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Operational matters – Country strategic plans

For decision

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

Draft Caribbean multi-country strategic plan (2027–2031)

Duration	1 January 2027–31 December 2031
Total cost to WFP	USD 91 148 296
Framework on accountability for results score	3.1

Draft decision*

The Board approves the Caribbean multi-country strategic plan for 2027–2031 (WFP/EB.2/2026/7-A/2) at a total cost to WFP of USD 91,148,296.

* 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.

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This multi-country strategic plan (MCSP) is aligned with the WFP strategic plan for 2026–2029 and is guided by humanitarian principles and WFP's approved policy framework.

WFP's strategic programmatic priorities and partnerships

1. In the 22 countries and territories covered by the MCSP, 42 percent of the population experiences food insecurity, double the level recorded before the coronavirus disease 2019 pandemic.¹ The Caribbean also faces a growing burden of malnutrition. More than half of adults are overweight, with obesity rates rising from 15 to 25 percent of the population since 2000. Overweight prevalence among children under 5 is nearly seven percentage points above the global average.²
2. Food insecurity and other forms of vulnerability are highest among poor households, women, older people, people with disabilities, households with children under 5 and in communities repeatedly affected by disasters and economic shocks.³
3. The evaluation of the 2022–2026 MCSP confirmed WFP's comparative advantages in its unique combination of food security expertise, supply chain capabilities, shock-responsive social protection, anticipatory action and disaster risk financing, delivered through a regional platform that enables tailored country support and rapid multi-country responses when crises occur. Through its regional footprint, logistics hub in Barbados and long-standing partnerships with regional institutions and national governments, WFP combines operational response capacity with technical assistance to strengthen systems for preparedness, response and resilience.
4. During 2027–2031, WFP will focus on the 13 Caribbean countries where food security risks, disaster exposure and institutional capacity gaps converge most, while remaining prepared to support all 22 countries and territories covered by the United Nations multi-country sustainable development cooperation framework for the Caribbean (MSDCF) for 2027–2031 when national capacities are overwhelmed. Under the MCSP, WFP will prioritize emergency preparedness and response, shock-responsive social protection, disaster risk financing, supply chains and food systems strengthening, helping governments reduce vulnerability and better manage future shocks.
5. Across the MCSP, WFP will ensure that the diverse needs and priorities of women, men, girls and boys, together with protection, nutrition, accountability to affected people, localization and environmental sustainability, are systematically reflected in programme design and implementation. Particular attention will be given to strengthening regional and national capacity, promoting access to services and opportunities, and ensuring that vulnerable groups benefit equitably from WFP-supported interventions.
6. Programme integration will link emergency preparedness, social protection, school meals, food systems and disaster risk financing. Under MCSP outcome 1, WFP will provide emergency assistance and anticipatory action, drawing on the preparedness, supply chain and financing systems strengthened under outcomes 2 and 4. Under outcome 3, WFP will strengthen household and community resilience, reducing future humanitarian needs. Under outcome 4, WFP will strengthen school meal and social protection systems and link them with local producers supported under outcome 3.

¹ CARICOM and WFP. 2025. [Caribbean Food Security and Livelihoods Survey - Round 8](#).

² H. Razzaghi and others. 2019. "10-year trends in noncommunicable disease mortality in the Caribbean region," in *Pan American Journal of Public Health* Vol. 43(37).

³ Since 2000, 139 disasters have affected 5.1 million people. Source: Centre for Research on the Epidemiology of Disasters. [EM-DAT database](#). Accessed in May 2026.

