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Evaluation of China WFP country strategic plan 2022–2025

Centralized evaluation report – Annexes

OEV/2024/002
February 2025

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Annex 1. Summary Terms of Reference

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 and 2) to provide accountability for results to WFP stakeholders.

Subject and Focus of the Evaluation

The evaluation will cover all WFP activities (including cross-cutting results) since the cut-off date of the data collection of the previous CSPE, October-2020: while the evaluation will focus primarily on the current CSP 2022-2025 in order to better assess the extent to which changes have taken place with the introduction of the CSP.

The evaluation will assess WFP contributions to CSP strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment and changes observed at the outcome level, including any unintended consequences.

The evaluation will also focus on adherence to humanitarian principles, protection and gender issues and accountability to affected populations.

The evaluation will adopt the norms and standards of the United Nations Evaluation Group (UNEG) and the evaluation criteria of the Development Assistance Committee of the Organization for Economic Cooperation and Development (OECD/DAC), namely: relevance, efficiency, effectiveness, sustainability and coherence.

Objectives and Users of the Evaluation

WFP evaluations serve the dual objectives of accountability and learning.

The evaluation will seek the views of, and be useful to, a broad range of WFP's internal and external stakeholders and presents an opportunity for national, regional and corporate learning. The primary user of the evaluation findings and recommendations will be the WFP Country Office and its stakeholders. It presents

an opportunity for the Country Office to benefit from an independent assessment of its

operations and to use the evaluation evidence to inform the design of the new Country Strategic Plan. The evaluation report will be presented at the Executive Board session in November 2025.

Key Evaluation Questions

The evaluation will address the following four key questions:

Question 1: To what extent is the CSP evidence-based and strategically focused to address the root causes of food and nutrition insecurity of the most vulnerable people in rural and underdeveloped areas (central and western areas) in China? The evaluation team will reflect on the extent to which: the design of the CSP was informed by evidence (including from the evaluation of the previous CSP); the CSP is relevant to national policies, plans, strategies and goals and is internally coherent and based on a theory of change, including achievement of the national Sustainable Development Goals; the CSP addresses the needs of the most vulnerable people in the country to ensure that no one is left behind; WFP's strategic positioning has remained relevant throughout the implementation of the CSP in light of changing context, national capacities and needs; and the CSP is coherent and aligned with the wider UN and includes appropriate strategic partnerships based on the comparative advantage of WFP in the country.

Question 2: What difference did WFP's CSP make to food security and nutrition in rural and underdeveloped areas (central and western areas) in China? The evaluation team will reflect on the extent to which: WFP used its comparative advantage to achieve CSP coverage and outcome targets, WFP contributes to achievement of cross-cutting aims (gender, integration, equity and inclusion, environment, and climate change); the achievements of the CSP are likely to be sustainable; the extent to which WFP's concept-testing model enhance markets and sustainability to smallholder farming, did WFP's assistance to the Chinese government inform better targeting practices; and the extent to which WFP's rural resilience

approaches supported the government to strengthen the link between rural revitalization and poverty alleviation.

Question 3: To what extent has WFP used its resources efficiently in contributing to CSP outputs and strategic outcomes? The evaluation team will reflect on: whether outputs were delivered within the intended timeframe; the appropriateness of coverage and targeting of interventions; cost-efficient delivery of assistance; and whether alternative, more cost-effective measures were considered.

Question 4: What are the critical factors, internal and external to WFP, explaining performance and results? The evaluation team will reflect on the extent to which: WFP has sustained and enhanced its partnership with the Government of China and other entities at the centralized and decentralized levels; WFP established an leveraged strategic and operational partnerships (Government, private sector, non- governmental, UN agencies) to maximize efficiency, effectiveness and sustainability of interventions to address root causes of nutritionally vulnerable people in China; and other factors (technical cooperation model, resourcing outlook and strategy, transition/ handover strategy, WFP technical expertise and capacity, other internal or external factors) the played a role in the implementation of the CSP.

Scope and Methodology

The unit of analysis is the Country Strategic Plan understood as the set of strategic outcomes, outputs, activities and inputs that were included in the CSP document approved by the WFP Executive Board, as well as any subsequent approved budget revisions.

The evaluation will adopt a mixed methods approach; this implies a methodological design in which data collection and analysis is informed by a feedback loop combining a deductive approach, which starts from predefined analytical categories, with an inductive approach that leaves space for unforeseen issues or lines of inquiry that had not been identified at the inception stage.

In line with this approach, data will be collected through a mix of primary and secondary sources with different techniques including desk review, semi- structured or open-ended interviews, closed answer questionnaires, focus groups and direct observation.

Systematic data triangulation across different sources and methods should be carried out to validate findings and avoid bias in the evaluative judgement.

Roles and Responsibilities

Evaluation Team: The evaluation will be conducted by a team of independent evaluators and thematic experts with relevant expertise for the China CSP.

Evaluation Manager: The evaluation will be managed by Ms. Philippa Morgan, Evaluation Officer in the WFP Office of Evaluation. She will be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts, to ensure a smooth implementation process. The second level of quality assurance will be provided by Ms. Alexandra Chambel, Senior Evaluation Officer.

Stakeholders: WFP stakeholders at country, regional and HQ level are expected to engage throughout the evaluation process to ensure a high degree of utility and transparency. External stakeholders, such as beneficiaries, government, donors, implementing partners and other UN agencies will be consulted during the evaluation process.

Communications

An internal reference group composed of key WFP staff from the China Country Office and Headquarters, plays an advisory role, and will review and provide feedback on evaluation products.

Preliminary findings will be shared with WFP stakeholders in the Country Office and Headquarters during a debriefing session at the end of the fieldwork. A country learning workshop will be held to ensure a transparent evaluation process and promote ownership of the findings and preliminary recommendations by country stakeholders.

While all evaluation products will be produced in English, arrangements for local translators during fieldwork may be required.

Timing and Key Milestones

Inception Phase: May– June 2024 **Fieldwork**

Dates: July - August 2024 **Fieldwork Debrief:** late August 2024

Reports: Draft Report November 2024, Final Report February 2025

Learning Workshop: January 2025

Executive Board: November 2025

Annex 2. Evaluation Matrix

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
Evaluation Question 1: To what extent is the CSP evidence-based and strategically focused to address the root causes of food and nutrition insecurity of the most vulnerable people in rural and underdeveloped areas in China?					
1.1 To what extent and how was the design of the CSP informed by credible evidence (including by the evaluation of the previous CSP as relevant) and strategically and realistically targeted to address the nutrition status and livelihoods of the key vulnerable groups in rural areas of China in line with WFP-Government of China agreements?					
Evidence base	Use of timely, country-specific analysis of need to determine CSP strategic focus, activity selection, and implementing modalities	Evidence of the use of needs assessment, capacity assessment, stakeholder mapping, analysis of feasibility of funding, data, evaluations or lessons learned to design of the CSP Evidence that the current CSP is built on results and lessons from the previous CSP	Government of China (GoC), WFP and United Nations (UN) studies, analysis, needs assessments, evaluations UN common country analysis Government development plans Memorandums of understanding (MoUs) Sustainable Development Goal (SDG) reports United Nations Sustainable Development Cooperation Framework (UNSDCF) External reports	Document review Key informant interviews (KII) Mapping outcomes (WFP, Government, UN)	Triangulation Content analysis Contribution analysis Political economy analysis

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
			Project design documents Interviews (WFP, Government, academia, private sector, UN)		
Alignment	Extent to which CSP strategic outcomes and activities were relevant to national and subnational priorities as expressed in WFP MoU with the Ministry of Agricultural and Rural Affairs (MARAs), national strategies and plans Extent to which the strategic outcomes outlined in the CSP are aligned with UNSDCF, SDG goals and targets	Perception of Government on the alignment of WFP objectives with national priorities Degree of alignment of the CSP to evidenced government and other partner capacity gaps, including the extent to which capacity strengthening activities were designed based on a joint analysis of needs or gaps Extent of matching between CSP outcomes and the analysis and objectives set out in the UNSDCF	Government of China, WFP and UN studies, analysis, needs assessments, evaluations UN common country analysis Government development plans MoUs SDG reports UNSDCF External reports Project design documents Interviews (WFP, Government, academia, private sector, UN)		
1.2 To what extent and how is the CSP design internally coherent (between activity types and links to other WFP co-operation within the framework of the MoU (including the Centre of Excellence) and based on a clear theory of change with realistic assumptions?					
Clarity and coherence of the Theory of change	Coherence and synergies between activities	The WFP role and contributions are clearly articulated in CSP documents	Reconstructed ToC Decentralized evaluations	Document review	Triangulation Content analysis

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
(ToC) outlined in the CSP	Degree to which WFP comparative advantages are explicitly defined and highlighted in CSP documents Alignment of CSP with relevant WFP corporate strategies and policies	and understood by WFP units and partners Internal and partners' perceptions on the level of alignment and synergies between different activities	CSP WFP corporate strategies Project design documents and monitoring reports Annual country reports (ACRs) Annual performance plans (APPs) Interviews (WFP, Government, UN)	KII Outcome mapping (across activities)	Contribution analysis Political economy analysis
Links to other areas of WFP cooperation in China	Coherence and synergies between CSP activities and other activities under the MoU Degree to which WFP comparative advantage complements other key development actors, including Rome-based agencies	CSP contributions compared to other areas of engagement under the MoU are clearly articulated in strategic documents and understood by WFP units and partners Internal and partners' perceptions on the level of alignment and synergies between CSP and MoU activities Evidence of WFP comparative advantage, including compared to Chinese, UN and Rome-based agencies, informing CSP design	Reconstructed ToC Decentralized evaluations CSP WFP corporate strategies Project design documents and monitoring reports ACRs APPs Interviews (WFP country office, WFP headquarters, Government, UN)	Document review KIIs Outcome mapping (across activities)	Triangulation Content analysis Contribution analysis Political economy analysis
1.3 To what extent and how did the CSP adapt to respond to any contextual changes and to any requests from key stakeholders, if applicable?					

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
Flexibility to adapt to the changing development context	Degree to which the CSP responded appropriately to changes in the root causes of food and nutrition insecurity in China Extent to which adaptations to the CSP strategic focus, activity selection, implementing modalities and budget allocations were made on the basis of analysis of evolving need Extent to which the pandemic led to changes in strategic positioning and the degree of adaptation by WFP Extent to which recommendations from the previous evaluation were implemented. Why or why not?	WFP strategic outcomes and activities respond to root causes of food and nutrition insecurity, including for women, people with disability and marginalized groups, as evidenced in national statistics or other relevant studies or reports Evidence of appropriate budget revisions or coverage adjustments in light of evolving needs Perceptions of government stakeholders and partners regarding WFP as being sufficiently flexible to adapt as necessary to changes in the context Perceptions of government, stakeholders and partners regarding WFP flexibly adapting to the pandemic Evidence of programmatic or strategic revisions in response to the previous CSPE recommendations	Government of China, WFP and UN studies, analysis, needs assessments, evaluations UN common country analysis SDG reports External reports Project design documents and project reporting Interviews (WFP, Government, academia, private sector, UN) Data from R2 Evaluation Recommendation Update System	Document review KIIs	Triangulation Content analysis Contribution analysis Political economy analysis

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
Relevance of WFP support to the rural revitalization agenda in China	Degree to which WFP rural resilience approaches provided relevant support to strengthen the connection between poverty alleviation and rural revitalization	Evidence of policy dialogue, technical inputs and advice to inform the government rural revitalization agenda Perceptions of government stakeholders and partners on the extent to which the WFP rural resilience and poverty alleviation approaches are relevant to, and aligned with, rural revitalization in China	UN common country analysis Government development plans MoUs SDG reports UNSDCF External reports Project design documents Interviews (WFP, Government, academia, private sector, UN)	Document review KIs	Triangulation Content analysis Contribution analysis Political economy analysis
Evaluation Question 2: What difference did the WFP CSP make to food security and nutrition in rural and underdeveloped areas in China?					
2.1 To what extent and how did WFP achieve its CSP outcome targets particularly with regard to the integration of smallholder farmers into nutrition-sensitive value chains; and the extension of nutrition-sensitive school feeding programmes to national stakeholders? Were there any unintended positive or negative outcomes?					
Degree to which planned outcomes have been observed	Extent to which planned outputs were delivered Extent to which the achievement of outputs could plausibly contribute to intended outcomes	Achievement against target (outputs) Evidence of each of the outcomes defined in the revised ToC (monitoring data, external reports, research) Evidence of contribution to outcomes defined in the UNSDCF	ACRs APPs Project designs, reports and project data External reports Interviews (project management office,	Document review KIs Focus group discussions (FGDs)	Most significant change Triangulation Content analysis Contribution analysis

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	Extent to which the outcomes defined in the reconstructed ToC can be said to have occurred Examples of unintended outcomes, either positive or negative, being observed	(monitoring data, external reports, research) WFP, Government, private sector, academia, UN stakeholders and beneficiaries able to provide plausible evidence to support either positive or negative outcomes	Government, private sector, academia, women's and disabled people's organizations, value chains and pre-school feeding beneficiaries)	Site visit observation Stakeholder workshop	Political economy analysis Workshop to test and refine contribution story and challenges to it
Strength of evidence for WFP contribution towards the outcomes observed	Extent to which WFP is able to provide evidence to support a plausible contribution story Extent the CSP assumptions hold true and how this affects the achievement of CSP outcomes.	Quality of evidence supporting the contribution story, and challenges to it, in the revised ToC	Revised ToC ACRs APPs Project designs, reports and project data External reports Interviews (Government, UN partners, academia, women's and disabled people's organizations, value chains and pre-school feeding beneficiaries)		
2.2 To what extent and how are achievements under the CSP likely to be sustainable beyond WFP support or facilitation, in particular from a financial, social, institutional and environmental perspective?					

