

Evaluation of WFP Pacific multi-country strategic plan (2023-2027)



Terms of reference

Final ToR – January 2026

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1. Introduction

1.1. Introduction

1. These terms of reference (ToR) were prepared by the WFP Office of Evaluation based upon an initial document review and consultation with stakeholders.
2. The purpose is to present key information about the evaluation, guide the evaluation team, and clarify the expectations during the various phases of the evaluation process. Following this introduction, the ToR cover: [section 2](#)) evaluation rationale, objectives, stakeholders; [section 3](#)) context and WFP portfolio in the Pacific region; [section 4](#)) evaluation scope, criteria and questions; [section 5](#)) proposed methodological approach and ethical considerations; [section 6](#)) organization of the evaluation.

2. Reasons for the evaluation

2.1. Rationale

3. Country (or as in this case multi-country) strategic plan evaluations, are conducted in line with the WFP Policy on Country Strategic Plans (2016) and the Evaluation Policy (2022). This MCSP evaluation provides an opportunity for WFP multi-country office (MCO) in the Pacific to benefit from an independent assessment of its programme of work; and generate evidence to help inform the design of the new multi-country strategic plan (MCSP), which is scheduled for Executive Board (EB) approval in November 2027.

2.2. Objectives

4. Evaluations serve the dual objectives of accountability and learning. As such, this evaluation will: **1)** provide evaluation evidence and learning on WFP performance for country and regional-level strategic decisions to help inform the development of WFP's future engagement in the Pacific Islands and Territories¹ (hereinafter referred to as PICTs) covered in the MCSP; and **2)** provide accountability for results to WFP stakeholders.

2.3. Key stakeholders

5. The evaluation will seek the views of and aims to be useful to a broad range of regional and national stakeholders.
6. **Primary stakeholders within WFP** are the MCO which is expected to use the evaluation results to help inform the drafting of the next Pacific MCSP, the WFP's Regional Office for Asia and Pacific (APARO), and headquarter technical divisions in particular the Emergency Preparedness & Response Division that provides support as part of the newly-established 'global HQ structure' to the MCO.
7. **Primary stakeholders at Pacific / regional level** include the Council of the Regional Organisations of the Pacific and the sub-entities most relevant for WFP's work in the region, namely the Pacific Island Forum Secretariat, the Pacific Community, and the Pacific Regional Environment Programme. Other stakeholders include members of the regional food security cluster, and cash working group, both co-led by WFP.
8. **Primary stakeholders at country-level** include **(i) government counterparts** in the National Disaster Risk Management Offices and relevant ministries such as those covering agriculture and fisheries and members of government-convened Food Security Committees in the different PICTs; **(ii) regional Humanitarian Country Team** members comprising I-NGOs and local partners **(iii) national NGOs**, civil society organisations, and the people at risk of food insecurity and malnutrition, including women, children, youth, persons with disabilities particularly those in remote island who are disproportionately affected by

¹ Cook Islands, the Federated States of Micronesia, Fiji, Kiribati, Nauru, Niue, Palau, the Marshall Islands, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu and Vanuatu. See map in Annex I.

climate shocks, disasters, and disruptions to food systems.²

9. **Secondary stakeholders** include members states within the WFP EB; members of the Regional UNCT, particularly FAO, UNICEF, UNDP, OCHA with whom WFP works under the UN Pacific Sustainable Development Cooperation Framework on joint efforts for food security, nutrition, social protection, and disaster risk reduction;³ the three UN resident coordinators with their respective offices in the Pacific region⁴; members of the small islands developing states (SIDS) Centre of Excellence in Antigua and Barbuda⁵. The evaluation will engage with key WFP MCO donors including Australia and the USA.

10. Selected stakeholders will be interviewed and consulted during the inception and data collection phases and will be invited to participate in a workshop to discuss the emerging evaluation results (in Q3 2026)⁶. The evaluation team will finalise the stakeholder mapping and analysis during inception phase.

3. Context and subject of the evaluation

3.1. Pacific regional and country context

Geographic dispersion, logistics and access issues

11. While characterised by diverse socio-cultural, political, and economic profiles, PICTs share key common characteristics and challenges linked to their nature as small islands developing states (SIDS) characterised by small territorial extensions dispersed across a vast area, with limited infrastructure, scattered population⁷ and high vulnerability to extreme weather events.

12. These conditions affect provision and access to services, trigger heavy dependence on import of goods and put a strain on governments' ability respond to emergencies.

Complex climate and multi-dimensional vulnerability profile

13. Although Pacific Island countries experience climate change differently, they face a shared set of interlinked and intensifying risks relating to more extreme and frequent climate-related shocks.⁸ Rising sea levels, ocean warming, and increasingly frequent marine heatwaves are creating a triple burden that threatens low-lying islands and coastal communities across the region. Much of the Pacific's infrastructure and population are concentrated along coastlines, leaving them highly exposed to erosion, inundation, and saltwater intrusion. These climate pressures undermine food and water security, damage critical infrastructure such as ports, roads, and water systems, negatively affecting resilience and well-being of island populations.⁹

14. Pacific small islands developing states contribute minimally to global greenhouse gas emissions (0.03 percent) yet disproportionately suffer from climate change impacts.¹⁰ The region experiences an average of three major disasters a year, ranging from floods, droughts and cyclones to earthquakes, tsunamis and volcanic eruptions. In the medium to long term, climate-related disasters are expected to increase in number and scale¹¹.

² WFP Pacific MCSP (2023–2027) pp. 2–3 and WFP Pacific Islands Annual Country Report (2024) pp. 3, 8.

³ WFP Pacific MCSP (2023–2027) pp. 2–8 and WFP Pacific Islands Annual Country Report (2024) pp. 4, 12–14.

⁴ Three UN RCs cover different Pacific islands and territories - one Palau, Federated States of Micronesia, Marshall Islands, Nauru, Kiribati, a second covering Fiji, Solomon Islands, Tonga, Tuvalu, Vanuatu, and third covering Cook Islands, Niue, Samoa, Tokelau.

⁵ Established in 2024, the COE works in four areas: data, regional investments, technology and innovation, and debt sustainability Support Service. UN OHRLLS [SIDS Centre of Excellence](#) thematic web page

⁶ An overview on evaluation milestones is in section 6.1.

⁷ Two-thirds of Pacific SIDS are considered "micro-states" with populations below 200,000, and half of these are also fragile states.

⁸ See IPCC. 2022 Sixth Assessment Report. [Weather and Climate extreme Events in a Changing Climate](#), Chapter 11, p. 1517 and also Pacific Community (SPC). 2025. [First biennial Climate Change Flagship report 2023–2024](#).

⁹ [State of the Climate in the South-West Pacific 2023](#) (World Meteorological Organization, 2024) pp. ii–iii; and [Adapting Coastal Cities and Territories to Sea Level Rise in the Pacific: Challenges and Leading Practices](#) (Secretariat of the Pacific Regional Environment Programme / Ocean & Climate Platform, 2023) pp. 2–3.

¹⁰ WFP. 2024. [Large ocean states partnering towards a resilient future](#).

¹¹ UNDP. 2024. [Small Island Developing States are on the frontlines of climate change – here's why](#). UNDP explainer.

15. While all Pacific states covered by the MCSP are classified as SIDS, there is variability on other dimensions – e.g. on income levels Palau and Nauru classify as high-income, while the other Pacific states where WFP works distribute across the upper and lower middle-income tiers. However, variability is less pronounced on other dimensions – e.g. net migration, and multidimensional vulnerability for which all Pacific states have medium to high scores (see Annex 1b for the supporting data set).

3.2. Food security, development and climate-related challenges

Food and Nutrition insecurity

16. Recent data¹² underscores the *triple burden of malnutrition*, which encompasses undernutrition, hidden hunger (micronutrient deficiencies), and overnutrition (obesity). In the Pacific sub-region which includes Solomon Islands, Vanuatu and Fiji, nearly half (49.5 percent) of children under five are stunted, over twice the global average, while anaemia affects more than one in three women of reproductive age. Conversely, in Micronesia over 50 percent of women live with obesity and over 20 percent of adults suffer from diabetes. These figures highlight a complex crisis where nutrient-poor imported foods, shifting diets, and limited access to affordable healthy options have replaced traditional, diverse food sources. Together with climate impacts on agriculture and fisheries, these nutrition trends signal the challenges confronting the Pacific countries striving to build resilient food systems and support healthy diets¹³.

