

Evaluation of WFP Pacific Multi-country Strategic Plan 2023 - 2027

Summary Terms of Reference



World Food Programme

SAVING LIVES
CHANGING LIVES

Subject and focus of the evaluation

The WFP Pacific multi-country strategic plan (MCSP) 2023–2027 covers 14 Pacific Island Countries and Territories (PICTs) and focuses on supporting national governments in strengthening national and regional systems for emergency preparedness, food security, nutrition, and climate resilience. The 2023-2027 MCSP is the second iteration of WFP's strategic plans for the Pacific region, following an interim MCSP for 2019- 2022. Both interim and current MCSP do not feature direct provision of assistance.

The current Pacific multi-Country Strategic Plan was approved by the Executive Board with a total country portfolio need budget of USD 49.3 million. A budget revision of April 2024 increased it to around 54 million to add anticipatory cash-based transfers. As of October 2025, the MCSP funding level was 22 percent (under 12 USD million), and no cash transfer was triggered in 2025 in connection to a possible tropical cyclone response.

The MCSP is built around two outcomes:

SO1 (Resilience building): focuses on strengthening national and regional systems for emergency preparedness, food and nutrition security, climate adaptation, social protection, and anticipatory action.

SO2 (Crisis response): focuses on providing logistics, emergency telecommunications, and other on-demand services to support government-led emergency responses.

Around 70 percent of resources (around USD 8 million) was allocated to SO1 as of September 2025, reflecting WFP's emphasis on strengthening national systems and capacities, while SO2 accounted for roughly 3 percent (under 500.000 USD).

The evaluation will assess WFP contributions to CSP strategic outcomes, including any unintended consequences, positive or negative. In so doing, it will also analyse – considering both country-specific and regional dimensions – WFP's approaches to partnerships, and WFP's leadership role in different coordination mechanisms. It will also assess cross-cutting areas such as gender equality, protection, accountability to affected populations, nutrition, and humanitarian principles.

The unit of analysis is the Pacific Multi-Country CSP (2023 – 2027) and any subsequent approved budget revision.

The evaluation scope includes all WFP activities identified in the MCSP. The evaluation will cover the period from July 2023 (start of the MCSP) to the conclusion of the evaluation data collection phase in July 2026. The evaluation will also consider 2022 as 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 directions considering the contextual evolution.

Evaluation objectives and users

Country Strategic Plan Evaluations (CSPEs) provide evidence for accountability and learning to inform strategic, programmatic and operational decision making.

This evaluation will draw on the perspectives of a range of internal and external stakeholders, including the Pacific Multi-Country Office, the Asia and the Pacific Regional Office (APARO) and other relevant Global HQ units, as well as WFP Executive Board. In doing so, it will present an opportunity for national, regional and corporate learning including on the issue of a multi-country operating model.

The final evaluation report will be presented to the Executive Board in November 2027.

Key evaluation questions

The evaluation will address five key questions:

QUESTION 1: 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? The evaluation will assess whether the MCSP was designed and implemented in a way that aligned with the evolving needs of Pacific Island Countries and Territories, particularly in emergency preparedness, food security, and nutrition. It will examine whether WFP effectively kept a focus on those most at risk of being left behind, leveraged its comparative advantages, strategic and operational partnerships, and maintained internal coherence across a multi-country approach.

QUESTION 2: What contributions did the MCSP make to regional and national emergency preparedness and response capacities, and to the food security and nutrition situation of the most vulnerable people in the Pacific region? The evaluation will assess WFP's contribution to strengthening national and regional disaster preparedness, resilience, and crisis response

capacities. It will assess the relevance, efficiency, and effectiveness of WFP's on-demand services in supporting government-led responses, and will identify any unintended results or missed opportunities, including around handover and sustainability.

QUESTION 3: To what extent did the MCSP achieve its cross-cutting aims, and how has this impacted programme quality? The evaluation will assess how well WFP integrated into its work cross-cutting priorities, protection, accountability to affected populations, gender equality and women empowerment, nutrition integration, and environmental considerations. It will examine WFP's adherence to humanitarian principles while supporting government-led responses, and how these cross-cutting dimensions influenced the overall quality of MCSP delivery.

QUESTION 4: To what extent has WFP used its resources efficiently? The evaluation will assess whether MCSP outputs were delivered on time and whether resources were used in a cost-effective and timely manner. It will also examine how efficient the WFP multi-country model has been in the Pacific, including in balancing regional and country-specific engagement.

QUESTION 5: What are the critical factors, internal and external to WFP, explaining performance and results? The evaluation will assess the key drivers of MCSP performance, including WFP's ability to mobilize, diversify, and manage resources; the adequacy of institutional arrangements, staffing, and workforce composition; and other contextual or organizational factors that influenced results.

Methodology and ethical considerations

The evaluation will adopt a mixed methods approach using a variety of primary and secondary sources, including desk review, key informant interviews, observations, and focus groups discussions. Systematic triangulation across different sources and methods will be carried out to validate findings and avoid bias in the evaluative judgement.

The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, in particular relevance, coherence, efficiency, effectiveness, sustainability and coverage.

It will adhere to WFP and 2020 UNEG ethical guidelines, which includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity, respecting the autonomy and fair recruitment of participants.

Roles and responsibilities

EVALUATION TEAM: The evaluation will be carried out by an independent team of consultants with prior relevant evaluation experience in the Pacific region, and with thematic expertise relevant the MCSP, including around institutional capacity strengthening, emergency preparedness and response, climate adaptive development and resilience.

OEV EVALUATION MANAGEMENT: The evaluation will be managed by Francesca Bonino, Evaluation Officer in the Office of Evaluation. She will be the main interlocutor between the evaluation team, represented by the team leader, and WFP stakeholders, to ensure smooth delivery of the evaluation in line with OEV quality standards. Mohamed El-Sayyad, Research Analyst, will provide research and data analysis support. Second level quality assurance will be provided by Sergio Lenci, Senior Evaluation Officer in OEV.

An **Internal Reference Group** of a cross-section of WFP stakeholders from the Multi-Country Office and Global HQ will be consulted throughout the evaluation process to review and provide feedback on evaluation products.

The Deputy Director of OEV will approve the final versions of all evaluation deliverables.

STAKEHOLDERS: WFP stakeholders at country, regional and Global HQ are expected to engage throughout the evaluation process to enhance utility and transparency. External stakeholders will be consulted at different stages of the evaluation process.

Communication

Preliminary findings will be shared with WFP stakeholders in the MCO, APARO, and across Global HQ during a debriefing at the conclusion of data collection phase. An in-country stakeholder workshop will be held in November 2026 to seek feedback on, and foster ownership of the findings and preliminary recommendations by country stakeholders.

Evaluation findings will be actively disseminated, and the final evaluation report will be publicly available on WFP's website.

Timing and key milestones

Preparation Phase:	November 2025 – Feb 2026
Inception Phase:	mid-March – Early May 2026
Data collection:	June – End of July 2026
Analysis phase:	by end September 2026
Reporting phase:	October 26 – early Feb 2027
Dissemination:	Feb 2027 – March 2027