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
Sustainability	Strength of evidence that WFP capacity strengthening has contributed to lasting changes in individuals, institutions, policies and markets Sustainability of new livelihoods technologies, equipment and practices introduced Extent to which social and behaviour change communication (SBCC) interventions promoted lasting change in diet and behaviour Extent to which new knowledge, skills, practices, technologies and approaches introduced are suitable for the social, institutional and environmental context in China	Quality of evidence that individual knowledge, skills and practices introduced by WFP will continue after the end of WFP activities Quality of evidence that organizations introduced changes to policy and legislation, institutional effectiveness and accountability, strategic planning and financing, programme design and delivery and engagement of non-government actors as a result of WFP activities Quality of evidence that smallholder farmers have continued to grow new crops or apply new technologies after project closeout Perceptions of government stakeholders and partners regarding the degree to which WFP attained achievements	ACRs APPs CSP WFP SBCC guidance Project designs, reports and project monitoring data External reports Interview with participants from a sample of closed out projects Interviews (project management office, Government, private sector, UN, academia, women's and disabled people's organizations, value chains and pre-school feeding beneficiaries)	Document review KIIs FGDs Site visit observation Stakeholder workshop	Most significant change Triangulation Content analysis Contribution analysis Political economy analysis
Pilots	What is the uptake of innovation? Was innovation supported by WFP useful for the system? What happened after the end of country capacity strengthening (CCS) activities? What are the key enabling factors and bottlenecks	Quality of evidence that WFP has agreed transition or handover strategies with the Government and intended beneficiaries Evidence that innovations introduced by WFP have been applied in new provinces or sectors,	ACRs APPs CSP WFP SBCC guidance	Document review KIIs FGDs Site visit observation	Triangulation Most significant change Content analysis Contribution analysis

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	that support or hinder innovation uptake? Degree to which pilots are likely to be scaled up after the end of WFP support Willingness and capacity of Government, the private sector and communities to fund the continuation and expansion of activities after the end of WFP support	scaled up or continued beyond the end of WFP involvement Evidence that WFP has considered alternative approaches and that the decision to focus on pilots is based on evidence Perceptions of government stakeholders and partners regarding the likelihood that pilots will be integrated into national policy and taken on the scale	Project designs, reports and project data Partnership action plan External reports Minutes of annual retreat and project management office meetings Interviews (project management office, Government, private sector)		Political economy analysis
2.3 To what extent and how did WFP concept-testing (resilience, productivity) and rural resilience approaches enhance access to markets for smallholder farmers and strengthen the link between poverty alleviation and rural revitalization?					
Comparative advantage	Extent to which WFP has been able to leverage its comparative advantage to provide a unique offering to enhance access to markets Extent to which the WFP model complements and leverages the approach of other development actors in China Extent to which WFP existing models, the pilot project model, partner engagement platform and home-grown school feeding model, offer a distinct and complementary approach to	The unique offering of WFP is clearly articulated in CSP documents and understood by WFP units and partners Partner perceptions on the complementarity between WFP current models and the actions of other key development partners	Project designs, reports and project data Partnership action plan External reports Minutes of annual retreat and project management office meetings Interviews (project management office, Government, private sector)	Document review KIIs FGDs Site visit observation	Triangulation Content analysis Most significant change Contribution analysis Political economy analysis

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	enhancing market access and sustainability for smallholder farmers				
Concept testing model	To what extent and how did the WFP concept-testing model (resilience, productivity) enhance access to markets and sustainability to smallholder farming?	Partner perceptions on the extent to which WFP current models contribute to smallholder market access and sustainability Evidence of changes in market access and productivity as a result of WFP support	Project designs, reports and project data Partnership action plan External reports Minutes of annual retreat and project management office meetings Interviews (project management office, Government, private sector, Act 1 beneficiaries)		
Rural revitalization	To what extent and how did WFP rural resilience approaches support the Government to strengthen the connection between poverty alleviation and rural revitalization? To what extent and how was WFP able to integrate poverty alleviation and rural revitalization approaches into its own programming?	Partner perceptions on how and to what extent WFP has been able to influence more effective links between poverty alleviation and rural revitalization Evidence of effective approaches across WFP activities that bridge the gap between poverty alleviation and rural revitalization	Project designs, reports and project data Partnership action plan External reports Minutes of annual retreat and project management office meetings Interviews (project management office, Government, private sector, Act 1 and 2 beneficiaries)		

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
2.4 To what extent and how did WFP approaches and interventions contribute to achievement of cross-cutting aims (gender integration, equity and inclusion, environment, climate change)?					
Accountability to affected populations	The degree to which the principles of accountability to affected populations were considered and able to be integrated within the framework of the CSP	Evidence in documentation citing accountability to affected population measures – including complaints mechanisms Accountability to affected population information displayed at project sites WFP, government stakeholders and partners can cite examples of accountability to affected population integrated into CSP activities and influencing design Beneficiaries are aware of and can effectively access complaints and feedback mechanisms (CFMs). WFP has taken steps to ensure feedback can continue after project handover. WFP documentation monitors resolutions	ACRs APPs CSP Project designs, reports and project data Partnership action plan Minutes of annual retreat and project management office meetings Interviews (beneficiaries, project management office, Government, private sector, organizations of persons with disability, women's organizations, UN)	Document review KIIs FGDs Site visit observation	Triangulation Content analysis Contribution analysis Political economy analysis
Gender equality and women's empowerment	The degree to which gender, equity and inclusion were considered and able to be integrated within the framework of the CSP and activities The degree to which progress has been made toward the	WFP gender and age marker scores and assessment – disaggregated by activity Documentation in CSP shows gender, equity and inclusion analysis undertaken during design phase or strategic review	Gender action plan Annual gender and age marker surveys Gender training material ACRs		

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	gender transformative programme actions	Work plans describe how gender, age, equity and inclusion shape activities Budget analysis shows resource allocation for gender sensitive programming WFP, Government, and other key stakeholders can cite mechanisms by which WFP integrated gender sensitivity into programming, partnerships, and agreements	APPs CSP Project designs, reports and project data Partnership action plan Minutes of annual retreat and project management office meetings Interviews (beneficiaries, project management office, Government, private sector, organizations of persons with disability, women's organizations, UN) Finance and budget reporting		
Disability inclusion	The degree to which organizations of persons with disability have informed CSP and activity design The extent to which activities include and are accessible to people with disability and inclusion has been integrated into activity design and implementation	Evidence in documentation that CSP and activity design meets or exceeds United Nations Disability Inclusion Strategy (UNDIS) standards Numbers of people with disability included in WFP activities Examples of disability inclusion in site visits WFP, government stakeholders and partners, especially organizations of	Project designs, reports and project data Partnership action plan External reports Minutes of annual retreat and project management office meetings Interviews (beneficiaries, project management office, Government,		

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
		persons with disability, that can cite mechanisms through which WFP integrated disability inclusion into programming, partnerships, and agreements	private sector, organizations of persons with disability)		
Nutrition integration	Quality of SBCC curricula and training The degree to which nutrition has been integrated across CSP activities	Number of people reached through SBCC Evidence of changes in nutrition knowledge and dietary diversity due to SBCC Beneficiaries are aware of and can explain key SBCC messages Perceptions of government stakeholders and partners regarding the extent to which nutrition has been integrated across programmes	ACRs APPs CSP Project designs, reports and project data Interviews (beneficiaries, project management office, Government, private sector, academia)		

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
Environmental sustainability and climate change	The degree to which WFP has integrated environmental sustainability and climate change considerations into the CSP, activities and operations	Evidence of programming, partnerships, and agreements screened for environmental risk Evidence of changes to WFP operations to reduce environmental and climate impact Perceptions of government stakeholders and partners regarding the extent to which environment and climate change has been integrated across programmes	ACRs APPs CSP Project designs, reports and project data Interviews (beneficiaries, project management office, Government, private sector, academia)		
Evaluation Question 3: To what extent has WFP used its resources efficiently?					
3.1 To what extent and how were the CSP outputs and related budget delivered within the intended timeframe?					
Timeliness	Extent to which planned activities and outputs were delivered within the intended time frame Main factors affecting timeliness	Evidence in programme reports of timeliness – disaggregated by activity WFP, Government, private sector, UN partner and beneficiary perceptions of timeliness of activities WFP, Government, private sector, UN partner and beneficiary regarding main factors affecting timeliness of delivery	CSP ACRs Project designs Project monitoring data Partnership agreement Decentralized evaluations Interviews (beneficiaries, WFP staff, Government, private sector partners, UN agencies, academia) Project site visits	Document review KIIs FGDs Site visits	Triangulation Delivery chain mapping Content analysis

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
3.2 How relevant or useful was WFP technical assistance to the Government on targeting, and to what extent did it inform the Government's targeting practice?					
Prioritization and coverage	Extent to which WFP was able to influence coverage and prioritization to align with local needs, operating environment and funding levels Adaptation of prioritization to changes in needs, operational and financial constraints Coordination with other actors to address unmet needs	Extent to which the targeting strategy (including gender and age, vulnerability, etc.) is adapted to priority needs in the context and evidence based Examples of measures taken and support provided by the country office to enhance prioritization by Government and private sector partners Stakeholder opinions on prioritization challenges, inclusion and exclusion errors Evidence that adequate feedback loops exist to continuously enhance learning Engagement with Government, private sector and UN partners in coordination and planning efforts	WFP China Targeting Strategy 2022 Executive Director Circular entitled Management of Targeting Processes by WFP Offices (Circular OED2022/026) issued on 08 December 2022 CSP ACRs Project designs Project monitoring data MoUs and partnership agreements Decentralized evaluations Interviews (beneficiaries, WFP staff, Government, private sector partners, UN agencies, academia) Project site visits	Document review Document review KIIs FGDs Site visits	Triangulation Content analysis Delivery chain mapping

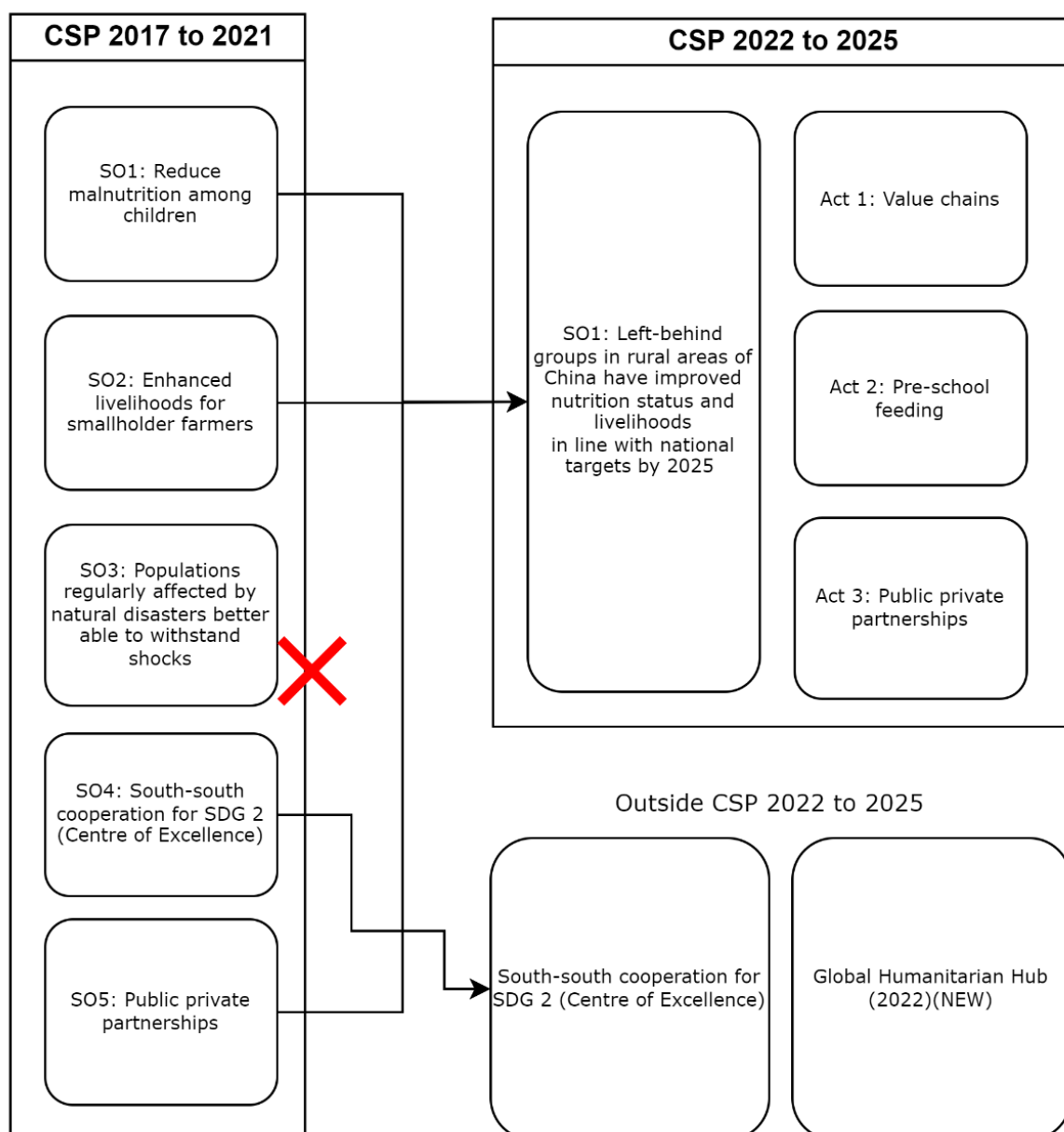
Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
3.3 To what extent and how were WFP activities delivered in a cost-efficient manner?					
Cost efficiency	To what extent did WFP make the most efficient use of available resources? To what extent were alternative, more cost-effective measures considered?	Delivery of activities and outputs within allocated budgets Stakeholder opinions on the main efficiency factors under WFP control (main cost drivers of activities and outputs) Evidence of cost-saving measures relating to the acquisition of inputs and delivery of assistance (incl. unintended consequences)	ACRs and monitoring data Annual performance plans and reports Audit reports Budget and financial data (planned budget, expenditure) WFP cost containment exercise results	Document review KIIs	Triangulation Content analysis Delivery chain mapping
Evaluation Question 4: What are the critical factors, internal and external to WFP in China, explaining performance and results?					
4.1 To what extent has WFP sustained and enhanced its partnership with the Government (MARA, National Administration for Rural Revitalization) and other entities over the lifetime of the 2022-2025 CSP, including at authorities at decentralised (provincial) level, within the framework of the MoU?					
Partnerships (Government)	Effects of partnerships on effectiveness, relevance, financial sustainability of WFP in China Extent, quality and coherence of collaboration with Government	Trends in partners and types of partnerships over time maximize the potential of quality programming Stakeholder opinions on factors promoting or limiting partnerships	Partnership action plan MoUs and partnership agreements Interviews (Government, private sector, UN partners)	Document review KIIs	Triangulation Content analysis Contribution analysis