Gender equality, inclusion and protection

31. Across Pacific SIDS, women and girls continue to face persistent gender inequalities, despite gradual progress on education and representation. Violence against women remains high, with nearly one in three women in the region experiencing physical or sexual violence by an intimate partner. Across the region women are under-represented in decision-making, holding on average less than 8 per cent of parliamentary seats, the lowest rate globally. Structural and social barriers including discriminatory norms, unpaid care burdens, and limited access to finance and digital tools continue to restrict women's economic participation and safety¹⁴.

UN multi-country presence and cooperation framework in the Pacific region

17. UN multi-country engagement in the Pacific is led by three UN Resident Coordinators and a Joint UNCT linked across three hubs, operating out of Fiji, Micronesia, and Samoa¹⁵. The United Nations system, in collaboration with the Pacific Island Governments, regional organizations, civil society, and development partners, developed a [five-year Pacific Sustainable Development Cooperation Framework \(UNSDCF\) for 2023 – 2027](#) aiming to advance the achievement of the Sustainable Development Goals in the region and leave no one behind. The Cooperation Framework is structured around the development of two-year Country Implementation Plans (CIPs) for each of the 14 Pacific Island Countries and Territories. A Joint Steering Committee comprising government representatives, UN, and partners is responsible to monitor the implementation of the country plans with emphasis on national ownership.

18. WFP is expected to contribute to the *Planet* and *People*-specific outcomes of the UNSDCF, and co-chairs the regional UNCT programme management team, which coordinates the overall implementation of the UNSDCF. The people-related outcome of the UNSDCF is about '*equitable access to quality services, food security and protection systems*' while the planet-related outcome is about '*inclusive resilience to shocks and disaster/ climate change and ecosystems / biodiversity management and restoration*'¹⁶.

Regional strategies and frameworks relevant to WFP support

19. Selected regional strategies relevant to WFP's work in the Pacific region include:

- [2050 Strategy for the Blue Pacific \(2022\)](#) – a comprehensive long-term plan adopted by Pacific

¹² Davila, Burkhart, O'Connell. 2024. *cit.*

¹³ *Ibidem.*

¹⁴ UN-Women & Pacific Community. 2025 [Pacific Gender Outlook 2025](#), pp. 12 -16.

¹⁵ There are five PICTs under the leadership of the Fiji MCO including Fiji, Solomon Islands, Tonga, Tuvalu and Vanuatu; four PICTs under the leadership of the Samoa MCO namely Cook Islands, Niue, Samoa and Tokelau; and five PICTs under the Micronesia MCO, including Federated States of Micronesia, Kiribati, Marshall Islands, Nauru and Palau. [The UN in Fiji, Solomon Islands, Tonga, Tuvalu, and Vanuatu](#), consulted 5 November 2025.

¹⁶ [United Nations Sustainable Development Cooperation Framework for the Pacific 2023-2027](#), p. 36.

Island Forum leaders to guide regional cooperation and development across the region, focusing on seven thematic areas including people-centred development, expanded climate action support, and ownership and sustainable management of resources.¹⁷

- [Samoa pathway \(2014\)](#) – a framework document which highlights the unique challenges faced by Pacific SIDS in achieving sustainable development and key areas for action, some of which are relevant to WFP’s work in the region, including: capacity strengthening support, investment in disaster risk management; climate change mitigation; promotion of sustainable food systems; addressing all forms of malnutrition¹⁸.

International development assistance and the regional economy

20. Following a period of steady growth since 2019, Official Development Finance (ODF) to the Pacific has remained at historically high levels, averaging between USD 3.5 billion and USD 4 billion annually between 2020 and 2023. In 2024, regional ODF increased by 11 percent, largely due to higher disbursements from multilateral institutions such as the Asian Development Bank.

21. A 9 percent decline in ODF is expected in 2025 as several donors including the USA, UK, and EU have been implementing budget cuts. Despite this projected contraction, ODF continues to represent a structurally important component of Pacific economies. While in larger economies such as Papua New Guinea ODF accounts for less than 5 percent of GDP, ODF represents more than 10–20 percent of GDP in smaller island states such as Samoa and Tuvalu. ODF is projected to stabilize around USD 3.6 billion annually by 2028, just above pre-pandemic levels.¹⁹

3.3. Subject of the evaluation

Overview of the MCSP

22. The **current Pacific multi-Country Strategic Plan** covers the period between July 2023 and December 2027, for a total country portfolio needs of USD 49.3 million – then increased to 53 million in 2024. The MCSP is currently funded at around 22 percent under 12 USD million as detailed further in this section.

23. The current MCSP is the second iteration of WFP’s strategic plans for the Pacific region, following an interim MCSP for the 2019– 2022 period²⁰ which had a CPN of USD 12.9 million.

24. Both the interim and the current MCSP did not feature direct provision of food or cash-based transfers to beneficiaries – this aspect is further discussed later in this section.

25. The main thrust of the MCSP is to support governments prepare for, and respond to increasingly more frequent and extreme climate-related shocks. This is reflected in the two MCSP strategic outcomes (SOs in table 1): the first is around strengthening systems and institutional capacities to reduce vulnerability to food insecurity and malnutrition; the second, in the event of crisis, is to provide common services, and on-demand services²¹ to support government-led responses to food security and nutrition needs with a focus on those most at risk of being left behind. The MCSP also outlines WFP’s ambition to consolidate its leadership and coordination role in four areas:

- [regional logistics and emergency preparedness](#) – where WFP leads the related clusters established within the Pacific Humanitarian Team.
- [regional emergency telecommunication](#) – where WFP leads the related cluster.
- [regional food security](#) – where WFP co-leads with FAO the regional food security cluster,
- [cash assistance](#) – where WFP co-leads with OCHA and ADRA the regional cash working group.

¹⁷ UN-OHRLS. 2024. [The ABAS and the 2050 Strategy for the Blue Pacific Continent](#)

¹⁸ UN-OHRLS [The Samoa Pathway](#) portal and [Mid-Term Review of the SAMOA Pathway High Level Political Declaration](#).

¹⁹ World Bank, [Pacific Economic Update: March 2024](#). Lowy Institute [Pacific Aid Map: 2024 Key Findings](#).

²⁰ The interim-MCSP has not been evaluated.

²¹ As defined in the WFP ED Circular OED2023/006 on Service provision activities under the CSP Framework, *on demand services* are services “provided by WFP at the request of an external party in exchange for payment [to] support interventions that are similar to those in WFP-designed and managed programmes approved through the CSP Framework yet differ in that the overall ownership and/or control of the interventions remains with the external party that requests the services” (para 11).

Table 1: Pacific CSP 2023-2027, overview of strategic outcomes and activities

Focus areas	Strategic Outcomes	Activities	Modalities of intervention
Resilience building	SO1: By 2027 governments and regional stakeholders in the Pacific have strengthened systems and capacity to reduce vulnerability to food insecurity and malnutrition.	ACT1: Provide technical assistance for emergency preparedness and response in logistics, supply chains and emergency telecommunications to governments and regional stakeholders.	Capacity Strengthening
Crisis response	SO2: Governments and regional stakeholders in the Pacific region have access to common services and platforms for rapid, effective and coordinated responses during and in the aftermath of shocks and disasters.	ACT2: Work with governments and regional stakeholders to strengthen their capacity to understand, anticipate, mitigate and reduce the impact of disasters and long-term climate change on the food and nutrition security of the most vulnerable populations.	Cash-based transfers
		ACT3: Provide logistics services to nationally- and regionally-led emergency responses	Capacity strengthening
		ACT4: Provide emergency telecommunications services to nationally- and regionally-led emergency responses.	
		ACT5: Provide on-demand services to nationally- and regionally-led emergency responses.	Service delivery

Source: Pacific MCSP 2023-2027 BR01 line of sight

26. WFP's activities across the 14 Pacific SIDS covered in the MCSP are tabled below noting the geographic focus of WFP's engagement against the different Strategic Outcomes.