7. WFP will partner with the Caribbean Community (CARICOM), the Organisation of Eastern Caribbean States, the Caribbean Disaster Emergency Management Agency (CDEMA), governments, civil society organizations, academic institutions and other United Nations entities. The Food and Agriculture Organization of the United Nations (FAO) will lead on agricultural production, while WFP will focus on supply chains, market linkages and institutional procurement. WFP will partner with the United Nations Children's Fund and the World Bank on shock-responsive social protection, the United Nations Development Programme on early recovery, the United Nations Office for Disaster Risk Reduction on disaster risk reduction, and the International Federation of Red Cross and Red Crescent Societies on emergency response. International financial institutions, including the Inter-American Development Bank and the World Bank, will support innovative financing and disaster risk financing.
8. The MCSP is aligned with the MSDCF for 2027–2031 and contributes to its three priorities: resilient and inclusive economies, integrated and equitable social services, and enhanced resilience to shocks and disasters. The MCSP also reflects the MSDCF's cross-cutting emphasis on regional solutions, strengthened national institutions and digitalization as key enablers of sustainable development across the Caribbean.

Multi-country strategic plan outcome 1: People affected by or at risk of crises can meet their food and nutrition needs before, during and after shocks

9. Under MCSP outcome 1, WFP will provide timely, nutrition-sensitive food and cash-based transfers to people affected by or at risk of crises. Delivered through activity 1, this support will include anticipatory action before crises, in-kind and cash-based assistance during crises and early recovery transfers targeting the most crisis-affected households.
10. WFP will work with and through regional government systems where feasible, seeking to strengthen their response capacity and providing direct assistance when those capacities are overwhelmed. National social protection systems, including school meal programmes, are an effective channel for leveraging distribution systems during and after disasters, as demonstrated during the response to Hurricane Melissa in 2025.
11. The targeting of WFP assistance is phased, from blanket distributions in the immediate aftermath of a crisis to targeted transfers for the most vulnerable crisis-affected households and more sharply targeted early recovery support. Cash-based transfers are prioritized where markets are functional, with in-kind food assistance used where markets and supply chains are disrupted, often at the outset of rapid-onset disasters. Pre-positioned supplies – including mobile storage units, generators and non-food items – are deployed from the Caribbean Regional Logistics Hub. WFP supports government and regional cash, food security, telecommunications and supply chain coordination mechanisms to ensure an effective response across partners.
12. Cross-cutting priorities will be integrated into all activities under MCSP outcome 1. WFP will provide nutrition-sensitive food and cash assistance while adopting people-centred approaches that promote access to healthy diets and prioritize the inclusion of women, girls, persons with disabilities, older persons and other groups at heightened risk of exclusion. Protection and accountability to affected people will be strengthened through protection monitoring and accessible feedback mechanisms. Assistance will be delivered in line with humanitarian principles, while localization will be advanced through collaboration with national and regional partners.

Multi-country strategic plan outcome 2: By 2031, people affected by or at risk of crises have access to institutions and systems that are prepared to anticipate and respond to disasters and shocks

13. Under MCSP outcome 2, WFP will work with governments, regional institutions and partners to strengthen the systems and capacities required to anticipate, prepare for and respond to disasters and shocks. By enhancing preparedness, coordination and response mechanisms, WFP will help ensure that affected people can access timely and effective assistance when crises occur.
14. Through activity 2, WFP will strengthen regional and national supply chain and logistics systems. This will include managing the Caribbean Regional Logistics Hub, supporting pre-positioning and stockpile management across the region, and strengthening the supply chain capacity of CDEMA, national disaster management organizations, government counterparts and other partners. WFP will also support food security assessments and early warning systems in order to inform timely action in response to emerging risks, shocks and disasters.
15. In addition, WFP will support governments, CDEMA and other partners in strengthening the systems and procedures needed for rapid and reliable emergency response. Through enhanced preparedness, coordination and anticipatory action, WFP will help regional and national institutions anticipate shocks, coordinate response efforts and deliver timely assistance to affected populations.
16. Cross-cutting priorities will be integrated into all activities under outcome 2. Localization will be advanced through support to regional institutions, governments and civil society organizations aimed at strengthening their preparedness and response capacities. Environmental sustainability will be promoted through local procurement and energy-efficient logistics solutions, while strong monitoring, accountability and assurance mechanisms will support effective implementation.

