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Draft Pacific multi-country strategic plan (2023–2027)

Duration	1 July 2023–31 December 2027
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Gender and age marker*	43

* <https://gender.manuals.wfp.org/en/gender-toolkit/gender-in-programming/gender-and-age-marker/>.

Executive summary

The 14 Pacific Island countries and territories covered by this multi-country strategic plan – Cook Islands, the Federated States of Micronesia, Fiji, Kiribati, Nauru, Niue, Palau, the Marshall Islands, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu and Vanuatu – represent a diverse group of peoples and geographies. All of these small island developing states, however, are at high risk of adverse consequences from climate change, including impacts on health, livelihoods, food and nutrition security, water supply, human security and economic growth.

The socioeconomic impacts of the coronavirus disease 2019 pandemic and the global food crisis have exposed fragility in food systems in the Pacific. The cost of a healthy diet has increased and rates of obesity and non-communicable diseases are high. Heavy dependence on food imports, combined with lower remittances and tourism receipts in some cases, leave communities exposed to global economic shocks.

WFP's approach in the Pacific is to support Pacific governments and regional stakeholders in their efforts to better prepare for and respond to emergencies including through better collection and analysis of food security and nutrition data, improvements to national social protection and disaster risk management, strengthening of the regional humanitarian architecture and increased

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focus on those most at risk of being left behind. This multi-country strategic plan will therefore focus on strengthening national and regional capacity, with a contingency for service delivery to support national disaster response efforts, rather than the direct provision of food or cash-based transfers to beneficiaries.

This multi-country strategic plan is aligned with the United Nations Pacific sustainable development cooperation framework as well as the 14 country implementation plans that represent the main strategic engagement between the United Nations development system and Pacific governments. The multi-country strategic plan will contribute to WFP strategic outcomes 4 (national programmes and systems are strengthened) and 5 (humanitarian and development actors are more efficient and effective), as well as Sustainable Development Goal 17 and the climate change and people-centred development thematic areas of the 2050 Strategy for the Blue Pacific Continent through the following two multi-country strategic plan outcomes:

- Outcome 1: By 2027 governments and regional stakeholders in the Pacific have strengthened systems and capacity to reduce vulnerability to food insecurity and malnutrition.
- Outcome 2: 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.

Outcome 1 focuses on strengthening capacity to prepare for and respond to emergencies, especially through the use of data to better understand and respond to the differentiated impacts of shocks on the food security and nutrition of those most at risk of being left behind. Outcome 2 represents a contingency under which WFP will deliver selected services to humanitarian partners and will only be pursued if required.

To achieve these outcomes, WFP will partner with Pacific governments and regional organizations, including the members of the Council of Regional Organizations of the Pacific, academia, the private sector and civil society.

Draft decision*

The Board approves the Pacific multi-country strategic plan (2023–2027) (WFP/EB.A/2023/8-A/3) at a total cost to WFP of USD 49,320,192.

* This is a draft decision. For the final decision adopted by the Board, please refer to the decisions and recommendations document issued at the end of the session.

1. Multi-country analysis

1.1 Multi-country context

1. The 14 Pacific Island countries and territories (PICTs) covered by this multi-country strategic plan (MCSP)¹ are very diverse. Together, they cover 65,000 km² of land and have a combined population of 2.54 million people² dispersed over 15 percent of the Earth's surface. Their individual populations range from 900,000 (Fiji) to 1,500 (Tokelau). Nauru has an entirely urban population, while only 18 percent of Samoa is urban. These PICTs, all of which are small island developing states (SIDS),³ are commonly grouped into the regions of Melanesia, Polynesia and Micronesia. There are, however, several country typologies across the region with varying settlement and economic patterns, island topography and risk exposure; this necessitates a detailed, country-specific approach.
2. The Human Development Index indicates that some PICTs have a high level of human development (Fiji, Palau, Samoa and Tonga) and others, medium.⁴ Kiribati, Solomon Islands and Tuvalu are classed as least developed countries (LDCs). Solomon Islands is scheduled to graduate from the LDC category in 2024, the graduation of Tuvalu is under consideration and a decision on the graduation of Kiribati has been deferred to 2024.⁵
3. Regional gross domestic product (GDP) is estimated to have grown by 4.5 percent in 2022, with contractions in the Federated States of Micronesia (-0.5 percent), Palau (-2.5 percent), Samoa (-6.0 percent), Solomon Islands (-4.5 percent) and Tonga (-1.6 percent).⁶ The PICT economies vary in their composition and exposure to international markets but generally depend on food and fuel imports and are therefore vulnerable to the global food crisis. PICTs dependent on tourism have recovered slowly from the economic shock and border closures caused by the coronavirus disease 2019 (COVID-19) pandemic. Remittances constitute a growing share of Pacific economies, amounting to 10 percent of regional GDP; they are highest in Tonga (39 percent of GDP) and Samoa (25.3 percent of GDP).⁷ The importance of remittances further exposes these economies to global economic fluctuations.
4. Women in the Pacific face a number of barriers to full participation and empowerment, and lack of women's empowerment is an obstacle to sustainable development for the region. Women's participation in the formal labour force is low across the region. Gender inequality data are lacking for many PICTs, but the 2022 Global Gender Gap report ranks Fiji as 107th and Vanuatu as 111th out of 146 countries. Although Vanuatu has made the greatest progress on the index out of all countries and territories in the Asia-Pacific region, more progress is needed.⁸ Gender-based violence is prevalent across the region: over a quarter of women in Kiribati, Samoa, Solomon Islands, Tuvalu and Vanuatu have experienced

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

² Secretariat of the Pacific Community. 2020. *2020 Pocket Statistical Summary*.

³ United Nations. *Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States web page*.

⁴ United Nations Development Programme. 2022. *Human Development Report 2021/2022 – Uncertain times, unsettled lives: Shaping our future in a transforming world*.

⁵ United Nations Department of Economic and Social Affairs. 2021. *LDCs at a Glance*.

⁶ World Bank. 2023. *Global Economic Prospects: January 2023*. The countries and territories in this regional dataset differ from the set of 14 PICTs in this MCSP.

⁷ World Bank. *World Bank open data web page*. Data are from 2020 and the countries and territories in this regional dataset differ from the set of 14 PICTs in this MCSP.

⁸ World Economic Forum. 2022. *Global Gender Gap Report 2022*.

violence by a current or former partner.⁹ Representation of women in parliaments is low. Early marriage is common: over a fifth of women in the Marshall Islands, Nauru, Solomon Islands and Vanuatu have been married or in a union before the age of 18.¹⁰

5. People with disabilities face steep inequality in the Pacific, including disproportionate rates of poverty and limited access to formal employment and public services (including education for children with disabilities).¹¹ Climate change is threatening the food security of people with disabilities through impacts on their livelihoods; in times of food shortages household members with disabilities receive less food than those without disabilities and are at higher risk of exclusion from food assistance and disaster preparedness planning.¹² National budget allocations for disability inclusion are low across the Pacific, and disability inclusion initiatives often depend on international assistance for funding.¹³ Several PICTs include in national surveys the Washington Group Short Set of Disability Questions, which reveal that the proportion of persons with at least one type of disability varies from 1.68 percent in Vanuatu to 5.7 percent in Niue.¹⁴ ~~The~~However, the proportion of the population of the region with at least one disability may be as high as 15 percent,¹⁵ and the lack of disaggregated data on disability is recognized by partners, including organizations of persons with disabilities, as a major challenge. All PICTs have ratified the Convention on the Rights of Persons with Disabilities except for Solomon Islands and Tonga, which are signatories.
6. The PICTs are among the countries that are most exposed to natural hazards. For several years the World Risk Index ranked Vanuatu, Solomon Islands, Tonga and Fiji among the countries with the highest disaster risk.¹⁶ The Pacific region experiences on average three major disasters a year, ranging from floods, droughts and cyclones to earthquakes, tsunamis and volcanic eruptions, and climate change is increasing the frequency and severity of extreme weather events. The United Nations Economic and Social Commission for Asia and the Pacific estimates future annual average economic losses for the region due to cascading hazards and climate change of between USD 1.1 billion and USD 1.4 billion, equivalent to between 3.3 and 4.3 percent of regional GDP, depending on the climate change scenario.¹⁷ Average forecast annual losses are highest for Vanuatu (25 percent of GDP), Tonga (20 percent of GDP), Palau (11 percent of GDP) and the Federated States of Micronesia (11 percent of GDP).¹⁸

1.2 Progress towards the 2030 Agenda for Sustainable Development

7. Analysis in the United Nations sustainable development cooperation framework (UNSDCF) for the Pacific finds that the region is not on track to reach any of the Sustainable Development Goals (SDGs), in part due to growing inequality, including gender inequality, and public services that are insufficient to address poverty and improve education and health outcomes – all occurring in the context of climate change.