Table 2: Mapping of WFP presence and type of interventions across the Pacific region under the MCSP (2023-2027)

Type of WFP presence	Pacific Islands and Territories	Intervention focus
Multi-country Office	Fiji	Supply chain and logistics (SO1): capacity strengthening (Fiji National Emergency Response Team training) Emergency Telecommunications (SO1) Food security (SO1): support access to data, EPR, vulnerability analysis, Joint Programme targeting Rural Women's Economic Empowerment ²² Social protection (SO1) Anticipatory action (SO1) Disaster Risk Financing (SO1) – Fiji and all PICTs
Staff presence	Fiji Solomon Islands Tonga	Main office presence Stand-by partner for Supply Chain and Logistics Stan-by partner for ETC
no dedicated presence	Samoa Micronesia (*)	Supply chain and logistics (SO1): capacity needs assessment (Samoa) Food security (SO1): support access to data, EPR, vulnerability analysis (Samoa) Social protection (SO1) (Samoa) Emergency Telecommunications (SO1): ICT capacity assessment (Samoa)
No WFP presence but WFP staff may be temporarily deployed	Cook Islands Kiribati Nauru Niue Palau The Marshall Islands Solomon Islands Tokelau Tonga Tuvalu	Supply chain and logistics (SO1): capacity needs assessment (Kiribati, Solomon Islands, Nauru, Niue, Nauru, Tonga, Vanuatu) Emergency Telecommunications (SO1): ICT capacity assessment (Vanuatu) Social protection (SO1) (The Marshall Islands, Tonga, Vanuatu, Samoa) Food security (SO1): support access to data, EPR, vulnerability analysis (Kiribati, Tonga, Vanuatu, Solomon Islands, Tuvalu), JP RWEE (Kiribati, Solomon Islands and Tonga) Emergency Telecommunications (SO2) emergency response in Vanuatu 2024 earthquake. Food security (SO2): food security and agriculture cluster in Vanuatu

²² Joint Programme on Accelerating Progress Towards Rural Women's Economic Empowerment (FAO, WFP, IFAD, UN Women)

	Vanuatu	Logistics services (SO2): tropical cyclone Lola in Vanuatu 2023, 2024 7.3 magnitude earthquake in Vanuatu Pacific Humanitarian Air Service (SO2): earthquake in Vanuatu 2024
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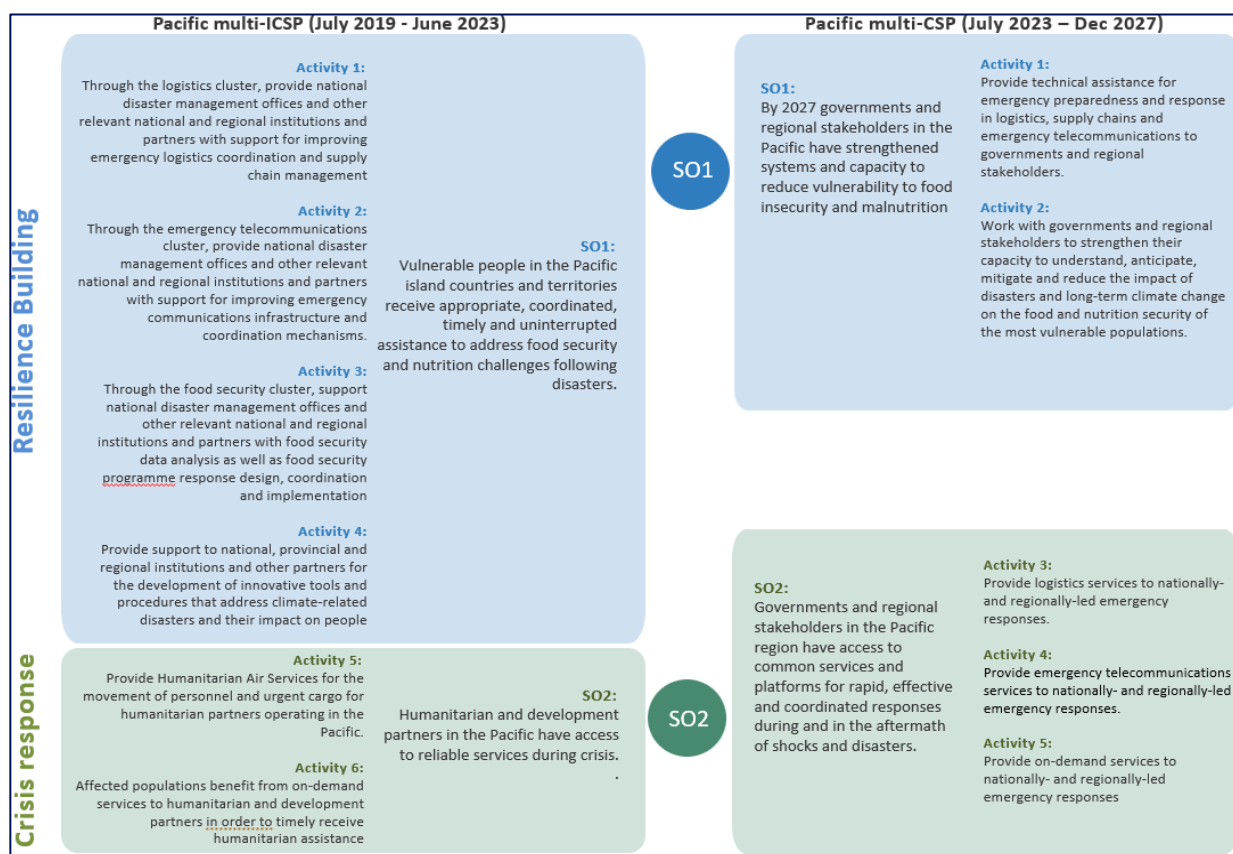
(*) **Note:** UN multi-country offices (Samoa and Micronesia) **Source:** Pacific Islands CSP and annual country reports 2023, 2024

Comparison between Pacific interim MCSP (2019-2023) and MCSP (2023-2027)

27. An initial comparison (in figure 2) between the interim and the current MCSP – including in terms of country portfolio needs shows:

- a reframing of Strategic Outcome 1 around strengthening national capacities and systems.
- a more streamlined presentation of WFP's engagement in the regional cluster system all under Activity 1, rather than under three different activities each covering one cluster.
- a CPN budget more than quadrupled compared to the interim-CSP (12 USD million increased to over 53 USD million for the current MCSP).

Figure 2: Comparison between Pacific multi-interim CSP (2019-2023) and (2023-2027)



Source: WFP System for Project Approval PLUS (m-ICSP BR06 & m-CSP BR01)

Financial overview

28. The original total cost of the MCSP was estimated at 49.3 million USD. Following a budget revision (BR1) in 2024, the total country portfolio needs (CPN) budget increased to 53.9 million USD to integrate the CBT modality for anticipatory action work under Activity 2²³. As of October 2025, the MCSP funding level is close to 22 percent (under 12 USD million).

29. Delving on MSCP funding, the United States of America is the largest bilateral donor (17 percent), followed by Australia (15 percent). Other important funding resources originate from multilateral flexible funding²⁴ (43 percent). Regional or Trust Fund allocations represent 12 percent followed by other UN funds

²³ Activity 2 included a pilot in Fiji pilot (planned for 2024) and potential expansion to other Pacific countries through 2027.

²⁴ Flexible contributions to WFP consist of three types of funding: unearmarked multilateral contributions; contributions to life-saving activities through the Immediate Response Account (IRA); and softly earmarked contributions allowing flexibility beyond country level, such as regional and thematic contributions.

(7 percent). Private donor contributions are around 4 percent. Among the Pacific Island governments only the Republic of Fiji contributed resources towards the MCSP (around 2 percent, corresponding to 175,636 USD).²⁵

30. At planning stage, the focus area of resilience building (SO1) was intended to absorb close to 70 percent of the CPN budget. Following the budget revision in 2024, resources for SO1 increased to 38,69 million USD representing close to 72 percent of the total CPN. The crisis response focus area (under SO2) remains unchanged following the budget revision and was intended to absorb around 11 percent of the CPN budget (5.7 million USD).

31. Considering the proportion of allocated resources over the total (shown in table 3) resilience building activities under SO1 are resourced at 69 percent (8 million USD) while crisis response activities at 3 percent (409,492 USD) broadly maintaining the proportion of the CPN budget as conceived at planning stage. The remaining 28 percent comprises 23 percent of Direct Support Costs, and 5 percent of Indirect Support Costs²⁶.

32. Earmarking is predominantly at activity level (94 percent) and a small portion at country level (6 percent). Within activity level earmarking, resilience building is earmarked at 97percent.

