of CSP adapted to specific characteristics, trends and events in China context</p> <p>Analysis of influence of above factors on the ability of WFP to implement CSP, and its implicit strategic shift in the profile and purpose of WFP</p>	<p>CSP design documentation (including NZHSR) and implementation reports</p> <p>Perceptions of WFP and external staff</p>	<p>Document review</p> <p>Semi-structured interviews with WFP and external staff</p>
Factors related to development and implementation of WFP Integrated Road Map	<p>Analysis of extent to which the eight positive results of the CSP approach envisaged in the WFP Policy on Country Strategic Plans have been realized to date:</p> <ul style="list-style-type: none"> • Increased effectiveness and efficiency in emergencies and protracted crises • Improved alignment with national SDG targets and partners • Greater focus, improved visibility and communication • Integration of operational support, technical assistance and resource mobilization • Flexibility to plan for and respond to dynamic operational contexts while better linking humanitarian and development work • Increased strategic guidance and reduced transaction costs 	<p>CSP implementation reports</p> <p>Perceptions of WFP staff</p>	<p>Factors related to development and implementation of WFP Integrated Road Map</p>

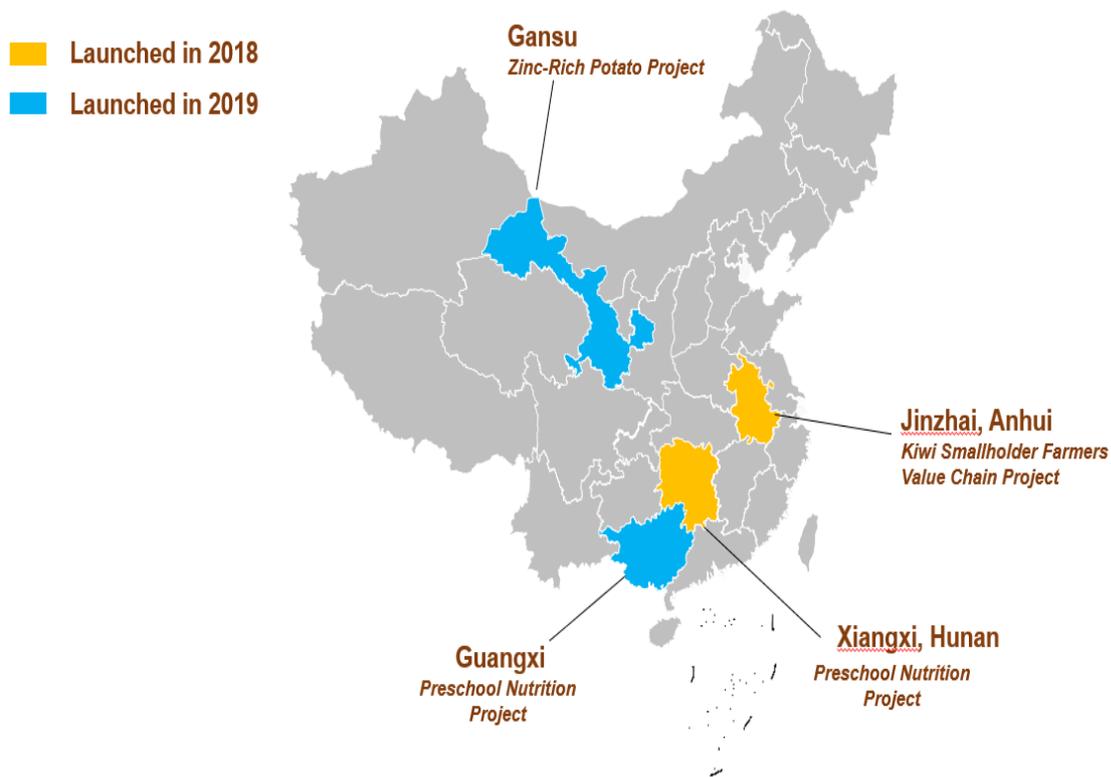
Dimensions of analysis	Lines of enquiry/indicators	Data sources	Data collection technique
	<ul style="list-style-type: none"> • Harmonization with the humanitarian programme cycle and other United Nations agencies and processes • Enhanced performance management, reporting and accountability <p>Analysis of operational costs and benefits experienced by the China country office to date in the design and implementation of the CSP</p>		

ANNEX 5. Theory of Change – WFP China Country Programme Strategy

China Country Programme Strategy 2017-2021

WFP Goal	Support Countries to end hunger					
WFP-China MOU	Three pillars: assist China to (i) improve national nutrition programmes; (ii) enhance resilience of smallholder farmers; (iii) facilitate SSCs and forge PPPs.					
WFP Strategic Objective	1. End hunger by Protecting access to food. 2. Improve nutrition. 3. Achieve food security.			4. Support SDG Implementation.	5. Partner for SDG results.	
China Country Office & SDG Contribution	SR 2. No one suffers from malnutrition. SDG Target 2.2	SR 3. Smallholder producers have increased productivity and incomes. SDG Target 2.3	SR 4. Food systems are sustainable. SDG Target 2.4	SR 5. Countries have strengthened capacity to implement the SDGs. SDG Target 17.9	SR 8. Global partnerships support country efforts to achieve the SDGs. SDG Target 17.16	
Strategic Outcomes	Results: (SO. 1) Malnutrition rates among children in targeted "poverty counties" reduced in line with national norms by 2020	Results: (SO. 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.	Results: (SO. 3) 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.	Results: (SO. 4) Selected developing countries assisted in enhancing food security and nutrition in line with their prioritized SDG2 targets by 2030.	Results: (SO 5) 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.	
	Indicator: (SO 1.1) # of capacity development activities provided. (SO 1.2) # of capacity strengthening initiatives facilitated by WFP. # of people engaged in capacity strengthening initiatives. # of tools or products developed or revised.	Indicator: (SO 2.1) # of people engages in capacity strengthening initiatives. # of technical support activities provided. (SO 2.2) # of capacity strengthening initiatives facilitated. # of technical support activities provided. # of tools or products developed or revised.	Indicator: (SO 3.1) # of capacity development activities provided. #number of capacity strengthening initiatives facilitated by WFP. # of tools or products developed or revised.	Indicator: (SO 4.1) # of capacity development activities provided. (SO 4.2) # of capacity development activities provided. (SO 4.3) # of capacity development activities provided. # of people trained.	Indicator: (S) 5.1) # of partners supported. (SO 5.2) Amount of complementary funds provided to the project by partners.	
Outputs	Output 1.1: Delivery of national nutrition programmes informed by global best practices and experiences. Output 1.2: Increased capacity of national authorities to implement and extend national nutrition programmes in targeted areas.	Output 2.1: Better organization of targeted farmers throughout the value chain. Output 2.2: Enhanced income generating capacity among targeted farmers.	Output 3.1: Government policies and programmes related to disaster risk reduction and mitigation informed by WFP technical advice and demonstration projects.	Output 4: Enhanced knowledge in selected countries regarding China's experience in addressing food security and nutrition. Output 5: Enhanced knowledge in selected countries regarding China's experience in addressing food security and nutrition. Output 6: Targeted participants in the farmer leaders' program have increased knowledge and leadership capacity and receive support in becoming productive smallholders.	Output 7: Existing partnerships between the private sector and the Government strengthened and new partnerships established. New fundraising platforms for public fundraising established. Output 8: Existing partnerships with Government of China are strengthened.	
Activities	Activity 1: Provide advice and technical assistance for extending nutrition programmes to hard-to-reach areas.	Activity 2: Advice on assistance in integrating into national food supply chains.	Activity 3: Advice on and assistance in strengthening response mechanisms for shocks-supply chain interventions, asset creation in drought-affected areas and insurance systems.	Activity 4: Provide governments with expert advice and policy support on food security and nutrition issues. Activity 5: Knowledge-sharing through study tours, training, technology transfer and online exchange platforms Activity 6: Foster leadership among a new generation of smallholder farmers.	Activity 7: Development and formalization of partnerships. Activity 8: Facilitation of enhanced support from the Chinese Government.	
Issues	Issue: Need to reduce stunting among children under 5 years of age to less than 7 percent by 2020..	Issue: Need to enhance the livelihoods of particularly poor and food-insecure smallholder in frequent need of assistance.	Issue: Need to support government efforts to raise the threshold for food assistance in shock situations.	Issue: Need to facilitate the development of policy dialogue and new cooperative platforms and partnerships, carryout technical training, deploy experts, and foster a new general of farmer leaders.	Issue: Need to support China's efforts to enhance food security and nutrition in targeted "poverty counties.	
Inputs	Management,	Staff,	Administration,	Partnerships,	Program Funding,	Media and Promotion
Assumptions	None identified at design. Implicit assumptions are: (i) capacity development, technical advice and tools & demonstration activities will be adopted and applied successfully by targeted households and/or government staff. (ii) stronger partnerships will lead to increased funding; (iii) SSTC activities will be in line with demand of other countries.					

ANNEX 6. Map: Location of Domestic Pilot Projects (WFP China Office)



ANNEX 7. Country Strategic Plan

Support to the 2030 Agenda – Zero Hunger

1. The country strategic plan defined five strategic outcomes to support the country in contributing to ending hunger and reducing malnutrition by 2030. These five strategic outcomes were directly designed to contribute to the WFP Strategic Plan and thus specifically SDGs 2 and 17. The following section provides further analysis on how the China country strategic plan contributes to the 2030 Agenda.

2. **SO1: Malnutrition rates among children in targeted “poverty counties” reduced in line with national norms by 2020.** Interventions under this strategic outcome include providing advice and technical assistance for extending nutrition programmes to hard-to-reach areas. The country strategic plan activity consists of two pilot pre-school nutrition projects in a small number of kindergartens.

3. **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.** Interventions under this strategic outcome include the provision of advice on and assistance in integrating into national food supply chains. The kiwi project has established a pro-poor cooperative (20 ha) with e-marketing through an aggregator, a model well established in China. It also includes field training sessions for men and women farmers. A zinc-supplement potato project is just starting that uses aggregation through potato storage. A kiwi project is just starting to be harvested.

4. **SO3: 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.** Interventions under this strategic outcome 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 strategic outcome was revised through a budget revision. This revision expanded and augmented the scope of the strategic outcome 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. The interventions included a COVID-19 logistical hub for WFP global response and this has been established with country strategic plan facilitation support.

5. **SO4: Selected developing countries are assisted in enhancing food security and nutrition in line with their prioritized SDG2 targets by 2030.** Interventions under this strategic outcome 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.

6. **SO5: Work to enhance food security and nutrition in targeted “poverty counties” and selected developing countries are supported year-round by increased private-sector resources and public-private partnerships.** Interventions under this strategic outcome include the development and formalization of partnerships and the facilitation of enhanced support from the Government of China. CIDCA, a new donor, has finalized funding of two projects. The list of other donors and technical partners is known, but to what extent existing partnerships, due to the long presence of WFP in country, have been strengthened will be explored through the CSPE. The COMET indicator scores effectiveness, coherence and results of partnerships as having increased from 8 to 10 in 2018. No data was recorded for 2017 and 2019. At the time of the inception report data provided on funds leverage was USD 122 million from China as a donor and USD 8.8 million from private donors (2017-2019). The headquarters units have advised the CSPE to clarify different types of partners (China’s donors to WFP, other) and results.

Contribution of country strategic plan activities to national Sustainable Development Goal actions and Sustainable Development Goals

Development issue	CSP activity	National SDG action	WFP strategic objective	Contributions to other SDGs
Marginalized communities with poor nutrition	Preschool nutrition programme Kiwi value chain strengthening project Zinc-enriched potato project SSTC	i) Eradicating extreme poverty	End hunger by protecting access to food Improve nutrition 3. Achieve food security	1 – no poverty 2 – zero hunger 17 – partnerships for the goals
Need for climate resilience	Activities developed under SO3 – not implemented Kiwi value chain strengthening project	ii) Building an ‘ecological society’ iii) Contributing to global climate and sustainability governance	1. End hunger by protecting access to food	13 – climate action 17 – partnerships for the goals
Sustainable and nutrition-sensitive food systems	Kiwi value chain strengthening project Zinc-enriched potato project	i) Eradicating extreme poverty	1. End hunger by protecting access to food 2. Improve nutrition 3. Achieve food security	1 – no poverty 2 – zero hunger 15 – life on land 17 – partnerships for the goals
More efficient, inclusive and safer food value chains	Kiwi value chain strengthening project Zinc-enriched potato project SSTC	i) Eradicating extreme poverty ii) Building an ‘ecological society’	1. End hunger by protecting access to food 3. Achieve food security	2 – Zero Hunger 8 – decent work and economic growth 10 – reduced inequalities 17 – partnerships for the goals
Building resilience against shocks and stresses	Kiwi value chain strengthening project Activities developed under SO3 – <i>not implemented</i> SSTC	ii) Building an ‘ecological society’ iii) Contributing to global climate and sustainability governance	1. End hunger by protecting access to food 3. Achieve food security	2 – zero hunger 13 – climate action 17 – partnerships for the goals