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
	at the national, provincial and county level Changes in partnerships in response to the changing context and needs	Stakeholder perceptions of the appropriateness of WFP choice of partners	ACRs APPs		Political economy analysis
4.2 How well did WFP establish and leverage strategic and operational partnerships with Government actors, private sector, non-governmental organizations (NGOs) and other UN agencies, to maximize efficiency, effectiveness, and sustainability of interventions to address root causes of nutritionally vulnerable people in China?					
Partnerships (other stakeholders)	Impact of partnerships on effectiveness, relevance, financial sustainability of WFP in China Extent to which WFP leveraged the comparative advantage of other agencies to achieve CSP results Changes in partnerships in response to the changing context and needs	Trends in partners and types of partnerships over time maximize the potential of quality programming Stakeholder opinions on factors promoting or limiting partnerships Stakeholder perceptions of the appropriateness of WFP choice of partners	Partnership action plan MoU and partnership agreements Interviews (Government, private sector, UN partners) ACRs APPs	Document review KIs	Triangulation Content analysis Contribution analysis Political economy analysis
4.3 What role, if any, have the following factors played in the implementation of the CSP: technical cooperation model with the Government; resourcing outlook and strategy; country office technical expertise capacity, and other internal or external factors?					
Strategic and institutional structure	Extent to which the WFP China strategic and organizational model supported the delivery of CSP outcomes	Stakeholders have a clear understanding of WFP strategic engagement in China WFP China reporting arrangement facilitates access to technical,	Interviews (Government, WFP HQ, WFP China) ACRs APPs	Document review KIs	Triangulation Content analysis Contribution analysis

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
		operational and administrative support	CSP		Political economy analysis
Technical cooperation model	Extent, quality and coherence of WFP technical cooperation model, including the project support office and annual retreats Extent to which WFP was able to leverage relevant, innovative and technically sound models from WFP globally, its global networks and from within China Extent to which WFP was able to generate evidence to support the scale-up of projects	Extent to which WFP cooperation models are being replicated by partners in China Extent to which evidence supported by WFP is used and disseminated for decision making Stakeholder perceptions on the strengths and weaknesses of the WFP technical cooperation model	Project designs Minutes from project management office meetings Minutes from WFP annual retreats Knowledge products developed by WFP projects Google search results for citations of WFP key knowledge products		
Resourcing outlook and strategy	Influence of predictability and flexibility of funding on achievement of CSP objectives Effectiveness of the WFP fundraising strategy Extent to which WFP was able to adapt its fundraising approach in response to changes in the context	Level of resources received against planned financial needs Level of financial coverage for each strategic outcome (SO), by activity, by year Stakeholder opinions on the factors influencing level of support provided by activity, including consequences of funding shortfalls Actions taken to diversify funding base and manage risks	ACRs Budget revisions Funding sources and allocations Audit reports		

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
Country office technical expertise and capacity	Extent to which WFP was able to bring appropriate technical expertise Staffing of the country office in relation to the needs Extent of alignment and collaboration with WFP globally	Extent to which WFP technical models and approaches are integrated into activities in China Evidence of changes to WFP staffing profile and office structure in response to changing needs Stakeholder perceptions on the quality and relevance of WFP technical expertise Extent to which WFP was able to innovate and identify or undertake activities not foreseen at design	Regional Bureau in Bangkok (RBB) staffing realignment mission Organization charts Staff surveys Minutes of staff retreats KIIs		
Other factors (internal or external)	Other factors supporting or limiting shifts in results areas (not already covered above)	Evidence of external and internal factors that have positively or negatively affected progress toward the CSP SOs	KIIs (WFP, Government, private sector) UN and Government of China context and strategic documents Programme reporting		

Annex 3. Changes between the current and previous CSP



Source: Evaluation team, based on the WFP China CSP 2017 to 2021 and 2022 to 2025, Note that the names of strategic outcomes (SOs) and activities have been summarized for readability

1. The current CSP continued many of the key activities and approaches from the previous CSP (2017 to 2021). WFP continued to focus on left-behind groups in rural areas of China, with a particular focus on value chains (Act 1 under the 2022-2025 CSP, Act 2 under the previous CSP) and pre-school feeding (Act 2 under the 2022-2025 CSP, Act 1 under the previous CSP). The 2022-2025 CSP fully focuses on root causes.
2. However, in 2022 the CSP underwent a major strategic restructuring, reducing from five strategic outcomes to one (CSP 2022-2025 SO1: Left-behind groups in rural areas of China have improved nutrition status and livelihoods in line with national targets by 2025). WFP continued to support the Government of

China in pre-school feeding (previous SO1), value chains and resilience work (previous SO2 and SO3) and facilitate fundraising partnerships with the Government of China and private sector (previous SO5) under the new SO1. WFP also continued to support South-South cooperation (previous SO4), but outside the scope of the CSP (see Figure 6). WFP dropped the objective of supporting disaster preparedness and response (2017 to 2021 CSP SO 3) due to the high level of capacity in the area and the lack of appetite within the Government of China for international support in that area.¹

3. Other areas of WFP engagement in China, including the Centre of Excellence for South-South Cooperation and a Global Humanitarian Response Hub established in 2022 to support the COVID-19 response,² operate outside of the CSP 2022-2025.³

¹ WFP. 2021. China Country Strategic Plan Evaluation (2017-2021).

² WFP. WFP launches a global humanitarian hub in China to support efforts against COVID-19. 30 April 2020. Available at <https://www.wfp.org/news/wfp-launches-global-humanitarian-hub-china-support-efforts-against-covid-19>

³ However, the Centre of Excellence was included in the CSP 2017-2021, see Section 2.1.

Annex 4. Methodology

1. The methodology for this evaluation follows a theory-based approach based on the reconstructed CSP theory of change developed during the inception phase through an evaluation team-facilitated participatory process with the country office (see Figure 9).
2. The evaluation adopted a mixed methods approach, using several different forms of qualitative, quantitative and secondary data (see Section 1.4). Data collection and analysis were informed by a feedback loop combining a deductive approach, with an inductive approach that left space for unforeseen issues or lines of inquiry that were not identified at the inception stage. This approach allowed the evaluation team to capture unintended outcomes of WFP operations, both positive and negative.
3. **Gender equality and women's empowerment:** The evaluation paid particular attention to assessing capacity strengthening, allocation issues, accountability to targeted populations, and differential effects on men, women, girls, boys and other relevant socioeconomic groups. The evaluation team included targeted populations in the consultation of the CSPE and provided opportunities for these populations to provide candid feedback on their experiences with WFP-supported programmes. The beneficiaries were invited to ask questions, provide feedback and contribute to discussions about how the CSP activities have affected their lives. Gender considerations were integrated into all data collection tools (see Annex 6).
4. The evaluation considered whether WFP support aligns with key industry standards such as the Humanitarian Accountability Partnership (HAP) Standard, the Sphere Core Standards, the do no harm principles, etc. The evaluation matrix and data collection tools integrated the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW) and human rights commitments, and relevant WFP technical notes as well as questions as to how well the CSP aligned to the WFP Gender Action Plan (GAP). KonTerra assessed the evaluation against the United Nations System-Wide Action Plan (UN-SWAP) evaluation performance indicator to ensure that gender equity and women's empowerment were integrated into the evaluation scope of analysis, methodological design and evaluation findings, conclusions and recommendations.

Data collection methods

5. **Document review:** The evaluation team carried out a review and analysis of relevant reports from secondary sources including monitoring data, assessments and studies such as the Impact Evaluation of the Preschool Nutrition Pilot in Selected Counties of Xiangxi, the 2015 Strategic Review of Sustainable Development Goal 2 in China as well as previous evaluations, including the previous CSPE. The evaluation team assessed the extent to which the CSP, project design documents and other key documents included analysis of gender, inclusion and other cross-cutting issues and the extent to which project monitoring considered results that are disaggregated by gender and age. The list of documents reviewed is at Annex 8.
6. **Secondary quantitative data:** The evaluation team analysed secondary quantitative data collected by WFP site visit reports, project monitoring data from the project management office and data made available through Government of China's monitoring mechanisms. Given the small sample size of beneficiaries, the evaluation team did not attempt to collect primary quantitative data but relied instead on qualitative data through interviews (see below).
7. **Primary qualitative data:** The evaluation team conducted the evaluation largely through qualitative methods: key informant interviews (KIIs) and focus group discussions (FGDs) with a wide range of project stakeholders as described below. Through key informant interviews and focus group discussions the evaluation team collected information necessary to answer each of the evaluation questions per the evaluation matrix (Annex 2) and the data collection tools in Annex 6. To support findings towards the "effectiveness" of the CSP, the evaluation team used both "The most significant change" (MSC) (Box 1) technique,⁴ and "outcome harvesting"⁵ (Box 2). Both these methods are forms of participatory evaluation, to elicit feedback from stakeholder groups. The evaluation team focused questions on the results of WFP

⁴ <https://www.intrac.org/wpcms/wp-content/uploads/2017/01/Most-significant-change.pdf>

⁵ <https://outcomeharvesting.net>

capacity strengthening work or the government programme that had been supported. The evaluation team used these techniques to identify CSP outcomes as perceived by different stakeholders to formulate and verify the contribution of WFP to the change process. This approach was designed to understand how WFP technical assistance supported the Government counterparts and partner ministries, and ultimately, the Government's beneficiaries. More information on the evaluation's key informant interviews and focus group discussions is provided below.

Box 1: Most significant change approach

The "most significant change" (MSC) technique is a form of participatory monitoring and evaluation. It involves the collection and selection of stories of change, produced by programme or project stakeholders. The technique relies on engaging stakeholders in a process of discussing, analysing and recording change. MSC can be used in projects and programmes where it is not possible to precisely predict desired changes beforehand and is therefore difficult to set pre-defined indicators of change.

During key informant interviews and focus group discussions, the evaluation team will ask interviewees and focus group participants to explain what are the most significant changes they have experienced or observed. The evaluation team will then jointly assess change stories and identify the most significant for each vector of change during regular data analysis workshops. Finally, the evaluation team will triangulate change stories against other evaluation data (key informant interviews, focus group discussions, programme data) to verify findings and ensure they are accurate.

Source: Evaluation team based on Intrac. Most Significant Change (2017)

Box 2: Outcome harvesting

Outcome harvesting is an evaluation approach that allows retrospective identification of outcomes by collecting examples of what has changed (in actions, relationships, policies, practices), and then work backwards to determine whether, and how, an intervention has contributed to these changes.

Source: Wilson-Grau, R et al. Outcome Harvesting. Better Evaluation (2022)

8. **Semi-structured key informant interviews:** The data collection phase included both remote and in-person interviews with relevant staff in the country office, WFP headquarters, the Government of China and the private sector, United Nations, non-governmental organization (NGO) partners and academia. The evaluation team conducted in-country key informant interviews with both strategic-level interviewees including government departments, civil society organizations, WFP sister United Nations agencies (notably the UN Resident Coordinator's (UNRC) Office, the United Nations Development Programme (UNDP), the United Nations Children's Fund (UNICEF), the Food and Agriculture Organization (FAO), the International Fund for Agricultural Development (IFAD), the United Nations High Commissioner for Refugees (UNHCR) and UN-Women), and major donors from the Government of China and private sector (Annex 5).

9. Since the CSP focuses on capacity strengthening, the evaluation team prioritized key informant interviews and focus group discussions with national actors. Interviews were conducted with local authorities, project management offices, academia, village leaders, women's organizations and organizations of people with disability at subnational level (Annex 5).

10. **Focus group discussions:** Focus group discussions were carried out during project site visits with Tier 2 and Tier 3 beneficiaries from activities 1 and 2, identified from lists held by the project management offices. Sampling for the focus group discussions included gender balance considerations.

11. Key informant interview and focus group discussion participants were purposively selected based on:

- **Information richness:** Were the respondents sufficiently familiar with WFP activities, results achieved relating to each of the strategic objectives, and the evolving context of China since 2021?
- **Accessibility:** Could the stakeholders be accessed by the evaluation team?
- **Gender:** Did the mix of stakeholders represent gender diversity?