Table 3: Pacific multi-country CSP (2023-2027) cumulative financial overview

Focus area	Strategic outcome	Activity	Original CPN (USD)	CPN, budget revision 01 (USD)	Cumulative allocated resources (USD)	Proportion of allocated resources over total	Resourcing level (%)
Resilience building	SO 1	Act. 01	17,224,346	→ 17,224,346	4,266,756	36%	24.8%
		Act. 02	17,121,639	↑ 21,465,910	3,812,989	32%	17.8%
	Sub-total SO 1		34,345,985	38,690,256	8,079,745	69%	20.9%
Crisis response	SO 2	Act. 03	1,644,939	→ 1,644,939	193,559	2%	11.8%
		Act. 04	1,733,974	→ 1,733,974	120,156	1%	6.9%
		Act. 05	2,399,429	→ 2,399,429	95,777	1%	4.0%
	Sub-total SO 2		5,778,343	5,778,343	409,492	3%	7.1%
	Non SO Specific				33,651	0%	
	Total Direct Operational Cost		40,124,327	↑ 44,468,599	8,522,888	72%	19.2%
	Direct Support Cost (DSC)		6,355,200	→ 6,355,200	2,688,158	23%	42.3%
	Indirect Support Cost (ISC)		2,840,665	↑ 3,125,378	574,458	5%	18.4%
	Grand Total		49,320,192	↑ 53,949,176	11,785,504	100%	21.8%

Source: SPA Plus (NBP), IRM Analytics ACR1 (allocated resources as of Sep 2025)

People targeted by WFP activities

33. As noted earlier in para 24, the Pacific MCSP initially did not plan to provide direct assistance to disaster affected, and food insecure people. However, following the introduction of the CBT modality through BR1 for anticipatory action (AA) under SO1 Activity 2, WFP planned to transfer resources for a total of USD 3.9 million to 225,000 beneficiaries over the course of the whole MCSP period. Specifically, for 2024, WFP planned to reach 75,000 individuals through anticipatory cash. However, no cash top-up was transferred by WFP to the Government for AA, as Fiji did not experience a cyclone in 2024. Therefore, no beneficiaries were reached last year.²⁷

²⁵ Source: [Pacific \(PICT\) resource situation](#)

²⁶ Direct support costs are those to support activities and programme implementation across more than one Strategic Outcome (e.g. country / multi-country office management cost). Indirect support costs are those to support the execution of the MCSP and associated activities but cannot be linked directly with their implementation (e.g. costs related to programme support and to management and administration). WFP Financial Regulation section 1.1

²⁷ WFP Pacific MCSP Annual Country Report 2024 page 4.

WFP presence in the Pacific region

34. WFP has been present in the Pacific region through a multi-country office in Fiji's capital Suva since 2015 following Tropical Cyclone Pam, which devastated Vanuatu that year, and to which WFP and its partners responded using a cluster approach.²⁸

35. In addition to its main office in Suva²⁹, in the earlier phase of MCSP implementation WFP has been exploring an expanded presence through the UN Multi-Country Offices in Samoa and the Federated States of Micronesia, with temporary deployments to other countries to support MCSP implementation. However, the Pacific MCO staffing level decreased from 33 employees in 2025 to 22 as of January 2026. The field office in Samoa was also closed by December 2025. A limited presence of WFP stand-by partners remains through deployments to different national ministries, including in the Solomon Islands and Tonga (as shown in table 2).

4. Evaluation scope, criteria and questions

Overall Focus

36. The unit of analysis of this evaluation is the 2023-2027 Pacific multi-country strategic plan, understood as the set of strategic outcomes, outputs, activities and inputs that were included in the MCSP document approved by the EB and the subsequent budget revisions.

37. The evaluation will focus on assessing progress towards all MCSP expected outcomes and cross-cutting results, including any unintended consequences, positive or negative. In so doing, the evaluation will also analyse the WFP partnership strategy, including WFP strategic positioning in a geographically dispersed environment and how this evolved over time in a regional context characterised by middle- high- and lower-middle income economies and high level of multi-dimensional vulnerability.

Temporal Scope

38. The evaluation will cover the period from July 2023 (start of the MCSP) to the conclusion of the data collection phase of the MCSP evaluation in Q2, 2026³⁰. The evaluation will also consider the last year of implementation of the interim MCSP (2019-2022) to assess the extent to which there is continuity between two plans and examine the implications for any change in strategic direction between the two plans in light of contextual evolution.

Thematic scope

39. A preliminary desk review by OEV and initial consultations with the MCO led to identifying some themes of interest that could be reflected more prominently in the evaluation questions. This will be finalised following further discussions with the CO during the evaluation inception phase. Specifically:

- (i) The analysis of partnerships and resourcing strategies could delve on **climate and preparedness financing** and the extent to which WFP has positioned itself as a trusted government partner to broker and facilitate access to dedicated financing instruments, and what can be learned for WFP's roles in the region moving forward.
- (ii) The analysis of MCSP relevance and thematic focus, could consider whether and how the dimension of **urban preparedness** was reflected in WFP's work.
- (iii) The analysis of MCSP results could also examine whether and how effectively WFP has provided specialised food security and nutrition **data and analytics support to national actors** as part of different activities.
- (iv) The analysis of MCSP results, including their sustainability, should consider the dimension of risk management, as well as the **resourcing situation** both in terms of financial and human

²⁸ WFP interim Pacific Multi-Country Strategic Plan 2019-2022 page 2

²⁹ WFP Pacific Multi-Country Strategic Plan 2023-2027, pp. 2 and 17.

³⁰ Exact timing will be discussed with the MCO.

resources.

40. The MCSP evaluation will ensure complementarity and avoid duplicative analysis with the ongoing [MCSP mid-term review](#), which is currently in inception phase, has been commissioned to external consultant and designed to cover the 2023-2025 period.

Questions

41. The evaluation will address five main evaluation questions (EQs) common to all country or multi-country strategic plan evaluations and geared towards the revised OECD-DAC criteria.³¹ The sub questions will be validated and refined during the inception phase, in discussion with the MCO.

Table 4: Evaluation Questions and proposed sub-questions

EQ1 – To what extent was WFP strategically positioned to address food and nutrition insecurity in the Pacific region, and how well did it adapt over time?	
1.1	How well was the MCSP focused and responsive to the evolving needs in emergency preparedness and food security and nutrition in the Pacific region , while also contributing to countries specific goals in these areas to ensure continued relevance?
1.2	To what extent and how well did the MCSP design and implementation ensure a focus on those most at risk of being left behind ?
1.3	Was the MCSP, in its design and its implementation, internally coherent , and adequately leveraging WFP's specific comparative advantages ? How well has a multi-country approach enabled WFP to position itself to achieve its intended aims?
1.4	How well, and in what ways did WFP establish and leverage strategic and operational partnerships at regional and national level ?
EQ2: What contributions did the MCSP make to the regional and national emergency preparedness and response capacities, and to the food security and nutrition situation for most vulnerable people in the Pacific region?	
2.1	To what extent and in what ways did WFP contribute to enhancing national and regional capacities for disaster preparedness and resilience considering the evolving context?
2.2	When providing on-demand services , to what extent and how did WFP contribute to the relevance, efficiency and effectiveness of government-led interventions to prepare for and respond to crisis?
2.3	Were there any unintended positive or negative results, missed opportunities (including in terms of pursuing handover to national actors for preparedness-related work)?
2.4	To what extent are achievements under the MCSP – including pilot activities –likely to be sustainable ?
2.5	To what extent did the MCSP facilitate strategic linkages across the triple nexus , particularly complementing government-led crisis response and longer-term strengthening of national institutions and systems?
EQ3: To what extent did the MCSP achieve its cross-cutting aims, and how has this impacted programme quality?	
3.1	To what extent did WFP contribute to achievement of cross-cutting aims (protection and AAP; GEWE; nutrition integration; environment and other issues as relevant)?
3.2	To what extent did WFP adhere to the humanitarian principles and managed any trade-offs while supporting government-led crisis responses?
EQ4: To what extent has WFP used its resources efficiently?	
4.1	To what extent were CSP outputs delivered and related budget spent within the intended timeframe?
4.2	How efficient was WFP multi-country approach in balancing a regional focus with country specific engagement?
EQ5: What are the critical factors, internal and external to WFP, explaining performance and results?	
5.1	How well and in what ways did WFP in the Pacific consolidate, expand and diversify as relevant its resourcing ?
5.2	Did WFP have the appropriate institutional arrangements in place to deliver the MCSP, including workforce and staffing profile ?