ANNEX 8. Detailed Timeline

Tentative timeline: China country strategic plan evaluation		
	By whom	Key dates
Phase 1 - Preparation		
Desk review. Draft ToRs. OEV/D clearance for circulation in WFP	Evaluation Manager (EM)	6 March 2020
Review draft ToR based on stakeholders' feedback	EM	28 March 2020
Long term agreement (LTA) firms submit proposals	LTAs	28 April 2020
Final ToR sent to WFP stakeholders	EM	28 March 2020
Contracting evaluation team/firm	EM	29 May 2020
Phase 2 - Inception		
Team preparation, literature review	Team	commence 17 August 2020
Remote inception mission	EM & Team	25-28 August 2020
Remote HQ briefing	EM& Team Leader (TL)	2-4 Sep 2020
Submit inception report (IR)	TL	30 September 2020
OEV quality assurance and feedback	EM	22 October 2020
Submit revised IR	TL	28 October 2020
Circulate final IR to WFP key stakeholders for their information + post a copy on intranet.	EM	6 November 2020
Phase 3 - Evaluation phase, including fieldwork		
Fieldwork & desk review. Field visits in China	Team	9-21 November 2020
Exit debrief (ppt)	TL	23 November 2020
Debriefing with CO, RBB and HQ	EM&TL	11 December 2020
Phase 4 - Reporting		
Submit high quality draft zero to OEV EM	TL	3 January 2021
OEV feedback to TL	EM	8 January 2021
Submit high quality draft ER (D1) to OEV EM	TL	15 January 2021
Seek OEV Director's clearance for circulating the draft evaluation report (ER) with WFP stakeholders for their feedback	EM	25 January 2021
Consolidate WFP comments and share with team to consider them before workshop	TL/EM	29 January 2021
Stakeholders' workshop - Beijing; share comments w/TL	EM	8 February 2021
Submit revised draft ER (D2) to OEV EM	TL/EM	12 February 2021
Review D2	EM	22 February 2021
Submit final draft to OEV EM (D3)	TL	4 March 2021
Seek final approval by OEV Dir.	2nd QA	12 March 2021
Draft summary evaluation report (SER) and obtain clearance of 2nd QA	EM	26 March 2021
Seek OEV Dir. clearance to send the draft SER to Executive Management	2nd QA	5 April 2021
OEV circulates the SER to WFP Executive Management for comments	DoE	7 April 2021
OEV consolidates the comments on draft SER and addresses them	EM	28 April 2021
Seek OEV Dir. approval	2nd QA	1 May 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	15 June 2021
Tail end actions, OEV websites posting, EB Round Table	EM	
Presentation of summary evaluation report to EB	D/OEV	November 2021
Presentation of management response to the EB	D/RMP	November 2021

ANNEX 9. Fieldwork Agenda

Fieldwork schedule

Date	Team member	Fieldwork location	Data collection tools/activities	Stakeholders/ participants	Number of participant/s
Pre-school nutrition project in Hunan					
28 October 2020 – 3 November 2020	In-country team member	Longshan county – 2 selected villages	Semi-structured interview	County-level authority staff	1
			Semi-structured interview	County-level project staff	1
			Semi-structured interview	Village-level authority staff	1
			Semi-structured interview	Village-level project staff	1
			Semi-structured interview	Teacher	2 (two from different kindergartens; one woman and one man teacher)
			Focus group discussion	Parents	5-6 (e.g. 3 women and 3 men)
		Yongshun county – 2 selected villages (only 1 village if the distance is remote and takes considerable travel time)	Semi-structured interview	County-level authority staff	1
			Semi-structured interview	County-level project staff	1
			Semi-structured interview	Village-level authority staff	1
			Semi-structured interview	Village-level project staff	1
			Semi-structured interview	Teacher	2 (two from different kindergartens; one woman and one man teacher)
			Focus group discussion	Parents	5-6 (e.g. 3 women and 3 men)

Kiwi value-chain project in Anhui					
4 November 2020 – 7/8 November 2020	In- country team member	Jinzhai county – Meishan town – two selected villages	Semi- structured interview	County-level authority/project staff	1
			Semi- structured interview	Township-level authority staff	1
			Semi- structured interview	Township-level project staff	1
			Semi- structured interview	Village-level project staff	1
			Semi- structured interview	Cooperative supervisory board member	2 (one woman and one man member)
			Focus group discussion	Farmers	5-6 (e.g. 3 women and 3 men)
Notes: There remains room for adjustment according to the practical situation such as distance between counties and between villages, transport condition, travel time, availability of participants etc.					

Fieldwork location and activities were selected and planned given the following considerations:

- 1) Sector diversity – an attempt to reflect different sector focus of projects under the country strategic plan)
- 2) Timing of starting the project – while the four projects are all ongoing, the two projects selected started implementation much earlier than others, there is therefore more value added in terms of field visits
- 3) Time and resource constraints – given considerably limited human resources and a tight timeframe, a more realistic approach was taken in fieldwork planning

The field visits endeavored to capture and reflect the reality at project level, in addition to other available secondary data sources; the sample size is indicative only and far removed from any level of statistical significance.

ANNEX 10. List of Stakeholders Interviewed

Interviews	No. of consultations
HQ Rome	21
Government	24
National partners private sector	8
National partners - other	4
International partners	5
WFP China	9
Community members	32
Total	103

Note: Multiple interviews/communications were held with some key stakeholders to deepen and clarify information. In this respect, total consultations were 112 interviews with additional electronic communication.

List of stakeholders consulted

Name	Title/department/branch
WFP headquarters	
Ms. Adrien, Marie-Hélène	SSTC Strategy Evaluation Team Leader, OEV Service Provider
Ms. Anyangwe, Aboh	Research Analyst, OEV
Ms. Bonino, Francesca	Evaluation Officer, OEV
Mr. Brown, Alan	Donor Relations Officer, PPF Division
Mr. Michael Carbon	Senior Evaluation officer, OEV
Ms. Chen, Alice	Adviser, STR Division
Ms. Di Sirio, Pasqualina	Head of Operational Support Team, PPR Division
Mr. Habtemariam, Dawit	Evaluation Officer, CSPE Evaluation Manager, OEV
Mr. Hopwood, Christopher	Policy Officer, STR Division

Name	Title/department/branch
Ms. Kenngott, Carola	Policy Officer, PRO Division
Mr. Lloyddevans, Edward	Programme Officer, School Feeding Service
Ms. O'Grady, Niamh	Programme Officer, School Feeding Service
Mr. Peven, Stefano	Senior Supply China Officer, Supply Chain Operations (SCO) Division
Ms. Shih, Stephanie	Monitoring and Reporting Consultant
Mr. Samkange, Stanlake	Senior Director, STR Division
Mr. Shirkov, Andrew	Policy Officer, Technical Assistance and Country Capacity Strengthening Team, PRO Division
Mr. Spaino, Aldi	Head of Key Account Management Team, PPR Division
Ms. Wang, Rui	Supply Chain Officer, SCO Division
Ms. Westlake, Sandra	Donor Relations Officer, PPF Division
Mr. Zhao, Bing	Programme Advisor, PRO Division, P4P Coordination Unit
Ms. Zofori, Bahor	Government Partnership Officer, PPR Division
WFP China country office	
Ms. Ahmed, Maha	China Deputy Country Director
Mr. Gibbs, Harry	Government Partnerships Officer
Dr. Jia, Yan	Head of SSTC Team / China Centre of Excellence for Rural Transformation
Ms. Jiang, Han	Head of Domestic Programme Team
Mr. Li, Ming	Government Partnerships Officer
Dr. Qu, Sixi	China Country Director
Ms. Wei, Lai	Government Partnerships Officer
Dr. Wang, Xiaobei	Project Officer, Domestic Programming Team
Ms. Zhou, Bohan	Private Partnerships Officer
National and international stakeholders	
Ms. Adair, Catherine	Leader, Strategic Partnerships, Teck Resources
Dr. Bi, Jieying	Deputy Director, International Division, Agricultural Information Institute, CAAS

Name	Title/department/branch
Mr. Chen, Zhigang	Director, IFPRI Beijing
Ms. Fu, Rong	Programme Officer, FAO
Ms. Hu, Yaoqin	Division Chief, Department of Foreign Affairs, NAFRA
Mr. Huang, Bo	Project Officer, CICOS, MARA
Mr. Li, Kunxian	Division Chief, SSCAF Division
Ms. Li, Linyi	Deputy Director, International Exchange Division, IPRCC
Dr. Liao, Yongfeng	Deputy Director, Key Laboratory of Comprehensive Disaster Assessment and Risk Governance, National Disaster Reduction Centre of China, MEM
Mr. Lin, Xinjie	Deputy Division Director for International Organizations, Department of International Cooperation, MARA
Ms. Meng, Ran	Director of International Cooperation, CIDCA ⁽¹⁾
Mr. Ramiah, Devanand	Deputy Resident Representative, UNDP
Ms. Sande, Amakobe	United Nations Resident Coordinator in China
Mr. Silvestri, Marco	Programme Officer, ESCAP-CSAM and Head of United Nations Resident Coordination Office in China
Mr. Sun, Yinhong	Country Programme Officer, IFAD
Ms. Tang, Jolene	Senior Public Relations Officer, Tencent Foundation
Mr. Varma, Anshuman	Deputy Head, ESCAP-CSAM
Mr. Wu, Lifeng	Division Director for International Organizations, Department of International Cooperation, MARA
Mr. Wen, Huifang	Director, Health and Development Department, China Foundation for Poverty Alleviation
Mr. Wu, Yaohua	CSR Director, Taobao, Alibaba Group ⁽²⁾
Mr. Xie, Jianmin	Counsel, Director-General Level, Department of International Cooperation, MARA
Mr. Xu, Ming	Deputy Director General, CICOS, MARA
Ms. Zhao, Chen	Executive Director, Child Development Center, CDRF
Mr. Zhang, Liwen	Non-Resident Research Fellow, IFPRI Beijing

Name	Title/department/branch
Mr. Zhang, Zhiqiang	Director, General Department, National Center for Climate Change Strategy and International Cooperation, Ministry of Ecology and Environment (MEE)
Ms. Zhuang, Luotong	Project Officer, CICOS, MARA
	Meituan CSR Department (3 participants)
Anhui project	
Ms. Chen, Dongju Ms. Chen, Xiuyun Mr. Dong, Jingsheng Ms. Pei, Zhenyin Mr. Yang, Xuhe Ms. Wang, Defen	Farmers
Ms. Deng, Xiuyun	Town-Level Authority and Project Staff
Mr. Dong, Guilin	Village-Level Authority
Ms. Liu, Zeju	Village-Level Authority
Mr. Sun, Bin	Cooperative Manager
Mr. Zhu, Xiandong	Director of County-level Agricultural Technology Extension Service Center, Project Manager
Gansu project	
Mr. Li, Judong	Potato Cooperative Manager
Mr. Tian, Shilong	Director, Agricultural Products Storage and Processing Research Institute, Gansu Academy of Agricultural Sciences
Mr. Tu, Boping	Deputy Director, AnDing District Potato Office
Mr. Qiu, Zhijun	Director, Water-Saving Agricultural Technology Division, Potato Specialist, Service Provider to Gansu Pilot Project
Ms. Zhang, Ying	Lanzhou University, in charge of nutrition SBCC in Gansu project
Mr. Zhao, Guibin	Director, Gansu Agricultural Technology Extension Station
Hunan project	
Mr. Chen, Shengshuang	Director, County-Level Foreign Aid Office, Project Manager
Mr. Kang, Aijun	School Principal, Lujiagou Town Central Primary School

Name	Title/department/branch
Mr. Song, Weirong	County Deputy Head & Director of County-Level Foreign Aid Office, Project Manager
Mr. Tang, Zhenchuang	Assistant Researcher, IFND, CAAS, in charge of nutrition education and training activities in Hunan Preschool Nutrition Improvement Project
Ms. Xiang, Qian	Principal, Lie Xi Kindergarten
Ms. Peng, Xia Ms. Luo, Yao	Teachers, Lie Xi Kindergarten
Ms. Chen, Gangyan Mr. Liu, Shengwen Ms. Luo, Fuyu Mr. Peng, Ping Ms. Shi, Qiuying Mr. Zhang, Jiuxing	Parents, Lie Xi Kindergarten
Ms. Li, Meiqin	Principal, Lan Jingling Kindergarten
Ms. Sun, Liping Ms. Peng, Ping	Teachers, Lan Jingling Kindergarten
Ms. Ding, Shuixiang Ms Liao, Yinghui Mr. Peng, Bin Mr. Peng, Chun Ms. Peng, Chunlian Mr. Peng, Tao	Parents, Lan Jingling Kindergarten
Ms. Liao, Yinghui Ms. Xiang, Mei	Farmers

Note: two of the above stakeholders were not available for evaluation interviews due to the timing of the evaluation, and did not provide written answers to the questions the evaluation team sent them: (1) CIDCA, which provided instead brief remarks to the China country office, and (2) the Alibaba Group, for which the Taobao CSR Director only took part in a brief discussion during inception. All other stakeholders took part in individual or group interviews, and/or focus group discussions.

ANNEX 11. Results of Online Survey with WFP Country Offices

Sample of respondents

The group of respondents, although small (13 answers analysed) is highly consistent with the country offices the China country office has been interacting with during the country strategic plan. Respondents include five non-beneficiary country offices. Beneficiary country offices include countries with varying degrees of interaction with the China country office. Among the ten beneficiary country offices, six had both applied for funding and participated in Centre of Excellence activities, while four had only applied for funding. Respondents were from Africa (six country offices), Asia (five country offices) and Latin America (four country offices). Seven were country offices in least developed countries (LDCs), including two countries with an on-going WFP emergency.

