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Management response to the recommendations in the summary report on the evaluation of the country strategic plan for China (2022–2025)

Background

This document presents WFP management's response to the recommendations in the summary report on the evaluation of the country strategic plan (CSP) for China for 2022–2025. The evaluation covered CSP activities implemented between November 2020 and September 2024. Taking a utilization-focused, consultative approach, the evaluation served the dual purpose of accountability and learning and informed the preparation of a new CSP.

The evaluation made five recommendations, of which two are strategic and three are operational. This management response sets out whether WFP agrees, partially agrees or disagrees with the evaluation recommendations and sub-recommendations and presents the planned (or completed) actions, responsibilities and timelines for their implementation.

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Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
Priority: High Deadline: November 2025 Recommendation 1: Use the next CSP to articulate a pathway by which WFP can transition to a relationship with China that goes beyond the term of the CSP and is in line with China's post-2030 development agenda.	Country office (Multilateral and Programme Country Partnerships Division, South-South cooperation unit, and Supply Chain and Delivery Division)	Partially agreed				
1.1 Provide a holistic vision for WFP's engagement in China, focusing on the "leave no one behind" agenda, and covering domestic and international programmes and the centre of excellence so as to promote strategic clarity and synergies among programmes. <i>Priority: High</i> (November 2025)		Agreed	1. Hold workshop with internal and external stakeholders to define the vision and strategic direction of WFP's presence in China, in alignment with the WFP strategic plan.	Country office (Multilateral and Programme Country Partnerships Division, Deputy Executive Director and Chief Operating Officer Department, and Programme Operations Department)	December 2024	Completed
			2. Develop a cohesive vision for WFP's presence in China with clear objectives aimed at enhancing public and private partnerships, facilitating effective demand-driven South-South cooperation and knowledge exchange, and the implementation of a CSP.	Country office	February 2025	Completed

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
<p>1.2 Conduct an independent evaluation of the centre of excellence to provide a basis for setting realistic targets and integrating the centre into WFP's broader strategy for its work in China.</p> <p><i>Priority: Medium</i> (June 2026)</p>		<p>Partially agreed.</p> <p>WFP welcomes the recommendation and agrees to continue to support the Government of China's plans and efforts through the centre of excellence, which constitutes a global facility for knowledge and expertise-sharing on rural development, agriculture and poverty reduction.</p> <p>The centre of excellence does not fall within the purview of this CSP evaluation because it is unique and separate from WFP's CSP, which supports the Government's domestic efforts to ensure food security and nutrition for the people of China.</p>	3. Conduct a joint review of the centre of excellence in order to agree on targets and identify how the centre can be more effectively integrated into the broader strategy for WFP's work in China.	Country office	August 2026	Not started
<p>1.3 Focus WFP's efforts in China on the development of comprehensive nutrition-focused, climate-smart and risk-resilient food systems.</p> <p><i>Priority: High</i> (November 2025)</p>		Agreed	4. Broaden the scope of domestic efforts in the design process for the next CSP.	Country office	December 2025	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
1.4: In the next CSP, embed an ambitious vision of how to grow the partnership with China as an enabler of achievements under the CSP. This will remove the need to include partnerships as a stand-alone area of activity in the next CSP. <i>Priority: Medium</i> (November 2025)		Agreed	5. Incorporate public and private partnerships as enablers throughout the next CSP.	Country office	December 2025	Ongoing
			6. Develop a partnership resourcing strategy for the CSP, with the aim of growing partnerships and positioning them as a key enabler of WFP's work in China.	Country office	November 2025	Ongoing
Priority: Medium Deadline: June 2026 Recommendation 2: Set out an ambitious strategy for growing WFP and China's partnership to address zero hunger worldwide, in line with SDG 2 and commensurate with China's increasing global presence.	Country office (Multilateral and Programme Country Partnerships Division)	Agreed				
2.1 Develop a three-phase engagement strategy for building partnerships with the Government by demonstrating results to show that WFP can deliver; expanding the focus of partnerships beyond food assistance to include food solutions; and working with China to secure more funding, including more multi-year funding, based on shared areas of interest. <i>Priority: Medium</i> (June 2026)		Agreed. The government partnership strategy will focus on efforts to develop partnerships within China.	1. Develop a partnership strategy with specific priorities for engagement in public partnerships.	Country office (Multilateral and Programme Country Partnerships Division)	December 2025	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
2.2 Strengthen the country office's partnership brokering capacity by identifying and developing appropriate initiatives for building the global partnership between WFP and China on achieving zero hunger. <i>Priority: High</i> (June 2026)		Agreed	2. Develop a partnership strategy with specific priorities for engagement in public partnerships.	Country office	June 2026	Ongoing
2.3 Test the effectiveness of increasing investment in private fundraising initiatives, track the returns on investment, and build evidence of the optimal levels of investment. <i>Priority: High</i> (June 2026)		Agreed	3. Establish an individual fundraising lab that will pilot innovative engagement strategies, test the efficacy of fundraising approaches, and analyse data in order to maximize the impact of engagement mechanisms.	Country office (Private Partnerships Division)	December 2026	Ongoing
Priority: Medium Deadline: January 2026 Recommendation 3: Increase the duration and tighten the geographic focus of CSP programmes in China, and bring together successes from past pilot projects into a comprehensive package of support.	Country office	Partially agreed				