³¹ Relevant for this evaluation are [UNEG Norms and Standards for evaluation](#), the [revised OECD-DAC evaluation criteria](#), and the [ALNAP guide](#) on adapting OECD criteria in humanitarian evaluation contexts.

5. Methodological approach and ethical considerations

5.1. Evaluation approach

42. The evaluation team is expected to propose a **theory based, mixed methods approach**, drawing on qualitative and quantitative data from primary and secondary sources. The options below need to be combined to ensure broad and systematic triangulation across types and sources of data to support the identification of evaluation findings to respond to the evaluation questions.

Table 5: Possible evaluation data collection methods

Data collection methods	Possible features
<i>Analysis of secondary data</i>	Can include analysis of both qualitative and quantitative data relating to the programme, outcome monitoring reports as available, secondary analysis drawing from the MCSP's Mid Term Review; clusters-specific data
<i>Desk review</i>	Can comprise WFP internal strategies, partnership and resourcing strategies, partnerships agreements, MoU, programme documents for joint programmes, national strategies, and other selected documents that will be shared by the MCO in inception stage.
<i>Focus Group discussions</i>	With MCO staff to test, expand as relevant and validate the reconstructed logic model underpinning the MCSP With selected WFP cooperating partners
<i>Semi-structured interviews</i>	Both remote and in person, covering a purposive sample of WFP national and regional counterparts for different activities, donors, I-NGO, local NGO representatives, cluster co-leads, IFI representatives
<i>Observations</i>	<ul style="list-style-type: none"> - Remote, through GIS imagery as available - In person, on a purposefully selected sample of sites relevant to cover a purposeful sample of the MCSP portfolio for both crisis-response and resilience building related activities.

43. The approach proposed should combine and balance the regional dimension of WFP's activities and expected results, as well as country-specific perspectives and contextual dynamics. Specifically:

44. The **analysis to EQ1 on strategic focus** should be informed by an analysis of WFP's strategic positioning at the regional level, and how it evolved over time, including in response to **regional and country specific dynamics and opportunities which come with a multi-country approach**³². The analytical framework should consider how strategic positioning is a function of: **(i)** WFP's intended aims envisioned in the MCSP; **(ii)** the way WFP has pursued multi-pronged partnership strategies at regional and country level and **(iii)** how WFP has articulated its strengths and comparative advantages in the Pacific region, considering the resources available.

45. The **analysis of results** could consider the use of Contribution Analysis or case-based and outcome-oriented method such as Most-Significant Change (MSC)³³ to identify possible results (intended, un-intended, positive and negative) and pattern emerging from illustrative and explanatory cases³⁴. Any method that will be proposed should be informed by the evaluability assessment (see next section) and ensure that the analysis of results is:

- situated against a logic model, to be reconstructed by the evaluation team, showing the envisioned change pathways³⁵, with related risks and assumptions that underpin the MCSP.
- geared towards identifying missed opportunities, un-intended results, and possible alternative plausible

³² The sampling approach proposed for the evaluation, should reflect the diverse PICTs contexts (e.g. consider the inclusion of both larger and atoll-size PICTs).

³³ Davies, R. and Dart, J. 2005. [The 'Most Significant Change' technique - A guide to its use.](#)

³⁴ See for example Search for Common Ground. 2025. [Guidelines on Using Case Studies as an Evaluation Method.](#)

³⁵ This refers to the intended causal pathways from WFP activities to outputs to strategic outcomes.

explanations of the results observed.

- c. geared toward identifying as feasible differential effects on men, women, girls, boys, and individuals with other relevant socio-economic characteristics³⁶.

5.2. Preliminary considerations on evaluability and methodological implications

46. This MCSP evaluation will build on several sources including past evaluations and audits³⁷. During inception, the evaluation team will expand from the preliminary evaluability assessment conducted by OEV and presented below. Through the evaluability assessment, the evaluation team is expected to critically review (i) the clarity of WFP's intended aims as reflected in the MCSP, (ii) the availability and quality of data required to conduct the analysis planned under different methods (iii) any gaps to be considered (alongside possible mitigation) to be reflected in the final proposal of evaluation methods.

47. The evaluability assessment that will be expanded and finalised by the evaluation team during inception phase, will need to consider the expected quality and availability of data from WFP and from different national and regional systems, noting the complexity of the multi-country focus of the CSP, and the need to ensure adequate triangulation across types and sources of data. Some preliminary evaluability considerations relating to WFP-specific data and performance reporting are presented below.

Consistency of measurement and reporting at different level of results

48. The [CSP logframe](#) evolved through three versions since 2023 and the following changes are noted.

- Concerning [outcome indicators](#), towards the end of the 2024 reporting period, additional indicators were introduced under SO1 to capture forecast-based anticipatory actions and macro-insurance, while SO2 was streamlined to retain only one indicator measuring user satisfaction. These retained indicators were consistently reported across both years. Table 5 summarizes the data availability for the outcome indicators of the two strategic outcomes.
- [Cross-cutting indicators](#) showed great variability. Initially including only one indicator on environmental sustainability. Subsequently, eight indicators were added in 2024, covering protection, accountability, nutrition integration. However, reporting gaps persisted: two protection indicators had only target values, and just one nutrition indicator contained complete data for 2024. Gender-related indicators have not been measured as part of MCSP implementation.
- [Output indicators](#) varied across logframe versions. Indicators under Activities 1 and 4—emergency preparedness and ETC services—were consistently measured in both years. In contrast, Activities 2, 3, and 5 showed weaker consistency.

Table 5: Pacific MCSP outcome indicators – preliminary evaluability assessment

		Activity tag	Preliminary evaluability assessment and implications
SO 1	Act 1	Emergency preparedness	Indicator contains baseline, follow-up and target values for 2023 and 2024; however, performance assessment against those indicators will benefit from an analysis which combines both qualitative and quantitative approaches.
	Act 2	Forecast-based Anticipatory Actions	Indicators were only introduced in 2024 and contain baseline, follow-up and target values. Given the late introduction, a trend analysis may be of limited use.
		Macro Insurance	
		Other Climate adaptation and risk management Activities	Indicator contains baseline, follow-up and target values for 2023 and 2024; however, performance assessment against those indicators will benefit from a more qualitative approach to capture contribute to outcome.
SO 2	Act 3	Service delivery (emergency responses)	Indicator contains baseline, follow-up and target values for 2023 and 2024
	Act 4		
	Act 5		

³⁶ In choosing the methods to evaluate the MCSP, the evaluation team should refer to OEV's Technical Note for Gender Integration in WFP Evaluations and the Technical Note on Integration of Disability Inclusion in Evaluation.

³⁷ An initial overview is in Annex III and will be expanded in inception phase.

49. **Validity of indicators:** While data for the various Corporate Results Frameworks (CRF) indicators is relatively complete, there remains challenge in assessing performance at outcome level especially for indicators under SO1 and SO2 in connection with strengthening national capacities. CRF indicators such as *"Number of national policies, strategies, programmes and other system components contributing to Zero Hunger and other SDGs enhanced with WFP capacity strengthening support"*, *"Number of people covered (WFP indirect beneficiaries) by national social protection systems or programmes to which WFP provided support"* and *"Percentage of users satisfied with services provided"* do not convey changes at outcome level. The evaluation should explore alternative ways to assess performance beyond output level particularly for SO1.

50. **Evaluation timeframe to assess results:** the evaluation is conducted during the penultimate year of MCSP implementation, which has implications for the completeness of results reporting and attainment of expected outcomes. At inception phase, the evaluation team will review and assess these limitations and identify measures to mitigate evaluability constraints where possible.

5.3. Ethical considerations

51. Evaluations must conform to WFP and United Nations Evaluation Group (UNEG) ethical standards and norms.³⁸ Accordingly, the evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle in line with the UNEG guiding ethical principles for evaluation.³⁹ This includes, but is not limited to, ensuring informed consent, protecting personal data and privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair and inclusive participation of stakeholders, and ensuring that the evaluation process and its results do no harm to participants or their communities.

52. Personal data will be processed in accordance with principles of fair and legitimate processing; purpose specification; proportionality and necessity (data minimization); necessary retention; accuracy; confidentiality; security; transparency; safe and appropriate transfers; and accountability.