Survey results

The results of the survey, which are presented in the main report, are those that were confirmed through triangulation with preliminary findings from the SSTC strategy evaluation. These are the lines highlighted in grey in the following tables.

Who is answering this questionnaire in your country office?

Director/Deputy Director	Nominated individual	Collective response	Total
7	4	4	15
1 person	2 persons	> 2 persons	Including women
6	4	5	10

Is your CO in contact with WFP's China CO (including WFP's Centre of Excellence in China - CoE), and for what types of activities?

CO has been in contact with the China CO in 2020	CO is in contact with the China CO on a regular basis	CO was in contact with the China office in previous years (2017-19)	Contacts with China CO/CoE relate to South-South cooperation exchanges with China	Contacts with China CO/CoE relate to China aid	CO uses WFP's on-line information about China	Had no direct contact
9	5	9	5	6	1	2

Is your country office informed about the following activities, organized through the WFP China country strategic plan?

	Yes, fully informed	Yes, informed	Partly informed	No	NA	No answer
WFP's pilot projects in China on preschool nutrition	1	3	0	7	0	4
WFP's pilot project in China on smallholders' access to e-commerce	1	2	1	7	0	4
WFP's pilot project in China on zinc potato	0	1	0	8	0	6
The humanitarian logistical hub in China, launched for COVID-19	2	3	5	2	0	3
South-South Cooperation (WFP's Centre of Excellence in China)	6	4	3	1	0	1

Facilitation of access to funding from Government of China, for WFP activities in other countries	4	3	5	0	0	3
WFP partnerships with the private sector in China	2	2	3	6	0	2

Have your CO staff or stakeholders in your partner participated in the following South-South cooperation exchanges, or accessed information provided by WFP's Centre of Excellence in China?

Access to on-line knowledge sharing platform	Senior-level meeting in China	Technical assistance from Chinese experts in partner country	Agricultural demonstrations in partner country	Online E-learning event	National-level meeting in partner country	Policy advice in partner country	Project with various South-South Cooperation activities in partner country
2	5	2	2	3	2	1	3

Who took part in SSC activities?

Country director, deputy director	Other staff from country office	Senior government officials from partner country	Farmer organizations' representatives from partner country	Experts and technicians from partner country	Individual producers from partner country
5	4	2	2	3	0

What are the results of SSC activities for your partner country?

	Yes, fully	Partly yes	Partly no	No	NA	No answer
Participants have gained new knowledge from these exchanges	3	2			1	7
You CO has started to disseminate this new knowledge	0	3	0	0	2	8
New knowledge is appropriate for regions with significant food security and nutrition issues in your partner country	1	2		0	2	8

Which of the following topics for South-South cooperation proposed by WFP's Centre of Excellence in China are relevant for food security, nutrition and smallholders in your partner country?

	Yes, very relevant	Relevant	Less relevant	Not relevant	NA	No answer
Post-harvest loss management	6	4	2	1	0	0
Food storage	6	3	1	1	2	0
Technology for climate resilience	6	4	1	1	0	1
Logistics for humanitarian aid	4	3	4	1	0	1
Mechanization for smallholders	7	4	1	1	0	0
Smallholders in value chains	9	3	0	1	0	0
School nutrition	10	1	0	1	0	1
Poverty alleviation and development	8	4	1	0	0	0

Are there any other types of exchanges with China that could be useful for food security, nutrition and smallholders in your partner country? (open question)

Nutrition	3
Smallholder value chains	3
Disaster risk reduction	2
E commerce	2
Climate change resilience	1
Food security	1
Rural development	1

What is your view on activities proposed by WFP's Centre of Excellence in China, in relation to needs in partner country?

	Yes, fully	Yes, partly	Not really	No	NA	No answer
Activities are consistent with partner country's strategies	4	5	0	1	2	1
Activities relate to significant food security and nutrition issues in partner country	5	5	0	0	2	1
Duplication between SSC activities organized by WFP and FAO is avoided	2	2	1	1	6	1
Solutions are sought to maximize cost efficiency of exchanges	3	3	0	0	6	1
Webinars are a good option	2	6	0	1	3	1

Would the following types of exchanges be useful for food security, nutrition and smallholders in your partner country?

	Yes, very useful	Useful	Less useful	Not useful	NA	No answer
Visiting pilot projects in China	3	7	1	1	0	1
Information on the impact of pilot projects in China	6	5	1	0	0	1
Study tours in China for young farmer leaders from partner country	4	5	2	1	0	1
China-supported demonstrations in partner country by farmer leaders	6	4	1	1	0	1
Activities without travel (for example e-learning)	4	7	1	0	0	1

Which WFP channels are accessible to your country office regarding China's aid?

	Yes, fully	Yes, partly	Partly no	No	NA
China country office	5	6	1	0	1
Strategic Partnerships Division (STR) in WFP's headquarters	3	7	2	0	1
Other WFP global offices	4	3	2	0	0

What is the current situation of funding from China for WFP activities in partner country?

Your CO has applied for funding once	Your CO has applied several times	Your partner country is a beneficiary	Your CO may apply for funding from China in the next few years	Your CO does not plan to apply for funding from China in the next few years	Your partner country has received COVID-19 humanitarian aid from China through WFP
2	8	6	11	0	1

Are you informed of funding opportunities from China for WFP activities in general?

	Yes, fully	Informed	Partially	Not	NA	No answer

	informed		informed	informed		
Responsive to partner country's demands	0	3	7	1	2	0
Availability for emergency needs	1	2	7	0	2	1
Application procedures are clear	1	2	4	4	2	0
Categories of funding are diverse	1	3	4	3	2	0
There is funding available from private sector organizations in China	1	2	0	6	2	2
WFP has successfully mobilized China's logistics know-how in the COVID-19 logistical hub	0	1	1	5	6	0

What is your overall experience with WFPs China-based activities been since 2017?

	Highly Effective	Effective	Less effective	Not effective	NA	No answer
WFP's China CO communication with other COs	2	2	3	1	2	3
WFP's Centre of Excellence support for other COs	1	2	2	0	3	5
South-South Cooperation activities organized by WFP's Centre of Excellence respond to demand from other WFP COs	0	3	1	1	3	5
China-financed WFP projects take into account partner country's demand	0	5	1	1	3	3

How were WFP's cross-cutting aims taken into account in these activities?

	Yes, fully	Yes, partly	Partly no	No	NA	No answer
Female staff from your country office have participated in SSC exchanges	2	1	0	2	5	3
South-South cooperation topics are relevant for women in partner country	5	1	0	0	4	3
Environmental concerns are included in SSC exchanges with China	1	3	0	1	4	4
Social protection of vulnerable beneficiaries is addressed	2	2	1	1	2	5
Women's participation is a criterion when applying for China aid through WFP	2	2	1	2	2	4
Women's empowerment is a criterion in these applications	2	2	1	2	2	4
The link between humanitarian aid and development is a criterion	0	0	1	2	2	8
Information about the source of China's aid is available for WFP beneficiaries	0	2	0	0	5	6

Among the objectives of WFP's China country strategic plan, which ones are relevant for food security, nutrition and smallholders in your partner country?

	Yes, fully relevant	Partly relevant	Less relevant	Nor relevant	NA	No answer
To create a new information platform	4	7	1	0	1	0
To set up new WFP partnerships in China	7	3	1	1	1	0
To introduce appropriate technology for smallholders	8	3	0	1	1	0
To develop e-commerce for smallholders	3	3	2	3	2	0
To deploy more Chinese experts in WFP programme countries	2	3	5	1	2	0

To train a new generation of farmer leaders in these countries	7	3	1	1	1	0
To enhance China's aid for food security and nutrition	6	4	0	0	1	2
To facilitate general policy dialogue on food security and nutrition	5	5	0	2	1	0

In your opinion, overall, what works well in WFP's China-based activities for food security, nutrition and smallholders for other countries? And overall, in your opinion, in what fields is there scope for improvement in these WFP activities? (open questions)

What works well		Points to improve	
Funding	2		
Communication	1	Communication, proposal follow up	5
CoE, 3 SSC exchange levels	3	Relevance to national context, appropriate solutions	5
Lessons learned	1	Lessons learned, expert engagement	2

You are invited to make proposals for an improved contribution from China-based WFP activities to food security, nutrition and smallholders in your partner country (open question)

China aid for diversified CO programs, flexible funding, predictable funding, covering refugees	6
CO support on aid applications, communication, follow up	4
More information on CoE, access to platform	2
More adjustment to context	2
Engagement by Chinese experts	2
More workshops	1
More experiences from smallholder farmers	1

ANNEX 12. Progress of Preschool Nutrition Improvement Projects

1. Output data is available from the Hunan project on the number of meals provided during 2020, but not during 2019. During February-July 2020 (spring semester), 97,252 meals (389,008 (RMB)) were provided in Hunan, of which 92,694 meals (370,776 RMB) were for 1,836 children supported by WFP and 4,558 meals (18,232 RMB) were for 86 children supported by the local government. In addition, 5 project managers (3 men and 2 women), 121 teachers (24 men and 97 women), 1,922 children (1,073 boys and 849 girls) and 1895 parents (838 men and 1057 women) participated in 97 online nutrition education activities, two of which were organized by WFP, having significant and positive impacts. A total of eight farmer training sessions, with 100 individuals (26 men and 74 women) in 41 households were conducted. The participation rate of women was 74 percent.³

2. Five project management staff and 89 teachers attended the nutrition training workshops in 2019. 3,237 parents and grandparents attended 156 second-level community-based messaging sessions that were organized by the schoolteachers who had received the first level training. A total of 59 farmers (including 52 households headed by women) provided 43 different types of vegetables, fruits and other foods for the project.⁴ During February-July 2020, 44 farmers provided more than 40 types of vegetables, fruits and other foods for the project, demonstrating ongoing progress. Further detail is provided in the table below.

3. Lastly, the incomes of smallholder farmers contracted to supply the project have increased, with the project purchasing an average of 3,107 yuan (USD 474) worth of food from smallholder farmers in 2019 and an average of 1,181 yuan (USD 180) per household to date in 2020. Similar increases are witnessed in the number of farmers supplying the project (59 smallholder farmers in 2019, 44 in Feb-July 2020). Interviews with a significant number of local programme staff and beneficiaries indicate that children's nutrition and health status have been improved to varying degrees. One example raised by a parent is that children had not been able to walk steadily before; however, they can perform better now. Another example raised by the teachers is that fewer children catch a cold in winter following the implementation of the project.

Hunan

Preschool nutrition improvement project in Hunan, China
Objective: Expand previous nutrition improvement programmes to preschool children and improve the nutritional status of children in poor rural areas by promoting policy development
Outcome 1: Access of preschool children to fresh, nutritious and diverse food
Progress: <ul style="list-style-type: none"> 5,562 children received meals, including 3,640 in 2019 and 1,922 in February-July 2020
Output 1: Provide nutritious meals to preschool children
Progress: <ul style="list-style-type: none"> In 2019, 3,640 children (2552 children without repeated statistics for spring and autumn semesters) in 29 kindergartens / preschools received meals, including 1,995 boys and 1,645 girls⁵ In 2019, 91 percent of the fund was from WFP while the rest was supported by the Government⁶

³ 2020 Six-Month Progress Report for Preschool Nutrition Improvement Programme (Xiangxi, Hunan).

⁴ China Annual Country Report 2019.

⁵ 2019 Annual Progress Report for Preschool Nutrition Improvement Programme (Xiangxi, Hunan).

⁶ 2019 Annual Progress Report for Preschool Nutrition Improvement Programme (Xiangxi, Hunan) .

<ul style="list-style-type: none"> • In February-July 2020 (spring semester), 1,922 children in 26 kindergartens / preschools received meals, including 1,073 boys and 849 girls⁷ • In February-July 2020 (spring semester), 97,252 meals (389,008 RMB) are provided, of which 92,694 meals (370,776 RMB) for 1,836 children supported by WFP and 4,558 meals (18,232 RMB) for 86 children supported by the local government⁸
Output 2: Health awareness and education on nutritious diets and lifestyles
<p>Progress:</p> <ul style="list-style-type: none"> • In 2019: 90 posters of nutrition knowledge were posted, 2,200 calendars of nutrition knowledge propaganda and education were distributed, 156 nutrition education training for parents and children was given⁹ • In March and July 2019, more than 130 people including kindergarten principals, teachers and parents' representatives were involved in the special nutrition knowledge training organized by the Food and Nutrition Development Institute of the Ministry of Agriculture and WFP¹⁰ • In February-July 2020 (spring semester): 5 project managers (3 men and 2 women), 121 teachers (24 men and 97 women), 1,922 children (1,073 boys and 849 girls) and 1895 parents (838 men and 1057 women) participated in 97 online nutrition education activities, two of which were organized by WFP, having significant and positive impacts¹¹
Output 3: Improved kitchen facilities and environment
<p>Progress:</p> <ul style="list-style-type: none"> • The kitchen facilities of most kindergartens have been updated, including refrigerator, disinfection cabinet, etc.