Multi-country strategic plan outcome 3: People experiencing recurrent acute food insecurity in the areas most exposed to disasters and economic shocks are more resilient by 2031

17. Under MCSP outcome 3, WFP will deliver an integrated package of support to households, communities and food system actors experiencing recurrent acute food insecurity in areas most exposed to weather-related and economic shocks. By strengthening resilience, livelihoods and food systems, WFP will help vulnerable populations to better anticipate, absorb and adapt to shocks, reducing their susceptibility to recurrent food insecurity and mitigating or averting humanitarian needs.
18. Through activity 3, in direct support of CARICOM's 25 x 2025+5 initiative,⁴ WFP will implement a resilience package comprising three mutually reinforcing tracks. The first will strengthen household and community resilience through productive safety nets, skills development, asset creation and nature-based solutions delivered through national social protection systems.⁵ In partnership with FAO, the second track will support food system actors in accessing markets, financial services and institutional buyers, including through home-grown school meal programmes, with WFP focusing on strengthening supply chains and food safety. The third track will support the development of more efficient regional

⁴ The CARICOM 25 x 2025+5 initiative, also referred to as CARICOM 25 x 2030, sets a target to reduce the extra-regional food import bill by 25 percent by 2030. CARICOM. 2025. [“Food Security Initiative Expanded, Extended to 2030”](#).

⁵ In Barbados, the area under cultivation declined by 53 percent over three decades. Most of the remaining soil is shallow, acidic and low in organic carbon, and extreme weather and rising seas are projected to increase erosion and salinization.

supply chains and inter-island connectivity with a view to lowering costs and improving access to healthy diets in import-dependent markets.

19. Geographic targeting will prioritize communities experiencing the highest levels of recurrent acute food insecurity, including in areas frequently affected by hurricanes, as identified through the Caribbean food security and livelihoods survey. Intervention design will be informed by research undertaken with the University of the West Indies and will support access to finance through investable proposals developed with regional institutions.
20. Cross-cutting priorities of environmental sustainability, protection, accountability to affected people and localization will be integrated throughout MCSP implementation. WFP will promote sustainable natural resource management and nature-based solutions, while ensuring that interventions are people-centred and responsive to community priorities by using participatory approaches and community feedback mechanisms. Localization will be advanced through partnerships with local institutions, civil society organizations and value chain actors, thereby strengthening local capacity and ownership in support of sustainable results.

Multi-country strategic plan outcome 4: Governments and partners are better coordinated and able to respond to needs and deliver programmes

21. Under MCSP outcome 4, WFP will provide governments, regional institutions and partners with technical assistance, capacity strengthening and on-demand services in order to improve the design, implementation and delivery of programmes. Support will be focused on shock-responsive social protection systems, school meal programmes, anticipatory action and disaster risk financing mechanisms, helping institutions to strengthen their capacity to prepare for, respond to and recover from shocks.
22. Through activity 4, WFP will support the design and strengthening of shock-responsive social protection systems and anticipatory financing mechanisms that enable timely assistance before, during and after crises. Building on Caribbean governments' significant investments in social protection since 2020, WFP will provide technical expertise, operational tools and financing solutions that enhance system responsiveness and effectiveness. WFP will also strengthen government capacity to design, finance and implement nationally owned school meal programmes, with an emphasis on the procurement of locally produced food, integration with social protection systems and programme monitoring.
23. Through activity 5, WFP will provide on-demand services that support effective operations and systems strengthening across the region. These services include logistics, supply chain coordination, operational information management, data and analytics, and other technical services that help governments and partners implement emergency and development programmes more efficiently and effectively.
24. Cross-cutting priorities will be integrated throughout activities under outcome 4. WFP will promote inclusive and people-centred systems that strengthen access to social protection and school meal programmes. Localization will be promoted through the provision of support to government institutions, regional organizations and national partners, helping to build sustainable capacity and nationally owned systems. Strong monitoring, evaluation, assurance and risk management processes will underpin implementation and support accountability, learning and results.