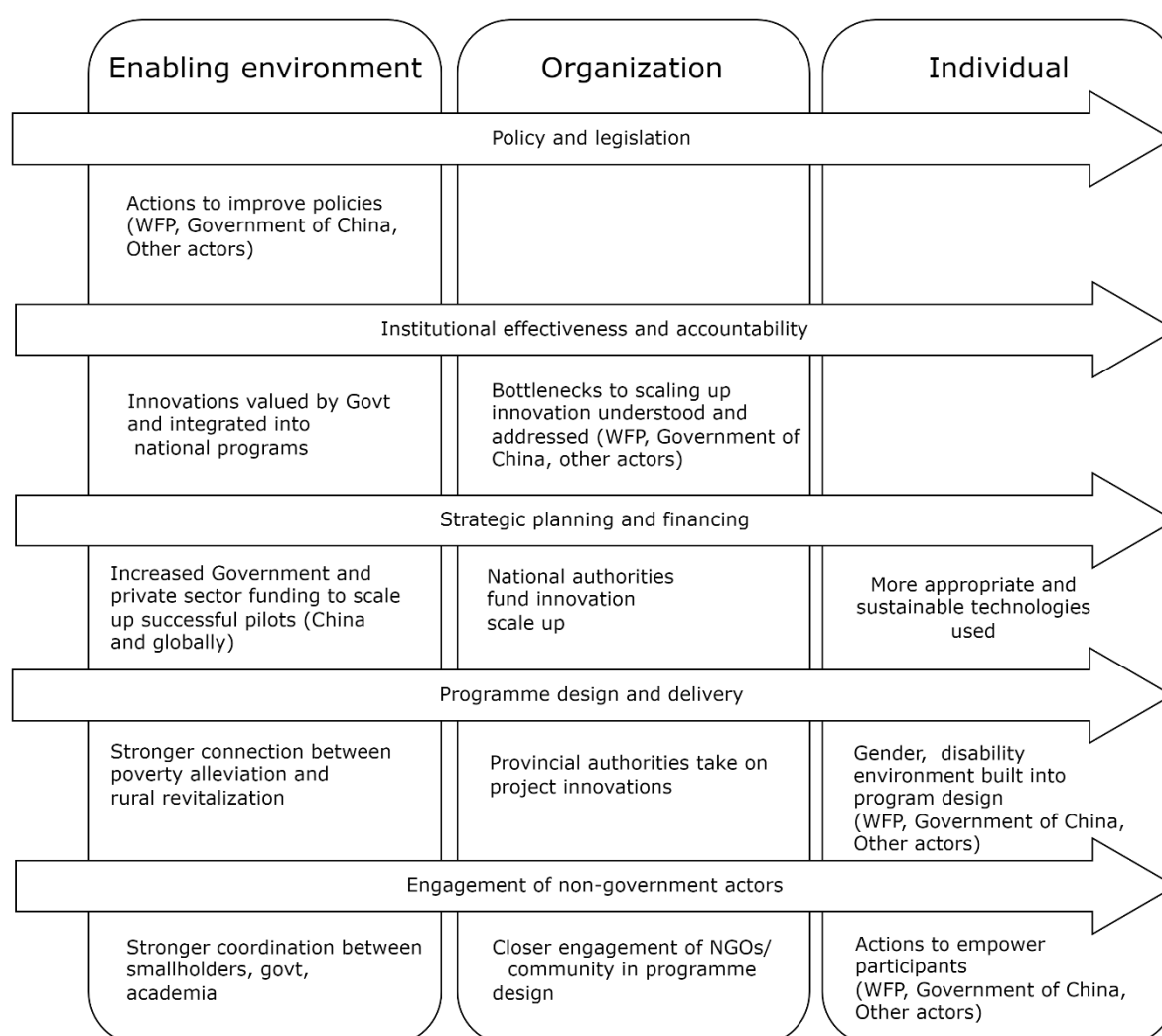
Diversity: Did the mix of stakeholders represent the diversity of national and subnational stakeholders?

12. Interview and focus group discussion findings, including the most significant change and outcome harvesting, enabled the evaluation team to identify intended and unintended outcomes of WFP operations, both positive and negative. Analysis of findings related to “the most significant change”, and the outcomes identified by stakeholders helped to determine the evaluation findings for “effectiveness”.

13. **Innovation as a capacity strengthening model:** The Government of China has a high level of capacity. This means that capacity change was unlikely to result from a linear progression from low to high capacity, but from a dynamic exchange of learning. While project beneficiaries already had some understanding of how the intervention impacted on them, both positively and negatively, they were less likely to understand what role WFP played in the change process compared to the Government or other key actors.

14. The evaluation team developed the framework at Figure 11 to provide a more detailed view of the key vectors of change set out in the theory of change (ToC) (see Figure 9). The evaluation team conducted outcome harvesting with key stakeholders (government officials, research institutes, WFP China country office staff) to map out the relative contribution of WFP China to the change processes identified through key informant interviews, focus group discussions and document and data reviews to assess the WFP contribution to the identified changes compared to other key actors. The evaluation team used the framework below to collect specific evidence on the key changes that WFP is working to support, using outcome harvesting with key informant interviews to assess the specific contribution of WFP to the domains of change below compared to other key actors and unintended consequences.

Figure 1: Innovation as capacity strengthening framework



Source: Evaluation team based on the pathways for capacity change in WFP Country Capacity Strengthening Policy update (June 2022)

15. **Gender, equity and inclusion:** Selection of key informant interview and focus group discussion participants included consideration of gender and disability. The evaluation team worked with WFP to ensure that at least two women were among the five participants in each focus group discussion. Key informant interview participants were selected with a target of 40 percent participation of women. The evaluation exceeded these targets, with women and girls accounting for 60 percent of focus group discussion participants (5 girls, 44 women out of 82 people) and 54 percent of key informant interviews (84 women out of 156 people). Given the CSP's inclusion of disability inclusion components, including partnerships with organizations of persons with disabilities (OPD), the evaluation team conducted a visit to the disability inclusion project in Yanqing, Beijing, which provided an opportunity to interview people with disability (7 women, 5 men) and an organization of people with disability.

16. **Site visits:** The evaluation team was unable to visit all sites given the geographic dispersion of areas targeted under CSP activities. Therefore, the evaluation team proposed to carry out visits across four provinces in addition to project-level visits in Beijing, with each activity being evaluated in at least one province outside of Beijing. The evaluation covered five of seven provinces (Beijing, Gansu, Jilin, Hunan, and remote interviews in Anhui), 70 percent of total project sites. Site selection was made in consultation with the country office using three criteria: the number of activities; the time required to access the province; and the availability of beneficiaries and partners.

17. **Incorporation of stakeholder feedback:** The evaluation team conducted an exit debrief with the country office to present preliminary findings and gain country office feedback to deepen the analysis. This enabled the evaluation team to inform the country office about the data collection progress and plan with the country office on filling remaining data gaps. The exit debrief was held on 9 September 2024. The evaluation team also offered a preliminary findings presentation in October 2024, but the country office advised they had sufficient information from the exit debrief. A stakeholder workshop was held in early 2025 to present preliminary findings to key stakeholders consulted in the data collection and to take on board their feedback.

Data analysis

18. The evaluation team documented interviews for every key informant interview, focus group discussion and documentary review organizing findings by evaluation question (EQ), noting the source, on a common data collection tool to enable data (information reported), investigator (comparison of findings between evaluation team members) and methodological triangulation (mixed methods approach).

19. Findings were organized according to key themes and ideas. The evaluation team used a manual, structured format to map findings against key evaluation questions and themes to enable comparison across interviews conducted by different team members. Once collated, the evaluation findings were subject to various forms of analysis, as described below.

20. **Contribution analysis:** The evaluation team assessed both qualitative and quantitative evidence using contribution analysis (see Box 3) to identify the extent to which WFP actions could plausibly have contributed to the strategic outcomes and strategic results in the reconstructed theory of change (Figure 9), and to identify other factors (internal or external) that could have impacted on the observed results (either positively or negatively). The evaluation team assessed the strength of evidence collected and built plausible contribution stories based on the vectors of change and assumptions set out in the theory of change. The evaluation team tested and refined these emerging findings and causal pathways through three joint analysis sessions. The team conducted follow-up interviews to address outstanding issues and identify gaps in the contribution story.

Box 3: Contribution analysis framework

The general contribution analysis framework consists of six steps to facilitate critical reflections with the objective of assessing cause and effect by building and verifying a programme's "contribution story". The steps are summarized as follows:

1. set out the attribution problem to be addressed;
2. develop a ToC and identify the risks for it;
3. gather the evidence on the ToC;
4. assemble and assess the contribution story and challenges to it;
5. seek out additional evidence; and
6. revise and strengthen the contribution story.

In the case of this CSPE, the steps are tailored to the WFP evaluation process as follows. Step 1 has been initiated by the Office of Evaluation (OEV) in the terms of reference during the preparation phase and has been finalized together with the evaluation team during the inception phase. Progress on steps 1 and 2 was made during the inception mission, in which the evaluation manager, research assistance and team leader worked closely with the China country office to map out key vectors of change and assumptions with the team used to develop the evaluation matrix and the theory of change.

Steps 3 and 4 are conducted during the data collection phase, with the presentation of the preliminary findings as a first step towards step 5. Throughout the reporting phase, an iterative process covering steps 5 and 6 will ensure stakeholders at different organizational levels at WFP can share feedback on the emerging contribution story (which are translated by the evaluation team into findings and conclusions).

Source: Evaluation team based on Pasanen and Barnett. 2019. Supporting adaptive management: monitoring and evaluation tools and approaches

21. **Political economy analysis:** The evaluation team relied on principles from political economy analysis to build a better understanding of the CSP's broader strategic context. This approach focused on incentives, relationships, distribution and contestation of power between different actors in the implementation context of the China CSP. This approach was particularly valuable in assessing the broader strategic shifts between the previous and current CSP.

22. **Triangulation and validation:** The team conducted daily check-ins and weekly data analysis sessions during the data collection mission to share and test findings across projects and to start to identify emerging themes and findings. Team members were responsible for mapping early findings against the evaluation matrix using the data analysis tool. This allowed the team to focus on identifying preliminary findings and themes during the weekly workshops. This then allowed the evaluation team to present a detailed list of early impressions and emerging themes at the end of the data collection debrief. As a result the country office waived the offer of a presentation of preliminary findings in 16 October 2024. The evaluation team conducted a learning workshop with country office and in-country external stakeholders in February 2024 to generate additional insights, triangulate patterns and elicit feedback from stakeholders on patterns observed and conclusions reached.

Limitations

23. The evaluation faced three main challenges:

- Farmers were unwilling to talk freely in the focus group discussion group setting. The evaluation team adapted to a farm visits model, which enabled farmers to speak in small groups in a familiar setting, eliciting much better information and improving the experience for interviewees.
- Due to a scheduling change, the national evaluator was unable to join the in-country data collection. The evaluator instead supported remotely, leading on efficiency and providing valuable technical inputs on the value chains and gender aspects of the evaluation.
- The evaluation team was not gender balanced (three evaluators were men). The team adapted by including the research analyst (a woman) in the data collection to provide gender balance.

24. None of these limitations undermined the overall data collection mission, which exceeded the original plan. The evaluation team is confident that the evidence available provides a solid foundation to justify the findings, conclusions and recommendations set out in this report.

Opportunities and challenges of artificial intelligence (AI)

25. AI is leading to some efficiency gains in evaluation. However, it needs strong human supervision to correct mistakes and avoid disseminating sensitive data. The team leader (not a Mandarin speaker) used a Chinese-made translation device to follow the discussion during interviews. This led to significant time savings. Chinese members of the evaluation team translated questions from the team leader, but did not need to translate the response. The evaluation team held follow-up discussions after each interview to review the summaries, with the Chinese speaking evaluators playing a crucial role in correcting mistakes in transcription and interpretation made by the device. The AI interface in the tablet also generated transcripts and summaries, though they required careful editing.

26. AI translation will likely not work equally well in all languages and regions. China has invested heavily in Chinese language technology. Automatic translation will likely not perform as well in less mainstream languages. Automatic translation performed poorly in regional areas of China for example, where people did not speak Mandarin as a first language or had different accents to the majority of the population. AI translation, though useful, is not yet at a stage where it could be used without strong human backstopping.

27. The evaluation team and WFP China reached out to participants ahead of time to explain the technology and give them the opportunity to opt out, rather than putting people on the spot. At the start of each interview, the team again explained the technology and asked for permission. Around 20 percent of interviewees preferred not to be recorded and several others asked for the recording to be paused at times during the interview.

Ethical considerations

28. Gender considerations, and principles of inclusion, participation and non-discrimination were included in the design, questioning, data collection and reporting in line with the United Nations Evaluation

Group (UNEG) Guidance on Human Rights and Gender Equality in Evaluation. The evaluation was conducted according to the UNEG Ethical Guidelines 2020. Having signed the Pledge of Ethical Conduct, the evaluation team ensured ethical standards were adhered to throughout the evaluation through detailed protocols for interviews and field visits (Annex 6 has details on interviews undertaken and Annex has the fieldwork agenda).

29. The evaluation team ensured informed consent, beginning each interview with an explanation of the purpose of the evaluation, assurances of voluntary participation, confidentiality of all responses and the intended use and dissemination of the findings and recommendations. As the evaluation team used a digital translation advice, which records conversations, it reached out to participants prior to the interview and again at the start of the interview to give them the option to opt out of recording (see lessons learned).

30. The evaluation team included a mix of national and international staff, including evaluators who were familiar with the country context to ensure cultural sensitivity, doing no harm and the fair treatment of different groups.

31. Data protection measures were used to ensure respondent confidentiality. All data including personally identifiable information were stored in password-protected computers. For the qualitative data, interview notes from the evaluation team were kept on password-encrypted computers and anonymized prior to analysis. Both quantitative and qualitative data will be deleted upon acceptance of the final evaluation report (ER) to further protect individuals from possible identification.