Outcome 2: Increase smallholders' income, enhance food security and alleviate poverty through ensuring increased provision for school meals and stable access to market
<p>Progress:</p> <ul style="list-style-type: none"> • Increased the income of farmers and promoted poverty alleviation. For instance, in 2019, one smallholder farmer was lifted out of poverty, with the income exceeding the national poverty line of 3,700 yuan in 2019¹²
Output 4: Smallholder farmers will build production capacity and produce quality food that can be purchased for preschool feeding programmes through the support and training.
<p>Progress:</p> <ul style="list-style-type: none"> • In 2019, the amount of food materials purchased directly from 59 poor households (including 52 poor smallholder farmers with left-behind women as the main labour force) was 187,046.4 yuan, with an average purchase of 3,170.3 yuan per household, accounting for 17.57 percent of the food materials procurement funds¹³ • In 2019, a total of 6 farmer training sessions, with 135 individuals (47 men and 88 women) in 41 households, the participation rate of women was 65.18 percent¹⁴ • In February-July 2020 (spring semester): 49 smallholder farmers signed the agreement of providing preschool food materials. Affected by the COVID-19, the total value of food purchased from these farmers has decreased, which is 55,503 yuan, with an average purchase of 1180.91 yuan per household¹⁵ • In February-July 2020 (spring semester): a total of 8 farmer training sessions, with 100 individuals (26 men and 74 women) in 41 households, the participation rate of women was 74 percent¹⁶

Guangxi

⁷ 2020 Six-Month Progress Report for Preschool Nutrition Improvement Programme (Xiangxi, Hunan) .

⁸ 2020 Six-Month Progress Report for Preschool Nutrition Improvement Programme (Xiangxi, Hunan) .

⁹ 2019 Annual Progress Report for Preschool Nutrition Improvement Programme (Xiangxi, Hunan) .

¹⁰ 2019 Annual Progress Report for Preschool Nutrition Improvement Programme (Xiangxi, Hunan) .

¹¹ 2020 Six-Month Progress Report for Preschool Nutrition Improvement Programme (Xiangxi, Hunan) .

¹² 2019 Annual Progress Report for Preschool Nutrition Improvement Programme (Xiangxi, Hunan) .

¹³ 2019 Annual Progress Report for Preschool Nutrition Improvement Programme (Xiangxi, Hunan) .

¹⁴ 2019 Annual Progress Report for Preschool Nutrition Improvement Programme (Xiangxi, Hunan) .

¹⁵ 2020 Six-Month Progress Report for Preschool Nutrition Improvement Programme (Xiangxi, Hunan) .

¹⁶ 2020 Six-Month Progress Report for Preschool Nutrition Improvement Programme (Xiangxi, Hunan) .

Preschool Nutrition Improvement Project in Guangxi, China
Objective: To enhance children's nutrition by reducing micronutrient deficiencies
Outcome 1: Improvement of preschoolers' nutritional and health status
Output 1: Access of preschoolers to fresh, nutritious and diverse food
Progress: <ul style="list-style-type: none"> January–July 2020, 2,140 children have received meals. (1,113 boys and 1,127 girls) ¹⁷ 21 kindergartens across the province have been involved in the project¹⁸ Energy provided by school meals has increased by 5 percent¹⁹
Output 2: Increased awareness of nutrition and health among preschool children, parents and kindergarten staff
Progress: <ul style="list-style-type: none"> School meals have been diversified to include a wider variety of nutrition²⁰ 290 individuals participated in an online nutrition training course²¹ 95 kindergarten staff attended online nutrition seminar²²
Output 3: Upgrade of kitchen facilities and equipment to enhance food safety
Progress: <ul style="list-style-type: none"> Procurement plan formulated based on needs assessment of 21 kindergartens
Objective: To provide a safety net for food-insecure households through income transfers
Objective: To develop link between school feeding and local agricultural production where possible and feasible
Outcome 2: Industrial development and increased income for smallholder farmers to get out of poverty
Output 4: Support the smallholder farmers to provide quality food materials for kindergartens
Progress: <ul style="list-style-type: none"> Farmers supplied 4,449 kilos of vegetables and 1,221 kilos of eggs through pro-poor farmer cooperatives Farmers sold USD 5,271 worth of tomatoes and eggs to the kindergartens

¹⁷ Progress Report January – July 2020 Preschool Nutrition Improvement Project in Guangxi, China.

¹⁸ Progress Report January – July 2020 Preschool Nutrition Improvement Project in Guangxi, China.

¹⁹ Progress Report January – July 2020 Preschool Nutrition Improvement Project in Guangxi, China.

²⁰ Progress Report January – July 2020 Preschool Nutrition Improvement Project in Guangxi, China.

²¹ Progress Report January – July 2020 Preschool Nutrition Improvement Project in Guangxi, China.

²² Progress Report January – July 2020 Preschool Nutrition Improvement Project in Guangxi, China.

ANNEX 13. Progress of Kiwi Smallholder Farmers Value Chain Project

Kiwi Smallholders Farmers Value Chain Project in Jinzhai, Anhui Province
Objective:
Outcome 1: Increase smallholders' income by developing kiwi fruit production by connecting them to the market and the value chain
<p>Progress:</p> <ul style="list-style-type: none"> In the first three years, each poor household with a share of 2000 yuan in 2 mu²³ of orchard can enjoy a guaranteed dividend of 400 yuan/year; from the fourth year, the poor household and the cooperative large household will both get 50 percent of pure profits²⁴ In 2019, stable employment opportunities have been created for 48 poor households, with a monthly income increase of 1800 yuan²⁵
Output 1: Help smallholder farmers to build orchards and enhance their self-development
<p>Progress:</p> <ul style="list-style-type: none"> Aim to build a kiwi orchard of 300 mu. Each mu is associated with an investment of 30,000 yuan in the first three years, with the Government supporting 9,000 yuan, large farmers investing 10,000 yuan, WFP supporting 10,000 yuan, and poor households investing 1,000 yuan. As of December 2019, 85 percent of the shares have been raised²⁶ In the first and second quarter of 2020, continue to carry out soil improvement work in the kiwi orchard, organize technology trainings²⁷
Output 2: Build a pro-farmer enabling environment and enhance the development capacity of the value chain
<p>Progress:</p> <ul style="list-style-type: none"> In 2019, 12 kinds of training were held, and more than 550 kiwifruit farmers (300 women and 250 men) have been trained²⁸ In order to further expand the kiwi fruit storage, processing, packaging, sales, brand and other value chain links, the Government introduced the project of "Jinzhai Tiantangzhai Fruit Industry Co., Ltd." to build a 10,000 ton kiwi cold storage unit. It has been put into place in October 2019, and currently stores 200 tons of kiwi. In sorting, cold storage, packaging and other work, 10 poor farmers were recruited to participate in the work, and each received an additional 600 yuan per month²⁹
Outcome 2: Enhance smallholders' capability of resisting natural disasters by improving their planting skills, helping them select resistant varieties and ensuring a scientific management model
<p>Progress:</p>

²³ One mu is equal to around 666.67 square metres.

²⁴ Annual Progress Report 2019 - Kiwi Smallholder Farmers Value Chain Project in Jinzhai, Anhui Province.

²⁵ Annual Progress Report 2019 - Kiwi Smallholder Farmers Value Chain Project in Jinzhai, Anhui Province.

²⁶ Annual Progress Report 2019 - Kiwi Smallholder Farmers Value Chain Project in Jinzhai, Anhui Province.

²⁷ Quarterly Progress Report 2020 (First and Second Quarter) --Kiwi Smallholder Farmers Value Chain Project in Jinzhai, Anhui Province.

²⁸ Annual Progress Report 2019 - Kiwi Smallholder Farmers Value Chain Project in Jinzhai, Anhui Province.

²⁹ Annual Progress Report 2019 - Kiwi Smallholder Farmers Value Chain Project in Jinzhai, Anhui Province.

<ul style="list-style-type: none"> • In 2019, the cooperative actively explored the construction of kiwi fruit product quality traceability system, improved the standardized management level of production base, joined the kiwi fruit association of Jinzhai County, and improved the management of varieties, technical regulations, inputs, brand and marketing³⁰ • There were a number of related technology trainings in the first and second quarter of 2020³¹
<p>Outcome 3: Improving smallholders' access to public goods and services through helping them become more organized by formulating farmer organizations such as cooperatives</p>
<p>Progress:</p> <ul style="list-style-type: none"> • Set up poverty alleviation cooperatives to improve farmers' organizational level and participation consciousness
<p>Output 3: Support the integration of farmers and promote the inclusiveness of farm cooperatives</p>
<p>Progress:</p> <ul style="list-style-type: none"> • In the first quarter of 2019, 150 poor households have been incorporated into the Jinzhai Tianyuan kiwi fruit planting professional cooperative; democratically elected a board of supervisors composed of eight members from poor households, including six women members³² • In the first and second quarter of 2020, the meeting of the democratic supervision group of cooperatives and the women's congress of cooperatives was held³³
<p>Outcome 4: Empower women by increasing their participation in production decision-making through the provision of technical training</p>
<p>Progress:</p> <ul style="list-style-type: none"> • In 2019, four training sessions aiming to improve women's skills were held throughout the year (210 women participated), and there were organized kiwi fruit thinning, bagging and fruit picking skills competitions for economically poor women. The County Women's Federation also invited Ms. Lei, Secretary General of Anhui women's and children's development foundation, to the project village to share the ideas of women's entrepreneurship, income increase, rights and interest protection³⁴ • In the first quarter of 2020, the winter pruning technology training (women's capacity improvement training) was postponed due to the COVID-19 pandemic³⁵ • Women's capacity improvement training in June was postponed due to the flood prevention measures required in response to the continuous heavy rainfall³⁶

³⁰ Annual Progress Report 2019 - Kiwi Smallholder Farmers Value Chain Project in Jinzhai, Anhui Province.

³¹ Quarterly Progress Report 2020 (First and Second Quarter) --Kiwi Smallholder Farmers Value Chain Project in Jinzhai, Anhui Province.

³² Annual Progress Report 2019 - Kiwi Smallholder Farmers Value Chain Project in Jinzhai, Anhui Province.

³³ Quarterly Progress Report 2020 (First and Second Quarter) - Kiwi Smallholder Farmers Value Chain Project in Jinzhai, Anhui Province.

³⁴ Annual Progress Report 2019 - Kiwi Smallholder Farmers Value Chain Project in Jinzhai, Anhui Province.

³⁵ Quarterly Progress Report 2020 (First Quarter) - Kiwi Smallholder Farmers Value Chain Project in Jinzhai, Anhui Province.

³⁶ Quarterly Progress Report 2020 (Second Quarter) - Kiwi Smallholder Farmers Value Chain Project in Jinzhai, Anhui Province.

ANNEX 14. Progress of Smallholder Farmers Growing Zinc-Enriched Potatoes Pilot Project in Gansu

Smallholder farmers growing zinc-enriched potatoes pilot project in Gansu
Objective: Enhancing smallholders' capability of producing high-yielding and zinc-enriched potatoes by helping them select zinc-enriched potato varieties, improving their planting skills
Outcome 1: Establishment of technical system for efficient utilization of zinc fertilizer in rain-fed and irrigated farming
<p>Progress:</p> <ul style="list-style-type: none"> • Preparatory work for trail planting in Anding District and Dongxiang County were completed in April 2020, including seeds, fertilizer, mulching and soil preparation • Field trial planting was completed in late April and early May • Completed related field management work in September
Outcome 2: Adoption of novel and green cultivation systems of zinc-enriched potato production for different agro-ecological zones in Gansu
<p>Progress:</p> <ul style="list-style-type: none"> • Pre-planting preparations for the field trials of Weiyuan, Zhuanglang, Anding, and Shandan were completed in early April • Field trial planting was completed from mid-April to early May, field trial seedling observation and field management were completed in late June • Zinc fertilizer are applied, and test samples (leaf and soil) are collected • Potatoes of field trails were harvested in late September and early October • Samples of the potatoes and the soil are under testing
Outcome 3: Enhanced supply of potato germplasm to breeding programmes of Gansu
<p>Progress:</p> <ul style="list-style-type: none"> • Planted 969 introduced potato germplasm • Completed breeding of 25 tissue-cultured seedlings and 6 CIP tissue-cultured seedlings • Cultivated 650 pots of miniature potatoes
Outcome 4: Production of zinc-enriched potatoes informed by the studies of the impacts of zinc fertilizers on soil of the project area
<p>Progress:</p> <ul style="list-style-type: none"> • Completed a report on the zinc level of soil in 17 towns in Anding District and 24 towns in Dongxiang County based on baseline samples • Collected soil samples at 20 spots in Lujiagou, Anding District, and 23 spots in Dashu Township, Dongxiang County
Output 1: A total of 3,150 smallholder farmers' households are supported to produce zinc-enriched potatoes
<p>Progress:</p>

- In 2020, 850 smallholder farmers were supported to plant zinc-enriched potatoes, including 400 households in Anding District of Dingxi City and 450 households in Dongxiang County with 2 mu per household
- Production materials provided to beneficiary farmers , including seed potatoes, fertilizers, pesticides and plastic mulching in March and April 2020
- The potatoes were planted in the field by the end of April 2020
- The potatoes were harvested by smallholder farmers in Anding and Dongxiang from the end of September to October 2020

Output 2: Technical training and services are provided to beneficiary farmers

Progress:

- Conducted training activities in Anding and Dongxiang from 28 June to 3 July 2020. The training covered 600 beneficiary farmers and 250 school-age children
- Agricultural Technology Extension Service in Anding District conducted three trainings, each covering 100 people.
- The Agriculture and Rural Bureau in Dongxiang County organized four trainings, each covering 120 people
- More than 100 existing potato varieties in Gansu Province have been screened and 12 varieties with high zinc content have been recommended to smallholder farmers for the production of zinc-enriched potatoes in 2020
- Five mu demonstration plots have also been set up in Anding and Dongxiang respectively for farmers to see, observe and learn
- A short video on the efficient application of zinc fertilizer in the production of zinc-enriched potato produced by National Agricultural Technology Extension Service Center (NATESC) has been disseminated to smallholder farmers

Output 3: All plastic mulching provided to beneficiary farmers is collected for recycling

Progress:

No data available by the time of evaluation

Objective: Enhancing the storage condition of potatoes at farmers' household level.