⁹ Secretariat of the Pacific Community. [SDG 5: Gender Equality Dashboard](#). Accessed October 2022.

¹⁰ *Ibid.*

¹¹ Pacific Islands Forum Secretariat. 2020. [The 2020 Biennial Pacific Sustainable Development Report](#).

¹² Pacific Disability Forum. 2022. [Disability and Climate Change in the Pacific: Findings from Kiribati, Solomon Islands, and Tuvalu](#).

¹³ Pacific Islands Forum Secretariat. 2020. [The 2020 Biennial Pacific Sustainable Development Report](#).

¹⁴ Secretariat of the Pacific Community. [Statistics for Development Division: Disability](#). Accessed October 2022.

¹⁵ Pacific Islands Forum Secretariat. 2016. [Pacific Framework for the Rights of Persons with Disabilities \(2016–2025\)](#).

¹⁶ The methodology of the [World Risk Index](#) was changed in 2022.

¹⁷ United Nations Economic and Social Commission for Asia and the Pacific. 2022. [Pathways to Adaptation and Resilience in Pacific SIDS subregional report: Asia-Pacific Disaster Report 2022 for ESCAP Subregions](#). The countries and territories in this regional dataset differ from the set of 14 PICTs in this MCSP.

¹⁸ *Ibid.*

8. The UNSDCF identifies the following groups as being most at risk of being left behind and places them at the centre of United Nations programming in the Pacific: women and girls; persons with disabilities; persons living with HIV; children and young people; indigenous people; lesbian, gay, bisexual, transgender, intersex and queer people; older persons; migrants; refugees and asylum seekers; detained persons; victims of trafficking and other forms of violence; informal urban settlement dwellers; people engaged in the informal economy and vulnerable employment; and people living in remote and poor rural areas and outer islands.

1.3 Progress towards Sustainable Development Goals 2 and 17

9. Data on SDG progress is not available for all PICTs or disaggregated by gender, age and disability status. Supporting Pacific governments in addressing these data gaps is a central theme of this MCSP.

Progress on Sustainable Development Goal 2 targets

10. *Access to food.* The ~~average~~ prevalence of undernourishment ~~from 2004 to 2006 during the period 2019–2021~~ was 35.7 percent in Fiji, ~~12.5~~4.4 percent in Samoa, 18.1 percent in the Solomon Islands, ~~6.9 percent in Vanuatu~~ and ~~3.4~~1.9 percent in Samoa; ~~for the three Vanuatu, all of which represent increases from ten years from 2019 to 2021 those figures increased to 5.7 percent, 18.1 percent, 11.9 percent and 4.4 percent, respectively prior.~~ The prevalence of undernourishment decreased in Kiribati over the same period (~~from 5.3 to and stands at~~ 4.2 percent).¹⁹ The cost of a modelled healthy diet across the region increased by 3.6 percent from 2019 to 2020; ~~this is the second-highest increase for any world region over this time period, although~~ it should be noted that ~~it~~this figure does not take into account the emerging effects of the global food crisis on markets in the Pacific.²⁰
11. *End malnutrition.* In the PICTs for which data are available, stunting in children under 5 fell slightly between ~~2012~~2015 and 2020, except in Samoa, where it increased from 5.8 to 6.8 percent, and in Vanuatu, where it increased from 27.39 to 28.7 percent. Stunting remains highest in the Marshall Islands (32.2 percent), Solomon Islands (29.3 percent), Vanuatu (28.7 percent), Nauru (15 percent) and Kiribati (14.9 percent).²¹
12. The prevalence of wasting in the region tends to be higher among children of mothers who received no formal education. All countries have achieved at least 75 percent progress in reducing the prevalence of wasting against the 2030 target.²² However, data are not available for all countries and are not disaggregated by gender. Wasting is highest in Solomon Islands, at 8.5 percent.²³
13. Anaemia prevalence in women of reproductive age went from 32.9 percent in 2012 to 33.9 percent in 2019, which suggests an increase in micronutrient deficiencies. The share of overweight children under 5 is also increasing (from 7.3 percent in 2012 to 8.0 percent

¹⁹ Food and Agriculture Organization of the United Nations, International Fund for Agricultural Development, United Nations Children's Fund, WFP and World Health Organization. 2022/2023. *The State of Food Security and Nutrition in the World 2022. Repurposing food and agricultural policies to make healthy diets more affordable-Asia and the Pacific Regional Overview of Food Security and Nutrition: Urban Food Security and Nutrition*. Sex-disaggregated data are not available.

²⁰ *Ibid.* The countries and territories in this regional dataset differ from the set of 14 PICTs in this MCSP.

²¹ *Ibid.* Sex-disaggregated data are not available.

²² *Ibid.* Food and Agriculture Organization of the United Nations, International Fund for Agricultural Development, United Nations Children's Fund, WFP and World Health Organization. 2022. *The State of Food Security and Nutrition in the World 2022. Repurposing food and agricultural policies to make healthy diets more affordable*. Sex-disaggregated data are not available.

²³ *Ibid.*

in 2020), as is adult obesity (from 21.3 percent in 2012 to 23.6 percent in 2016).²⁴ PICTs have some of the highest adult overweight and obesity rates in the world, pointing to a growing triple burden of malnutrition (undernutrition, overnutrition and micronutrient deficiency). Nutritious diets remain inaccessible for segments of the population in the region, depending on seasonality and the impact of shocks. Undernutrition and overnutrition, both associated with the increasing dependence on foods with high sugar and fat content, are linked to high rates of non-communicable diseases including obesity and diabetes. Rates of diabetes in Kiribati, the Marshall Islands, Nauru and Tuvalu are over 20 percent.²⁵

