



World Food Programme
Programme Alimentaire Mondial
Programa Mundial de Alimentos
برنامج الأغذية العالمي

Executive Board
Second regular session
Rome, 15–18 November 2021

Distribution: General	Agenda item 6
Date: 15 October 2021	WFP/EB.2/2021/6-C/Add.1
Original: English	Evaluation reports
	For consideration

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

Management response to the recommendations in the summary report on the evaluation of the country strategic plan for China (2017–2021)

Background

1. This document presents the management response to the recommendations in the summary report on the evaluation of the country strategic plan (CSP) for China (2017–2021).
2. The evaluation was conducted between August 2020 and December 2020 and covered the WFP China office strategy, activities, systems and partnerships for 2017–2020.
3. Taking a utilization-focused and consultative approach, the evaluation served the dual purpose of accountability and learning and is expected to inform the preparation of the next CSP for China.
4. The evaluation made two strategic recommendations and two operational recommendations. Sub-recommendations describe how each recommendation can be implemented.
5. The matrix below sets out whether WFP agrees, partially agrees or disagrees with the evaluation recommendations and sub-recommendations. It presents the actions taken or to be taken and the related responsibilities and timelines for implementation of the recommendations.

Focal points:

Mr S. Samkange
Director
Strategic Partnerships Division
Tel.: 066513-2262

Mr S. Qu
Country Director
email: sixi.qu@wfp.org

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead (with supporting offices and divisions in brackets)	Management response	Actions to be taken	Action lead office (with supporting offices and divisions in brackets)	Action deadline
<p>Priority: High</p> <p>Overall deadline: December 2026</p> <p>1. WFP should strengthen its strategic engagement with the Government of China on WFP and China's priorities and areas of expertise as entry points for maximizing the global impact of the WFP-China partnership.</p>	<p>WFP China office (Strategic Partnerships Division (STR), Public Partnerships and Resourcing Division (PPR), Communications, Advocacy and Marketing Division (CAM), Gender Office (GEN), Regional Bureau for Asia and the Pacific (RBB))</p>	<p>Agreed</p>			
<p>1.1 WFP should further pursue its domestic activities in China, maintaining attention on nutrition and the development of nutrition-related value chains but also sharpening collaboration in the area of disaster risk reduction and resilience. (December 2021)</p>	<p>WFP China office</p>	<p>Agreed</p>	<p>1. WFP has continued to expand its preschool nutrition programme with a view to providing enough examples for the Government that cover all required geographic areas. The fourth preschool project has begun in Sichuan province.</p>	<p>WFP China office</p>	<p>October 2021</p>
			<p>2. WFP has launched a project in Jilin province that supports the livelihoods of corn farmers by enhancing their resilience through innovative insurance and financial programmes while improving their productivity and promoting sustainable agricultural practice through a holistic approach to agricultural risk management.</p>	<p>WFP China office</p>	<p>October 2021</p>

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead (with supporting offices and divisions in brackets)	Management response	Actions to be taken	Action lead office (with supporting offices and divisions in brackets)	Action deadline
1.2 WFP should strengthen its capacity to engage more fully at the strategic level with China as a donor, promoting global policy dialogue and systems change in food security through a “practice to policy” feedback loop. For this, WFP should broaden the terms of reference of senior staff at headquarters and in the China office to include strategic partnership building with associated performance indicators. (December 2022)	WFP China office (PPR, STR)	Agreed	3. STR will update its terms of reference to specify that “senior staff engage with PPR to ensure consistency of norms and practices and alignment with Partnerships and Advocacy Department/WFP policies to drive resourcing and partnering as relevant”. STR will also work with the country office on aligning its approach with the new strategic plan.	STR (PPR)	December 2021
			4. PPR (with STR) will coordinate with the WFP China office to tailor the strategic support it provides for other country offices.	PPR (STR)	December 2021
1.3 WFP should intensify efforts to raise its profile in China, especially by promoting its “niche” areas of expertise in nutrition, food systems and humanitarian emergency preparedness and response. (December 2026)	WFP China office (CAM)	Agreed	5. WFP will engage with mainstream media with the aim of raising awareness of its work in the fields of humanitarian emergency response, food systems and nutrition, using examples of global operations in mainstream and social media engagements.	WFP China office (CAM)	December 2025
			6. WFP will continue to leverage all social media channels, especially short-video platforms raising public awareness of hidden hunger, and to support media, communications and policy	WFP China office (CAM)	December 2025

