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Draft Caribbean multi-country strategic plan (2022–2026)

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

Executive summary

This multi-country strategic plan for the Caribbean for 2022–2026 covers 22 countries and overseas territories, all of which are classified as small island developing States.¹ These Caribbean countries and territories face similar challenges in managing economic, financial, geographic and climate-related vulnerabilities that affect the food and nutrition security of the most vulnerable, particularly in crises. The multi-country approach supports governments through both regional and national initiatives, allowing for more coordinated, targeted approaches and more sustainable outcomes.

Compounded risks due to the coronavirus disease 2019 pandemic, persistent economic hardships, climate-related risks and other hazards challenge countries and territories in the Caribbean region, threatening their ability to achieve Sustainable Development Goals 2 and 17 by 2030.

¹ The 22 countries and territories are Anguilla, Antigua and Barbuda, Aruba, Bahamas (the), Barbados, Belize, Bermuda, British Virgin Islands, Cayman Islands, Curaçao, Dominica, Grenada, Guyana, Jamaica, Montserrat, Saint Lucia, Saint Kitts and Nevis, Saint Vincent and the Grenadines, Sint Maarten, Suriname, Trinidad and Tobago, and Turks and Caicos Islands.

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The socioeconomic impacts of the pandemic continue to be severe for Caribbean countries and territories, already indebted and heavily dependent on external markets for industry and food and other commodities to meet their populations' needs. Food insecurity in the Caribbean has risen sharply since the onset of the pandemic. As of February 2021, 2.7 million people out of a population of 7.1 million were food-insecure.² Caribbean countries are also exposed to natural hazards such as hurricanes, storms, floods, droughts and volcanic eruptions. Over the last seven decades, of the 511 disasters that affected small island developing States worldwide, 324 occurred in the Caribbean, with damage to gross domestic product ratio six times higher than that suffered by larger countries.³ Climate-related disasters continue to show signs of increasing frequency and intensity, reversing significant development gains, paralysing national response capacity and threatening progress towards the 2030 Agenda for Sustainable Development.

The Caribbean has a regional cooperation framework through the Caribbean Community, which has led to the creation of entities like the Caribbean Disaster and Emergency Management Agency. A regional approach is an essential component of managing common challenges and working to achieve climate resilience, manage disasters and improve food security, and provides an important entry point for influencing policy and strategy formulation at the national level.

This multi-country strategic plan aligns with the United Nations multi-country sustainable development cooperation framework for the Caribbean for 2022–2026 so that it can contribute to the achievement of regional and national priorities. By supporting preparedness measures that strengthen disaster risk management and social protection systems, WFP will ensure that vulnerable people across the Caribbean can meet their food, nutrition and other essential needs in times of crisis. Areas in which WFP will work to that end include strengthening end-to-end supply chain management and coordination, vulnerability analysis, data management and digitalization, disaster risk financing and food systems' resilience. This multi-country strategic plan will contribute to ensuring that Caribbean people, communities and institutions have enhanced adaptive capacity for inclusive, gender-responsive climate and disaster risk management.

The multi-country strategic plan expands on the Caribbean interim multi-country strategic plan for 2020–2021 by fine-tuning its approach to capacity strengthening, putting measures in place to enhance the sustainability of preparedness actions and strengthening regional and national capacity to respond to disasters without external assistance. WFP continues to deepen relationships with national governments and explore emerging opportunities to bridge the humanitarian-development-peace divide and develop innovative solutions to Caribbean challenges through partnerships with United Nations agencies, regional institutions, international financial institutions and other entities.

Draft decision*

The Board approves the Caribbean multi-country strategic plan (2022–2026) (WFP/EB.1/2022/X-X/X) at a total cost to WFP of USD 69,515,111.

² Caribbean Community (CARICOM) and others. 2021. [Caribbean COVID-19 Food Security and Livelihoods Impact Survey](#). Regional Summary Report, February 2021.

³ International Monetary Fund. 2018. *Bracing for the Storm*, Finance and Development, March 2018, vol. 55, No. 1.