14. *Smallholder productivity and incomes.* Many PICTs have large subsistence agriculture and fishery sectors, while smaller atoll states have limited arable land. Large proportions of calories come from domestic production in the Solomon Islands (52 percent), Vanuatu (39 percent) and Samoa (31 percent). Across the region fisheries are a major source of income for half of households. Women engaged in food production and distribution tend to have less access to formal employment – upwards of 75 percent of market vendors are women, for example.²⁶ People with disabilities tend to have less access to formal employment ~~due to attitude-related, physical, communication and institutional barriers~~ and depend more on subsistence agriculture and livelihood activities, which are often vulnerable to the impacts of climate change. People with disabilities may also face barriers when responding to shocks such as limited access to information about sudden-onset events or physical barriers that prevent them from relocating crops out of infertile or hazard-prone areas.²⁷
15. *Sustainable food systems.* Over the past decades, ~~food imports have risen while local agricultural output activity has declined. Imports include affordable, high-calorie foods that contribute to, resulting in less healthy diets locally grown produce and drive more processed foods making up the food basket. Along with increasingly sedentary lifestyles, this has driven~~ an increase in non-communicable diseases.²⁸ A recent Intergovernmental Panel on Climate Change report states that warming temperatures, saltwater intrusion and loss of fish stocks are likely to undermine food production in the Pacific, as are extreme events such as floods, droughts and severe cyclones.²⁹ While the Western and Equatorial Pacific will experience more rainfall, freshwater availability will decline owing to saltwater intrusion from sea level rise. Projected impacts include disrupted access to locally-grown food, including staples like taro and sweet potato, leading to more dependence on imported food and increased threats to exported products.³⁰ ~~Erratic precipitation patterns will continue to affect agriculture in the Pacific islands as communities have poor access to information and few resources on which they can draw to adapt to these changes. Cyclones destroy crops, trees and farming and fishing equipment and infrastructure; they also cause the death of livestock and the destruction of reef ecosystems that support fisheries. Floods affect settlements, health and infrastructure and damage crops. The destruction wrought by cyclones and flooding curbs productivity and has serious implications for food security and economic growth. Drought exacerbates water shortages and can trigger vector-borne and waterborne diseases. Freshwater contamination during storms and flooding exacerbates the incidence of food~~

²⁴ *Ibid.* The countries and territories in this regional dataset differ from the set of 14 PICTs in this MCSP.

²⁵ World Bank. [World Bank open data web page](#).

²⁶ International Fund for Agricultural Development. 2021. *Reinforcing Pacific Food Systems for COVID-19 Recovery. Key Impacts, Responses and Opportunities to Build Back Better*.

²⁷ Pacific Disability Forum. 2022. *Disability and Climate Change in the Pacific: Findings from Kiribati, Solomon Islands, and Tuvalu*.

²⁸ Robins, L. et al. 2020. *COVID-19 and food systems in the Indo-Pacific: An assessment of vulnerabilities, impacts and opportunities for action*.

²⁹ Intergovernmental Panel on Climate Change. 2018. *Global Warming of 1.5°C*.

³⁰ Australian National University. 2022. *Pacific Fact Sheet: Food*. Accessed May 2022.

~~and waterborne illnesses, while saltwater intrusion caused by rising sea levels destroys coastal crops and leads to greater dependence on food imports.~~

Progress on Sustainable Development Goal 17 targets

16. *Policy coherence.* The Pacific Islands Forum develops collective priorities for the region, including the 2050 Strategy for the Blue Pacific Continent. The Council of Regional Organizations of the Pacific (CROP)³¹ coordinates the activities of several regional organizations, among them the Pacific Community, a regional technical and scientific organization; the secretariat of the Pacific Regional Environment Programme; and the University of the South Pacific. The Framework for Resilient Development in the Pacific (2017–2030) and the SIDS Accelerated Modalities of Action (SAMOA) Pathway also constitute important regional frameworks for climate change and disaster risk management priorities.
17. *Diversified resourcing.* Kiribati, the Marshall Islands, the Federated States of Micronesia, Samoa, Tonga and Tuvalu are considered to be at high risk of debt distress.³² Official development assistance to the PICTs, amounting to USD 1.06 billion in 2019, corresponds to 9.9 percent of gross national income and is on a stable, positive trend.³³
18. Increased access to climate finance is a major regional priority. Estimates of the level of climate finance mobilized to date vary from USD 2.2 billion over 10 years³⁴ to USD 3.3 billion between 2014 and 2019.³⁵
19. *Enhanced global partnership.* The Pacific has a unique humanitarian coordination environment, with the regional cluster system of the Pacific humanitarian team permanently activated with a focus on preparedness. Moreover, PICT governments maintain national disaster management organizations (NDMOs), some have national cluster mechanisms and many have integrated disaster management into national development planning.

1.4 Hunger gaps and challenges

20. SIDS are at a disproportionately high risk of adverse consequences from climate change,³⁶ including climate-related risks to health, livelihoods, food security, water supply, human security and economic growth. Close to two thirds of the inhabitants of the PICTs rely heavily on climate-dependent activities such as agriculture and fisheries, which have seen productivity decline in recent years. The increasing number and intensity of natural hazards is the main driver of food insecurity in the region and threatens the safety and security of Pacific islanders, as well as national economies and natural habitats. While extreme weather events have had devastating impacts on crops, fisheries and related infrastructure, the effects of gradual climate change are also affecting food production on small islands as land, water and coastal biodiversity are lost. Long-term climatic changes are likely to exacerbate chronic food insecurity and the triple burden of malnutrition, while seasonality and the impact of hazards may increase acute food insecurity and further drive changes in diets.
21. The slow recovery from the socioeconomic impact of COVID-19, along with the emerging impacts of the global food crisis, pose imminent threats to food security and nutrition in the

³¹ Pacific Islands Forum. [Council of Regional Organisations of the Pacific web page](#).

³² World Bank. 2022. [Debt Sustainability Analysis](#). Accessed September 2022.

³³ World Bank. [World Bank open data web page](#). Accessed September 2022. The countries and territories in this regional dataset differ from the set of 14 PICTs in this MCSP.

³⁴ United Nations Development Programme; Foreign, Commonwealth and Development Office; and Pacific Island Forum Secretariat. 2021. [Climate finance effectiveness in the Pacific: are we on the right track?](#)

³⁵ International Monetary Fund. 2021. [Unlocking Access to Climate Finance for Pacific Island Countries](#).

³⁶ Intergovernmental Panel on Climate Change. 2018. [Global Warming of 1.5°C](#).

Pacific. High rates of import dependency,³⁷ and in some cases reliance on remittances or tourism, leave populations exposed to global economic shocks. Mobile vulnerability analysis and mapping (mVAM) data collected by WFP in 2021 and 2022 in five PICTs points to a rise in multidimensional deprivation in Fiji, Kiribati, Tonga and Vanuatu.

22. A major concern for PICT governments and regional stakeholders is a lack of data on the impact of such shocks on food security and nutrition, especially disaggregated data for groups at risk of being left behind.
23. Pacific governments face considerable challenges in the delivery of government services to populations that are often dispersed across large numbers of islands and vast geographical areas. ~~Expenditure on~~~~The percentage of the population covered by at least one~~ social protection schemes is comparatively low, ranging from ~~just over 204.1~~ percent ~~of gross national income~~ in Kiribati ~~and Tonga~~ to ~~57~~~~between 0.4 to 1.3~~ percent ~~of gross national income~~ in ~~Fiji, Nauru, Samoa, Tonga and Tuvalu~~.³⁸ Vanuatu³⁹ ~~has no social protection expenditure, while Solomon Islands only has a small expenditure on public servant benefits~~. Community-based informal safety nets can be placed under particular strain in the event of major shocks such as natural disasters.
24. The Pacific is experiencing a triple burden of malnutrition, resulting in part from a growing reliance on calorically dense imported foods. The unaffordability of healthy diets increased during the COVID-19 pandemic. Climate change will affect nutrition further, for example by reducing access to local sources of nutritious food and increasing dependence on less healthy imported foods.⁴⁰

2. Strategic implications for WFP

2.1 Achievements, lessons learned and strategic changes for WFP

25. WFP leads the regional logistics and emergency telecommunications clusters of the Pacific Humanitarian Team. With the Food and Agriculture Organization of the United Nations (FAO) WFP co-leads the regional food security cluster and with Oxfam International, the Pacific regional cash working group under the regional food security cluster. These coordination leadership roles were the primary focus of the interim multi-country strategic plan (IMCSP) for 2019–2023. WFP will continue these mandated functions under this MCSP while expanding the focus of its capacity strengthening in the region, guided by the UNSDCF and national priorities and requests for support.
26. In response to the 2019 United Nations multi-country office review, WFP committed to strengthening its international and national staff presence in the Pacific – especially in the North Pacific.
27. The COVID-19 pandemic presented a major challenge to the IMCSP, resulting most notably in the rapid deployment of the Pacific Humanitarian Air Service. This passenger and cargo service, which provided a vital link for actors in the region during extended border closures and periods of reduced commercial air services, greatly increased the visibility of WFP in the region and strengthened partnerships for logistics services. The Service has been

³⁷ International Fund for Agricultural Development. 2021. *Reinforcing Pacific Food Systems for COVID-19 Recovery. Key Impacts, Responses and Opportunities to Build Back Better*.