53. Artificial Intelligence (AI) technologies can be used in the framework of this evaluation with prior written approval from OEV and in accordance with the standards set out in the AI Information Brief⁴⁰. Notably, the evaluation team shall clearly and comprehensively disclose in the inception report, the intended utilization of AI tools in evaluation, including the purpose, scope and nature of the proposed AI usage. Any data used in connection with AI tools should be handled in accordance with WFP data protection standards and confidentiality obligations.

54. The commissioning office will ensure that the team and the evaluation manager will not have been involved in the design, implementation, financial management or monitoring of the Pacific MCSP, have no vested interest, nor have any other potential or perceived conflicts of interest.⁴¹

55. All ET members will abide by the [2020 UNEG Ethical Guidelines](#) and the [2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluations](#). In addition to signing a pledge of ethical

³⁸ For further information on how to apply the [UNEG norms and standards](#) in each step of the evaluation, the evaluation team can also consult the [Technical Note on Principles, Norms and Standards for evaluations](#)

³⁹ Integrity, Accountability, Respect, Beneficence, which means striving to do good for people and planet while minimizing harms arising from evaluation as an intervention.

⁴⁰ The brief will be provided by OEV to the Evaluation Team.

⁴¹ "Conflicts of interest are typically identified by a lack of independence or a lack of impartiality. These conflicts occur when a primary interest, such as the objectivity of an evaluation, could be influenced by a secondary interest, such as personal considerations or financial gains" (UNEG 2020 Guidelines). There should be no official, professional, personal or financial relationships that might cause, or lead to a perception of bias in terms of what is evaluated, how the evaluation is designed and conducted, and the findings presented. A conflict of interest can also occur when, because of a person's possibilities for future contracts, the evaluator's ability to provide an impartial analysis is compromised. Cases of upstream conflict of interest are those in which consultants could influence the analysis or recommendations so that they are consistent with findings previously stated by themselves. Cases of downstream conflict of interest are those in which evaluators could artificially create favourable conditions for consideration in a downstream assignment. The potential for bias increases when an evaluator's work is solely focused on one agency. During the evaluation process, the evaluators are not allowed to have another contract with the evaluand/ unit subject to evaluation. To avoid conflicts of interest, particular care should be taken to ensure that independence and impartiality are maintained.

conduct in evaluation, the ET will also sign a Confidentiality, Internet and Data Security Statement.⁴²

56. Should the evaluators uncover allegations of wrongdoing and misconduct in the implementation of a programme either by a WFP staff or a partner (including fraud, food diversions, misuse of WFP assets, harassment, sexual harassment, etc), the evaluation team should report those allegations to WFP Office of Inspection and Investigation (OIGI) through WFP hotline (<http://www.wfpHotline.ethicspoint.com/>). At the same time, the team leader should inform the Evaluation Manager and the Director and Deputy Director of Evaluation that there are allegations of wrongdoing and misconduct without breaking confidentiality.

6. Organization of the evaluation

6.1. Phases and deliverables

57. The evaluation is structured in five phases. The evaluation team will be involved in phases 2 to 4. The country and regional office have been consulted on the timeframe to ensure good alignment with the MCO planning and decision-making so that MCSPE evidence generated can be used effectively⁴³.

Table 6: Summary timeline

Main phases	Phase completed by	Tasks and deliverables
1.Preparation	By Jan 2026	Final ToR
	By early Feb 2026	LTA proposal deadline and OEV review
	By end Feb 2026	Evaluation team and/or firm selection & contract
2. Inception	By mid March April Early May	HQ / Global Office briefings Inception mission Inception report
3. Data collection	By end July	Evaluation data collection mission (second half of June) min 2 weeks and exit debriefing
4. Reporting	By end September October End November Jan 2027 Feb 2027	ET data analysis and report drafting QA and Comments process Stakeholder workshop Final evaluation report Summary evaluation report (SER) validated by Team Leader
5. Dissemination	Feb-March 2027	Management response; EB presentation (Nov 2027); wider dissemination

6.2. Evaluation team composition

58. The externally-contracted evaluation team (ET) should have prior evaluation experience in the Pacific region. It should consist of maximum 4 members (one international team leader, 2 national team members from the Pacific region, and one Research Analyst). They should be supported by an external quality assurer also contracted by the evaluation firm. The evaluation firm is responsible for proposing a mix of evaluators with the required skills as tabled below. The evaluation will be conducted in English, and French is also required within the team to support primary data collection activities.

Table 7: Summary of evaluation team and areas of expertise required

⁴² If there are changes in the ET or a sub-contracting for some of the planned evaluation activities, the confidentiality agreement, internet and data security statement, and ethics pledge should also be signed by those additional members.

⁴³ The timeline will be adjusted as needed in discussion with the MCO considering external factors that may lead to potential disruption – e.g. in connection to the tropical cyclone season or other extreme-weather events, or in relation to other major events such as elections that may affect government stakeholders' availability to engage with the evaluation team.

Areas of expertise	MINIMUM REQUIREMENTS
Team Leadership	Established experience (min 12 years) in leading multi-disciplinary teams to deliver evaluations of multilateral organisations' work including in middle-income country contexts and with a focus on government partnerships. Prior experience in conducting evaluations in the Pacific region is highly-desirable. Demonstrated experience in the design and application of outcome evaluations methods using theory-based and case studies approaches. Excellent synthesis and evaluation report writing skills in English. Strong presentation skills. Strong ability to navigate political sensitivities, and understanding the complexity of the relation between UN and member states.
Emergency preparedness, anticipatory action and related cross-cutting dimensions	Prior experience (min 8 years) in evaluating emergency preparedness and Anticipatory Action in both urban and non-urban settings. Knowledge of cross-cutting issues relevant to assess the quality of emergency preparedness (including gender and inclusion dimension) Knowledge of preparedness financing.
Climate adaptive livelihoods and resilience	Prior experience (min 8 years) in evaluations of resilience-oriented programmes, and climate-adaptive livelihoods. Familiarity with the concepts of food systems and resilience frameworks.
Supply chain	Prior experience (min 8 years) in evaluating programme components related to logistics, procurement, and service provision.
Institutional capacity strengthening	Prior experience (min 8 years) in evaluating capacity strengthening support to national actors and government agencies; in evaluating systems strengthening interventions in the areas of nutrition, social protection and livelihoods.
Research Assistance	Prior experience (min 3 years) in data and research support to multi-disciplinary evaluation teams. Knowledge of food assistance (key concepts and frameworks); established skills in qualitative and quantitative research, analysis of M&E data, data cleaning and analysis.
Quality assurance (QA) and editorial expertise	Prior experience (min 10 years) in writing high quality, complex evaluation deliverables (detailed reports and summaries) Experience in QA of written technical reports and briefs

6.3. Roles and responsibilities

Role of the independent evaluation team

59. The **team leader** will lead the overall evaluation process, including preparation of interim and final evaluation deliverables, with overall responsibility for coordination of the work of the team and timely delivery on the inception and final reports. S/he will also be responsible for covering particular sections of the report according to his/her expertise. S/he will also facilitate two workshops and play a key role in presenting the team's progress to stakeholders.

60. The **evaluation team members** will work under the supervision of the team leader. They are expected to provide technical expertise, contribute to collect and analyse data according to the approved methodology, and draft specific sections of the reports.

61. As per standard practice, the firm retains the responsibility for delivery against the contract.

Role of OEV staff

62. The assigned OEV Evaluation Manager, Francesca Bonino will act as the main interlocutor between the team, represented by the team leader, and WFP counterparts to ensure adequate coordination and communication for a smooth evaluation process⁴⁴.

63. The assigned OEV Research Analysts, Aboh Anyangwe (until December 2025) and Mohamed El-Sayyad (from January 2026) will provide research and data retrieval support particularly from WFP corporate platforms and systems during the inception phase.

64. The assigned OEV second level Quality Assurer, Sergio Lenci, Senior Evaluation Officer, will provide

⁴⁴ Specific EM tasks, with support from the OEV RA, include: drafting the ToR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the Internal Reference Group; organizing the team briefing and the in-country stakeholder workshop; supporting the preparation of the field mission; drafting the summary evaluation report; conducting the first-level quality assurance of the evaluation products and soliciting WFP stakeholders' feedback on draft products.

overall guidance and support to the evaluation management, in addition to performing second level quality assurance review on all interim and final evaluation products, and provide regular briefing to OEV senior management as the evaluation progresses.

65. The Deputy Director of OEV will clear the Evaluation Report, while the Director of Evaluation will clear the final SER and present the report to the Executive Board.