* 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. Home to 7.9 million people,⁴ the 22 countries and overseas territories covered by this multi-country strategic plan (MCSP) stretch from the Bahamas in the north to Guyana and Suriname in South America and Belize in Central America. All are classified as small island developing States (SIDS) due to their small size, fragile natural environments and vulnerability to the effects of climate change. Populations range from 2.9 million people in Jamaica to 4,977 in Montserrat, while population density varies from 4 people per square kilometre in Suriname and Guyana to 1,209 in Barbados. Bermuda, Cayman Islands and Sint Maarten have entirely urban populations, while Saint Lucia and Antigua and Barbuda have 19 and 25 percent of their populations, respectively, living in urban areas.
2. The countries and territories are classified as upper-middle-income or high-income, with gross domestic product (GDP) per capita ranging from USD 4,815 (Belize) to USD 117,089 (Bermuda). The Caribbean has experienced poor economic growth over the past decade, averaging 0.8 percent per year and lagging behind developing countries since 1970 and developed countries since 1980. A convergence effect is apparent, with the wealthiest economies (those of Aruba, Bahamas, Bermuda, Cayman Islands and Sint Maarten) all showing long-term declines in GDP per capita while lower-income jurisdictions grow faster, except for Belize and Jamaica, which both have low growth rates.
3. The coronavirus disease 2019 (COVID-19) pandemic continues to have a deep impact on the region, with an average decline of 7.9 percent in GDP in 2020. Guyana is the only country that showed growth,⁵ due to a recent oil discovery. Tourism-dependent economies were more heavily affected, with double-digit declines in 2020. Forecasts indicate that recovery will take several years; the International Monetary Fund expects international tourist arrivals to return to pre-crisis levels gradually over the next three years⁶ and forecasts growth rates of 2.4 and 4.4 percent in 2021 and 2022 respectively for tourism-dependent countries and 4 and 11.4 percent for commodity exporters.
4. Exceptional fiscal and monetary packages have been established to address the impacts of COVID-19, with increased spending on health and social protection, tax credits and deferral programmes and support for affected sectors of the economy. The increased spending adds to an already unsustainable debt burden. The Caribbean has the highest debt-to-GDP ratio in the world, averaging 64.1 percent of GDP in 2019, well above the recommended 55 percent, the point at which increased debt reduces economic growth.⁷ By the end of 2020, estimated debt-to-GDP ratios were above 100 percent in six countries.⁸ Belize's public debt jumped from 98 percent in 2019 to 126 percent in 2020, with a similar trend expected across the Caribbean.⁹ If not addressed, these low growth and high debt trends will further erode development gains, increasing vulnerability and inequality. Past fiscal adjustments largely focused on increased value-added taxes on basic food items, public sector wage freezes and cuts in health, education and social protection programmes, all of which negatively affect vulnerable households.

⁴ World Bank [Population data](#).

⁵ Economic Commission for Latin America and the Caribbean. 2021. [Preliminary Overview of the Economies of Latin America and the Caribbean 2020](#).

⁶ International Monetary Fund. [Outlook for Latin America and the Caribbean: An intensifying Pandemic](#). 26 June 2020.

⁷ United Nations Caribbean. 2021. [Caribbean Common Multi-Country Analysis \(CMCA\)](#).

⁸ Ibid. The six countries are Antigua and Barbuda, Aruba, Belize, Barbados, Jamaica and Suriname.

⁹ Government of Belize. 2021. [Economic Update](#). March 2021.

5. In recent years, the impact of debt servicing, which diverts resources from social development, has translated into stagnant or declining human development. Caribbean countries have an average annual human development index growth of 0.3 percent, the lowest of any region and well below the global average of 0.61 percent per year.¹⁰ Inequality remains high, with human inequality coefficients ranging from 15.9 (Jamaica and Barbados) to 26 (Suriname), compared to an average of 17.6 for countries in the high human development category and a global average of 20.2.¹¹
6. Poverty across the region varies from 41 percent in Belize to 13 percent in the Bahamas.¹² Poverty and vulnerability are intersectional, with higher rates of poverty among women, female-headed households and indigenous households. One in three children (0–14 years) in the Eastern Caribbean lives in poverty and one in 25 in extreme poverty. A significant number reside in female-headed households, large households or households with migrants.¹³
7. Before the pandemic, youth unemployment in the Eastern Caribbean was 26 percent, almost three times higher than the adult rate of 9 percent.¹⁴ Unemployment is higher among women (30 percent) than among men (24 percent)¹⁵ and has increased in all age groups as a result of COVID-19.¹⁶ The February 2021 regional summary report on the results of a COVID-19 food security and livelihoods survey conducted by WFP and CARICOM showed that 63 percent of respondents reported that their households had experienced job loss or reduced income since the start of the pandemic. Respondents from the lowest income groups, Spanish-speaking migrants and young people were the most severely affected. The Economic Commission for Latin American and the Caribbean estimates that the pandemic will cause poverty rates to return to 2006 levels, eroding a decade of development gains. Early 2020 data indicate that extreme poverty almost tripled in Jamaica compared to 2019 and increased from 15 to 20 percent in Belize over the same period.¹⁷
8. Despite progress towards gender equality, women face inequality in the workforce, high rates of sexual and gender-based violence and barriers to equal participation in society and politics. The 2019 gender inequality index ranks Caribbean countries between 58th (Barbados) and 122nd (Guyana).¹⁸ Women have higher unemployment rates than men, are under-represented in senior positions and are more likely to work in low-wage and insecure jobs without social protection benefits, despite having higher educational achievements. COVID-19 further aggravates the gender gap because women are overrepresented in the tourism, service and care industries and shoulder a larger increase in childcare and domestic work as a result of measures to curb the pandemic.¹⁹