³⁸ Knox-Vydanov, C., Soni, N., Satriana, S. and Attenborough, J. 2023. *From historical trends to investment pathways: Social protection expenditure in Pacific Island Countries and Timor-Leste*.

³⁹ Asian Development Bank. 2021. *Key Indicators for Asia and the Pacific: 2021*.

⁴⁰ Intergovernmental Panel on Climate Change. 2022. *Climate Change 2022: Impacts, Adaptation and Vulnerability Working Group II Report. Chapter 15*.

highlighted by national governments and development partners as a model of United Nations and government partnership in the Pacific.

28. In response to tropical cyclone Harold in 2020, WFP provided cash transfer services through the national social protection system in Fiji. This strengthened WFP's partnership with the Government of Fiji and as a result WFP is supporting a parametric microinsurance initiative through which national social welfare payments are supplemented in the wake of climate shocks.
29. The volcanic eruption in Tonga in January 2022, which disrupted air travel and telecommunications, required further adaptation of WFP programming to deliver crisis response programming.
30. Building on lessons learned during IMCSP implementation, the MCSP for 2023–2027 sets out a more clearly defined approach to crisis response under which WFP can rapidly shift to the delivery of mandated and on-demand services to meet the anticipated needs of partners.

2.2 Alignment with national development plans, the United Nations sustainable development cooperation framework and other frameworks

31. The Pacific UNSDCF has the following four outcomes:
 - Planet. By 2027, people, communities and institutions are more empowered and resilient to face diverse shocks and disasters, especially related to climate change, and ecosystems and biodiversity are better protected, managed and restored.
 - People. By 2027, more people, particularly those at risk of being left behind, benefit from more equitable access to resilient, and gender-responsive, quality basic services, food security/nutrition and social protection systems.
 - Prosperity. By 2027, more people, especially those at risk of being left behind, contribute to and benefit from sustainable, resilient, diversified, inclusive and human-centred socio-economic systems with decent work and equal livelihoods opportunities, reducing inequalities and ensuring shared prosperity.
 - Peace. By 2027, people enjoy and contribute to more accountable, inclusive, resilient and responsive governance systems that promote gender equality, climate security, justice, and peace, ensure participation, and protect their human rights.
32. WFP contributes to the "Planet" and "People" outcomes of the UNSDCF. Moreover, WFP co-chairs the United Nations country team programme management team, which coordinates the implementation of the UNSDCF.
33. Joint steering committees established in each PICT will oversee the implementation of two-year country implementation plans derived from the UNSDCF. These 14 plans represent the primary strategic engagement between United Nations agencies and the PICT governments.
34. The sustainable development ambitions of Pacific governments are captured in the Pacific Islands Forum Secretariat's 2050 Strategy for the Blue Pacific Continent, which has seven thematic areas.⁴¹ The results framework of the UNSDCF specifies the contribution of each UNSDCF outcome to these thematic areas. Through the UNSDCF, WFP contributes to the thematic areas of climate change and people-centred development. [Through the MCSP, WFP will continue its commitment to the Sendai Framework for Disaster Risk Reduction and related Asia-Pacific Action Plan \(2021–2024\), with a particular focus on localizing action and leaving no one behind.](#)

⁴¹ Pacific Islands Forum Secretariat. 2022. *The 2050 Strategy for the Blue Pacific Continent*.

35. The SAMOA Pathway, adopted by the United Nations General Assembly in 2014, recognizes that SIDS present a special case for sustainable development and identifies priorities for international support. The 2019 mid-term review of the SAMOA Pathway called for action⁴² in several areas relevant to the work of WFP in the Pacific, including stronger cooperation, capacity and investment in disaster risk management; urgent action to address the adverse impacts of climate change; promotion of sustainable food systems; and efforts to tackle all forms of malnutrition.

2.3 Engagement with key stakeholders

36. WFP engaged in the formulation and consultation process for the UNSDCF throughout 2021 and 2022, ensuring alignment of the MCSP with regional and national priorities.
37. In 2021 WFP consulted United Nations partners, non-governmental organizations (NGOs), the International Federation of the Red Cross, civil society organizations (CSOs), including organizations of people with disabilities, and government partners, especially NDMOs, to collect input for the formulation of the MCSP. Through scoping missions in 2021 and 2022 WFP engaged with a broad array of partners. Consultations with donors and CROP agencies in November and December 2022 confirmed that the MCSP was aligned with the priorities of strategic partners and regional organizations.

3. WFP strategic portfolio

3.1 Direction, focus and intended impacts

38. WFP will focus on strengthening the capacity of Pacific governments to understand, measure and address the impacts of climate change and other shocks on food security and nutrition, especially for people most at risk of being left behind. The WFP policy on country capacity strengthening as updated in 2022 and the priorities of national stakeholders will guide these interventions.
39. WFP's work in the Pacific will be framed around climate change adaptation using an integrated approach to risk-informed programming. WFP will leverage corporate expertise and tools and global partnerships to support Pacific governments in climate and disaster management and response. This will include support for national social protection systems, guided by the 2021 WFP strategy for support for social protection.⁴³
40. Through joint consultation and analysis it has been concluded that of those groups at risk of being left behind WFP is best placed to support women, girls and people with disabilities. Therefore, gender and disability inclusion will be major cross-cutting elements of this MCSP, guided by the 2022 gender policy and the corporate disability inclusion road map. WFP will seek to increase the capacity of Pacific governments to understand and address the differentiated impacts of climate change and other shocks on the food security and nutrition of these and other marginalized groups. WFP will also support joint United Nations efforts to address the specific needs of these groups, including action to reduce high rates of gender-based violence.
41. The MCSP includes a contingency to provide mandated and on-demand services in response to sudden-onset shocks. The scope of this crisis response outcome is limited to filling government and partner gaps in logistics, emergency telecommunications and certain on-demand services only as required in specific emergencies. Crisis response on a larger

⁴² General Assembly resolution 74/3 of 21 October 2019. *Political declaration of the high-level meeting to review progress made in addressing the priorities of small island developing States through the implementation of the SIDS Accelerated Modalities of Action (SAMOA) Pathway (A/RES/74/3)*.

⁴³ WFP. 2021. *World Food Programme Strategy for Support to Social Protection*.

scale would require a revision of the MCSP to enable WFP to augment its presence in the Pacific while still focusing on filling gaps in capacity.

42. A great deal of work on food security and nutrition in the Pacific falls within the mandates of WFP partners, including those of FAO, regional organizations and NGOs. WFP will work in close partnership with United Nations agencies, governments, regional organizations and other partners to ensure complementarity and share expertise in strengthening the evidence base and action on food security and nutrition in the Pacific.
43. The MCSP is informed by a theory of change that describes the inputs, assumptions and programmatic logic of the interventions.