Outcome 1: Post-harvest decay loss of potatoes during storage will be reduced from 25 percent at present to less than 10 percent

Progress:

- Determined construction sites of potato demonstration cellars in Anding and Dongxiang
- Completed the first draft of the storage cellar design
- Completed the construction of two demonstration potato storage facilities in September 2020

Objective: Increasing the zinc intake of smallholders through consumption of self-produced zinc-enriched potatoes at the household level with the support of social behaviour change communications on nutrition and health

Outcome 1: Increased dietary diversity score (DDS) of beneficiary farmers

Progress:

No data available by the time of evaluation

Outcome 2: Increased nutrition knowledge score of beneficiary farmers

<p>Progress:</p> <p>No data available by the time of evaluation</p>
<p>Output 1: Training on nutrition and health are provided and supplementary materials are distributed to targeted groups</p>
<p>Progress:</p> <ul style="list-style-type: none"> Produced 3,200 custom-designed aprons, 3,200 custom-designed healthy oil-control pots, 1,000 custom-designed canvas bags, 1000 custom-designed coasters, 600 custom-designed T-shirts, 600 custom-designed hats, 3200 custom-designed peelers, 600 custom-designed eco-friendly wheat fragrant cup pieces Produced 3,200 project brochures and 150 posters Conducted training activities covering 600 beneficiary farmers and 250 school-age children in Anding and Dongxiang from 28 June to 3 July 2020
<p>Output 2: Thematic TV programmes are produced on knowledge about zinc deficiency, the importance of zinc and balanced diets, and agricultural production practices</p>
<p>Progress:</p> <ul style="list-style-type: none"> Finished the first TV programme on zinc and human health Completed the production and dissemination of three animations in both the Mandarin and Dongxiang language, including Zinc and Health, Balanced Diet and School Children's Health and Chinese Balanced Diet Pagoda by the end of 2020
<p>Output 3: Guidance on daily food preparation and consumption to farmer households is provided by developing a Diet and Nutrition Guide</p>
<p>Progress:</p> <ul style="list-style-type: none"> Conducted on-site nutrition and health clinical consultation activities for about 600 farmers, and provided nutrition and dietary guidance
<p>Output 4: Good cooking practices and processing technologies of staple food based on zinc-enriched potatoes are developed and recommended</p>
<p>Progress:</p> <ul style="list-style-type: none"> Surveyed 45 households on their current production and cooking practices and preferences
<p>Objective: Increasing smallholders' income by connecting them to the market and by supporting local efforts to brand zinc-enriched potatoes and better position them as preferred products in the market</p>
<p>Outcome 1: Recommend 1 processing technologies of staple food based on zinc-enriched potatoes for adoption by processing facilities</p>
<p>Progress:</p> <p>The project team went to Qingdao Zhucheng "Shandong Jiaxin Industrial Equipment Co., Ltd." for investigation and study of processing technologies</p>
<p>Output 1: The post-harvest loss is reduced by building six potato demonstration storage units at the household level, providing technical training to 1,500 farmers in post-harvest handling and storage management and developing one set of materials on post-harvest handling for zinc-enriched potatoes for distribution to farmers' households</p>
<p>Progress:</p> <ul style="list-style-type: none"> A total of 400 copies of teaching materials were printed and all distributed to the project implementation area. A total of 380 farmers, 260 from Anding and 120 from Dongxiang were trained

Outcome 2: The volume of zinc-enriched potatoes aggregated through farmer cooperatives will increase by 15 percent
Progress: No data available by the time of evaluation
Outcome 3: Cash income incremental of farmers of zinc-enriched potato production will be CNY200/mu
Progress: No data available by the time of evaluation
Output 1: The branding and marketing strategy of the project for zinc-enriched potatoes is developed and implemented during the project life
Progress: <ul style="list-style-type: none"> Completed the first draft of the "Zinc-Rich Potato Brand Building and Marketing Strategy" Connected with IFENG.COM on future partnership for marketing
Output 2: A report on the results of mapping the zinc concentration and distribution in different parts of zinc-enriched potatoes of different varieties is developed
Progress: <ul style="list-style-type: none"> The report has been completed on the results of mapping the zinc concentration and distribution in different parts of zinc-enriched potatoes of different varieties
Objective: Capture lessons-learned for up-scaling in Gansu Province and beyond
Output 1: The milestones, experiences and main achievements of this project are documented and distributed by conducting five workshops, producing one video and organizing two study tours
Progress: <ul style="list-style-type: none"> 1 project progress meeting was conducted on 19 May 2020 Eight newsletters were produced This is an annual event organized by the Potato Specialty Committee of Crop Science Society of China Key outputs of the Gansu potato project on potato storage facility and nutrition education animation were presented during the 2020 China Potato Conference held in Dingxi City of Gansu Province from 25-28Sept 2020

Note: Progress is reported as of the end of June 2020. Sources of data are the Annual Progress Report 2019 and the Quarterly Progress Reports 2020 - Smallholder Farmers Growing Zinc-Enriched Potatoes Pilot Project.

ANNEX 15. Gansu Project Case Study

Background

The Gansu pilot project was launched in October 2019 to promote the growing of zinc-enriched potatoes by smallholder farmers as a sustainable approach to improving the livelihoods of farmers and addressing zinc deficiency among local populations in the poverty-stricken areas in China. The project aims to establish innovative and green cultivation systems for zinc-enriched potatoes; support more than 3,000 smallholder farmers to produce zinc-enriched potatoes; increase awareness of nutrition and hidden hunger; and improve branding and marketing of zinc-enriched potatoes.

EQ1 – To what extent is the WFP strategic position, role and specific contribution based on country priorities and appropriately aligned to people’s needs as well as WFP strengths?

Analysis on cropping and food consumption patterns, and the incidence of micronutrient malnutrition were applied in a baseline report to inform the project design. Potato is one of the three major food crops in Gansu province and the second largest source for zinc intake in the region. It plays an important role in reducing poverty and ensuring food security, with high acceptance among the farmers. The value chain is relatively developed in the area; therefore, the project was considered to be appropriate.

Participants interviewed at each level were highly positive about the project and recognized its relevancy to the needs of beneficiaries. Gansu provincial government allocates funding for potato production each year; it is impossible to implement a pilot with such detailed design and cross-cutting objectives without WFP support. Although local livelihoods have largely improved with national efforts on poverty reduction, child nutrition remains a critical issue. The project targeted farmer households living below the national poverty line and identified beneficiaries through a participatory process with the registration of farmers who are willing to engage in the potato production activity. Priority was also given to families with students in grades 1 to 3. The evaluation team was not able to communicate directly with beneficiaries, but respondents from project management office (PMO) and county governments have reported a high level of enthusiasm and appreciation for the project, based on their interactions with local smallholder farmers.

What is the extent and quality of the specific contribution of WFP to country strategic plan strategic outcomes in China?

Changes in capacities/livelihoods

The project was implemented for about one year and the impact from some of development interventions promoted by the project would ordinarily not be quickly realized over such a short period. This year's work in 2020 is mainly focused on cultivation system and technologies. The production volume is yet to be seen but is expected to increase based on the personal judgements of interviewees.

Farmers already have some understanding of zinc-enriched potato at this stage. Project staff handed out some calendars and aprons with information on zinc-enriched potatoes so they could be exposed to this information. But it was expected to take a longer time for farmers to adopt this variety and new technologies, after they have seen nutrition improvements and income increases. This, again, depends on several questions looking ahead: 1) testing results on whether the zinc density of potatoes is increased to target levels that can potentially have a measurable and significant impact on human nutritional status; 2) whether these extra zinc nutrients can be bioavailable and absorbed at sufficient levels to improve the nutrient status in target populations; 3) whether farmers have market access and are able to sell the potatoes at a compatible price. The team has started working on marketing strategies and partnered with FengHuang.net on package design, but they have to wait for the test results on zinc density of the potatoes in order to promote that as the selling point.

Gender empowerment

A large proportion of women are engaged in production activities in the two counties as men migrated to cities for work. Project staff reported that the needs of women and children are a priority.

Women are the main targeting group in the social and behavioural change communication (SBCC) component, interventions targeted to women were considered important given their role in child nutrition. Women are expected to be the main participants in the planned cooking demonstration activities in the future, featuring the cooking of zinc-enriched potatoes and the preparation of healthy meals.

Efficiency

Project staffs reported that the project achieved most of its targets on time. Agricultural inputs were distributed on time and training activities were conducted as planned. Farmers in the cooperative receive frequent guidance on the application of zinc fertilizer from the local Agricultural Extension and Service Center. A short video on the application of zinc fertilizer in the production was prepared by National Agricultural Technology Extension and Service Center (NATESC) and was showed to the farmers. The only concern raised during the interviews was that initially, they used a compound fertilizer containing zinc, in which the level of zinc is relatively low. Stronger fertilizers are needed in zinc-deficient soil.

Timely advice was given to the project staff and they increased the intensity of foliar spray in the later stage of the project, but the effect may not be achieved as zinc is mainly absorbed through the roots. WFP should give more focus to these important details in the future in terms of project management.

The project was believed to be less affected by COVID-19 than anticipated. Lab works were continued during lockdowns. Planting took place in May, thus was less effected by input and logistic disruptions. The project staffs set up WeChat groups to communicate with farmers online when field visits were not applicable.

Cost-effectiveness

Interviewees believe this pilot project will serve as a demonstration model, and technologies and systems can be transferred to other local areas, thus the project could have a catalytic effect in the future. However, cost benefit analysis seems not to have been given particular attention; tools such as value-for-money analysis have not been used. Whether alternative and more cost-effective measures will be considered is not clear, such as free direct input distributions versus subsidized vouchers, etc.

Most interviewees have a sense that WFP did well on leveraging resources and managing budgets to make sure money is spent for the beneficiaries. Matching funds are in place from the Ministry of Agriculture and Rural Affairs and Gansu provincial government.

EQ4 – What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?

WFP was uniformly praised for its professionalism by the interviewees. Smooth communication was reported. Many stakeholders have heard of WFP projects or have cooperated with them in the past when WFP implemented assistance projects in China.

Innovation and partnership are central to the project. WFP has pooled resources by extensive collaboration with knowledge partners, research institutes and academia, including the International Potato Center, Food and Nutrition Development Institute, Gansu Academy of Agricultural Sciences, Gansu Agricultural University, Lanzhou University, etc. Partnership with the business sector will help to promote sales of the new variety of potatoes. At the national level, the National Agricultural Technology Extension and Service Center (NATESC) provides guidance and technical support to the establishment of the zinc-enriched potato cultivation system in Gansu and to the production of potatoes by smallholder farmers. Since 2011, NATESC has implemented a series of projects to demonstrate and promote zinc fertilizer in China in cooperation with Teck Resources of Canada. Guidance from NATESC is greatly appreciated at the local level. They reported having few opportunities to communicate with national experts in the past, and the project was viewed as a unique opportunity for them to learn frontier ideas and technologies.

Good practices and learning aspects

New and ongoing work in biofortification is testing the hypotheses that breeding nutrient-dense staple crops through biofortification is feasible, that farmers will adopt the new methods, that consumers will consume the produce, and that the nutritional status of targeted populations will improve. The project is doing frontier work and has the potential to test these hypotheses for zinc-enriched potatoes, a new concept in China and also at the international level. The standard for zinc-enriched produce will be developed, which is a knowledge gap in the literature. The project is also working on testing the distribution of zinc in different parts of potatoes, enhancing storage facility to reduce post-harvest loss, and improving the cooking practices of those using zinc-enriched potatoes in order to minimize zinc erosion. Those lessons have considerable potential to be shared with other places in China and other developing countries in the South

For the project component on SBCC, the team produced four series of nutrition science animations to enhance communication to children and local people who are illiterate. The animations are focused on zinc-enriched potato and its nutritional value, but also include other information on dietary guidance and human health. Versions in local language were produced. Teck Company has facilitated the translation of the first episode into English and aims to share it on their international website and through their project network. This innovative way of conducting nutritional education is getting recognized and has the potential to be shared with other countries where nutrition knowledge is lacking.