Annex 5. List of People Interviewed

#	Position	Org	Category	Interview focus	Women	Girls	Men	Boys
1	Strategic Partnerships	WFP	WFP_HQ	Key informant interview	3		1	
2	Evaluation Manager, China CSPE 2017 to 2021	WFP	WFP_HQ	Key informant interview			1	
3	Security Officer	UNDSS	CP_UN	Key informant interview	1			
4	Country Director	WFP	WFP_China	Key informant interview			1	
5	Finance Officer	WFP	WFP_China	Key informant interview	1			
6	Programme Manager (Act 2)	WFP	WFP_China	Key informant interview	1			
7	Programme Manager (Act 1)	WFP	WFP_China	Key informant interview	1			
8	Programme Manager (Act 3 - Private Partnerships)	WFP	WFP_China	Key informant interview	1			
9	Communications	WFP	WFP_China	Key informant interview	1			
10	Programme Manager (Act 3 - Government Partnerships)	WFP	WFP_China	Key informant interview			1	
11	Director General	Ministry of Agriculture and Rural Affairs	CP_Gov_National	Key informant interview	2		2	
12	Participatory workshop to develop vectors of change	WFP	WFP_China	Workshop (note includes double counting with KIIs)	10		5	
13	Workshop to plan data collection mission	WFP	WFP_China	Workshop (note includes double counting with KIIs)	4		3	
14	Deputy Director General	CICETE, Ministry of Finance	CP_Gov_National	Key informant interview	1		1	
15	Programme Manager (Act 3 - Government Partnerships)	WFP	WFP_China	Key informant interview			Counted above	
16	Environment, Social and Governance Lead	Cargill	CP_Private Sector	Key informant interview	1			
17	Market Research Analyst	Teck China	CP_Private Sector	Key informant interview			1	
18	Director, Child Development	China Rural Development Foundation	CP_Non_Government Organisation	Key informant interview	2			
19	Private Partnerships Officer	WFP	WFP_China	Key informant interview			1	
20	Country Director	WFP	WFP_China	Key informant interview			Counted above	
21	WFP Finance, Admin programmes	WFP	WFP_China	Follow up discussion (note includes double counting with KIIs)	1			
22	Lixian Nutrition PMO	Nutrition PMO	CP_Gov_Provincial	Key informant interview			1	
23	WFP Act 3 – Government Partnerships	WFP	WFP_China	Key informant interview			1	
24	Country Director	IFAD	CP_UN	Key informant interview			2	

#	Position	Org	Category	Interview focus	Women	Girls	Men	Boys
25	Senior Protection Officer	UNHCR	CP_UN	Key informant interview	1			
26	Country Director Programme Analyst	UN Women	CP_UN	Key informant interview	2			
27	Deputy Resident Representative	UNDP	CP_UN	Key informant interview			1	
28	Department of Physical Education, Health and Arts, Hygiene and Health Division Department of Finance, Local Finance Division Department of International Affairs, International Organization Division	Ministry of Education	CP_Gov_National	Key informant interview	2		1	
29	South-South Cooperation Lead	WFP	WFP_China	Key informant interview	1			
30	Division Chief, Department of Foreign Affairs Principal Staff, Dept of Foreign Affairs Deputy Division Staff, Academy of NAFRA Grain Trading and Coordination Centre, NAFRA	National Food and Strategic Reserves Administration (NAFRA)	CP_Gov_National	Key informant interview	5			
31	Nutrition Division, Food Department Child Health Division, Maternal and Child Health Department Child and Adolescent Health Group, Maternal and Child Health Centre International Organization Division, International Department	National Health Commission	CP_Gov_National	Key informant interview	3		1	
32	Division Director, Department of International Cooperation	China International Development Cooperation Agency (CIDCA)	CP_Gov_National	Key informant interview	1		1	
33	MARA State Food and Nutrition Consultant Committee	CASS	CP_Academic Institution	Key informant interview			1	
34	WFP Act 1 - Value Chain Lead	WFP	WFP_China	Key informant interview	1			
35	Tencent	Tencent	CP_Private Sector	Key informant interview			1	
36	Alibaba and Cainiao	Alibaba and Cainiao	CP_Private Sector	Key informant interview	1		1	
37	Nutrition Specialist	UNICEF	CP_UN	Key informant interview	1			
38	WFP Act 2 - Nutrition Project	WFP	WFP_China	Key informant interview	2			
39	FAO	FAO	CP_UN	Key informant interview	1		1	
40	Communications	WFP	WFP_China	Key informant interview	1			
41	Finance Officer	WFP	WFP_China	Key informant interview	1			
42	Procurement	WFP	WFP_China	Key informant interview	1			
43	WFP Act 3 - Private Partnerships	WFP	WFP_China	Key informant interview	1			

#	Position	Org	Category	Interview focus	Women	Girls	Men	Boys
44	Country Director Deputy Country Director	WFP	WFP_China	Key informant interview			2	
45	Senior Economist	Office of the United Nations Resident Coordinator in China	CP_UN	Key informant interview			1	
46	Deputy Head of Town	Sanjun township, Jilin	CP_Gov_County	Key informant interview			1	
47	Head of Town	Linxia, Gansu	CP_Gov_County	Key informant interview	1		2	
48	CDRF	Online	CP_Academic Institution	Key informant interview	1		1	
49	Province-level nutrition PMO representative	Lanzhou, Gansu	CP_PMO	Key informant interview	11		4	
50	Lanzhou University, Nutrition evaluation team	Lanzhou, Gansu	CP_Academic Institution	Key informant interview	1		1	
51	Potato value chain PMO	Lanzhou, Gansu	CP_PMO	Key informant interview	4		4	
52	Potato value chain project evaluation team	Lanzhou, Gansu	CP_Academic Institution	Key informant interview	1		3	
53	Lanzhou University and Gansu Academy of Agricultural Sciences	Lanzhou, Gansu	CP_PMO	Key informant interview	3		9	
54	Cooperative manager	Anding, Gansu	BEN_Farmer_Val ue Chains	Key informant interview	1		1	
55	Agricultural technology extension experts	Anding, Gansu	CP_Gov_County	Key informant interview	4		5	
56	Smallholder farmers	Anding, Gansu	BEN_Farmer_Val ue Chains	Focus group discussion	4		7	
57	Cooperative manager	Dongxiang, Gansu	BEN_Farmer_Val ue Chains	Key informant interview	1			
58	Agricultural technology extension experts	Dongxiang, Gansu	CP_Gov_County	Key informant interview	4		3	
59	Smallholder farmers	Dongxiang, Gansu	BEN_Farmer_Val ue Chains	Focus group discussion	2			
60	Linxia PMO, Education Bureau, Bureau of Agriculture and Rural Affairs, catering enterprise representative	Linxia, Gansu	CP_PMO	Key informant interview	5		4	
61	Selected kindergarten principals and teachers	Linxia, Gansu	BEN_Pre-School Feeding	Focus group discussion	8		2	
62	Selected children and caregivers	Linxia, Gansu	BEN_Pre-School Feeding	Focus group discussion	2	2	3	5
63	Nutrition project evaluation team	Jishou, Hunan	CP_Academic Institution	Key informant interview	4			
64	Xiangxi prefecture PMO representative	Jishou, Hunan	CP_PMO	Key informant interview	1		2	
65	Yongshun PMO, Education bureau, Bureau of Agriculture and Rural Affairs representative	Yongshun, Hunan	CP_PMO	Key informant interview	3		1	
66	Selected kindergarten principals and teachers	Yongshun, Hunan	BEN_Pre-School Feeding	Focus group discussion	4			
67	Selected children and caregivers	Yongshun, Hunan	BEN_Pre-School Feeding	Focus group discussion	3		1	
68	Longshan PMO, Education bureau, Bureau of Agriculture and Rural Affairs representative	Longshan, Hunan	CP_PMO	Key informant interview	2		5	
69	Selected kindergarten principals and teachers	Longshan, Hunan	BEN_Pre-School Feeding	Focus group discussion	10			

#	Position	Org	Category	Interview focus	Women	Girls	Men	Boys
70	Selected children and caregivers	Longshan, Hunan	BEN_Pre-School Feeding	Focus group discussion	3	3	4	4
71	Province-level value chain PMO representative	Changchun, Jilin	CP_PMO	Key informant interview			1	
72	Fuyu value chain PMO representative	Changchun, Jilin	CP_PMO	Key informant interview	1		2	
73	Insurance and futures company(ies) representatives	Changchun, Jilin	CP_Private Sector	Key informant interview	3		2	
74	Site visit with smallholder farmers (with Cargill)	Sanjun township, Jilin	BEN_Farmer_Value Chains	Focus group discussion	1		2	
75	Group interview (county and town level)	Online	CP_PMO	Key informant interview	1		1	
76	Zeju Liu (village level)	Online	CP_PMO	Key informant interview			1	
77	Bin Sun (kiwi cooperative)	Online	BEN_Farmer_Value Chains	Key informant interview			1	
78	Local PMO representative	Yanqing, Beijing	CP_PMO	Key informant interview	6		2	
79	People with disabilities	Yanqing, Beijing	BEN_Farmer_Value Chains	Focus group discussion	7		5	
80	South-South cooperation lead	WFP	WFP_HQ	Key informant interview	1		1	

Annex 6. Data Collection Tools

Key informant interview guide

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 programme

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 2021. 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.

Would participants agree to us recording the interview? We will use the recording just to take notes and will destroy the recording afterwards. We can stop recording at any time you would like.

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.”

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]	Respective roles of your organization and WFP in this operation
Relevance (EQ1) [within China and/or in China’s international work through WFP]	
Events since 2021: 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?	
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?	
How about the capacity to address these food and nutrition issues in China’s disadvantaged areas, what has changed in the last 3 years?	

Discussion points
Looking backward, when this new WFP China program was designed, how was alignment with the national policies paid attention to? Was this successful?
Effectiveness and sustainability (EQ2): 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?
And what visible signs of progress in this field do you see? Is this likely to continue in upcoming years?
What is the uptake of pilot projects implemented by WFP? Were they useful to national actors? What happened after the end of WFP's capacity strengthening activities? Will the Government scale up the activity after WFP's support? Why, why not? Are the policies, funding, human resources and systems in place to manage the project after the end of WFP support?
Efficiency (EQ3)
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?
How are costs paid attention to in WFP activities in China?
Comparative advance (EQ2)
How does WFP compare to the other UN agencies in China: coherence of approach, comparative advantage?
Cross cutting issues (EQ2)
WFP has a principle of gender equality and women's empowerment. In you work with WFP, how is this taken into account, what is successful or not?
Has WFP taken steps to adapt its work to include people with disability? Was it successful or not?
How does WFP integrate environmental sustainability in its work? Can you provide some examples?
How does WFP promote nutrition across its programs. Are these approaches working?
Other factors (EQ4)
How effectively does WFP partner with other actors in China to address food security and nutrition? How has WFP's approach to partnerships changed over time? Can you name some good approaches that WFP has to partnership? Can you add think of new ways or types of partnerships that WFP should develop?
Is WFP able to leverage the right technical expertise to do its work? Where does WFP's technical expertise work from?
Does WFP have the right partnerships in place to secure sustainable funding? How effective have WFP's fundraising been? How well has WFP adapted to funding shortages?
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?
Are there any other key factors that contributed to the success of, or created challenges for, WFP's work in China?
What do you think WFP should focus on for its next strategy?

FGD Guide-Value chains (Act 1)

3. Identification of organization and discussants (to be prefilled before the discussion and completed after the introduction)

Title, family name, given name

Organization (bilingual), function in organization

Participation in WFP program if applicable

4. 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 2022. 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. 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 a focus group discussion, not an audit or control. We will summarize all discussions, 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.

Would participants agree to us recording the interview? We will use the recording just to take notes and will destroy the recording afterwards. We can stop recording at any time you would like.

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

OPENING AND ROLE
Participation in / knowledge of the various activities of WFP in China, WFP partner status • Can you describe your involvement or experience with this value chain project? • What roles have you played in this project? • What role did WFP play in the project?
EFFECTIVENESS (EQ2)
Results: Thinking back to 2022 (or when you first became involved in this role) when this CSP of WFP began, what do you see have been the major changes as a result of this value chain project? a. What specific outcomes or impacts have you observed? (livelihood, income, nutrition, wellbeing, capacity) b. Where is the best evidence available on these issues and do WFP activities use this evidence?
Perceived Effectiveness: From your perspective, how effective has this value chain project been in achieving its goals? What, if anything, do you see as having been the most successful actions? Which have been the main shifts or outcomes from WFP support? What is the most significant change and why (prompt if needed: knowledge and skills; stronger market links; more appropriate and sustainable technologies, equipment and practices; improved policies; increased funding)?
Challenges and Success Factors: What are some of the main challenges encountered in implementing this value chain project? Conversely, what factors have contributed to successful outcomes?
Capacity Strengthening: Do you feel that the capacity of your organization has changed since you've been working with WFP? In what ways? (prompt if needed: Changes in policy and legislation, changes in institutional effectiveness and accountability, changes in strategic planning and financing, changes in programme design and delivery, changes in engagement with local actors)
Innovation: In what areas and in what ways is the project trying to introduce new and innovative approaches? Who was responsible for generating ideas about innovation?
Sustainability: Do you believe the project will continue after the end of WFP support? Why/why not? What was the uptake of capacity building and innovation? Was it truly useful for the system? What will happen after the end of support? Do you feel your organisation has the policy and guidelines/people/ money/ skills and partnerships in place to take on the project. Could you scale up the project? What aspects of scaling up the project do you think will be most difficult?