3.2 Multi-country strategic plan outcomes, WFP strategic outcomes, focus areas, expected outputs and key activities

Multi-country strategic plan outcome 1: By 2027 governments and regional stakeholders in the Pacific have strengthened systems and capacity to reduce vulnerability to food insecurity and malnutrition

44. WFP seeks to ensure that regional and national institutions can meet the immediate needs of populations vulnerable to the impacts of climate change, including extreme weather and gradual long-term shifts in climatic conditions. Research in the PICTs indicates that women, girls, people with disabilities and rural minorities are disproportionately at risk from climate-related disasters and have less capacity to cope with and recover from extreme weather events and long-term impact of climate change. This MCSP outcome will be achieved by strengthening institutional capacity to understand, anticipate, prepare for and respond to shocks in the areas of WFP's comparative advantage, including end-to-end supply chain management, emergency telecommunications, data and evidence building and integrated disaster risk management approaches and tools. By investing in preparedness WFP will contribute to strengthening long-term resilience in the face of extreme weather in the Pacific.
45. This outcome embodies the humanitarian–development nexus by supporting governments in establishing and strengthening systems and mechanisms such as policies, programmes and strategies that reduce the impact of shocks while increasing populations' ability to recover, considering especially the differentiated impact of shocks on those most at risk of being left behind, including women, girls and people with disabilities. Activities under this MCSP outcome will address climate change through an integrated approach to risk-informed programming.

WFP strategic outcome

46. MCSP outcome 1 is aligned with WFP strategic outcome 4 (national programmes and systems are strengthened).

Focus area

47. The focus area of MCSP outcome 1 is resilience building.

Alignment with national priorities

48. MCSP outcome 1 is aligned with UNSDCF outcome 1 (Planet). It also contributes to UNSDCF outcome 2 (People) through its social protection components.
49. This MCSP outcome contributes to progress within the thematic areas of climate change and people-centred development of the 2050 Strategy for the Blue Pacific Continent.

Expected outputs

50. The following outputs will contribute to the achievement of MCSP outcome 1:
- Output 1: Governments and regional stakeholders in the Pacific benefit from strengthened emergency preparedness and response capacity in logistics, supply chains and emergency telecommunications that supports integrated risk management.
 - Output 2: Governments and regional stakeholders in the Pacific region benefit from strengthened systems and capacity for understanding, anticipating, mitigating and preparing for climate change impacts on food security and nutrition.
 - Output 3: Communities most at risk of being left behind, especially women and people with disabilities, benefit from strengthened systems that enhance their ability to manage, coordinate, prepare for and recover from climate-related and other risks.
 - Output 4: Communities most at risk of being left behind benefit from integrated approaches and investments to strengthen the resilience of food systems, including through enhanced partnerships.

Key activities

Activity 1: Provide technical assistance for emergency preparedness and response in logistics, supply chains and emergency telecommunications to governments and regional stakeholders

51. WFP will focus on strengthening capacity for gender-responsive and inclusive preparedness and response in the face of more frequent and intense extreme weather events and other covariate shocks in the region, focusing on the areas of logistics, emergency telecommunications, coordination and national disaster risk management capacity. targeting both men and women logisticians and emergency telecommunications officers.
52. *Capacity assessments.* WFP will conduct country-level logistics capacity assessments and emergency telecommunications and information technology capacity assessments in partnership with national and regional counterparts such as NDMOs, ministries of telecommunications and CROP agencies in order to establish an up-to-date shared understanding of national and regional disaster readiness. Prioritization of countries for capacity assessments will be based on country requests and country risk profiles. These assessments will be based on corporate tools and, where feasible, adapted to the needs and context of the Pacific, including hazards specifically related to climate change.
53. *Capacity strengthening.* Based on the findings from logistics capacity assessments, information and communications technology capacity assessments and feedback from regional stakeholders, WFP will work with Pacific and international partners to address gaps in system preparedness, providing targeted technical assistance in specific areas (in the form of training, targeted provision of resources to governments, convening workshops and learning events and South–South and triangular cooperation). WFP will support national cluster leadership in efforts to strengthen existing systems and mechanisms for preparing for and responding to disasters, highlighting the needs of those most at risk of being left behind through resource building, training and context-specific models of coordination and risk management developed in the Pacific for the Pacific.
54. *Regional coordination.* WFP will continue to play a leadership role in the logistics and emergency telecommunications clusters through regional cluster leadership ~~and~~ the provision of tools, guidance, technical advice, training and information management ~~and~~ leveraging the strengths of regional cluster partners. When required and in partnership with cluster members, WFP will provide and coordinate capacity strengthening support for national logistics and emergency telecommunications mechanisms and facilitate the establishment of national clusters where there is interest. WFP will mobilize its global and

regional partners to work together to address areas of need, including through support for the use of innovative systems and technologies.

55. *Policy and regulatory environment.* WFP will support national ~~actors in developing and~~ regional strategies, activities and tools for improved regional emergency preparedness and response capacity. WFP will develop and strengthen partnerships and relationships with donors ~~with the aim of ensuring that they fully~~to support emergency logistics and telecommunications capacity in the region.

Activity 2: 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

56. WFP will support PICT governments' understanding of and capacity to address the impact of climate change on food security and nutrition.
57. *Data and analysis.* This area of work contributes to output 2. WFP will work with PICT governments to strengthen their capacity to predict and assess the impact of climate shocks on food security and nutrition, especially for groups at risk of being left behind, and to better plan and finance their responses. WFP will focus in particular on the differentiated impacts of shocks on ~~women, people with disabilities and other~~ groups at risk of being left behind, ~~as well as the impact on people who experience multiple forms of discrimination and exclusion considering impacts from an intersectional perspective.~~ WFP will expand mVAM in the Pacific while exploring a fuller range of tools, partnerships and entry points for more comprehensive data collection and analysis. This work may include the development of better data on climate trends and forecasts and their impact on food security, healthy diets and livelihoods; the design of triggers for anticipatory action; and innovative tools for assessing the impact of shocks.
58. *Emergency assessments.* WFP will provide technical support to NDMOs, national clusters and other relevant national actors in their efforts to improve data preparedness, including with regard to the 72-hour assessment approach, geographic information systems, mapping and other data-based support as required, especially in the early stages of emergency responses. WFP will work with stakeholders to strengthen their ability to generate and use food security and nutrition data for decision making and emergency response.
59. *Targeted systems strengthening and coordination.* This area of work contributes to output 3. WFP will work with national governments to strengthen their capacity to respond to climate change and other shocks that affect food security and nutrition. WFP will co-lead the regional food security cluster and provide technical support to regional and national food security clusters and working groups, NDMOs, relevant ministries, humanitarian organizations and CSOs in the development of regional strategies, activities and tools for improved regional emergency preparedness and response capacity. WFP will also provide technical support to regional and national cash working groups working to build cash preparedness in the region while working with governments and partners to promote access to healthy diets and interrupt the cycle of malnutrition, especially among the most affected groups.⁴⁴
60. *Early warning.* In partnership with global and regional partners and working with the private sector, WFP will support the development of ~~inclusive and accessible~~ early warning systems and tools, focusing on the communication of warnings and relevant and timely information to reduce the impact of hazardous events by facilitating early action. Early warning systems will be developed in alignment with national warning services under national disaster

⁴⁴ The groups to be considered include households with pregnant women and girls, new mothers, children under 2 and adolescent girls.

management frameworks. WFP will contribute to the development and rollout of a regional framework for anticipatory action by supporting early warning and contributing to the strengthening of inclusive and accessible national systems for logistics, emergency telecommunications and cash preparedness.