ANNEX 16. Results from the Activity Databases

South-South technical cooperation – Centre of Excellence

Number of events organized or co-organized by the Centre of Excellence

Year	Learning events				WFP China international conference	Other events	
	Conference side event	Missions and study tours	Workshop - face-to-face	Webinar		Global call co-organized	WFP China conference attendance
2017	0	1	3	0	1	0	6
2018	0	0	6	0	0	0	13
2019	2	2	6	0	0	1	15
2020*	0	0	0	13*	0	0	15
Subtotal	2	3	15	13		1	49
Total				31	1		50

Number of countries having participated in Centre of Excellence events

	Number of countries	Africa	Asia	Latin America	Least developed countries
Needs analysis survey	25	14	7	4	11
Demand driven SSTC conference	25	NA	NA	NA	NA
2017 CoE activities	16	7	8	0	10
2018 CoE activities	21	12	8	1	9
2019 CoE activities	40 (*)	NA	NA	NA	NA
2020 CoE activities (Jan-Oct)	70 (*)	NA	NA	NA	NA

*Estimated: information not available

Attendance, by Centre of Excellence event

		Study tour	Workshop – face-to-face	Webinar
Number of countries	Mini	1	1	8
	Maxi	2	16	68
Number of participants	Mini	7	5	73
	Maxi	17	90	681

Total participants in Centre of Excellence events and international conference, men and women

Total participants	Of which women	Percentage of women
2678	521	19.5

Number of countries in WFP SSTC pilot projects with China Centre of Excellence participation

	Number of countries	Africa	Asia	Latin America	Least developed countries
Country projects ongoing	6	4	2		2
Country projects total	8	4	2	2	2

Thematic areas in Centre of Excellence activities

	Single thematic area	Mixed thematic area	Thematic area 1 - Value chains	Thematic area 2 - PHLM and supply chain	Thematic area 3 - Disaster risk reduction & resilience	Thematic area 4 - Zero hunger and nutrition
Number of learning events	14	14	13	14	10	12
Number of events attended by WFP	34	16	20	17	16	46

Note: including mixed events

Levels of exchanges in Centre of Excellence activities

	Single level	Mixed level	Policy level	Institutional level	Grassroots level
Number of learning events	23	5	13	19	2
Number of events attended by WFP	50	-	50	-	-

Partner mapping by the Centre of Excellence

Partner categories	Number	Government & United Nations	University, research and training centers	Enterprises
Strategic partners	9	8 (4 national agencies 4 United Nations)	1 (provincial centre)	0
Technical partners	18	9	8	1
Potential partners	10	1	7	2

Government partnerships

China aid beneficiary countries (emergency and projects)

	Total beneficiary countries of China aid	MOFCOM/CIDCA emergency aid	Of which in-kind food aid	MOFCOM/CIDCA projects	MARA flexible funding	MARA SSTC pilot projects
2017	18	18	NA	-	2	-
2018	6	5	NA	0	2	-
2019	14	10	3	0	2	4
2020	9	2	0	0	2	5

Number of formal agreements between WFP and Government of China

Signed before 2017	1 (MARA)
Signed 2017-2020	2 (MEM, NAFRA)
Foreseen	1 (CIDCA)

Private partnerships

Sectors, and status of deal or partnership

Activity sector	Tech	Food	Logistics	Finance	Media	Other	NGOs	Total
Confirmed deal or partnership	5	4		1	2	2	4	18
Under negotiation	4	4	1	2	0	2	2	15
Total	12	10	3	3	3	4	6	41

Types of confirmed partners (enterprises and NGOs)

Relationship between partner and WFP	Chinese	International
Corporate donor only	5	5
Public fundraising only enterprise or NGO	3	
Both donor and public fundraising	2	
Visibility partner only	2	
In-kind donation only	1	
Total	13	5

Formalization of partnership

WFP partner category	Oct 2020 status
WFP global partner	4
Partner agreement	1
Partner	6
Donor but not partner	5
Formal China charity aid channel NGO	2
Total	18

Confirmed funding of WFP programmes by private sector

Donors	Countries
2 Tech sector corporations	4 Asian countries
1 NGO	3 African countries

ANNEX 17. Output Results 2017-2020

SO1 – Output indicators 2017-2020

Year	Output indicator	Actual value
2017		No data recorded
2018	Number of individuals who have received short-term agricultural sector productivity or food security training	150
2018	Number of training sessions for beneficiaries carried out (health and nutrition)	1
2019	Number of government/national partner staff receiving technical assistance and training	11
2019	Number of training sessions/workshops organized	2
2019	Number of technical assistance activities provided	3
2019	Number of tools or products developed	1
2019	Number of capacity-strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities	5
2019	Number of people reached by interpersonal SBCC approaches	7243
2019	Number of children covered by home-grown school feeding	4558
2019	Number of smallholder farmers supported/trained	135
2020	Number of people engaged in capacity-strengthening initiatives facilitated by WFP to enhance food security and nutrition stakeholder capacities	11
2020	Number of capacity-strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities	10
2020	Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity-strengthening support	6
2020	Number of people reached by interpersonal SBCC approaches	4271
2020	Number of schools with infrastructure rehabilitated or constructed	21
2020	Number of children covered by home-grown school feeding	4062
2020	Number of smallholder farmers supported/trained	122

Source: China CO project data, November 2020; 2019 CRF; 2020 CRF, 2020 SPRING Data

SO2 – Output indicators 2017-2020

Year	Output indicator	Actual value
2017		No data recorded
2018	Number of planned targeted villages	4
2018	Number of training sessions for beneficiaries carried out (livelihood-support/ agriculture & farming/IGA/NRM)	12
2019	Number of people engaged in capacity-strengthening initiatives facilitated by WFP to enhance food security and nutrition stakeholder capacities	42
2019	Number of capacity-strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities	19
2019	Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity-strengthening support	18
2019	Number of smallholder farmers supported/trained	6600
2020	Number of people engaged in capacity-strengthening initiatives facilitated by WFP to enhance food security and nutrition stakeholder capacities	42
2020	Number of capacity-strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities	19
2020	Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity-strengthening support	18
2020	Number of people reached by interpersonal SBCC approaches (potato project)	1458
2020	Number of smallholder farmers supported/trained	2000

Source: COMET December 7, 2020

SO4 – Output indicators 2017-2020³⁷

Year	Output indicator	Actual value
2017		No data recorded
2018	Number of training sessions/workshop organized on China's experience	2
2018	Number of guidance document developed and circulated on China's experience	1
2018	Number of technical assistance activities provided based on China's experience	1
2018	Number of technical reports shared with cluster partners on China's experience	1
2019		No data recorded
2020	Number of government/national partner staff receiving technical assistance and training on food security and nutrition issues	1,292
2020	Number of training sessions/workshop organized on food security and nutrition issues	11
2020	Number of tools or products developed	39
2020	Number of government/national partner staff receiving technical assistance and training on China's experience	1,203
2020	Number of training sessions/workshop organized on China's experience	8
2020	Number of tools or products developed on China's experience	38
2020	Number of training sessions/workshops organized on smallholder farmer leadership	1

Source: COMET December 7, 2020

³⁷ Source: Activity database created during the China CSP evaluation (Annex 16).

ANNEX 18. Strategic Outcomes/Outputs/Indicators as per WFP China Country Strategic Plan (2017-2021)

Indicator dropped following mid-term review

Indicator added following mid-term review (in ACR 2019)

Outcome/output	Indicator	Baseline	Latest results	Target
SO1: Malnutrition rates among children in targeted “poverty counties” reduced in line with national norms by 2020	Zero Hunger Capacity Scorecard	0 (August 2018, baseline survey) (MTR 2019)	1 (December 2018, WFP records) (MTR 2019)	Not set (MTR 2019)
	Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening	2 (ACR 2019)	2 (ACR 2019)	
Output 1.1 Increased capacity of national authorities to implement and extend national nutrition programmes in targeted areas	Number of training sessions for beneficiaries carried out (health and nutrition) (ACR 2018)		0 (2018 ACR)	0
	Number of government/national partner staff receiving technical assistance and training (ACR 2019)		11 (ACR 2019)	
	Number of training sessions/workshop organized (ACR 2019)		2 (ACR 2019)	
	Number of technical assistance activities provided (ACR 2019)		3 (ACR 2019)	
Output 1.2 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 (ACR 2018)		150 (ACR 2018) & MTR 2019	150 (ACR 2018 & MTR 2019)
	Number of training sessions for beneficiaries carried out (health and nutrition) (ACR 2018)		1 (ACR 2018)	1 (ACR 2018)

Outcome/output	Indicator	Baseline	Latest results	Target
	Number of tools or products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity-strengthening support		1 (ACR 2019)	
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	Rate of post-harvest losses			
	Proportion of the population in targeted communities reporting benefits from an enhanced asset base	33,000 (December 2018, baseline survey (MTR 2019))	None (MTR 2019)	None (MTR 2019)
	Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening	1 (2019 ACR)	2 (ACR 2019)	
Output 2.1 Enhanced income-generating capacity among targeted farmers	Number of technical support activities provided to institutional participants.		2 (ACR 2019)	
	Number of government/national partner staff receiving technical assistance and training in relation to smallholder agricultural market support activities (ACR 2019)		40 (ACR 2019) 11 (MTR 2019)	
	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 (MTR 2019)	
Output 2.2 Better organization of targeted farmers throughout the value chain	Number of technical support activities provided to stakeholder institutions		2 (ACR 2019)	
	Number of planned targeted villages (ACR 2018)		4.0 (ACR 2018) 4 (MTR 2019)	4 (ACR 2018) 4 (MTR 2019)
	Number of training sessions for beneficiaries carried out (livelihood-support/ agriculture & farming/ IGA/NRM) (ACR 2018)		12 (ACR 2018) 12 (MTR 2019) 3 (ACR 2019)	12 (ACR 2018) 12 (MTR 2019)

Outcome/output	Indicator	Baseline	Latest results	Target
SO3: 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	Proportion of targeted communities where there is evidence of improved capacity to manage climate shocks and risks		No results reported due to there being no activities	
Output 3.1 Increased capacity to implement disaster preparedness and mitigation strategies among targeted populations	Number of people trained in disaster preparedness and mitigation strategies		No results reported due to there being no activities	
Output 3.2 Government policies and programmes related to disaster risk reduction and mitigation informed by WFP technical advice and demonstration projects	Number of technical support activities provided		No results reported due to their being no activities	
SO4: Selected developing countries assisted in enhancing food security and nutrition in line with their prioritized SDG 2 targets by 2030	Zero Hunger Capacity Scorecard			
Output 4.1 Enhanced knowledge in selected countries regarding China's experience in addressing food security and nutrition	Number of guidance document developed and circulated (ACR 2018)		1 (ACR 2018) 1 (MTR 2019)	
	Number of technical reports shared with cluster partners (ACR 2018)		1 (ACR 2018) 1 (MTR 2019)	
	Outsourced model piloted in at least one region		0 (MTR 2019)	
Output 4.2 Targeted participants in the farmer leaders' programme have increased knowledge and leadership capacity and receive support in becoming productive smallholders	Number of people trained			
	Number of technical assistance activities provided (ACR 2018)		1 (ACR 2018) 1 (MTR 2019)	
	Number of capacity development activities provided (Number of training sessions/workshop organized)		2 (ACR 2018)	
SO5: Work to ensure food security and nutrition in targeted "poverty counties" and selected developing countries are supported year-round by increased private sector resources and public-private partnerships	Enhanced support from the Chinese government as a result of WFP capacity strengthening (as per qualitative review)		9 (ACR 2019)	
	Partnerships developed and formalized as a result of WFP capacity strengthening	10 (2019 ACR)	13 (ACR 2019)	

Outcome/output	Indicator	Baseline	Latest results	Target	
(Indicators are qualitative scores of progress in developing partnerships, provided by the China CO in ACR reports)	Partnerships developed and formalized	0 (2019 ACR)	8 (ACR 2019)		
	Facilitation of enhanced support from the Chinese Government	0 (2019 ACR)	5 (ACR 2019)		
	Partnerships formed and maintained	Men			
		Women			
		Total	8 (ACR 2018)	10 (ACR 2018)	

ANNEX 19. Line of Sight from Conclusions to Recommendations

Conclusions	#	Recommendation
WFP is consistently considered by key stakeholders as having the potential to achieve more in China and with the Government of China. WFP positioning within China is positive but still evolving	1.	WFP should continue to engage strategically with the Chinese Government on China’s areas of expertise and government priorities as entry points to maximize the global impact of WFP engagement in China
The focus for the CSP has been on developing operational solutions to the SOs rather than on considering how the lessons being learned from operations feed into policy discussions with China on technical innovation, SSTC and wider development issues. Greater engagement has the potential to leverage knowledge for more transformational results	1.1	WFP should continue and enhance active stakeholder mapping and engagement at the strategic level. For this, WFP should: maintain an up-to-date stakeholder mapping and management process of all WFP-China stakeholders; strengthen strategic-level communication among respective WFP headquarters departments and divisions, RBB technical specialists and their counterparts within the China CO and relevant China senior stakeholders; focus on knowledge sharing opportunities; identify potential collaboration and resource sharing towards joint objectives; and broaden the ToRs of senior HQ and China CO staff to include strategic partnerships building with associated performance indicators
The niche and added value of WFP is consistently perceived by Chinese stakeholders to be in nutrition-related and food systems innovations (in support of the National Nutrition Plan and Guidelines), and in disaster risk reduction and resilience, as demonstrated through the COVID-19 hub	1.2	WFP should further pursue its domestic activities in China, continuing to place attention on nutrition and nutrition-related value chains development but also sharpening collaboration in the area of disaster risk reduction and resilience
WFP has a positive but relatively low profile in China. The historical goodwill that WFP has in China is a critical success factor in its current credibility. The WFP role as a leader in relation to global practice in nutrition, food systems and food security can be promoted more widely	1.3	WFP should strengthen its capacity to engage more fully at the strategic level with China as a donor, promoting global policy dialogue and systems change in food security through a “practice to policy” feedback loop
Results achieved are constricted by the incomplete range of staff positions engaging in the China CSP. Where engagement has been possible, WFP engagement in high profile events, workshops, and policy discussions are valued. The country office staff are currently fully occupied with operations and engagement with current stakeholders, both global and national. This leaves insufficient time and	1.4	WFP should further intensify efforts to raise the profile of WFP within China, especially promoting WFP “niche” areas of expertise in nutrition, food systems and humanitarian emergency preparedness and response