Prioritization approach

25. WFP has been highly successful in attracting multi-year funding, which forms the basis of its operations, complemented by project-specific funding for emergency preparedness, anticipatory action and service provision activities. A resource mobilization strategy has been developed to diversify the donor base, including through engagement with international financial institutions, the private sector and innovative financing mechanisms.

26. In the event of funding shortfalls, WFP will designate emergency response as the highest-priority use of flexible resources during crisis periods. Within its resilience and systems strengthening portfolio, WFP will concentrate programming in areas where needs, risks and institutional demand are greatest and where confirmed resources are available. Emergency preparedness activities under outcome 2 will be maintained as a core function given their high strategic value relative to cost and their role in enabling the achievement of the other MCSP outcomes. On-demand services under outcome 4 will be largely delivered on a cost-recovery basis and will therefore be less reliant on flexible funding than other activities under the MCSP.
27. Within food-insecure populations, WFP will prioritize the most vulnerable households, particularly those including persons with disabilities, pregnant or breastfeeding women, children under 5 and older persons.⁶

Transition strategies

28. The sustainability of WFP's programming in the Caribbean depends on strengthening national systems so that governments can independently plan, finance and scale up disaster risk management, social protection and food security interventions. The MCSP promotes sustainability by embedding technical assistance within national institutions, expanding co-financing with governments and development banks, strengthening the evidence base for sustained investment and advancing localization through partnerships with governments and civil society. Early results are promising, including a disaster risk financing model that has led one government to explore options for pre-committing a portion of its own insurance premiums to support affected populations. Progress towards institutional self-reliance will be monitored through the Shock Readiness Index and the Supply Chain Assessment Navigator, which establish agreed baselines with governments and provide benchmarks for measuring institutional capacity and reducing reliance on WFP support.
29. The MCSP also supports long-term institutional ownership through initiatives such as the Caribbean Regional Logistics Hub in Barbados, which is intended to transition gradually to CDEMA management. A handover plan for the hub has been developed and is under review. Sustainability pathways differ across outcomes. Emergency response needs are expected to decline as national capacities improve, although WFP will remain a provider of last resort in the event of major shocks. Preparedness, resilience and systems-strengthening interventions are designed to enable governments to internalize tools, systems and financing mechanisms, while resilience programming will generate evidence to support wider adoption and investment. Key risks include limited fiscal space, donor shifts and underinvestment in resilience. WFP will seek to mitigate these risks through resource mobilization, donor engagement and support for access to innovative financing and investment opportunities.

⁶ WFP is conducting "leave no one behind" analysis that will inform the refinement of targeting.

ANNEX I

Summary line of sight of the Caribbean multi-country strategic plan

TABLE 1: SUMMARY LINE OF SIGHT OF THE CARIBBEAN MULTI-COUNTRY STRATEGIC PLAN

Impact	Ending hunger			
Focus area	Crisis response	Resilience building	Resilience building	Resilience building
MCSP outcome	MCSP outcome 1: People affected by or at risk of crises can meet their food and nutrition needs before, during and after shocks.	MCSP outcome 2: By 2031, people affected by or at risk of crises have access to institutions and systems that are prepared to anticipate and respond to disasters and shocks.	MCSP outcome 3: People experiencing recurrent acute food insecurity in the areas most exposed to disasters and economic shocks are more resilient by 2031.	MCSP outcome 4: Governments and partners are better coordinated and able to respond to needs and deliver programmes.
Activity	Activity 1: Provide nutrition-sensitive food assistance to vulnerable populations.	Activity 2: Support the capacity of governments, regional institutions and their partners to prepare for and respond to disasters and shocks.	Activity 3: Provide integrated resilience package support to targeted food systems actors and vulnerable households and communities.	Activity 4: Provide technical and policy assistance to governments and regional institutions to strengthen social protection systems and school meal programmes.
				Activity 5: Provide on-demand and other services to partners to support effective and efficient operations and systems.