¹⁰ Organisation for Economic Co-operation and Development and others. 2019. *Latin American Economic Outlook 2019: Development in Transition*.

¹¹ United Nations Development Programme. 2020. *Human Development Reports: Coefficient of Human Inequality*.

¹² World Bank. *Belize Social Protection Inclusion Project (P172956) Project Information Document (PID)* and *The Bahamas*.

¹³ United Nations Caribbean. 2021. *Caribbean Common Multi-Country Analysis (CMCA)*.

¹⁴ United Nations Children's Fund (UNICEF), Organisation of Eastern Caribbean States (OECS) Commission and International Labour Organization. 2020. *Youth Unemployment in Barbados and the OECS Area. A Statistical Compendium*.

¹⁵ Ibid.

¹⁶ United Nations Caribbean. 2021. *Caribbean Common Multi-Country Analysis (CMCA)*.

¹⁷ Ibid.

¹⁸ United Nations Development Programme. 2020. *Human Development Reports: Gender Inequality Index*.

¹⁹ CARICOM and others. 2021. *Caribbean COVID-19 Food Security and Livelihoods Impact Survey. Regional Summary Report. February 2021*.

9. Over 80,000 Venezuelan refugees and migrants reside in MCSP countries, with Trinidad and Tobago among the top receiving countries as a proportion of their populations.²⁰ There is also a high rate of outmigration and a heavy dependence on remittances, which are almost eight times the value of the official development assistance channelled to the region.²¹ In 2017, hurricanes displaced 3 million people in over a dozen countries and territories in the Caribbean.²²
10. The climate crisis represents the greatest threat to the region. SIDS are disproportionately affected, facing annual expected losses equivalent to almost 20 percent of total social expenditures, compared with 1.2 percent in North America and less than 1 percent in Central Asia and Europe. The Caribbean is ranked as the second most hazard-prone region in the world; between 1970 and 2016, the region suffered over USD 22 billion in damages as a direct result of disasters. On average, disasters affect 10 percent of the population of SIDS compared to just 1 percent in large States.²³ During the 2021 volcanic eruption in Saint Vincent and the Grenadines, 18 percent of the population was evacuated and ashfall caused significant damage to neighbouring islands. Hurricane Maria is estimated to have cost Dominica 226 percent of its GDP, and Hurricane Ivan cost Grenada over 200 percent of GDP in 2004. Disasters can also exacerbate inequality because women face increased care work, risk of violence and social, economic and political barriers that undermine their coping capacity.

1.2 Progress towards the 2030 Agenda for Sustainable Development

11. Progress towards the 2030 Agenda for Sustainable Development varies across the region. Available data indicate that there is a long way to go to achieve the Sustainable Development Goals (SDGs). Across the region, the most progress has been made on SDG 7, followed by SDG 13. Major challenges remain on SDGs 2, 3, 5 and 16, and limited data make it difficult to assess progress on SDGs 1, 10 and 11. In 2020, Jamaica had the highest SDG score in the region, ranking 84th of 166 countries, and Guyana had the lowest, at 124th, with several States not included due to insufficient data.²⁴

1.3 Progress towards SDGs 2 and 17

Progress on SDG 2 targets

12. All 13 countries for which data on SDG progress is available face significant or major challenges to achieving SDG 2 by 2030. Five countries²⁵ have made moderate progress towards achieving SDG 2, while eight have stagnated or regressed.²⁶ COVID-19 has led to further increases in the number of food-insecure people.
13. *Access to food.* The prevalence of undernourishment varies between 4.3 percent (Barbados) and 26.7 percent (Antigua and Barbuda), with most countries below 10 percent before the pandemic.²⁷ Despite a positive trend, the Caribbean is not on track to reach SDG target 2.1

²⁰ Inter-Agency Coordination Platform for Refugees and Migrants from Venezuela. *Refugees and Migrants from Venezuela in the Latin America and the Caribbean as of July 2021*. (map).