Conclusions	#	Recommendation
resources for strategic review and fine-tuned strategic engagement		
Relationships with partners are in the early stages, and WFP is still learning the appropriate ways of working with different partners (internal and external). This has resulted in some implementation delays as understanding and alignment is being developed	2.	WFP should further identify effective ways of working with internal and external stakeholder groups
The China CO has been effective in building relationships with different stakeholders, between CO and HQ, Government of China both MARA and other ministries, with other WFP COs, with the private sector and with the Chinese public. These relationships all require careful stakeholder management to ensure that relationships result in mutual understanding and benefit	2.1	WFP STR should facilitate better access by China CO staff to technical capacity from a broad range WFP divisions, with improved frequency and ease of communication, both for the design of activities in the China CSP and for the flow of their expertise to WFP partners in China
The China CO has only recently established regular contacts with various HQ divisions but is not a part of the WFP regional communication and capacity building network.	2.2	WFP should find ways to enhance communication in support of the China programme. It should improve targeted sharing of good practices and understanding of WFP global operations with the China CO for sharing with China counterparts, and apply up-to-date approaches and bilingual tools with internal and external stakeholder groups
The WFP/CIDCA project modalities are not yet mutually compatible. However, there is still significant potential for positive engagement because the overarching objectives are aligned. The China aid procedures require a high degree of detailed accountability that is different from WFP standard procedures. This also creates challenges for COs that wish to seek China aid and submit applications, which are delayed or not approved. Clearer information is required on how WFP and China aid procedures can be aligned	2.3	Based on the WFP Partnerships and Fundraising Strategy (2020-2025), WFP should prepare a country partnership plan, identifying whether partners are strategic, technical and/or donors, with relevant stakeholder engagement and communication strategies
The CSP has attracted a large number of IT companies, each with their own definition of how to establish positive relationships, but with limited financial returns to date. Due diligence processes are necessary but lengthy, often with different approaches by WFP and by the companies that require resolution	2.4.	WFP should continue to collaborate with both CICETE and CIDCA to identify compatible processes that can be expedited, address bottlenecks and share clearly with partner WFP country offices to improve the quality of proposals
WFP support has progressed towards CSP aims but is at an early stage. The CoE's profile is still growing. Domestic	3.	WFP should further strengthen processes in its domestic programme and the CoE for capturing,

Conclusions	#	Recommendation
projects have a large potential to generate experience and share good practice with South countries, but the learning aspects are under-explored and dissemination opportunities are not yet fully exploited		sharing and communicating results, and enhancing learning
Domestic projects are appreciated at the national level. Study and advocacy efforts by WFP have helped raise the policy profile of health and nutrition (e.g. through events, and information dissemination), but there is insufficient documentation of these efforts Meaningful lessons and data from pilot initiatives are under-explored and constrained by limited human and budget resources. Online CoE events are likely to be a long-term trend due to worldwide COVID-19 restrictions. However, the CoE's internet platform does not reflect the CoE's demand-driven approach.	3.1	WFP should adjust ongoing monitoring of domestic and CoE activities to clarify their function as knowledge generators and their sharing of learning tools, as well as to demonstrate causal pathways to change through baseline and trend data with a view to enhancing replication and sharing experiences nationally and internationally
In China, the WFP demand-driven matching process is visible and appreciated This process differs from the brokering process that would enhance access by WFP COs to China's experience of relevance to partner countries. There is an expectation for more adaptation of activities to country contexts	3.2	WFP China CoE's matching process should expand from delivery of solutions that work well in China to two-way facilitation of knowledge exchanges on good practice, with a flexible approach (online and face-to-face) across different capacity levels and thematic areas, responding to countries' demand for appropriate and affordable innovation
Domestic projects have a large potential to generate experiences and share good practices with South countries. The CoE addresses demand for appropriate technology solutions from China. Transfer has started in SSTC country pilot projects	3.3	WFP should consider further improvement of the China CoE's knowledge sharing platform to clearly respond to the demand of audiences and reflect the WFP SSTC approach to knowledge management, and then link it up to international web search engines for improved access
Gender considerations are integrated in domestic projects and some CoE activities More could be done to move beyond the quantitative aspects of gender balance and into substantive transformational action	3.4	WFP should strengthen commitments to gender equality and women empowerment in all CSP pillars, through dedicated staff with relevant expertise
The CSP's financial model for the CoE has still to be confirmed Donor partnerships are still under construction. There is a structural deficit of funding for the CoE and other CO projects	4	WFP should establish a clear plan for the scaling-up of China's long-term contributions to WFP and sustainability considerations
The CSP's financial model for the CoE is still uncertain. There is potential for WFP to strengthen partnerships that	4.1	WFP should engage more intensively with the joint SSTC approach of the Rome-based agencies regarding China, in terms of both the financing model and the sharing of results

Conclusions	#	Recommendation
will leverage funding and knowledge for the CoE		
There is a gap between SSCAF focus and regulations and the large number of small projects submitted by WFP COs	4.2	WFP should consider promoting larger-scale SSTC programmes, appropriate for financing by China and in line with China's international cooperation priorities. The potential in the longer term for grant frameworks or multilateral approaches should start to be explored
Gradual progress has been made to address the gap between MARA, WFP's partner in Rome, and CIDCA which approves emergency aid and projects in Beijing	4.3	WFP should organize annual programme review roundtables for each key government agency with a focus on their specific interests and scope of work. These would be thematic meetings that would be more focused on thematic opportunities and challenges than the multi-stakeholder annual retreats

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China Country Strategic Plan Evaluation E-Library

1. Evaluation process
WFP Evaluation Policy 2016-2021.pdf
1.1 CSPE Evaluation Quality Assurance Guidance (EQAS)
1.1.1 Technical notes
CSPE Evaluation Report quality checklist.docx
CSPE Guidance for Process and Content.docx
CSPE Inception Report quality checklist.pdf
CSPE ToR quality checklist.docx
Quality Checklist for CSPE IR.docx
Quality Checklist for CSPE SER.docx
Quick Guide for Integrating Gender in WFP.pdf
TN on Country-Specific Evaluation Planning and Budgeting.pdf
TN on Integrating Gender in WFP Evaluations.pdf
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CSPE Inception Report template.docx
CSPE Inception Report template.pdf
CSPE Summary Evaluation Report template .docx
CSPE ToR new template.docx
Evaluation Matrix Template.docx
Evaluation Report template CSPE.docx
IRG Approach.docx
Quality Checklist for CSPE ER.docx
Quality Checklist for CSPE ToR.docx
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Policy on Country Strategic Plans.pdf
Pro-Smallholder Food Assistance Background Paper.pdf
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COVID Medium-Term Programme Framework.pdf
COVID Medium-Term Programme Framework summary note.pdf
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China Hub Weekly Report.pdf
CPB RS4 (1).pdf
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SysFOOD—The Systemic Food Assistance Initiative.pdf
Systemic Food Assistance - Interim Strategic and Operational Guidance for WFP.pdf
WFP Common Services Highlights FINAL.pdf
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China CSP (2017-2021).pdf
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Policy Evaluation of Capacity Development 2017.pdf
Policy Evaluation of WFP Partnership Strategy.pdf
Strategic Evaluation of Funding WFP's work.pdf
Strategic Evaluation of Pilot CSPs.pdf
Strategic Evaluation of the Pilot Country Strategic Plans - Evaluation Brief .pdf
Summary Evaluation Report of the Strategic Evaluation of the Pilot CSPs 2017-mid 2018.pdf
WFP SE CSP pilots Final.docx
WFP's Country Strategic Plan Pilots - A Strategic Evaluation Inception Report .pdf
IFPRI 2019 Summary Report Eng.pdf
Ops Management Organigram (18 August 2020).pdf
reflecting-humanitarian-principles-in-evaluation-uneq-working-paper-2016.pdf
WFP- Acronyms 2020.pdf
WFP Organigram - June 2020.pdf
WFP Orientation Guide (2015).pdf
1.2.3 Timelines
China CSPE Tentative Timeline 20200811 August 13 version 2.docx
China CSPE Tentative Timeline 20200811.docx
China CSPE Tentative Timeline 20200814 version 3.docx
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2.1 Annual country reports
WFP China ACR 2017 with financial section.pdf
WFP China ACR.pdf
ACR financial overview.pdf
WFP China ACR.pdf
WFP China ACR.pdf
2.2 Baseline reports and data
Baseline Data for Anhui Project.xlsx
Baseline Report for Anhui Project.docx
Baseline Report for Gansu Project.pdf
Baseline Report for Guangxi Project -EN.pptx
Baseline Report for Guangxi Project CN.docx
Baseline Report for Hunan Project.pdf
2.3 Country briefs: August 2018 – May 2020
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China Hub Weekly Report
Covid-19 Gender Equality for Food Security.pdf
COVID-19 Potential Impact on the World's Poorest. April 2020.pdf
Covid19 and Climate.pdf
Economic and Food Security Implications of COVID-19.pdf
Impact of coronavirus on food security and nutrition in Asia and the Pacific - June 2020.pdf
UNDP-RBAP Regional SDG Report Driving Asia-Pacific Transformations-2020.pdf
Universal Basic Income – Findings from China & Implications for Responses in COVID-19.pdf
WFP Common Services Highlights
WFP Common Services Brief
2.5 CSP-related documents
BTOR ACR Training in Rome 24-26 Sept 2018.doc
BTOR CICETE visit to HQ and South Sudan 09-18 July 2019.doc
BTOR RBB Resource Management and Partnerships Cross-Functional Workshop 28 October- 3 November 2018.doc

BTOR Study Tour of Modern and Featured Agriculture in China 5-9 Sept 2018.doc
BTOR UNHRD Guangzhou
BTOR-Grain Trade Conference Technical Exchange Mission 20-22 June 2019.doc
Budget Revisions
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China CSP BR 01 RS approved by the CD.pdf
China CSP BR 02 Narrative.docx
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COMP 2017 - 2020 China.pdf
Mission Report: ACR workshop 2017.doc
Mission Report: Brazil CoE 2017.doc
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Mission Report: Innovation Accelerator-Nov 5-10, 2017.doc
Mission Report: IRM system testing 2017.doc
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NFR - Meeting with Alibaba Beijing 27112017.docx
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Summary Supply Chain Mission in China.docx
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USD 5 million for Zimbabwe 2017 final report.pdf
Concept note SSCAF
NFR Meeting with Ecuador Minister of Agriculture.docx
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NFR - Meeting with CICETE.doc
Zimbabwe Final Concept Note for SSCAF Application 2018 - Chinese.doc
BF Proposal China USD 3million.docx
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NFR - Meeting with CICETE.doc
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NFR - Meeting with MOFA.doc
Meeting with MARA.doc
Concept note - Enhancing smallholders resilience and market access.pdf
NFR Chinese LRP Rice.doc
DRC proposal of food assistance - incl covid+locust.docx
UGCO proposal to CIDCA on locusts FINAL UGCO update.docx
COVID LOCUSTS food assistance proposal Djibouti final
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Celebrities with a cause - Sunny Group.pptx
CFPA - signed extension agreement 2017.pdf
CICETE-WFP Annual Meeting December 2019 NfR.docx
GOC contributions to WFP Country Offices.pdf
Concept Notes
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Egypt Concept Note for SSCAF Application - English 2018.doc
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Meeting Notes-22 June, IPRCC, China-Western Cooperation on African Development.pdf
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NFR ED/DED and China meeting.pdf
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School Meal -meituan email.pptx
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Senegal CO - Concept Note - English.docx
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South-South Cooperation Assistance Fund - English version.pdf
SSCAF Project Full Proposal (emergency food assistance, revised).doc
SSCAF2018-Concept Note-WFP-P4P-English Version.pdf
Teck Agreement Final.pdf
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V4 - final - Concept Note for the Application for South-South Cooperation Assistance Fund-SSltrans-20180607.doc
WFP Alibaba Partnership Agreement
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2015 Summary ToR SSTC Policy Evaluation.pdf
ToR SSTC Policy Evaluation - FINAL circulated.pdf
SSTC Policy Inception Report draft.docx
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Strategic Evaluation of the Pilot Country Strategic Plans - Evaluation Brief .pdf
Summary Evaluation Report of the Strategic Evaluation of the Pilot CSPs 2017-mid 2018.pdf
ToRs Preschool Nutrition Pilot Evaluation.pdf
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Other
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Review Report of Farmer Cooperative Performance Anhui Project CN.doc
Review Report of SBCC Hunan Project CN.docx
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Contribution revenue and forecast.pdf
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Donor contributions to WFP.pdf
Funding overview.pdf
Needs-Based Plan contribution - resilience building.pdf
Needs-Based Plan contribution - root causes.pdf
Needs-Based Plan donor contribution.pdf
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WFP presence in China.jpg
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Annual Implementation Report Anhui Project 2019 CN.pdf
Annual Implementation Report Hunan Project 2019 CN.pdf
China CSP Mid-Term Review Report.pdf
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2.10.1 Inception reports
Inception Report Anhui Project CN.pdf
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Inception Report Guangxi Project CN.pdf
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2.10.3 Monthly reports
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Press release - Building climate resilience for food security and nutrition[2].docx
SOFI joint press release.docx
SOFI joint press release final.docx
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CN Centre of Excellence Brochure 2017.pdf
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2012 Fit for Purpose Organizational Design.pdf
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2015 SRF (2014-2017) Indicator Compendium.pdf
2016 Evaluability Assessment of SP (2014-2017).pdf
2016 Mid-Term Review WFP Strategic Plan (2014-2017).PDF
2019 SIPRI WFP's Contribution to Improving the Prospects for Peace.pdf
Management Results Framework (2014-2017).pdf
Strategic Results Framework (2014-2017).pdf
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2013 WFP's role in Peacebuilding in Transition Settings Policy.pdf
3.3 Protection & accountability to affected populations
2011 Accountability to Affected Populations (brief).pdf
2012 WFP Humanitarian Protection Policy.pdf
2014 Fact Sheet on PSEA.pdf
2014 Update on WFP Humanitarian Protection Policy.PDF
2015 Accountability to Affected Populations Theory of Change.pdf
2015 Guide to Personal Data Protection and Privacy.pdf
2015 Minimum Standards for Implementing a CFM.docx
2015 OSZPH AAP - WFP Baseline Survey (full report).pdf
2016 OSZPH Protection Guidance Manual.pdf
2016 WFP's AAP Strategy (brief).pdf
2017 OSZPH AAP Guidance Manual.pdf
COVID-19 Guidance Protection & AAP
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2015 WFP Gender Policy.pdf