ANNEX II

**Country portfolio needs budget and cost breakdown
by multi-country strategic plan outcome (USD)**

TABLE 2: COUNTRY PORTFOLIO NEEDS BUDGET (USD)							
MCSP outcome	Activity	2027	2028	2029	2030	2031	Total
1	1	7 835 345	7 831 913	7 843 252	8 009 066	7 968 527	39 488 102
2	2	6 354 229	6 495 233	6 596 775	6 830 884	6 342 988	32 620 109
3	3	1 255 618	1 281 920	1 285 399	1 314 304	1 256 812	6 394 053
4	4	2 442 381	2 434 412	2 473 561	2 562 430	2 320 960	12 233 743
	5	189 153	55 811	55 399	56 061	55 864	412 288
Total		18 076 726	18 099 288	18 254 386	18 772 745	17 945 151	91 148 296

TABLE 3: INDICATIVE COST BREAKDOWN BY MULTI-COUNTRY STRATEGIC PLAN OUTCOME (USD)					
	WFP strategic outcome 1	WFP strategic outcome 1	WFP strategic outcome 2	WFP strategic outcome 3	Total
	MCSP outcome 1	MCSP outcome 2	MCSP outcome 3	MCSP outcome 4	
Focus area	Crisis response	Resilience building	Resilience building	Resilience building	
Transfers	27 625 008	13 448 287	4 739 940	6 528 055	52 341 291
Implementation	3 696 480	12 424 668	331 685	3 525 054	19 977 887
Direct support costs	5 756 542	4 756 254	932 180	1 846 262	13 291 239
Subtotal	37 078 030	30 629 210	6 003 806	11 899 371	85 610 418
Indirect support costs	2 410 072	1 990 899	390 247	746 660	5 537 878
Total	39 488 102	32 620 109	6 394 053	12 646 032	91 148 296

ANNEX III**Beneficiaries by year**

TABLE 4: BENEFICIARIES BY YEAR						
	2027	2028	2029	2030	2031	Total
Total beneficiaries (without overlap)	38 000	38 000	38 000	38 000	38 000	190 000

ANNEX IV

Monitoring, evaluation, evidence and risk management

Evidence informing this multi-country strategic plan

1. **Evidence:** The independent evaluation of the MCSP for 2022–2026 confirmed WFP's comparative advantages in shock-responsive social protection, disaster risk financing and food security data generation and highlighted its strong contribution to strengthening those areas, including through innovative links between social protection systems and risk financing mechanisms.
 - **MCSP design response:** Building on these achievements, WFP will continue to expand anticipatory action and early warning initiatives, support governments in integrating social protection and disaster risk financing and strengthen regional food security information systems.
2. **Evidence:** The evaluation found that WFP's multi-country office model, operating through a regional hub and country presence, positioned WFP as a region-wide technical, advocacy and response partner and facilitated simultaneous engagement with regional institutions and national governments, including coordinated response across multiple countries.
 - **MCSP design response:** The MCSP builds on the multi-country model, using WFP's regional footprint to sustain technical engagement with regional institutions while delivering tailored country-level support and rapid multi-country response when shocks exceed national capacity.
3. **Evidence:** The evaluation found that, despite significant progress, capacity-strengthening efforts lacked clearly defined progression pathways, transition milestones and indicators of institutional progress. It recommended developing country-specific capacity-strengthening plans, together with stronger monitoring, learning and accountability frameworks to better track institutional results and sustainability.
 - **MCSP design response:** The MCSP adopts a more structured approach to capacity strengthening, with country-specific transition pathways, clearly defined institutional milestones and strengthened monitoring systems, including the Shock Readiness Index and the Supply Chain Assessment Navigator, which establish agreed baselines with governments for monitoring institutional progress.
4. **Evidence:** The evaluation found that WFP had not yet defined a sufficiently clear strategic role in food systems transformation and school-based programmes, despite growing government demand and the region's vulnerability to food import dependence and supply chain disruptions. It recommended defining a catalytic role that leverages WFP's comparative advantages in emergency preparedness, supply chains and food security analysis.
 - **MCSP design response:** Strengthening WFP's engagement in resilient food systems, the MCSP focuses on enhancing supply chains, food security information systems and shock-resilient food systems, with WFP working closely with governments, CARICOM, international financial institutions and technical partners.