In your experience, what would be WFP's comparative advantage in implementing this value chain project at the sub-national levels? To what extent does WFP's approach complement the approach of other actors? (Skip if no knowledge of WFP work)
Stakeholder Engagement: How effectively were stakeholders (farmers, service providers (agricultural inputs, storage, e-marketing) etc.) engaged in this value chain project? Were there any strategies that worked particularly well in fostering collaboration?
In your experience, in what way has WFP been able to adapt to changing contexts and emergent needs during the implementation of this value chain project? What have been some of the bottlenecks for adaptation and flexibility? (Skip if not familiar with WFP work)
In your experience, what have been some of the unintended effects of the WFP programming approach during this value chain project? (Skip if not familiar with WFP work)
RELEVANCE (EQ1)
To what degree did you see consultation with stakeholders – including vulnerable households and communities – during the design of this value chain project? Were there any groups left out of consultations? In what way has WFP's activities been appropriate to the needs of the sub-national levels of government, implementing partners, or beneficiaries in the context? Were there any gaps in needs?
How transparent did you see the design process of this value chain project?
(Skip the first sentence if not familiar with WFP actions) Thinking about the different types of support provided by WFP. How significant and relevant was this value chain project for meeting the needs of sub-national level stakeholders? (Government, cooperating partner, communities and vulnerable households)
EFFICIENCY (EQ3)
From your perspective to what degree has this value chain project been implemented in a timely manner? a. In what components have there been significant delays? (if any) b. What effect have any significant delays had on the programme results?
Regarding the management of this value chain project, how would you assess the operational, human, and financial resources in the programme? To what degree are they sufficient to ensure adequate implementation of the project in the context? If not, what is missing?
How was the progress and impact of this value chain project monitored and evaluated? Were there any specific indicators or metrics that proved most useful in assessing success?
What are the main cost drivers for this value chain project? Have these evolved over time?
What measures does the WFP take to save costs of this value chain project? Are these effective?
SO1- improvement in nutrition status and livelihoods of left-behind groups in rural areas
Based on your experiences, in what way has value chain capacity increased at sub-national levels (with both beneficiaries and local authorities)?

Have people including left-behind groups in rural areas of China improved nutritional status and livelihoods?
In what way have you seen gender sensitivity, protection, and accountability to affected populations?
Gender: WFP has a principle of gender equality and women empowerment. In this value-chain project, how is this taken into account, what is successful or not?
Disability inclusion: Did the project take any steps to include people with disability?
Environment: Did the project pose any risks to the environment? What did WFP do to manage these risks?
Feedback: Were you given an opportunity to give feedback on how the project was designed and implemented? How could you provide feedback? If you provided feedback, was any action taken?
Improvements and Recommendations Based on your experience, what improvements could be made to enhance the effectiveness of future value chain projects? Are there any specific lessons learned that should be applied to future initiatives?

5. Ending

Thank participants for their valuable insights and contributions.

Summarize key points discussed during the focus group.

Clarify any follow-up actions or next steps, if applicable.

FGD Guide-Pre-school feeding (Act 2)

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

Title, family name, given name

Organization (bilingual), function in organization

Participation in WFP program if applicable

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 2022. 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. 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 a focus group discussion, not an audit or control. We will summarize all discussions, 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.

Would participants agree to us recording the interview? We will use the recording just to take notes and will destroy the recording afterwards. We can stop recording at any time you would like.

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

A – FGD with Kindergarten Principals and Teachers

OPENING AND ROLE	
Participation in / knowledge of the various activities of WFP in China, WFP partner status	
a.	Could you please briefly introduce yourself? What are your usual job responsibilities?
b.	Can you describe your involvement or experience with this pre-school feeding project?
c.	What roles have you played in this project?
Please introduce the basic situation of the kindergarten (class)	
a.	Can you describe your involvement or experience with this pre-school feeding project?
b.	How many children are there in your kindergarten (class)? How many of them received meals from pre-school feeding project? What is their gender ratio?
EFFECTIVENESS	
How is the pre-school feeding project operated?	
a.	How many meals a day?
b.	What is the standard of each meal?
c.	How much does it cost?
d.	What is the main source of funding?

What changes do you think the preschool feeding program has brought to children's nutritional health? Why do you think so? What is the most significant change and why?
What changes do you think the preschool feeding program has brought to children's academic performance? Why do you think so? What is the most significant change and why?
What changes do you think the preschool feeding program has brought to children's social and emotional aspects? Why do you think so? What is the most significant change and why (prompt if needed: knowledge and skills; more appropriate practices; improved policies; increased funding; increased demand for nutritious products; increased supply of nutritious products)?
- Effect on eliminating internal disparities among children's nutrition status? a. Gender differences b. Differences between left-behind children and non-left-behind children c. Differences between children with disabilities and non-disabled children d. Differences between single-parent families and non-single-parent families
RELEVANCE
To what degree did you see consultation with stakeholders – including vulnerable households and communities – during the design of this pre-school feeding?
Do you think the process of the preschool feeding program is transparent?
EFFICIENCY
- What do you think are the shortcomings of pre-school feeding project? What problems and difficulties exist? a. Support intensity b. Support objects and scope c. Insufficient rural teachers d. Skill development, job opportunities e. Others
Based on your experience, what improvements could be made to enhance the effectiveness of future pre-school feeding projects? Are there any specific lessons learned that should be applied to future initiatives?
WFP has a principle of gender equality and women empowerment. In this pre-school feeding project, how is this taken into account, what is successful or not?

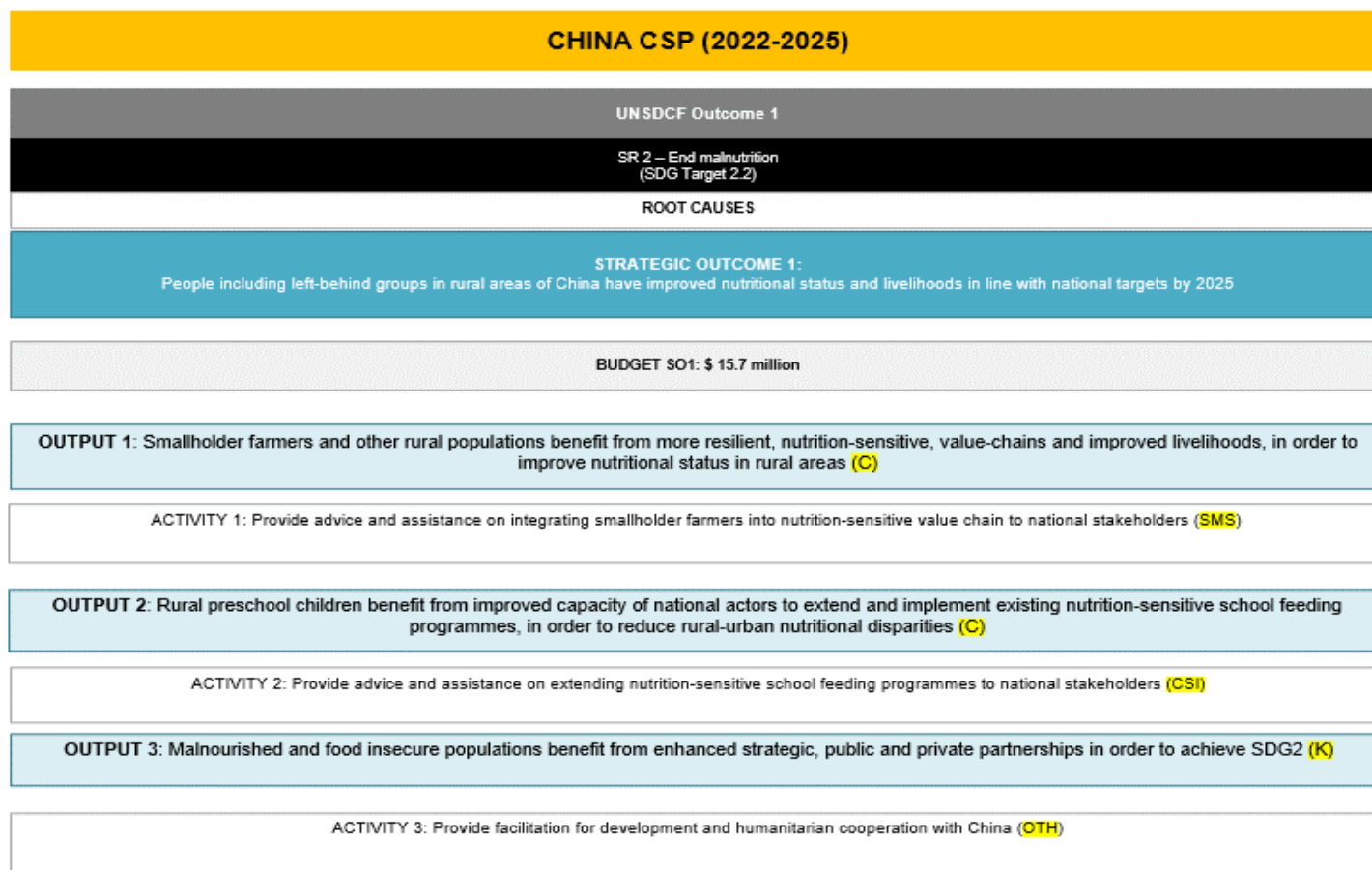
B – FGD with Children and Caregivers

OPENING AND ROLE
Please briefly introduce your family's basic situation. (Members, occupations, education, income sources)
- Please briefly introduce children's situation. a. How many children are there in the family? b. When were they born? Boys and girls? c. Basic information about each?

Where do the children's parents work? What do they do? How much do they earn? How often do they come back? (If the caregivers are grandparents/grandparents, etc.)
EFFECTIVENESS
- The distribution of pre-school feeding meals - Whether they exist? - Whether they know they exist? - Whether they are available, and their quality?
- Ask children about how they feel about pre-school feeding meals? - How many meals do you normally eat a day? - Do you have enough food to eat? - Have you ever been hungry? When? - Have you ever heard of any of your companions not having enough to eat?
What changes do you think the preschool feeding program has brought to children's nutrition and health? Why do you think so? What is the most significant change and why (prompt if needed: knowledge and skills; more appropriate practices; improved policies; increased funding; increased demand for nutritious products; increased supply of nutritious products)?
What changes do you think the preschool feeding program has brought to your household? Why do you think so? What is the most significant change and why? (prompt if needed: knowledge and skills; more appropriate practices; increased demand for nutritious products; increased supply of nutritious products)?
RELEVANCE
Have you had any consolation with school/principal/teachers about the pre-school feeding project?
Do you think the process of the preschool feeding program is transparent?
EFFICIENCY
- What do you think are the shortcomings of pre-school feeding project? What problems and difficulties exist? - Support intensity - Support objects and scope - Insufficient rural teachers - Skill development, job opportunities - Others
Based on your experience, what improvements could be made to enhance the effectiveness of future pre-school feeding projects? Are there any specific lessons learned that should be applied to future initiatives?
Do you think the process of the preschool feeding program is transparent?
WFP has a principle of gender equality and women empowerment. In this pre-school feeding project, how is this taken into account, what is successful or not?

Annex 7. Data analysis

Figure 2: CSP Line of sight



Source: WFP China Retrofitted Line of Sight (7.12.2022). C = Capacity development and technical support provided. SMS = Smallholder agricultural market support programmes. CSI = Capacity Strengthening Initiative. K = Knowledge. OTH = Other.

Table 1 CSP Financial data

Cumulative financial overview CSP 2017-2022 (as of June 2022)

Focus Area	Strategic Outcome	Activity	Needs-based plan (USD)	Implementation plan (USD)	Allocated resources (USD)	Expenditures (USD)
Root Causes	SO1	Activity 1	5,809,834	4,343,219	3,453,828	3,348,331
	Subtotal SO1		5,809,834	4,343,219	3,453,828	3,348,331
	SO2	Activity 2	5,875,349	4,006,666	3,754,578	3,726,782
	Subtotal SO2		5,875,349	4,006,666	3,754,578	3,726,782
Resilience Building	SO3	Activity 3	4,510,269	1,088,739	909,446	909,446
	Subtotal SO3		4,510,269	1,088,739	909,446	909,446
Root Causes	SO4	Activity 4	1,361,162	1,477,196	1,654,905	1,271,723
		Activity 5	3,726,998	2,137,010	2,012,295	1,692,453
		Activity 6	2,698,788	1,059,522	430,613	430,613
	Subtotal SO4		7,786,948	4,673,728	4,097,814	3,394,789
	SO5	Activity 7	1,504,246	1,332,599	1,305,371	1,258,080
		Activity 8	889,949	628,902	601,629	564,353
	Subtotal SO5		2,394,195	1,961,501	1,907,001	1,822,432
Total Direct Operational Cost			26,376,595	16,073,853	14,122,665	13,201,779
Direct Support Cost (DSC)			6,265,579	2,254,539	2,272,833	2,137,197
Indirect Support Cost (ISC)			2,138,782	1,208,441	928,119	928,119
Grand Total			34,780,956	19,536,832	17,323,616	16,267,095

Source: Cumulative Financial Overview as at 30 June 2022 (CN01), CBP Plan vs Actual Report (CN01), data extracted on July 9, 2024

Table 2 Cumulative financial overview CSP 2022-2025 (as of Dec 2024)