61. *Enhancing the responsiveness of social protection systems to strengthen food security and nutrition.* With a particular focus on women and people with disabilities, WFP will provide technical assistance to support the design ~~of and development of~~ gender-responsive, inclusive and equitable shock responsive social protection systems that ~~reflect the needs and context of the Pacific;~~ build on informal social protection mechanisms and promote nutrition and resilient food systems. WFP will also work to enhance access to climate and disaster risk financing systems that anticipate and mitigate the impact of shocks and disasters on the most vulnerable populations, including through anticipatory action and access to parametric insurance
62. *Resilient food systems.* This area of work contributes to output 4. WFP will work with national and regional food systems and communities to strengthen their resilience and to ensure food and nutrition security, adopting gender-responsive, inclusive and integrated approaches. Drawing on the evidence base developed under output 2, actions planned in this area include market analysis, advocacy for healthy diets and efforts to enhance the information base for food security and nutrition. This work will include expanding partnerships with governments, United Nations partners, regional organizations and academia to strengthen surveillance, research and evidence on food security and nutrition in the Pacific – including through the use of social protection systems – and leveraging those partnerships to support national and regional policies and programmes that address gaps.

Partnerships

63. PICT governments and the CROP agencies, particularly the Pacific Islands Forum Secretariat, the Pacific Community, the University of the South Pacific and the secretariat of the Pacific Regional Environment Programme, are strategic partners for WFP in the region, as are the members of the regional and national food security clusters and cash working groups. WFP will also work with national statistics departments, CROP agencies, other United Nations agencies, NGOs and international financial institutions to improve data collection, analysis and utilization across the PICTs. In Fiji, ongoing collaboration with the Ministry of Women, Children and Poverty Alleviation supports data collection and analysis.
64. The main partners of WFP in logistics are NDMOs, the International Federation of the Red Cross, private sector partners such as HELP Logistics and DHL, members of the Pacific Humanitarian Team and members of the regional and global logistics clusters.
65. The main partners of WFP in emergency telecommunications are NDMOs and telecommunications ministries and regulators as well as regional bodies such as the CROP information communications technology working group. WFP also partners with the International Federation of the Red Cross, NGOs, the International Telecommunications Union, the private sector and global partners in the emergency telecommunications cluster.

Assumptions

66. It is assumed that financial and human resources sufficient to adequately support preparedness and multi-year capacity strengthening programmes are available and that effective partnerships are in place to achieve capacity strengthening goals.

Transition/handover strategy

67. Over time, WFP's support and focus on capacity strengthening is expected to contribute to the enhanced capacity of regional and national actors, who will then be able to take over, allowing WFP to scale back its role.

Multi-country strategic plan outcome 2: 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

68. This outcome represents a contingency for crisis response. Recognizing that gaps and bottlenecks in logistics, telecommunications and coordination hinder the effectiveness of emergency responses, WFP will support government-led responses by providing common services to government and humanitarian partners in coordination with governments and regional organizations.
69. The activities under this outcome complement WFP support in the areas of coordination and information management for partners in logistics (including humanitarian-military interactions), emergency telecommunications, food security and cash transfers that fall under MCSP outcome 1. The capacity strengthening activities of MCSP outcome 1 will continue throughout the MCSP, whereas the activities of MCSP outcome 2 will be utilized only in the event of a crisis that requires WFP to deliver services.

WFP strategic outcome

70. MCSP outcome 2 is aligned with WFP strategic outcome 5 (humanitarian and development actors are more efficient and effective).

Focus area

71. The focus area of MCSP outcome 2 is crisis response.

Alignment with national priorities

72. MCSP outcome 2 is aligned with UNSDCF outcome 2 (People).
73. This MCSP outcome contributes to the thematic areas of climate change and people-centred development of the 2050 Strategy for the Blue Pacific Continent.

Expected outputs

74. The following outputs will contribute to the achievement of MCSP outcome 2:
- Output 5: Governments, emergency responders and affected populations benefit from logistics services to fill identified gaps in support of constrained supply chains during emergencies.
 - Output 6: Governments, emergency responders and affected populations benefit from emergency telecommunications services to fill identified gaps in support of timely and coordinated emergency responses.
 - Output 7: Governments, emergency responders and affected populations benefit from on-demand services to fill identified gaps in support of emergency responses.

Key activities

Activity 3: Provide logistics services to nationally- and regionally-led emergency responses

75. The limited capacity of logistics infrastructure, the isolation of many PICTs and the damage to seaports, airports, warehouses and road networks caused when disasters occur are a challenge for the coordination and management of humanitarian logistics. WFP will provide logistics services and coordination to ensure the effective importation, storage, handling, transportation and distribution of relief items in times of crisis, including through the possible activation of a regional logistics hub.

Activity 4: Provide emergency telecommunications services to nationally- and regionally-led emergency responses

76. The relatively vulnerable telecommunications infrastructure in the region can hamper the coordination of a response in the event of a large-scale emergency. WFP will supplement existing coordination capacity to help resolve connectivity issues, establishing temporary connectivity hubs where needed for emergency responders and affected populations. Private sector engagement in this area is strong, suggesting that any WFP response would be limited in time.

Activity 5: Provide on-demand services to nationally and regionally led emergency responses

77. WFP will provide national and regional partners with on-demand services that augment existing capacity and systems and address gaps that arise during emergencies. This may include food procurement, cash transfer, engineering and aviation services.

Partnerships

78. The main partners for these activities are the PICT governments; regional stakeholders including CROP agencies and other actors who benefit from WFP service delivery; and the partners of the logistics and emergency telecommunications clusters coordinated by WFP.

Assumptions

79. It is assumed that partners will fund these services, that PICT governments will request them and that existing coordination structures, including those targeted for capacity strengthening under MCSP outcome 1, will be functional.

Transition/handover strategy

80. These service delivery activities will fill gaps in nationally-led responses to sudden-onset emergencies. WFP will deliver them at the request of partners and governments and they will be provided over a limited period of time. They complement the preparedness and capacity strengthening activities under MCSP outcome 1 and are expected to utilize many of the same internal capacities and external partnerships. Following any immediate emergency response under this outcome, WFP will return its focus to the implementation of capacity strengthening activities under MCSP outcome 1.

4. Implementation arrangements

4.1 Beneficiary analysis

81. This MCSP provides for institutional capacity strengthening and, in the event of crisis, the provision of common services. Thus, there are no direct beneficiaries.
82. The main institutional beneficiaries of capacity strengthening will be NDMOs, ministries of agriculture and other ministries and departments with mandates relevant to the identified interventions such as information technology and telecommunications departments, statistics agencies and social welfare departments.
83. The number of people affected by disasters in the Pacific exceeded 2 million over the period 2011–2020.⁴⁵ The ultimate beneficiaries of capacity strengthening will be populations exposed to and affected by disasters, especially women, people with disabilities and other groups at risk of being left behind, who will benefit from the improved systems that result from WFP capacity strengthening activities.

⁴⁵ United Nations Economic and Social Commission for Asia and the Pacific. 2022. *Pathways to Adaptation and Resilience in Pacific SIDS subregional report: Asia-Pacific Disaster Report 2022 for ESCAP Subregions*.

4.2 Transfers

84. No food or cash-based transfers are envisaged under this MCSP.
85. MCSP outcome 1 uses the capacity strengthening modality. Capacity strengthening under activity 1 will be guided by regular national logistics and information technology assessments conducted by WFP. Capacity strengthening under activity 2 will be guided by a comprehensive capacity strengthening strategy that identifies the main entry points, intervention pathways and complementarities with partners and governments.
86. MCSP outcome 2 uses the service delivery modality. Mandated and on-demand services to governments and other partners will fill gaps in their capacity during crises. The selection of the service delivery modality and the specific services identified is based on trends identified in partner requests and gaps observed during emergency responses implemented under the IMCSP for 2019–2023.