Role of WFP's stakeholders

66. An [internal reference group](#) composed of selected WFP stakeholders at MCO, regional, and global office levels are expected to review and comment on draft evaluation products; provide feedback during evaluation briefings; be available for interviews with the evaluation team.

67. The MCO will facilitate the evaluation team's contacts with stakeholders in the region; provide logistic support during the fieldwork and organize an in-country stakeholder workshop.

68. Saidamon Bodamaev, MCO Head of RAM, has been nominated evaluation focal point and will assist in communicating with the evaluation manager and MCSPE team, setting up meetings and coordinating field visits. To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias stakeholder responses.

6.4. Quality assurance

69. The WFP evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on quality checklists. This process does not interfere with the views or independence of the evaluation team but ensures that the report provides credible evidence and analysis in a clear and convincing way and draws its conclusions and recommendations on that basis. The evaluation team will be required to ensure the quality of data (reliability, consistency and accuracy) throughout the data collection, synthesis, analysis and reporting phases. The person(s) responsible for quality assurance should therefore attend OEV briefings and key meetings with the ET. It is essential that the evaluation company foresees sufficient resources and time for this quality assurance process internal to the evaluation firm before interim deliverables are submitted to OEV.

70. The final evaluation report will undergo a post hoc quality assessment (PHQA) through a process managed by OEV. The results will be published on the WFP website alongside the final evaluation report.

6.5. Security considerations

71. As an "independent supplier" of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation team, and for making adequate arrangements for evacuation for medical or insecurity reasons. However, to avoid any security incidents, the evaluation manager will ensure that the WFP country office registers the team members with the security officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground. The evaluation team must observe applicable United Nations Department of Safety and Security rules including taking security training (BSAFE & SSAFE) and attending in-country briefings.

72. As per annex I of LTA agreement, companies are expected to travel to all relevant WFP programme countries, including those with hazardous contexts. Prior to company participation in a mini-bid and submission of proposal, the company is advised to check whether government restrictions are in place that prevent team members from travelling to countries/areas to carry out the services. If it is the case that government restrictions prevent team member travel, the company should not participate in the mini bid.

6.6. Communication

73. The evaluation report should be accessible to a wide audience, as foreseen in the Evaluation Policy, to ensure the credibility of WFP – through transparent reporting – and the usefulness of evaluations.

74. The summary evaluation report (SER) along with the management response to the evaluation recommendations will be presented to the WFP Executive Board in November 2027. The final report will be posted on the public WFP website and OEV will ensure dissemination of lessons through the annual evaluation report. This will be accompanied by an evaluation brief and an infographic with key highlights.

6.7. The proposal

75. The technical and financial proposals should build in sufficient flexibility to deal with possible risks e.g. logistical challenges / constraints, or insecurity affecting access to programme sites. The financial proposal, at a minimum, should reflect the following elements – exact dates will be discussed with the MCO:

- One week [inception mission](#) to Suva by the Team Leader and one team member.
- Three weeks [data collection mission](#) – exact locations, in addition to Suva as the main office, will be discussed during inception.
- [Evaluation Team analysis workshop](#) to be timed before the submission to OEV of the first draft Evaluation Report. The workshop should be budgeted as a three-day in person event⁴⁵ with OEV Evaluation Manager participation – at a minimum for the last day⁴⁶. Most convenient location/venue of the workshop to be identified by the evaluation firm depending on the location of the TL and team members.
- Three-day mission⁴⁷ to Suva for the [stakeholder workshop](#) to discuss emerging evaluation conclusions and draft recommendations before finalisation of the evaluation report.
- Should translators be required, the evaluation firm should make arrangements and include the cost in the financial proposal.
- Time should be budgeted for the Team leader to review and validate the final draft produced by the OEV Evaluation Manager, of the Summary Evaluation Report before it is submitted to the EB.

76. Following the technical and financial assessment, an improved offer could be requested by WFP to the preferred bid(s) to better respond to the TOR requirements. WFP may conduct reference checks and interviews with selected team members.

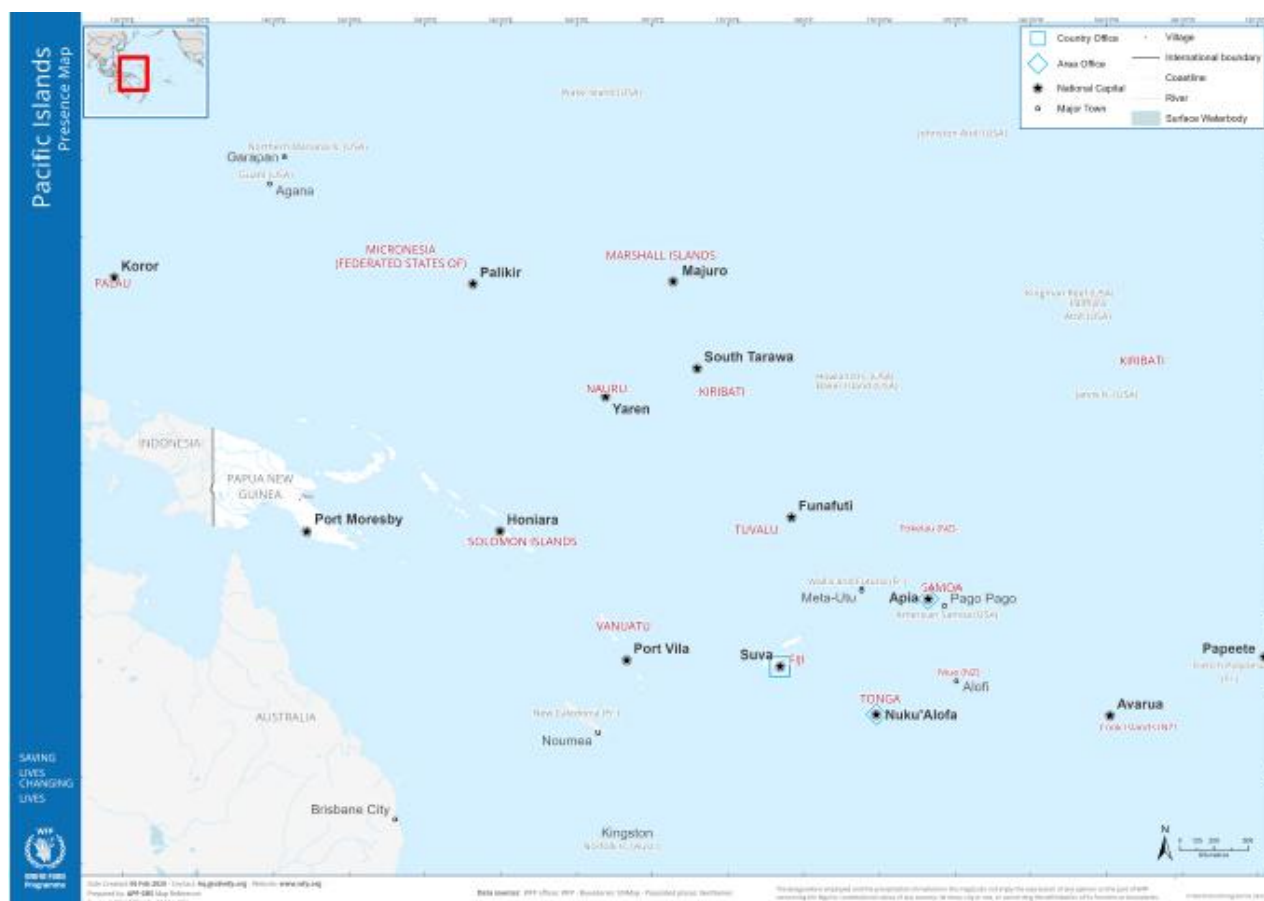
⁴⁵ Three working days, thus excluding travel time.

⁴⁶ Details to be discussed and decided between the Evaluation Team and OEV. Cost of participation to the analysis workshop by OEV Evaluation Manager will be covered by OEV.

⁴⁷ Three working days, thus excluding travel time.

ANNEXES

Annex I.a. Map showing WFP presence in the Pacific



Source: 2024. Pacific Islands Annual Country Report

Annex I.b. Selected characteristics of PICTs covered in the MCSP

77. The table below presents some selected elements that characterise the 14 PICTs covered by the MCSP – e.g. in relation to income classification, size and population – with most Pacific states classified as micro-state or atoll-size states.⁴⁸ The table also indicate multidimensional vulnerability score, institutional and social fragility⁴⁹, and net migration⁵⁰.