Focus Area	Strategic Outcome	Activity	Needs-based Plan (USD)	% of total	Implementation plan (USD)	% of total	Allocated resources (USD)	% of total	Expenditures (USD)	% of NBP implemented
Root causes	SO1	Activity 1	3,807,324	34.3%	2,218,999	29.4%	2,235,262	24.1%	1,760,740	79.3%
		Activity 2	3,505,635	31.5%	2,625,076	34.8%	2,708,992	29.3%	2,084,037	79.4%
		Activity 3	1,115,105	10.0%	1,047,533	13.9%	1,457,707	15.7%	833,990	79.6%
	Subtotal SO1		5,007,216	8,428,064	75.8%	5,891,608	78.1%	6,401,960	69.1%	4,678,767
	Non-SO Specific	Non-Activity Specific	0	0.0%	\$0	0.0%	943,426	10.2%	\$0	/
Total Direct Operational Cost			5,007,216	77.9%	8,428,064	75.8%	5,891,608	78.1%	7,345,386	79.3%
Direct Support Cost (DSC)			1,025,542	16.0%	2,005,687	18.0%	1,189,023	15.8%	1,510,860	16.3%
Indirect Support Cost (ISC)			392,129	6.1%	678,194	6.1%	460,240	6.1%	404,926	4.4%
Grand Total			6,424,888	100.0%	11,111,944	100.0%	7,540,871	100.0%	9,261,172	100.0%

Source: Cumulative Financial Overview as at 31 December 2024 (CN02), CBP Plan vs Actual Report (CN02), data extracted on April 18, 2025

Table 3 CSP Tier 3 beneficiaries supported by the Government of China with WFP support by year and gender

Year	Gender	Smallholder farmers supported	Children (3 to 5 years) receiving nutrition (meals)	Total
2021	Woman	2,003	0	2,003
	Man	2,815	0	2,815
	Girl	0	4,437	4,437
	Boy	0	5,071	5,071
	Total	4,818	9,508	14,326
2022 Jan to June	Woman	3,550	0	3,550
	Man	4,780	0	4,780
	Girl	0	3,000	3,000
	Boy	0	4,000	4,000
	Total	8,330	7,000	15,330
2022 Jul to Dec	Woman	4,500	0	4,500
	Man	3,000	0	3,000
	Girl	0	2,700	2,700
	Boy	0	2,900	2,900
	Total	7,500	5,600	13,100
2023	Woman	2,300	0	2,300
	Man	3,200	0	3,200
	Girl	0	3,700	3,700
	Boy	0	3,600	3,600
	Total	5,500	7,300	12,800
2024	Woman	missing	0	missing
	Man	missing	0	missing
	Girl	0	2,628	2,628
	Boy	0	2,859	2,859
	Total	1,981	5,487	7,468

Source: ACR 2021, ACR 2022 Jan to June, ACR 2022 Jul to Dec, ACR 2023, ACR 2024, 2023 M&E Statistics Table, data extracted on June 20, 2024 and Apr 20, 2025

Note: Gender data of 2023 Smallholder farmers supported is extracted and estimated from 2023 M&E Statistics Table

Outcome and cross-cutting data

Table 4 Output results (2021 to 2024)

Output indicator	2021				2022 Jan to June			2022 Jul to Dec			2023			2024		
	Activity	Plan- ned	Actual	% of plan achieved	Planned	Actual	% of plan achieved	Planned	Actual	% of plan achieved	Planned	Actual	% of plan achieved	Planned	Actual	% of plan achieved
C.4*: Number of people engaged in capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new) (Individuals)	Activity1	388	388	100.00%	194	416	214.43%	10	12	120.00%	151	151	100.00%	40	40	100.00%
	Activity2	32	32	100.00%	16	24	150.00%	80	90	112.50%	68	68	100.00%	40	1,036	2590.00%
	Activity3	47	47	100.00%	50	51	102.00%									
	Activity4	1,162	1,162	100.00%	350	132	37.71%									
	Activity5	1,066	1,066	100.00%	1,600	1,229	76.81%									
	Activity6	1,441	1,441	100.00%	316	360	113.92%									
C.5*: Number of capacity strengthening initiatives facilitated by WFP to enhance national food security and nutrition stakeholder capacities (new) (Units/training session)	Activity1	22	22	100.00%	10	5	50.00%	2	2	100.00%	14	14	100.00%	5	6	120.00%
	Activity2	7	7	100.00%	3	1	33.33%	3	3	100.00%	5	5	100.00%	3	3	100.00%
	Activity3	7	7	100.00%	3	5	166.67%									
	Activity4	4	4	100.00%	2	1	50.00%									
	Activity5	11	11	100.00%	4	4	100.00%									
	Activity6	201	201	100.00%	9	9	100.00%									
C.6*: Number of tools or	Activity1	31	31	100.00%	10	7	70.00%	6	6	100.00%	8	8	100.00%	3	5	166.67%

Output indicator	2021				2022 Jan to June			2022 Jul to Dec			2023			2024		
	Activity	Planned	Actual	% of plan achieved	Planned	Actual	% of plan achieved	Planned	Actual	% of plan achieved	Planned	Actual	% of plan achieved	Planned	Actual	% of plan achieved
products developed or revised to enhance national food security and nutrition systems as a result of WFP capacity strengthening support (new) (Units)	Activity2	19	19	100.00%	10	10	100.00%	3	3	100.00%	6	6	100.00%	4	6	150.00%
	Activity3	8	8	100.00%	4	4	100.00%									
	Activity4	2	2	100.00%	2	9	450.00%									
	Activity5	87	87	100.00%	77	32	41.56%									
	Activity6	44	44	100.00%	9	20	222.22%									
D.1: Number of assets built, restored or maintained by targeted households and communities, by type and unit of measure (Hectares)	Activity2	20	20	100.00%	20	20	100.00%									
E*.4: Number of people reached through interpersonal SBCC approaches	Activity1	17,391	17,391	100.00%	8,650	12,325	142.49%									
	Activity2	1,190	1,190	100.00%	500	1,017	203.40%									
F.1: Number of smallholder	Activity1	604	604	100.00%	600	635	105.83%									

Output indicator	2021				2022 Jan to June			2022 Jul to Dec			2023			2024		
	Activity	Planned	Actual	% of plan achieved	Planned	Actual	% of plan achieved	Planned	Actual	% of plan achieved	Planned	Actual	% of plan achieved	Planned	Actual	% of plan achieved
farmers supported/trained (Individuals)	Activity2	4,214	4,214	100.00%	4,200	6,811	162.17%									
N*.5: Number of schools with infrastructure rehabilitated or constructed (Units)	Activity1	2	2	100.00%												
N*.6: Number of children covered by home-grown school feeding (HGSE)	Activity1	9,508	9,508	100.00%	9,000	7,149	79.43%									
K.1: Number of partners supported (O.1: Number of partners supported) (Partner)	Activity3							7	7	100.00%	6	6	100.00%	6	7	116.67%
	Activity7				4	4	100.00%									

Source: ACR 2021, ACR 2022 Jan to Jun, ACR 2022 Jul to Dec, ACR 2023, data extracted on June 20, 2024

Note: In ACR 2023, indicator 'Number of partners supported' is labeled as O.1

Table 5 Outcome indicator summary (2021 and 2022 Jan to June)

Outcome indicator	Activity	Baseline 2021	2021 Follow-up	2022 Follow-up
Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)	Activity 1	2	4	4
	Activity 2	2	2	2
	Activity 3	0	1	1
Value and volume of smallholder sales through WFP-supported aggregation systems: Value (USD)	Activity 1	0	289,745.27	162,163.13
	Activity 2	0	8,288.77	/
Value and volume of smallholder sales through WFP-supported aggregation systems: Volume (mt)	Activity 1	0	200.25	169.37
	Activity 2	0	4.05	/
Partnerships index (new)	Activity 7	7	7	7
	Activity 8	2	2	2

Source: ACR 2021, ACR 2022 Jan to June, data extracted on June 20, 2024

Table 6 Outcome indicator summary (2022 Jul to Dec 2024)

Outcome indicator	Activity	Baseline 2022	2022 Follow-up	2023 Follow-up	2024 Follow-up
Percentage of targeted smallholder farmers reporting increased production of nutritious crops, disaggregated by sex of smallholder farmer	Activity 1	0	94	/	/
Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)	Activity 1	2	2	1	2
	Activity 2	3	3	3	1
Value and volume of smallholder sales through WFP-supported aggregation systems: Value (USD)	Activity 1	8,288.77	649,195.86	/	573.89
	Activity 2	162,163.13	271,545.95	291,345.60	101,204.53
Value and volume of smallholder sales through WFP-supported aggregation systems: Volume (mt)	Activity 1	4.05	2,803.00	/	0.74
	Activity 2	169.37	279.86	196.10	51.45

Source: ACR 2022 Jul to Dec, ACR 2023, ACR 2024, data extracted on June 20, 2024 and Apr 20, 2025

Note: The wording of indicators changed in ACR 2023 and ACR 2024

ACR 2022 Jul to Dec	ACR 2023
Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)	Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP capacity strengthening support

Value and volume of smallholder sales through WFP-supported aggregation systems: Value (USD)	Value of smallholder sales through WFP-supported aggregation systems (USD): Overall
Value and volume of smallholder sales through WFP-supported aggregation systems: Volume (mt)	Volume of smallholder sales through WFP-supported aggregation systems (mt): Overall

Table 7 Cross-cutting indicator achievements

Cross-cutting result	Activity	Baseline 2023	2023 Follow-up	2024 Follow-up
Environmental sustainability indicators (Activity level)				
Proportion of field-level agreements, memorandums of understanding and construction contracts for CSP activities screened for environmental and social risks	Act 1: Value chains	0	0	50
	Act 2: Pre-school feeding	0	0	33
Protection indicators (CSP level)				
Country office meets or exceeds UNDIS entity accountability framework standards concerning accessibility (QCPR)	/	Missing	Approaching	Approaching
Accountability indicators (CSP level)				
Country office meets or exceeds UNDIS entity accountability framework standards concerning accessibility (QCPR)	/	Missing	Approaching	Approaching
Nutrition integration indicators (CSP level)				
Nutrition-sensitive score	/	Not applicable	Not applicable	6

Source: ACR 2023, ACR 2024, data extracted on 20 June 2024 and 20 Apr 2025

Annex 8. Bibliography

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Annex 9. Fieldwork Agenda

Beijing schedule

Day	People	Activity	Place	Time (UTC+8)	People	Activity	Place	Time (UTC+8)
Sun 25 August	Evaluation team leader arrives in Beijing							
Mon 26 August								
	Joel+KK	Act 3 - GP	WFP China	10:00 - 11:00				
	Joel	UNDP	UN compound	11:00 - 12:00				
		Lunch		12:00 - 14:00	Lunch		12:00 - 14:00	Lunch
	Joel	IFAD Country Director (CD)	Tayuan DRC, Accompanied by Han	14:00 - 14:40	Kevin+KK	Ministry of Education (MoE)	MoE, (201 North Building)	14 :00- 15 :00
	Joel	UNHCR Senior Protection Officer	Tayuan office Accompanied by Han	15:00 - 16:00				
Tue 27 August	Joel	UN Women	Tayuan office	16:00 - 16:30				
	Joel+Kevin+KK	Head of SSC unit	WFP China	08:30 - 09:30				
	Joel+KK	NAFRA	NAFRA	11:00 - 12:00	Kevin	MARA State Food and Nutrition Consultant Committee	CAAS	11:00-12:00
		Lunch		12:00 - 14:00	Lunch		12:00 - 14:00	Lunch
					Xinjie	Act 1 : Value Chains Lead	Remote	14:00 - 15 :00
	Joel+Kevin+KK	CIDCA	CIDCA	15:00 - 16:00	Xinjie	Tencent	Remote	15:00-- 16 :00
	Joel+KK	Act 3 - PP	WFP China	17:00 - 18:00	Xinjie	Alibaba and Cainiao	Remote	16:00-- 17 :00

Day	People	Activity	Place	Time (UTC+8)	People	Activity	Place	Time (UTC+8)
Wed 28 August	Joel+KK	UNICEF Nutrition Specialist	UNICEF	09:00 – 10:00				
	Xinjie	FAO	Online	11 :00-12 :00	Kevin+KK	Act 2 : School Meal Lead	WFP China	11:00 -- 12:00
		Lunch		12:00 – 14:00	Lunch		12:00 – 14:00	Lunch
	Joel+Kevin	Debriefing with CD & DCD	WFP China	14 :30-15 :30	Kk+Xinjie	Communications	WFP China	14 :00-15 :00
					Kk+Xinjie	Finance	WFP China	15 :00-16 :00
		UNRC	UN compound	16:15 – 17:00	Kk+Xinjie	Procurement	WFP China	16 :00-17 :00

Field visit schedule

Province	Team member	Date	Time	Location	Activity	Type	Quantity
Beijing	Full team (Shi Xinjie remote)	26- 28 Aug	3 days	Beijing (see above)	WFP staff (country office and headquarters), Government and private sector donors, United Nations and NGOs	KII	20
Gansu	Full team (Shi Xinjie remote)	Aug 29 (Thu)	8:45-11:10	Beijing to Lanzhou	Air China (CA1239) Beijing Capital International Airport	Travel	
			14:00-15:00	Lanzhou	KII with province-level nutrition PMO representative	KII	1
			15:00-17:00		KII with nutrition project evaluation team	KII	1
		Aug 30 (Fri)	9:00-11:00		KII with province-level potato value chain PMO representative and 3 implementing partner representatives	KII	1
			11:00-12:00		KII with potato value chain project evaluation team	KII	1
			14:00-15:00		PMO office to Gansu Academy of Agricultural Sciences: 1 hour	Travel	
			15:00-17:00		KII with Gansu Provincial potato value chain representative and visit for potato breeding, storage, processing	KII Site visit	1 1
		Aug 31 (Sat)	9:00-11:00	Lanzhou to Anding	Lanzhou to Anding: 2 hours	Travel	
			13:30-17:30	Anding	Evaluation team internal data analysis workshop	Internal workshop	
		Sep 1 (Sun)	9:00-9:30		Visit potato planting base	Site visit	1
			9:30-10:00		Visit potato storage facilities	Site visit	1
			10:00-11:00		KII with cooperative manager	KII	1
			11:00-11:30		KII with agricultural technology extension experts	KII	1
			14:00-15:30		FGD with smallholder farmers	FGD	1
			15:30-18:30	Anding to Dongxiang	Anding to Dongxiang: 3 hours	Travel	
		Sep 2	8:40-9:40	Dongxiang	KII with cooperative manager	KII	1