2016 GBV Manual.pdf
2016 Gender Action Plan.pdf
2016 I Know Gender competition winners 22.1.2018.pdf
WFP Gender Transformation Programme.docx
2017 EB Update on Gender Policy.pdf
2017 Gender Action Plan, Revised.pdf
2018 WFP Gender Tip Sheet.pdf
PD Immediate Guidance Gender.pdf
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2015 WFP Anti-Fraud and Anti-Corruption Policy.pdf
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2007 Cash and Food Transfers - A Primer.pdf
2008 Vouchers and Cash Transfers as Food Assistance (Cash and Voucher Policy).pdf
2009 Accounting Procedures on the Use of Vouchers and Cash Transfers.pdf
2009 WFP C&V Manual Edition 1.pdf
2011 Update on the Implementation of C&V Policy.pdf
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2014 Policy Evaluation of Cash and Voucher Policy (eval. report).pdf
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2016 Guide to Personal Data Protection and Privacy.pdf
2017 Interim Guidance for CBT Reconciliation & Transaction Monitoring.pdf
COVID-19 Guidance CBT
PD Immediate Guidance CBT and Essential Needs Approach.pdf
3.7 Partnerships
How to Work with WFP Handbook
2014 WFP Corporate Partnership Strategy (2014 -2017).pdf
2015 PG Partnership - Tools and Guidelines Booklet.pdf
2015 WFP and Stand-By Partners Report.pdf
2018 Annexes - UNHCR-WFP Addendum on Data Sharing.pdf
2018 UNHCR-WFP Addendum on Data Sharing.pdf
COVID-19 Guidance Partnerships and Governments
CBT Service Catalogue for TA to Governments.pdf
COVID-19 PD Immediate Guidance CP Management.pdf
Guidance for Implementers on Social Protection.pdf
Field-Level Agreements
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Partnerships Yearly Key Facts and Figures
2015 Mapping Partnerships at CO Level.pdf
3.8 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 EB Risk Appetite Statement.pdf
2016 Global Risk Profile Report.pdf

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3.9 Security
2011 Guidelines for Security Reporting.pdf
2015 UN Security Risk Management (SRM) Manual.pdf
2016 Brief - WFP Field Security.pdf
2017 EB Report - WFP Field Security.pdf
3.10 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.pdf
2018 Lessons on Better Connecting Humanitarian Assistance and Social Protection.pdf
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2016 Internal Audit of WFP's Country Capacity Strengthening.pdf
2018 Desk Review of the Implementation of Agreed Actions from the 2016 Internal Audit.pdf
2018 Internal Audit of the IRM Pilot Phase Management Comments.pdf
2018 Internal Audit of the IRM Pilot Phase.pdf
2019 Internal Audit of Food procurement in WFP.pdf
3.12 WFP Strategic Plan (2017-2021) (IRM) and related docs
2016 Corporate Results Framework (2017-2021).pdf
2016 Financial Framework Review (2017-2021).pdf
2016 Policy on Country Strategic Plans.pdf
2016 WFP Advocacy Framework.pdf
2016 WFP Strategic Plan (2017-2021).pdf
2017 IRM CO Organizational Readiness toolkit.pdf
2018 Corporate Results Framework (2017-2021) Revised.pdf
2018 CRF Indicator Compendium.pdf
2018 Strategic Evaluation of the Pilot CSPs (evaluation report).pdf
2018 Strategic Evaluation of the Pilot CSPs (management response).pdf
2019 CRF Indicator Compendium Revised.pdf
2019 Review of methodologies for linking resources to results.docx
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1. CSP and ICSP Guidelines 29 November 2016.docx
13. 2016 Policy on Country Strategic Plans.pdf
10. DRAFT CP Budget template.xlsb
11. CP Budget Guidance.docx
12. CSP - Guidance on Partnerships and Resource Mobilization 2016.pdf
2. Zero Hunger Strategic Review Guidelines 22 November 2016.docx
3. Guidance note on Strategic Outcomes 22 November 2016.docx
4. Transitional ICSP concept note.docx
5. CSP sPRP discussion template.docx
6. CSP sPRP discussion template - Ecuador example.docx
7. CSP sPRP discussion template - Zimbabwe example.docx
8. Draft CSP example Ecuador co.docx
9. Draft CSP example Laos co.docx

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Pacific interim multi-country strategic plan (2019–2022).pdf
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Sudan Interim Country Strategic Plan (2017-2018).pdf
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3.12.3 IRM briefs and summaries
2016 IRM Narrative.pdf
2016 IRM Summary.pdf
2016 IRM Talk Track.pdf
2016 Understanding IRM.pptx
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3.13 School feeding
2009 School Feeding Policy.pdf
2013 Revised School Feeding Policy.pdf
2017 School Feeding Handbook.pdf
2019 School Feeding Strategy (1st draft).pdf
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COVID-19 Guidance School Feeding
43917 PD Immediate Guidance School Feeding.pdf
43928 Mitigating the Effects of the COVID-19 Pandemic.pdf
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Covid-19 Gender Equality for Food Security.pdf
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March 2020 Cash-Based Transfers Essential Needs Approach.pdf
March 2020 Climate Change Disaster Risk Reduction
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Protection AAP Disability
3.15 ZHC Advocacy frameworks
WFP ZHC Advocacy Framework - February 2016.pdf
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3.16 WFP management plans
2015 WFP Management Plan 2016-2018.pdf
2016 WFP Management Plan 2017-2019.pdf
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3.17 Annual performance reports
2015 Annual Performance Report.pdf
2016 Annual Performance Report.pdf
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2019 Annual Performance Report.pdf
3.18 Monitoring & third-party monitoring
2002 Guidance Note on Beneficiary Definition and Counting.pdf
2013 SOPs for ME Final.pdf

2014 Third Party Monitoring Guidelines.pdf
2015 Corporate Monitoring Strategy (2015-2017).pdf
2016 Minimum Monitoring Requirements.pdf
2018 Corporate Monitoring Strategy (2017-2021).pdf
2019 Guidance Note on Estimating and Counting Beneficiaries.pdf
Beneficiaries, Targeting and Distribution Guidance.pdf
Beneficiary Counting in COMET.pdf
Comet and Integrated Road Map Notes.pdf
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COMET Design Modules - logframes design & results.pdf
COMET Map and integration with other systems.pdf
COVID-19 Guidance Monitoring
COVID-19 Adjusted Minimum Monitoring Requirements.xlsx
2020-05 Monitoring Recommendations for COVID-19 Response.pdf
Monitoring and Evaluation Guidance
3.19 Nutrition
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2014 Management Response to Policy Evaluation WFP Nutrition Policy.pdf
2014 Policy Evaluation WFP Nutrition Policy (SER).pdf
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2015 Evaluation of REACH Initiative 2011-2015 (SER).pdf
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2011 Guidelines for Selective Feeding.pdf
2012 Programming for Nutrition-Specific Interventions 2012.pdf
2014 Measuring Nutrition Indicators in the SRF.PDF
2016 Fill the Nutrient Gap Tool.pdf
2017 Guidance for Nutrition-Sensitive Programming.pdf
2017 Increasing the Nutrition Sensitivity of FFA Programmes.pdf
2017 Moderate Acute Malnutrition - A Decision Tool for Emergencies.pdf
2017 Nutrition-Sensitive short presentation.pptx
2018 Food and Nutrition Handbook.pdf
2019 Acute Malnutrition Exploring Simplified Protocols.pdf
2019 Guidance Substitution of SNF in situations of temp. commodity shortfalls.pdf
3.19.3 COVID-19 nutrition guidance
COVID-19 PD Immediate Guidance - Nutrition.pdf
Q&A COVID-19, HIV and WFP Programming.pdf
COVID-19 Prevención y tratamiento de la desnutrición.pdf
COVID-19 Malnutrition Prevention and Treatment.pdf
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COVID-19 Food & Nutrition Assistance.pdf
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COVID-19 Adaptations of FNA to People Living with HIV and TB.pdf
Nutrition Monitoring and Evaluation Guidance.pdf
Overview of Key Nutrition Supplements.pdf

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2009 Capacity Development Policy - An Update on Implementation.pdf
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2016 Capacity Enhancement Catalogue Supply Chain Capacity Enhancement.pdf
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2017 Capacity Development Policy Evaluation.pdf
2017 Guidance on Capacity Strengthening of Civil Society.pdf
2018 M&E for CCS - Indicator listing.pdf
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COVID-19 PD Immediate Guidance CCS.pdf
CCS Framework and Toolkit
CCS Framework in detail.pdf
CCS Framework with process milestones.pdf
ToC for CCS.pdf
WFP Capacity Needs Mapping (CNM).pdf
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WFP Corporate Framework for CCS.pdf
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2009 Comprehensive Food Security & Vulnerability Analysis (CFSVA) Guidelines.pdf
2011 Market Analysis Framework Tools and Applications for FS Analysis and Decision Making.pdf
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2020-03 Establishing remote monitoring and assessment capacities for COVID-19 response.pdf
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COVID-19 Guidance
OCHA Operational Guidance Interaction with Armed Actors.pdf
WFP Humanitarian-Military Interaction Guidance.pdf

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2016 WFP FFA Annexes manual.pdf
2016 WFP FFA Core manual.pdf
2017 WFP FFA Guidance Updates.pdf
2017 WFP FFA Key Aspects to Consider when evaluating FFA Programmes.pdf
2017 WFP Infobit - FFA women's empowerment and nutrition.pdf
2017 WFP Pro-Smallholder Food Assistance Background Paper.pdf
2017 WFP Pro-Smallholder Food Assistance Paper.pdf
2017 WFP The potential of FFA to empower women and improve women's nutrition.pdf
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Systemic Food Assistance
2016 WFP Toward Systemic Food Assistance.pdf
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UNDAF China (2016-2020).pdf
2019 UN Annual Report in China.pdf
2020-05 UN Common Country Analysis.docx
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2017 – Summary of UN Agencies' joint work in China
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2016 - 2020 FAO Country Programming Framework.pdf
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2016 IFAD The Drylands Advantage.pdf
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UNICEF Action Plan for Healthy Newborn Infants in Western Pacific Region (2014-2020).pdf
UNSDG SDG primer companion piece.pdf
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2020 GRFC FINAL Report.pdf
2020 UN DESA Recover better - Economic and Social Challenges and Opportunities.pdf
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2020 UNDP-RBAP Regional SDG Report Driving Asia-Pacific Transformations.pdf
2020-06 FAO Impact of Coronavirus on Food Security and Nutrition in Asia and the Pacific.pdf
4.3 National Government of China
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WFP,MoA China Review Background Paper 10 Policies Gaps Opportunities.pdf
WFP,MoA China Review Background Paper 11 WFP in China.pdf
WFP,MoA China Review Background Paper 2 Key Transformation and Challenges.pdf
WFP,MoA China Review Background Paper 3 China Food Security.pdf

WFP,MoA China Review Background Paper 5 Nutrition.pdf
WFP,MoA China Review Background Paper 6 Food Safety.pdf
WFP,MoA China Review Background Paper 7 China and Global Food Security.pdf
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