4.3 Multi-country office capacity and profile

87. WFP has a multi-country office in Fiji and will explore expanding its presence to the United Nations multi-country office in Samoa as well as the newly established United Nations multi-country office in the Federated States of Micronesia. As required, WFP staff may be temporarily deployed to other PICTs where WFP does not have a presence.
88. Given its relatively small staff presence in the Pacific, WFP will augment the multi-country office with standby partners and surge staff from the regional bureau and headquarters if required. WFP will work to ensure gender parity in its Pacific workforce and will seek to identify staff with the appropriate skills for managing policy-level needed to implement the planned capacity strengthening interventions, including specializations in gender equality and disability inclusion. To increase accountability and support timely and safe prevention and response to the risk of sexual exploitation and abuse, WFP will work with partners to scale up efforts to strengthen reporting and referral procedures, as well as training and sensitization through the clusters.
89. WFP will share office space and support services with other United Nations agencies as appropriate.

4.4 Partnerships

90. The main partners of WFP in the Pacific are the PICT governments. WFP primarily partners with NDMOs and government departments dealing with agriculture, social protection, telecommunications and women's affairs.
91. WFP will strengthen partnerships with the CROP agencies. The University of the South Pacific and the Pacific Community will be major knowledge partners, including for food security analysis and the development of a certified humanitarian logistics course tailored to the Pacific context.
92. WFP will maintain close coordination with United Nations partners through the three United Nations country teams in the region, the joint steering committees and the United Nations country team programme management team. The country implementation plans will serve as the primary means for outlining engagement with other United Nations agencies and the PICT governments. To facilitate a strategic shift in the management of back-office and common services, WFP will enhance existing partnerships related to the implementation of United Nations development system reform.
93. WFP will continue ongoing partnerships for specific projects, including the Joint Programme on Accelerating Progress Towards the Economic Empowerment of Rural Women with FAO, the International Fund for Agricultural Development and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) as well as the partnership

with the United Nations Capital Development Fund on climate risk insurance. WFP will also work with United Nations agencies such as UN-Women and other partners to ensure that gender equality and the prevention of sexual exploitation, abuse and harassment are integrated.

94. NGOs, CSOs, women's organizations, organizations of persons with disabilities and other similar bodies will be partners in obtaining community feedback, co-creating programming and reaching those most at risk of being left behind, including by ensuring the MCSP's alignment with the Pacific Framework for the Rights of Persons with Disabilities (2016–2025).
95. Private sector partners will become increasingly important to WFP's capacity strengthening work under the MCSP, particularly in the areas of logistics and emergency telecommunications, for which WFP will broker partnerships for preparedness and technical expertise with private sector entities and national government.
96. As outlined in the MCSP outcomes, the logistics, emergency telecommunications and food security clusters will benefit from capacity strengthening; the partners in these clusters will be key for capacity strengthening and, if required, crisis response.

5. Performance management and evaluation

5.1 Monitoring and evaluation arrangements

97. WFP will monitor the progress of this MCSP in accordance with its minimum monitoring standards and corporate results framework for 2022–2025. Monitoring staff in the multi-country office will be supported by regional and corporate experts, especially in capturing the results of capacity strengthening interventions and to ensure that monitoring is gender-responsive.
98. WFP will partner with CSOs, communities and affected populations to ensure that programme design and implementation are relevant and incorporate community feedback.
99. Through its food security surveillance system, WFP will generate and utilize data disaggregated by gender, age and disability status. Based on evidence generation needs, other variables may be tracked to assess the food security and nutrition situations of other population groups. Using corporate data analysis tools and expertise, WFP capacity strengthening will focus on the capacity of governments, regional organizations and other stakeholders to generate disaggregated data and use it for improved decision making.
100. This MCSP will be subject to a mid-term review, which will inform programmatic adjustments. A decentralized evaluation planned for late 2025 will focus on country capacity strengthening. Finally, in 2026 an MCSP evaluation will assess WFP's contributions to MCSP outcomes. As the IMCSP was not evaluated, the MCSP evaluation will be critical in the development of the subsequent programming framework.
101. WFP will explore opportunities for joint monitoring and evaluation with other United Nations actors, including the deployment of the UN INFO platform.⁴⁶

5.2 Risk management

Strategic risks

102. The Pacific is exposed to increasingly severe natural hazards. At the same time, economic crises may limit the availability of donor funds for WFP programmes or the availability of national funds for the programmes that receive capacity strengthening support from WFP. WFP may be required or expected to deliver assistance that exceeds the scope of this MCSP, the capacity of the multi-country office or available resources. WFP will strengthen its internal

⁴⁶ UN INFO is the data portal of the United Nations Sustainable Development Group. See uninfo.org.

preparedness capacity and maintain strong partnerships with PICT governments, donors and the clusters to ensure that expectations are aligned with what is feasible given the context and operating environment.

103. There may be a lack of stable, long-term funding for capacity strengthening interventions. WFP will develop a resource mobilization strategy and a communications and advocacy strategy while maintaining a realistic implementation plan.
104. The skills of WFP staff may be inadequate for or not well matched with the planned interventions. WFP will conduct a staffing alignment exercise to help ensure that its workforce has the skills needed to implement the planned capacity strengthening interventions.

Operational risks

105. Disruptions to supply chains caused by natural hazards or economic shocks could delay emergency responses. To mitigate this risk, WFP will pre-position equipment and diversify its sources to include regional suppliers.

Fiduciary risks

106. The COVID-19 pandemic highlighted global risks to staff health and well-being; in response, WFP is strengthening staff health and wellness measures. While security risks in the Pacific are relatively limited, WFP will regularly assess the security situation and comply with corporate and United Nations security protocols.

5.3 Social and environmental safeguards

107. All WFP activities will be screened for social and environmental risk using WFP's corporate environmental and social safeguards framework. Consultation and partnership with governments, regional stakeholders, CSOs and affected populations will be instrumental in identifying and mitigating social and environmental risks during the design and implementation of activities.
108. The Pacific is vulnerable to environmental threats that are being exacerbated by climate change, which undermine the livelihoods and resilience of affected communities. Climate and other shocks directly affect household food security and nutrition. Because the MCSP focuses on capacity strengthening for national and regional programmes and systems its potential negative impact on the environment is limited.
109. WFP will build on its vulnerability data analysis capacity to promote gender equality, women's empowerment, inclusion and accessibility for people with disabilities by ensuring that the specific needs of groups at risk of being left behind are identified and inform programme planning and design.
110. Focus areas of this work include conflict sensitivity analysis, "do no harm" principles, support for the use of local resources, including through the promotion of cash transfer modalities, participation in the "Donate Responsibly" campaign to reduce the unnecessary transport of relief items, and a reduction in non-essential air travel. WFP will also undertake protection analysis to support planned joint efforts to address gender-based violence and ensure meaningful access to services for those most at risk of being left behind.

6. Resources for results

6.1 Country portfolio budget

111. Most of the country portfolio budget is allocated to MCSP outcome 1, reflecting the centrality of the activities under the outcome, their continuous implementation throughout the MCSP and the expectation that they will attract increased donor interest over time.

112. The budget allocation for MCSP outcome 2 reflects its purpose as a contingency for crisis response. It is likely that a large or long-term response would result in an upward revision of the budget. If no crisis response is undertaken, resourcing and implementation under this outcome is expected to be limited.
113. A total of 16.3 percent of the budget will be allocated to activities that contribute to gender equality outcomes.

MULTI-COUNTRY PORTFOLIO BUDGET (USD)*							
Multi-country strategic plan outcome	Activity	2023	2024	2025	2026	2027	Total
1	1	2 598 828	4 778 373	4 776 871	4 874 798	4 223 559	21 252 429
	2	2 428 892	4 359 034	4 933 326	4 818 480	4 596 825	21 136 557
2	3	391 647	400 276	406 365	416 284	410 100	2 024 672
	4	401 744	649 509	422 353	359 292	296 647	2 129 545
	5	438 209	566 878	587 454	613 964	570 485	2 776 989
Total		6 259 320	10 754 070	11 126 369	11 082 818	10 097 615	49 320 192

* As this MCSP begins in July 2023, the budget allocation for 2023 is lower than that for subsequent years.