Province	Team member	Date	Time	Location	Activity	Type	Quantity
		(Mon)	9:40-10:10		KII with agricultural technology extension experts	KII	1
			10:10-11:40		FGD with smallholder farmers	FGD	1
			11:40-12:00		Visit potato storage facilities	Site visit	1
			15:00-16:00	Dongxiang to Linxia	Dongxiang to Linxia: 1 hour	Travel	
		Sep 3 (Tue)	16:00-17:30	Linxia	KII with Linxia PMO, Education Bureau, Bureau of Agriculture and Rural Affairs, catering enterprise representative	KII	2
			9:00-10:30		FGD with selected kindergarten principals and teachers	FGD	1
			10:30-12:00		FGD with selected children and caregivers	FGD	1
			14:00-16:30	Linxia to Lanzhou	Linxia to Lanzhou: 2.5 hours	Travel	1
			20:00-21:00	Lanzhou	KII with CDRF (online)	KII	1
Hunan	Dr Kevin	Sep 4 (Wed)	11:00-13:05	Lanzhou to Zhangjiajie	China Eastern (Mu2255)	KII	1
			14:00-16:00	Zhangjiajie to Jishou	Zhangjiajie Hehua Airport to Jishou: 2 hours	FGD	1
			16:00-17:30	Jishou	KII: Nutrition project evaluation team	KII	
			17:30-18:30	Jishou	KII with Xiangxi prefecture PMO representative	KII	
			19:30-20:20	Jishou to Yongshun	Travel from Jishou to Yongshun: 50 minutes	Travel	
		Sep 5 (Thu)	9:00-10:30	Yongshun	KII with Yongshun PMO, Education bureau, Bureau of Agriculture and Rural Affairs representative	KII	1
			10:30-12:00		To Xiaoxi Township: 1.5 hours	Travel	
			13:30-15:00		FGD with selected kindergarten principals and teachers	FGD	1
			15:00-16:30		FGD with selected children and caregivers in the village	FGD	1
			16:30-19:00	Yongshun to Longshan	Yongshun to Longshan: 2.5 hours	Travel	
		Sep 6 (Fri)	9:00-10:30	Longshan	KII with Longshan PMO, Education Bureau, Bureau of Agriculture and Rural Affairs representative	KII	2
			10:30-12:30		To Dianfangzhen Township Kindergarten: 2 hours	Travel	
			13:30-14:30		FGD with selected kindergarten principals and teachers	FGD	1
			14:30-15:30		FGD with selected children and caregivers in the village	FGD	1
			15:30-15:40		Walk to the central kindergarten		
			15:40-16:40		FGD with selected children and caregivers in the village	FGD	1
			16:40-17:40		FGD with selected kindergarten principals and teachers	FGD	1
		Sep 7 (Sat)	8:00-10:30		Internal work or continue interview with prefecture PMO	KII	1
			12:00-14:00	Longshan to Zhangjiajie	Longshan to Zhangjiajie Hehua Airport: 2 hours	Travel	
			16:35-19:05	Zhangjiajie to Beijing	Air China (CA8610) Beijing Daxing International Airport	Travel	
Jilin	Joel and Ke	Sep 4 (Wed)	7:30-10:35	Lanzhou to Changchun	Spring Airlines (9C6858)	Travel	
			15:00-16:00	Changchun	KII with province-level value chain PMO representative	KII	1
			16:00-17:00		KII with Fuyu value chain PMO representative	KII	1

Province	Team member	Date	Time	Location	Activity	Type	Quantity
		Sep 5 (Thu)	8:00-10:00		KII with insurance and futures company(s) representatives	KII	1
			10:00-12:30	Changchun to Sanjun	Changchun to Sanjun County: 2.5 hours	Travel	
			14:00-15:30	Sanjun	FGD and site visit with smallholder farmers (with Cargill)	FGD Site visit	1 1
			15:30-18:00	Sanjun to Changchun	Sanjun county to Changchun: 2.5 hours	Travel	
		Sep 6 (Fri)	10:00-11:50	Changchun to Beijing	Air China (CA1610) Beijing Capital International Airport	Travel	
Anhui	Xinjie (remote)	6 Sep	remote interviews	Jinzhai County, Anhui province	Group interview with Xiandong Zhu and Xiuyun Deng (county and town level)	KII (remote)	2
					Individual interview with Zeju Liu (village level)	KII (remote)	
					Individual interview with Bin Sun (kiwi cooperative)	KII (remote)	
Beijing	Joel and Ke	Sep 7 (Sat)	8:30-10:30	To Yanqing Jiuxian	Chaoyang District to Yanqing Jiuxian: 2 hours	Travel	
			10:30-11:30	Jiuxian	KII with local PMO representative	KII	1
			13:00-14:00		Visit the greenhouse and bakery	Site visit	1
			14:00-15:30		FGD with people with disabilities	FGD	1
			15:30-17:30	To Chaoyang District	Yanqing Jiuxian to Chaoyang District: 2 hours	Travel	
Beijing	Full team (Xinjie remote)	Sep 8 (Sun)	1 day	Beijing WFP country office	ET final verification and cross-checking		
		Sep 9 (Mon)	1 day		Exit debrief in China country office	Workshop	1
End of mission							

Annex 10. Evaluation Timeline

Phase 1 – Preparation			
	Draft ToR cleared by DoE/DDoE and circulated for comments to country office and to long-term agreement (LTA) firms	Director of Evaluation (DoE) or Deputy Director of Evaluation (DDoE)	3 March 2024
	Comments on draft ToR received	country office	March 2024
	Proposal deadline based on the draft ToR	LTA	12 April 2024
	LTA proposal review	Evaluation Manager (EM)	18 April 2024
	Final revised ToR sent to WFP stakeholders	EM	May 2024
	Contracting evaluation team/firm	EM	May 2024
Phase 2 - Inception			
	Team preparation, literature review prior to headquarters (HQ) briefing	Team	17 -24 May 2024
	HQ & RB inception briefing	EM & Team	17 May 2024
	Inception briefings	EM + Team Leader (TL)	17 -24 May 2024
	Submit draft inception report (IR)	TL	1 July 2024
	OEV quality assurance and feedback	EM	1 – 12 July 2024
	Submit revised IR	TL	15 July 2024
	IR review	EM	15-19 July 2024
	IR clearance to share with country office	DoE/DDoE	19-26 July 2024
	EM circulates draft IR to country office for comments	EM	30 July–6 August 2024
	Submit revised IR	TL	9 August 2024
	IR review	EM	12-13 August 2024
	Seek final approval by QA2	EM	13-14 August 2024
	EM circulates final IR to WFP key stakeholders for their information + post a copy on intranet.	EM	14 August 2024
Phase 3 – Data collection, including fieldwork ⁶			
	In-country / remote data collection	Team	26 August–9 September 2024
	Exit debrief (ppt)	TL	9 September 2024
	Analysis workshop (half day, virtual)	ET + EM + RA	6 October 2024
	Preliminary findings debrief (country office opted not to have this)	Team	16 October 2024
Phase 4 - Reporting			
Draft 0	Submit high quality draft ER to OEV (after the company's quality check)	TL	1 November 2024
	OEV quality feedback sent to TL	EM	6 November 2024
Draft 1	Submit revised draft evaluation report (ER) to Office of Evaluation (OEV)	TL	11 November 2024
	OEV quality check	EM	11-18 November 2024
	ET adjustments to address DDOE comments	TL	18-22 November 2024

⁶ Minimum 6 weeks should pass between the submission of the inception report and the starting of the data collection phase

	Seek clearance prior to circulating the ER to IRG	DoE/DDoE	26 November 2024
	OEV shares draft evaluation report with internal reference group (IRG) for feedback	EM/IRG	3 December 2024
	Consolidate WFP comments and share with team	EM	13 December 2024
	Stakeholder workshop (in country or remote)	EM+QA2+TL	24 to 28 Feb 2024
	Submit revised draft ER to OEV based on WFP comments, with team's responses on the matrix of comments.	ET	3 February 2025
Draft 2	Review D2	EM	3-14 February 2024
	Submit final draft ER to Office of Evaluation (OEV)	TL	17 February 2024
Draft 3	Review D3	EM	18 to 22 February 2024
	Seek final approval by DoE/DDoE	DoE/DDoE	23-28 February 2024
	Draft summary evaluation report	EM	1-6 March 2024
	Seek SER validation by TL	EM	6-8 March 2024
	Seek DoE/DDoE clearance to send SER	DoE/DDoE	12-17 March 2024
	OEV circulates SER to WFP Executive Management for information upon clearance from OEV's Director	DoE/DDoE	1 April 2025
Phase 5 - Executive Board (EB) and follow-up			
	Presentation and discussion of SER at EB round table	DoE/DDoE&EM	July 2025 (TBC)
	Presentation of summary evaluation report to the EB	DoE/DDoE	October 2025 (TBC)
	Presentation of management response to the EB	D/CPP	November 2025

Annex 11. Findings-Conclusions-Recommendations Mapping

Recommendation	Conclusions	Findings
Recommendation 1: Use the next CSP to articulate a ten-year pathway to transition to a post-CSP relationship with China	Conclusion 1: Clear case to finish the development journey Conclusion 2: Provincial capacity built but no evidence of national uptake Conclusion 6: Fragmented strategy impedes growth	Findings 1, 3, 6, 7, 8, 10, 11
Recommendation 2: Set out an ambitious strategy to grow WFP and China's partnership to address zero hunger (SDG 2) globally commensurate with China's increasing global presence	Conclusion 6: Fragmented strategy impedes growth Conclusion 3: Lots of evidence, not always the right evidence	Findings: 2, 3, 10, 11, 13
Recommendation 3: Increase the length and focus of programmes	Conclusion 5: Geographic dispersion and short programmes undermine synergies and sustainability Conclusion 2: Provincial capacity built but no evidence of national uptake	Findings: 5, 2, 12, 13
Recommendation 4: Develop a tailored approach to gender transformation and disability inclusion in the Chinese context	Conclusion 4: Strong targeting, inclusion, nutrition and climate. Missed opportunity for transformative approach	Findings: 7, 9, 3, 6
Recommendation 5: Invest in WFP China's capacity to generate credible evidence for policy change	Conclusion 3: Lots of evidence, not always the right evidence Conclusion 2: Provincial capacity built but no evidence of national uptake	Findings: 2, 3, 4, 5, 9, 10, 13

Annex 12. List of Acronyms

ACR	Annual Country Report
AI	Artificial intelligence
ALNAP	The Active Learning Network for Accountability and Performance in Humanitarian Action
APP	Annual performance plan
CCS	Country capacity strengthening
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CEQAS	Centralized Evaluation Quality Assurance System
CERF	Central Emergency Response Fund
CICETE	China International Centre for Economic and Technical Exchanges
CIDCA	China International Development Agency
CO	Country office
CoE	Centre of Excellence
CSP	Country Strategic Plan
CSPE	Country Strategic Plan Evaluation
DAA	Demonstration in Africa for Africans
DAC	Development Assistance Committee
DARA	Department of Rural Affairs
DDoE	Deputy Director of Evaluation
DoE	Director of Evaluation
EB	Executive Board
EM	Evaluation Manager
ET	Evaluation team
EU	European Union
FAO	Food and Agriculture Organization
FGD	Focus group discussion
GAM	Gender and Age Marker

GAP	Gender Action Plan
GDI	Gender Development Index
GDP	Gross domestic product
HAP	Humanitarian Accountability Partnership
HDI	Human Development Index
HGSF	Home-grown school feeding
HQ	Headquarters
HR	Human rights
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
IR	Inception report
IRG	Internal reference group
KII	Key informant interviews
LTA	Long-term agreement
M&E	Monitoring and evaluation
MARA	Ministry of Agriculture and Rural Affairs
MoU	Memorandum of Understanding
MPCP	Multilateral and Programme Country Partnerships Division
MSC	Most significant change
mt	Metric ton
NGO	Non-governmental organization
NHC	Nutrition and Health Centre
OCHA	Office for the Coordination of Humanitarian Affairs
ODA	Official development assistance
OECD	Organization for Economic Co-operation and Development
OEV	Office of Evaluation
OPD	Organizations of persons with disabilities
PMO	Project Management Office

PMU	Project Management Unit
PWD	Person with Disabilities
QA	Quality Assurance
QA1	First level quality assurance
QA2	Second level quality assurance
QCPR	Quadrennial Comprehensive Policy Review
PPP	Purchasing power parity
RA	Research Analyst
RB	Regional Bureau
RBB	Regional Bureau in Bangkok
SAR	Special Administrative Regions
SBCC	Social and behaviour change communication
SER	Summary evaluation report
SDG	Sustainable Development Goal
SO	Strategic Outcome
SSTC	South-South and triangular cooperation
TL	Team leader
ToC	Theory of change
ToR	Terms of reference
UN	United Nations
UNCT	United Nations Country Team
UNDIS	United Nations Disability Inclusion Strategy
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations International Children's Emergency Fund
UN-SWAP	UN System-Wide Action Plan
UNSDCF	United Nations Sustainable Development Cooperation Framework

USD

US Dollar

WFP

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