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead (with supporting offices and divisions in brackets)	Management response	Actions to be taken	Action lead office (with supporting offices and divisions in brackets)	Action deadline
			advocacy on the preschool nutrition improvement plan and social and behaviour change communication activities for the WFP nutrition programme in China.		
			<p>7. In the context of the 2021 food systems summit, WFP will enhance its messaging in the following ways:</p> <ul style="list-style-type: none"> - Promoting evidence-based advocacy narratives on the interrelationship between global food systems resilience and drivers of food insecurity such as conflict, the climate crisis, pandemics and economic downturns; and - supporting country-level advocacy by raising awareness and encouraging policy dialogue on the role of food systems in achieving the Sustainable Development Goals. 	WFP China office (CAM)	December 2021
1.4 WFP should strengthen commitment to gender equality and the empowerment of women in all CSP strategic outcomes through dedicated staff with relevant expertise. (December 2026)	WFP China office (GEN)	Agreed	8. The WFP China office will continue to follow up with other country offices to ensure that their applications for funding from China are gender-inclusive and responsive.	WFP China office (GEN)	December 2025

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead (with supporting offices and divisions in brackets)	Management response	Actions to be taken	Action lead office (with supporting offices and divisions in brackets)	Action deadline
			9. The WFP China office gender focal point will continue to participate in the United Nations country team gender theme group, with support and guidance from GEN. The WFP China office will prioritize gender expertise during staff recruitment in order to strengthen the integration of gender in its programmes.	WFP China office (GEN)	December 2025
			10. Reinforce the integration of gender in country capacity strengthening actions under the CSP.	WFP China office (GEN, Technical Assistance and Country Capacity Strengthening Service)	December 2025
<p>Priority: High</p> <p>Overall deadline: December 2026</p> <p>2. WFP should continue to identify effective ways of working with internal and external stakeholder groups.</p>	Country office (STR, PPR, CAM, Private Partnerships and Fundraising Division (PPF), RBB)	Agreed			

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead (with supporting offices and divisions in brackets)	Management response	Actions to be taken	Action lead office (with supporting offices and divisions in brackets)	Action deadline
2.1 The WFP Strategic Partnerships Division should facilitate better access to technical capacity from a broad range of WFP divisions for China office staff, with improved frequency and ease of communication, both for the design of activities in the China CSP and to make expertise available to WFP partners in China. (December 2026)	STR	Agreed	1. In order to enhance draft CSPs, STR will liaise with divisions at headquarters, leveraging input on the first drafts of CSPs received during the strategic programme review process and adjusting the design of CSP activities and partnership approaches. STR will continue to liaise with headquarters divisions in order to facilitate support for WFP partners in China, as relevant and appropriate.	STR	June 2022
2.2 The WFP China office should find ways to enhance communication in support of the CSP. It should improve targeted sharing of good practices and understanding of WFP global operations with China counterparts and should apply up-to-date approaches and bilingual tools with internal and external stakeholder groups. (December 2021)	WFP China office (CAM)	Agreed	2. WFP will continue to work with its Chinese partners in support of the WFP goals of saving lives and changing lives by demonstrating WFP's efficiency and effectiveness in crisis response, poverty alleviation, access to food and sustainable food systems, with a view to increasing support for CSP implementation.	WFP China office (CAM)	December 2021
			3. WFP will highlight compelling stories about how it supports governments in delivering solutions that enhance national food systems in order to help those furthest behind to reach their full potential.	WFP China office (CAM)	December 2021