5. **Evidence:** The evaluation found that nutrition, social inclusion and environmental sustainability were integrated inconsistently and were often addressed through ad hoc initiatives. It recommended institutionalizing these cross-cutting priorities through dedicated strategies with measurable outcomes.
 - **MCSP design response:** The MCSP mainstreams social inclusion, nutrition and environmental sustainability across all outcomes. Cross-cutting priorities are formulated for each MCSP activity, supported by specific actions and measurable indicators to promote equitable and sustainable outcomes for vulnerable populations.

Monitoring, evaluation and evidence generation arrangements

6. WFP will implement a comprehensive monitoring, review and evaluation system to support adaptive management throughout the MCSP, in line with corporate standards and the 2026–2029 corporate results framework. The approach will be people-centred and intersectional, with data routinely collected, analysed and disaggregated by vulnerability-related characteristics. Monitoring activities will include output and outcome monitoring, process monitoring, user satisfaction surveys, community feedback analysis and risk-based site monitoring. Findings will be reviewed regularly to identify bottlenecks, risks and opportunities for course correction, with issues escalated through established mechanisms to ensure timely action. Institutional capacity development will be tracked through frameworks informed by the Shock Readiness Index and the Supply Chain Assessment Navigator, which establish baselines with governments, identify systems-strengthening priorities and measure progress towards institutional readiness. Results will be reported through WFP's annual country reports.
7. Monitoring will be conducted by WFP and cooperating partners, with joint monitoring, assessments and reviews prioritized to strengthen coherence and ownership, and to improve tracking against MCSP and MSDCF indicators. Remote monitoring may be used to address access, capacity and fiduciary risks while supporting the development of sustainable national monitoring systems. A decentralized evaluation will be commissioned in the second year of MCSP implementation, followed by a mid-term review and a final centralized evaluation in the fourth year. Findings, triangulated with community feedback, will inform programme adjustments, learning, risk management, advocacy and future investments. Inclusive engagement and accessible feedback mechanisms will also strengthen accountability to affected people.

Risk management and mitigation measures

8. The principal strategic risk to the implementation of the MCSP is the increasing frequency and severity of shocks, particularly hurricanes, which may affect multiple countries simultaneously and rapidly exceed available response capacities. WFP will mitigate this risk through the Caribbean Regional Logistics Hub, supported by a network of pre-positioned supplies, anticipatory action mechanisms and a calibrated resource-planning approach that enables rapid operational scale-up while maintaining realistic commitments.
9. Operational risks arise from the complexity of the multi-country operating environment, including varying national capacities, limited WFP presence in some locations, delays in concluding agreements with governments, and supply chain constraints such as irregular maritime transport and infrastructure limitations. WFP will mitigate these risks through sustained engagement with government counterparts, standardized partnership and cooperation agreements, country-specific implementation plans, strengthened partnerships and dedicated logistics arrangements. WFP will also maintain robust safeguards to prevent sexual exploitation and abuse and ensure accountability to affected people.

10. Financial risks stem from continued volatility in global fuel and shipping costs, which can increase food import prices and the cost of assistance. WFP will closely monitor market conditions and adjust procurement strategies, operational plans and assistance modalities as appropriate in order to maintain cost-effectiveness and operational continuity.

ANNEX V

Links to technical and related resources

More operational and budgetary information is available through the [CSP data portal](#).¹

¹ As mandated by the Executive Board-approved “[Policy on Country Strategic Plans](#)” (WFP/EB.2/2016/4-C/1/Rev.1).

Acronyms

CARICOM	Caribbean Community
CDEMA	Caribbean Disaster Emergency Management Agency
FAO	Food and Agriculture Organization of the United Nations
MCSP	multi-country strategic plan
MSDCF	multi-country sustainable development cooperation framework