6.2 Resourcing outlook and strategy

114. The original budget for the IMCSP was USD 12.9 million for the period 2019–2022 and was revised upwards several times to USD 31.4 million to allow for crisis response interventions not in the original plan and to extend the duration of the IMCSP to June 2023. Funding reached USD 19.3 million, or 62 percent of the revised budget.
115. Traditional donors, joint programming (including that outlined in section 4.4) and thematic climate funding are potential primary funding sources for this MCSP. A regularly updated partnership action plan will drive WFP's approach to resource mobilization in the Pacific and will set out engagement with partners for the implementation of the MCSP. WFP intends to explore new partnerships, including with other regional partners, diversifying its funding base and leveraging new resourcing possibilities such as climate and disaster risk financing.
116. It is expected that MCSP outcome 2 will only be funded in the event of a crisis response, in which case it is expected to be well funded. If MCSP outcome 1 is poorly funded, however, WFP will prioritize capacity strengthening for emergency preparedness for logistics and emergency telecommunications (activity 1) as well as support for the food security clusters and cash working groups (part of activity 2).

ANNEX I

LOGICAL FRAMEWORK OF THE PACIFIC MULTI-COUNTRY STRATEGIC PLAN (JULY 2023–DECEMBER 2027)

SDG 17: Partnerships for the goals**SDG target 9: Capacity building**

Multi-country strategic plan outcome 1: By 2027 governments and regional stakeholders in the Pacific have strengthened systems and capacity to reduce vulnerability to food insecurity and malnutrition

WFP strategic outcome 4: National programmes and systems are strengthened

Focus area: resilience building

Assumptions

Sufficient financial and human resources are available to support preparedness and multi-year capacity strengthening programmes adequately and effective partnerships are in place to facilitate the achievement of capacity strengthening goals.

Outcome indicators

Number of national policies, strategies, programmes and other system components contributing to zero hunger and other SDGs enhanced with WFP capacity strengthening support

Activities and outputs

1. Provide technical assistance for emergency preparedness and response in logistics, supply chains and emergency telecommunications to governments and regional stakeholders (EPA-1.1: Emergency preparedness and early action)

1. Governments and regional stakeholders in the Pacific benefit from strengthened emergency preparedness and response capacity in logistics, supply chains and emergency telecommunications that supports integrated risk management (Output category: C: Capacity development and technical support provided. Standard output: 4.1: National actors have increased capacity and knowledge to enhance policies, strategies, processes and programmes contributing to achieve zero hunger and other SDGs)

2. 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 (CAR-1.9: Actions to protect against climate shocks)

4. Communities most at risk of being left behind benefit from integrated approaches and investments to strengthen the resilience of food systems, including through enhanced partnerships (Output category: C: Capacity development and technical support provided. Standard output: 4.2: Components of national emergency preparedness and response, resilience building systems, social protection, and food systems are strengthened)
3. Communities most at risk of being left behind, especially women and people with disabilities, benefit from strengthened systems that enhance their ability to manage, coordinate, prepare for and recover from climate-related and other risks (Output category: C: Capacity development and technical support provided. Standard output: 4.2: Components of national emergency preparedness and response, resilience building systems, social protection, and food systems are strengthened)
3. Communities most at risk of being left behind, especially women and people with disabilities, benefit from strengthened systems that enhance their ability to manage, coordinate, prepare for and recover from climate-related and other risks (Output category: G: Skills, capacities and services for climate adapted livelihoods, Standard output: 4.2: Components of national emergency preparedness and response, resilience building systems, social protection, and food systems are strengthened)
2. Governments and regional stakeholders in the Pacific region benefit from strengthened systems and capacity for understanding, anticipating, mitigating and preparing for climate change impacts on food security and nutrition (Output category: C: Capacity development and technical support provided. Standard output: 4.1: National actors have increased capacity and knowledge to enhance policies, strategies, processes and programmes contributing to achieve zero hunger and other SDGs)
2. Governments and regional stakeholders in the Pacific region benefit from strengthened systems and capacity for understanding, anticipating, mitigating and preparing for climate change impacts on food security and nutrition (Output category: G: Skills, capacities and services for climate adapted livelihoods. Standard output: 4.1: National actors have increased capacity and knowledge to enhance policies, strategies, processes and programmes contributing to achieve zero hunger and other SDGs)

SDG target 16: Global partnership

Multi-country strategic plan outcome 2: 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

WFP strategic outcome 5: Humanitarian and development actors are more efficient and effective

Focus area: crisis response

Assumptions

Partners will provide resources to fund these services, PICT governments will request them and existing coordination structures, including those targeted for capacity strengthening under MCSP outcome 1, are functional.

Outcome indicators

Percentage of users satisfied with services provided

Activities and outputs

3. Provide logistics services to nationally- and regionally-led emergency responses (LCS-2.1: Logistics cluster)

5. Governments, emergency responders and affected populations benefit from logistics services to fill identified gaps in support of constrained supply chains during emergencies (Output category: H: Shared services and platforms provided. Standard output: 5.1: Governments and humanitarian actors utilize mandated services in crisis-settings to set-up, manage and deliver response and services)

4. Provide emergency telecommunications services to nationally- and regionally-led emergency responses (ETC-2.2: Emergency telecommunications cluster)

6. Governments, emergency responders and affected populations benefit from emergency telecommunications services to fill identified gaps in support of timely and coordinated emergency responses (Output category: H: Shared services and platforms provided. Standard output: 5.1: Governments and humanitarian actors utilize mandated services in crisis-settings to set-up, manage and deliver response and services)

5. Provide on-demand services to nationally- and regionally-led emergency responses (ODS-2.4: On-demand services)

7. Governments, emergency responders and affected populations benefit from on-demand services to fill identified gaps in support of emergency responses (Output category: H: Shared services and platforms provided. Standard output: 5.2: Partners utilize on-demand services to augment their capacity and ensure more efficient, effective and coordinated interventions)

SDG 17: Partnerships for the goals**CC.4. Environmental sustainability****Cross-cutting indicators**

CC.4.1: Proportion of field-level agreements (FLAs)/memorandums of understanding (MOUs)/construction contracts (CCs) for CSP activities screened for environmental and social risks

Revision memo

ANNEX II

INDICATIVE COST BREAKDOWN BY MULTI-COUNTRY STRATEGIC PLAN OUTCOME (USD)			
	SDG 17.9 / WFP strategic outcome 4	SDG 17.16 / WFP strategic outcome 5	Total
	MCSP outcome 1	MCSP outcome 2	
Focus area	Resilience building	Crisis response	
Transfers	23 944 626	4 979 757	28 924 383
Implementation	10 401 359	798 585	11 199 944
Adjusted direct support costs	5 455 880	899 319	6 355 200
Subtotal	39 801 865	6 677 662	46 479 527
Indirect support costs (6.5 percent)	2 587 121	253 544	2 840 665
Total	42 388 986	6 931 206	49 320 192

Acronyms

COVID-19	coronavirus disease 2019
CROP	Council of Regional Organizations of the Pacific
CSO	civil society organization
FAO	Food and Agriculture Organization of the United Nations
GDP	gross domestic product
IMCSP	interim multi-country strategic plan
LDC	least developed country
MCSP	multi-country strategic plan
mVAM	mobile vulnerability analysis and mapping
NDMO	national disaster management organization
NGO	non-governmental organization
PICTs	Pacific Island countries and territories
SAMOA	SIDS Accelerated Modalities of Action
SDG	Sustainable Development Goal
SIDS	small island developing states
UNSDCF	United Nations sustainable development cooperation framework
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women