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead (with supporting offices and divisions in brackets)	Management response	Actions to be taken	Action lead office (with supporting offices and divisions in brackets)	Action deadline
			4. WFP will restructure its monthly highlights, which will be shared widely with internal audiences.	Country office (CAM)	December 2021
2.3 WFP should maintain an up-to-date stakeholder map of all WFP-China stakeholders. Based on the private-sector partnerships and fundraising strategy for 2020–2025, WFP should prepare a country partnership plan, identifying whether partners are strategic or technical partners or donors, with relevant stakeholder management, engagement and communication strategies. (December 2022)	WFP China office (STR, PPR, PPF)	Agreed	5. WFP is preparing a draft partnership action plan for China, which will be discussed and finalized with headquarters. The plan will also ensure that stakeholder mapping is kept up to date and that more documents are translated, thereby making opportunities more evident to country offices and headquarters.	WFP China office (STR, PPR, PPF, PRO)	June 2022
			6. WFP will regularly review and update the partnership action plan, ensuring timely and effective engagement with required partners.	WFP China office (STR, PPR, PPF)	December 2022
			7. WFP will tailor its partnership management approach based on the partnership action plan and partner type.	WFP China office (STR, PPR, PPF)	December 2022
2.4 WFP should continue to collaborate with the China International Centre for Economic and Technical Exchanges and CIDCA on identifying compatible processes that can be expedited, addressing bottlenecks and sharing information with partner WFP country offices with a view to improving the quality of proposals. (December 2021)	WFP China office (STR, PPR, Programme – Humanitarian and Development Division (PRO))	Agreed	8. WFP will continue to work closely with the China International Centre for Economic and Technical Exchanges (CICETE) and the China International Development Cooperation Agency (CIDCA) to agree on compatible processes. The WFP China office	WFP China office (STR, PPR, PRO)	December 2021

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead (with supporting offices and divisions in brackets)	Management response	Actions to be taken	Action lead office (with supporting offices and divisions in brackets)	Action deadline
			will work with headquarters to conduct a corporate strategic review of challenges related to the compatibility of WFP programming and budgeting with the requirements of CIDCA and CICETE.		
			9. WFP will continue to work closely with regional bureaux and country offices to ensure that funding proposals are of high quality and to scale up South-South and triangular cooperation (SSTC) country pilots.	WFP China office (STR, PPR, PRO)	December 2021
<p>Priority: High</p> <p>Overall deadline: December 2026</p> <p>3. WFP should further strengthen processes in its domestic programme and the centre of excellence for capturing, sharing and communicating results and enhancing learning.</p>	WFP China office (Research, Assessment and Monitoring Division (RAM), PRO, CAM, Technology Division (TEC))	Agreed			
3.1 WFP should enhance the monitoring and evaluation of domestic and centre of excellence activities to promote the upscaling and sharing of experiences nationally and internationally. (December 2026)	WFP China office (RAM, PRO)	Agreed	1. WFP will continue to conduct an annual evaluation of South-South cooperation (SSC) and the WFP China office will adjust the yearly workplan in line with the resulting recommendations. It will also strengthen the monitoring and evaluation of agricultural projects.	WFP China office (RAM, PRO)	December 2025
			2. WFP will organize a policy advocacy workshop to present the	WFP China office	December 2021

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead (with supporting offices and divisions in brackets)	Management response	Actions to be taken	Action lead office (with supporting offices and divisions in brackets)	Action deadline
			findings and recommendations from the impact evaluation for the preschool nutrition programme and promote the upscaling and sharing of experience through the centre of excellence.		
3.2 The WFP-China centre of excellence's matching process should expand from delivery of solutions that work well in China to facilitation of two-way knowledge exchanges on good practices, with a flexible approach (online and face-to-face) across various capacity levels and thematic areas, responding to countries' demand for appropriate and affordable innovations. (December 2026)	WFP China office (PRO)	Agreed	3. WFP will continue to diversify its delivery and knowledge-exchange approaches to capacity building, including through online programmes, such as training and virtual field visits.	WFP China office (PRO)	December 2022
3.3 WFP should consider further improvement of the China centre of excellence's knowledge-sharing platform in order to respond to the demand of audiences and reflect the WFP approach to knowledge management in South-South and triangular cooperation and then link the platform to international web search engines for improved access. (December 2026)	WFP China office (CAM, TEC, PRO)	Agreed	4. WFP will continue to enhance access to knowledge management tools through information communication technology (ICT), including the knowledge platform.	WFP China office (PRO)	December 2022
			5. WFP will improve access to the knowledge-sharing platform by linking it to international web search engines as a core part of the United Nations/WFP global SSTC knowledge-sharing platform network. WFP will continue the work of its global SSTC task force to ensure synergies and coordination with its global SSTC knowledge platforms and other SSTC platforms being developed at WFP.	WFP China office (PRO)	December 2025