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
<p>3.1 Pilot the use of a ten-year project design cycle. Three years is too short a period for implementing a pilot project, learning from it, and demonstrating the results.</p> <p><i>Priority: Medium</i> (December 2026)</p>		<p>Partially agreed.</p> <p>WFP's domestic programme is required to align with the planning cycles for the five-year national development plans and United Nations sustainable development cooperation frameworks (UNSDCFs).</p>	<p>1. Strengthen continuity through greater alignment with long-term national development priorities and initiatives, ensuring that projects are designed to be consistent with the fifteenth national five-year plan and the UNSDCF to enable piloting, learning and the demonstration of results.</p>	Country office	December 2026	Not started
<p>3.2 Pilot area-based programming. Combine successful approaches and learning from past programmes into a holistic, geographically focused package of support that promotes synergies among nutrition, value chain and climate smart approaches.</p> <p><i>Priority: Medium</i> (December 2026)</p>		<p>Partially agreed.</p> <p>Different geographic areas may have different local conditions and needs.</p>	<p>2. Design area-based programmes when conditions and resources allow.</p>	Country office	December 2030	Not started
<p>3.3 Blend public and private financing with a view to increasing the predictability of financing for projects.</p> <p><i>Priority: High</i> (June 2026)</p>		<p>Agreed</p>	<p>3. Leveraging regular public resourcing opportunities, WFP will seek through the CSP to mobilize predictable private resourcing.</p>	Country office	June 2026	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
3.4 Develop detailed scale-up plans during project design and review and update them annually. <i>Priority: High</i> (January 2026)		Partially agreed. In China, WFP does not seek national scale operations but rather the uptake of policies derived from successful pilot projects.	4. Develop plans to incorporate lessons from pilot projects in provincial settings into policy innovation instead of scaling up the coverage of projects.	Country office	January 2026	Ongoing
Priority: Medium Deadline: September 2025 Recommendation 4: Develop approaches for sustainable change towards gender equality and women's empowerment to address underlying imbalances and improve women's leadership, resources and finance; include people with disabilities in project design, and integrate end-user feedback tailored to conditions in China.	Country office (Gender, Protection and Inclusion Service)	Partially agreed				
4.1. Develop a tailored strategy for identifying opportunities to address underlying imbalances and promote gender-transformative approaches that foster women's leadership, control over resources and assets, and access to financing. <i>Priority: High</i> (September 2025)		Partially agreed. WFP agrees with this recommendation except for the aspect concerning women's control over resources. Specifically, the issue of women's access to land will not fall within the scope of WFP's programmatic priorities.	1. Develop a tailored strategy for identifying opportunities and approaches in relation to women's empowerment in rural China.	Country office	December 2026	Not started

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
<p>4.2 Consult organizations of people with disabilities and women's organizations during project design and monitoring.</p> <p><i>Priority: High</i> (June 2026)</p>		Agreed	2. Expand networking and partnerships beyond the traditional agriculture sectors to engage with organizations of persons with disabilities and women's organizations in order to understand the needs of the people they represent and facilitate the design of targeted projects.	Country office	June 2026	Ongoing
<p>4.3 Develop targeted approaches to ensure that project designs are suitable for older people, who make up an increasing proportion of China's rural population. Collect age-disaggregated data, building on the successful approach to the collection and use of sex-disaggregated data under the previous CSP.</p> <p><i>Priority: Medium</i> (June 2026)</p>		Agreed	3. The new CSP has been designed to address demographic changes in China with a focus on an aging population.	Country office	June 2026	Ongoing
<p>4.4 Test approaches appropriate to conditions in China to ensure that the end-users of projects can provide feedback, and lessons can be used to improve delivery.</p> <p><i>Priority: Medium</i> (December 2026)</p>		Agreed	4. Introduce context-specific beneficiary feedback mechanisms to ongoing and new projects.	Country office	December 2026	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
Priority: High Deadline: June 2026 Recommendation 5: Invest in the capacity of the WFP country office in China to generate credible evidence as a basis for decision-making in relation to efforts to strengthen food security and nutrition in China and around the world.	Country office (Multilateral and Programme Country Partnerships Division)	Agreed				
5.1 Complement WFP's partnership brokering skills with collaboration with technical experts to support the gathering and use of robust data; the preparation of peer reviewed policy papers; and engagement with experts and decision-makers on domestic and international approaches to strengthening food security and nutrition. <i>Priority: High</i> (June 2026)		Agreed	1. Strengthen WFP's research agenda in China, expand the research partnership network and enhance links with WFP's corporate research capacity.	Country office	December 2027	Ongoing
5.2 Measure cost-efficiency and returns on investment to provide credible evidence as a basis for the development of effective and sustainable approaches to improving nutrition and food security. <i>Priority: High</i> (June 2026)		Agreed	2. Commission a technical institution to conduct cost-efficiency and return on investment analyses.	Country office	June 2026	Not started

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
5.3 Build a robust knowledge management system for capturing and disseminating evidence and lessons for use in domestic and international programmes. <i>Priority: High</i> (December 2026)		Agreed	3. Review existing knowledge management systems to determine how to capture evidence and lessons more effectively and disseminate them within China and internationally.	Country office (Multilateral and Programme Country Partnerships Division)	December 2026	Ongoing
			4. Conduct after-action reviews of CSP programmes in order to capture evidence and develop case studies of successful activities.	Country office	December 2030	Ongoing