Table 8: Overview on selected characteristics of Pacific-island countries and territories

Country / territory	Income level	Population size / micro-state	SIDS, Least Developed Countries and institutional and social fragility (WB)	Multidimensional Vulnerability Index (MVI) (2017–2021)	Net migration (2024)
Cook Islands	Not classified by WB	13,729 – <i>micro-state</i>	SIDS	Not available	Not available
Federated States of Micronesia	Lower-middle income	113,160 – <i>micro-state</i>	SIDS, also fragile situation	64.0 <i>high vulnerability measured through MVI</i>	-1,104
Fiji	Upper-middle income	928,784	SIDS	51.7	-3,278
Kiribati	Lower-middle income	134,518 – <i>micro-state</i>	SIDS, also LDC and fragile situation	59.8	-471
Nauru	High income	11,947 – <i>micro-state</i>	SIDS	68.7 <i>high MVI score</i>	-121
Niue	Not classified by WB	1,819 – <i>micro-state</i>	SIDS	Not available	Not available
Palau	High income	17,695 – <i>micro-state</i>	SIDS	57.0	-14
the Marshall Islands	Upper-middle income	37,548 – <i>micro-state</i>	SIDS, also fragile situation	58.9	-1,765
Samoa	Lower-middle income	218,019 – <i>micro-state</i>	SIDS	62.5 <i>high MVI score</i>	-2,754
Solomon Islands	Lower-middle income	819,198	SIDS, also LDC and fragile situation	55.9	1,610
Tokelau	Not classified by WB	2,506 – <i>micro-state</i>	not classified	Not available	Not available
Tonga	Upper-middle income	104,175 – <i>micro-state</i>	SIDS	57.0	-2,149
Tuvalu	Upper-middle income	9,646 – <i>micro-state</i>	SIDS, also LDC and fragile situation	64.3 <i>high MVI score</i>	-280
Vanuatu	Lower-middle income	327,777	SIDS	54.4	-43

Sources: (population) UN DESA Population Division. [World Population Prospects 2024, Medium Variant](#) (as of 1 July 2024). **Income level:** World Bank, [List of Economies \(July 2024\)](#) and [list of fragile situations for fiscal year 2025](#) **MVI:** UN DESA and Office of the High Representative for Least Developed Countries, Landlocked Developing Countries and SIDS [Multidimensional Vulnerability Index \(MVI\) Results](#) 2023. **Net migration indicator** [SM.POP.NETM](#). [World Bank Open Data](#). Retrieved 7 Nov. 2025

78. Some preliminary considerations can be distilled from the dataset above. These will be expanded during the evaluation inception phase i.a. to inform the sampling of evaluation data collection activities.

- Pacific islands and territories situate across the spectrum of gross national income from lower- and upper-middle income to high income and some are classified as Least Developed countries⁵¹.

⁴⁸ Micro-states are characterised by very small population or land area. Usually both, with population below 220.000 individuals.
⁴⁹ Countries with high levels of institutional and social fragility, identified by the World Bank based on indicators that measure the quality of policy and institutions, and manifestations of fragility.

⁵⁰ Net migration indicates the number of people arriving minus the number leaving a country. A positive value indicates that more people entered than left the country. If it's negative, more people left than entered the country.

⁵¹ UN OHRRLS [Least Developed Countries Category](#). LDC status is established based on: Gross National Income; economic vulnerability and indicators relating to health, education, under-five mortality rates, maternal mortality ratios, and literacy rates.

- PICTs are all characterised by medium to high levels of exposure to economic, environmental, and social shocks as captured by a specific [Multidimensional Vulnerability Index \(MVI\)](#).⁵² This index reflects inherent exposure and resilience constraints of Pacific countries and territories relating to their small size, remoteness, natural hazards, and economic dependence. Among the 14 PICTs where WFP works, Nauru, Tuvalu, Samoa, and Micronesia show high vulnerability (scores > 60), Kiribati, Marshall Islands, Palau, and Solomon Islands moderate (between 55-60), and Fiji, Tonga, and Vanuatu relatively lower vulnerability (between 50-55).
- All PICTs covered in the MCSP, except for Solomon Islands, are characterised by negative [net migration](#) which is a relevant contextual data point in relation to national capacity needs and remittances⁵³.

Annex II. Overview of performance data availability

Table 91: mCO Pacific (2023-2027) logframe analysis

Logframe version		Outcome indicators	Cross-cutting indicators	Output indicators
v 1.0 Oct 2022	Total nr. of indicators	11	1	17
v 2.0 March 2024	New indicators	0	8	8
	Discontinued indicators	0	0	0
	Total nr. of indicators	11	9	25
v 3.0 Dec 2024	New indicators	4	0	4
	Discontinued indicators	6	2	2
	Total nr. of indicators	9	7	27
Total nr. of indicators that were included in all versions of the logframe		5	1	15

Source: COMET report CM-L010 (accessed 29.10.2025)

Table 102: Analysis of results reporting in MCO Pacific Annual Country Reports [2023-2024]

		ACR 2023	ACR 2024
Outcome indicators			
	Total number of indicators in applicable logframe	11	9
Baselines	Nr. of indicators with any baselines reported	5	6
Year-end targets	Nr. of indicators with any year-end targets reported	5	6
CSP-end targets	Nr. of indicators with any CSP-end targets reported	5	6
Follow-up	Nr. of indicators with any follow-up values reported	5	6
Cross-cutting indicators			
	Total number of indicators in applicable logframe	1	7
Baselines	Nr. of indicators with any baselines reported	1	4
Year-end targets	Nr. of indicators with any year-end targets reported	1	6
CSP-end targets	Nr. of indicators with any CSP-end targets reported	1	6
Follow-up	Nr. of indicators with any follow-up values reported	1	4
Output indicators			
	Total number of indicators in applicable logframe	17	27
Targets	Nr. of indicators with any targets reported	13	23
Actual values	Nr. of indicators with any actual values reported	13	21

Source: COMET report CM-L010 (accessed 29.10.2025.), ACR mCO Pacific [2023-2024]

⁵² The [MVI](#) is a composite metric developed by the United Nations to capture the structural vulnerability of countries, especially SIDS to external economic, environmental, and social shocks. The MVI was developed with to inform global financing eligibility, resilience building, and sustainable development strategies for vulnerable states including SIDS.

⁵³ See for instance Dung D., Dornan, M., Doyle, J. and Petrou, K.2023. [Migration and labor mobility from Pacific Island countries](#). Background Paper for the World Development Report 2023: Migrants, Refugees, and Societies.

Annex III. Main WFP cooperating partners in mCO Pacific

Strategic Outcome	Partner classification	Partner name
SO1	Cooperating partner	Digicel
		Ministry of Women, Children & Poverty Alleviation
		Pacific Catastrophe Risk Insurance Company (PCRIC)
		Telecommunications line ministry
		University of the South Pacific (USP)
	Government	Ministry of Agriculture, Fiji
		Ministry of Finance, Solomon Island
		Ministry of Finance, Samoa
		Ministry of Finance, Tonga
		Ministry of Finance, Vanuatu
		Ministry of Finance, Fiji
		National Disaster Management Office (NDMO)
SO2	Government	Ministry of Agriculture, Fiji
		Ministry of Finance, Solomon Island
		National Disaster Management Offices

Source: COMET report S010 – Partnership info, extracted 3.11.2025

Note: The table will be updated to reflect more recent information available in inception phase.

Annex V. Acronyms and abbreviations

AA	Anticipatory Action	MCO	multi-Country Office (WFP)
ABAS	The Antigua and Barbuda Agenda for SIDS	MCSP	multi-country strategic plan (WFP)
ACR	Annual Country Report, WFP	MVI	Multi-Vulnerability Index (UN)
BR	Budget Revision	NDMO	National Disaster Management Office
CBT	Cash Based Transfers	ODF	Official Development Finance
CRF	Corporate Results Framework (WFP)	PICTS	Pacific Islands States and Territories
CROP	Council of the Regional Organisations of the Pacific	SIDS	Small Islands Developing States
ETC	Emergency Telecommunications Cluster	SO	Strategic Outcome
FCAS	Fragile and Conflict Affected Situations	UN OHRLS	Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States
HCT	Humanitarian Country Team	UNCT	UN Country Team
IFI	International Financial Institutions		
LDC	Least Developed Country		