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead (with supporting offices and divisions in brackets)	Management response	Actions to be taken	Action lead office (with supporting offices and divisions in brackets)	Action deadline
			6. WFP will enhance the structure of the platform by including findings and examples from domestic programme operations to enhance knowledge sharing.	WFP China office	December 2025
<p>Priority: High</p> <p>Overall deadline: December 2026</p> <p>4. WFP should develop a clear plan for securing China's long-term contributions to WFP.</p>	PRO South-South and triangular cooperation unit (PRO-SSTC) (WFP China office, PPR)	Agreed			
4.1 WFP should engage more intensively with the other Rome-based agencies in a joint South-South and triangular cooperation approach regarding China, in terms of both the financing model and the sharing of results. (December 2026)	PRO-SSTC (WFP China office, PPR, STR)	Agreed	1. Jointly with the other RBAs, WFP will continue to facilitate activities for sharing and managing knowledge based on China's experience with SSTC activities, driven by country demand.	WFP China office (PRO, STR)	December 2025
			2. WFP will continue to contribute to joint RBA SSTC policy advocacy, capacity building, knowledge exchange and monitoring and evaluation and explore opportunities for joint financing for SSTC activities in operational contexts in line with the forthcoming revised joint RBA road map for SSTC and in response to country demand.	WFP China office (PRO, STR)	December 2025

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead (with supporting offices and divisions in brackets)	Management response	Actions to be taken	Action lead office (with supporting offices and divisions in brackets)	Action deadline
<p>4.2 WFP should consider promoting large-scale South-South and triangular cooperation programmes that are appropriate for financing by China and in line with China's international cooperation priorities. The potential in the long term for grant frameworks or multilateral approaches should be explored. (December 2026)</p>	<p>PRO-SSTC (WFP China office, PPR, STR)</p>	<p>Agreed</p>	<p>3. WFP will continue to improve the effectiveness and efficiency of the Ministry of Agriculture and Rural Affairs funding for WFP work on SSTC by allocating funding to demand-driven projects or those prioritized under CSPs, including the WFP global SSTC field pilot initiative. WFP will also seek to improve the management model, enhance the capacity building of the SSC team and engage with a wider range of national partners.</p>	<p>WFP China office (PRO, STR, PPR)</p>	<p>December 2025</p>
			<p>4. WFP will strengthen the SSTC programmatic framework in order to promote potential largescale and long-term partnerships (on resources, knowledge, policy and advocacy) with the Government, in line with WFP corporate SSTC policy and priorities, building on the draft framework and regular coordination meetings with the Ministry of Agriculture and Rural Affairs on SSTC.</p>	<p>WFP China office (PRO,STR, PPR)</p>	<p>December 2025</p>

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead (with supporting offices and divisions in brackets)	Management response	Actions to be taken	Action lead office (with supporting offices and divisions in brackets)	Action deadline
4.3 WFP should organize annual roundtables for programme reviews with each key government agency focusing on the agency's specific interests and scope of work. The roundtables would be thematic meetings that would be more focused on thematic opportunities and challenges than the multi-stakeholder annual retreats are. (December 2026)	WFP China office (PPR)	Agreed	5. WFP continues to organize annual review meetings with CIDCA, CICETE and the Ministry of Agriculture and Rural Affairs.	WFP China office	December 2025
			6. With the support of headquarters, the WFP China office held three thematic workshops to introduce WFP policies, programming, financing and budgeting and operations. WFP will organize more workshops when needed.	WFP China office (STR, PPR, PRO)	December 2025
			7. In addition, WFP will continue to organize field trips and onsite project visits for CIDCA, CICETE and the Ministry of Agriculture and Rural Affairs to help them better understand WFP field operations.	WFP China office (STR, PPR, PRO)	December 2025

Acronyms

CAM	Communications, Advocacy and Marketing Division
CICETE	China International Centre for Economic and Technical Exchanges
CIDCA	China International Development Cooperation Agency
CSP	country strategic plan
GEN	Gender Office
MARA	Ministry of Agriculture and Rural Affairs
PPF	Private Partnerships and Fundraising Division
PPR	Public Partnerships and Resourcing Division
PRO	Programme – Humanitarian and Development Division
RAM	Research, Assessment and Monitoring Division
RBB	Regional Bureau for Asia and the Pacific
SSC	South–South cooperation
SSTC	South–South and triangular cooperation
STR	Strategic Partnerships Division
TEC	Technology Division