²¹ United Nations Caribbean. 2021. *Caribbean Common Multi-Country Analysis (CMCA)*.

²² Economic Commission for Latin America and the Caribbean and the International Organization for Migration. 2020. *Advancing gender equality in environmental migration and disaster displacement in the Caribbean*.

²³ International Monetary Fund. *Outlook for Latin America and the Caribbean: An intensifying Pandemic*. 26 June 2020.

²⁴ Sachs, J. and others. 2020. *Sustainable Development Report 2020. The Sustainable Development Goals and COVID-19*.

²⁵ Bahamas, Barbados, Belize, Guyana and Suriname.

²⁶ Antigua and Barbuda, Dominica, Grenada, Jamaica, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines and Trinidad and Tobago.

²⁷ FAO and others. 2020. *The State of Food and Security and Nutrition in the World 2020: Transforming food systems for affordable healthy diets*; and 2017. *The State of Food and Security and Nutrition in the World 2017: Building Resilience for peace and food security*.

by 2030. Belize, Dominica, Jamaica and Saint Lucia have increasing rates of undernourishment. The pandemic has exacerbated hunger and undernourishment; according to the February 2021 regional summary report on the CARICOM/WFP food security and livelihoods impact survey referred to above, 2.7 million people out of 7.1²⁸ million are food-insecure across the English-speaking Caribbean, compared to 1.7 million in April 2020. The number of people estimated to be severely food-insecure increased in each survey round, from 403,000 in April 2020 to 407,000 in June 2020 and to 482,000 in February 2021. With financial means as the main driver of food security in the region, food insecurity disproportionately affects low income households, including those relying on informal income or casual labour, younger respondents and Spanish-speaking respondents residing in Trinidad and Tobago.

14. *End malnutrition.* The Caribbean has made steady progress to reduce stunting and is on track to reach SDG target 2.2 by 2030;²⁹ however, in Belize and Guyana, the prevalence of stunting is above 10 percent (15 and 11 percent respectively). Wasting is worrying in Barbados, Guyana and Trinidad and Tobago, which all have a prevalence above 5 percent.³⁰ Obesity and overweight remain a concern, together with the increased burden of non-communicable diseases, particularly type II diabetes, which affects up to 25 percent of adults. Overweight in children under 5 increased from 4.2 percent in 1990 to 7 percent in 2019, more rapidly than in South and Central America, and, adult obesity, at 24.7 percent, is nearly twice the world average.³¹ Women are twice as likely to be obese as men, with Dominica, Jamaica and Trinidad and Tobago among the top 14 countries in global female obesity.³²
15. *Smallholder productivity and incomes.* Agriculture has declined as countries' and territories' investments have shifted towards tourism and services, causing the region to become highly dependent on food imports. Eleven percent of the population is employed in agriculture, compared to 27 percent globally.³³ With insufficient dedicated resources and limited public funding, agriculture is typically a marginal and declining economic activity, accounting for just 4.1 percent of GDP, except in Guyana and Belize.³⁴ Women are underrepresented in agriculture, making up only 5 percent of the workforce, compared to 25 percent globally. This reflects traditional gender roles and systemic inequalities and the reliance of service sectors on women's labour. The average age of agriculture workers is increasing as youth participation declines.
16. *Sustainable food systems.* Declining rates of agricultural production and the rise in tourism and hospitality has left the Caribbean highly dependent on food imports. Except for Belize and Guyana, countries and territories import at least 50 percent of their food, with the majority importing over 80 percent. Transportation and import costs result in high food prices, with the Caribbean ranked second highest globally for the cost of a healthy diet (USD 4.21 per day) and third for an energy sufficient diet (USD 1.12 per day) resulting in 36.7 percent of the population being unable to afford a healthy diet in 2017.³⁵ Furthermore, food systems are highly vulnerable to economic and climatic shocks as well as global food

²⁸ While the overall population of the 22 countries and territories is 7.9 million, lack of data in some locations led to their exclusion from the analysis.

²⁹ FAO and others. 2020. *The State of Food and Security and Nutrition in the World 2020: Transforming food systems for affordable healthy diets.*

³⁰ Healthy Caribbean Coalition. *NCDs in the Caribbean.* 25 January 2017.

³¹ Ibid.

³² Ibid.

³³ World Bank [Employment in agriculture data.](#)

³⁴ Ibid.

³⁵ FAO and others. 2020. *The State of Food and Security and Nutrition in the World 2020: Transforming food systems for affordable healthy diets.*

price variations. Measures employed to reduce the spread of COVID-19 continue to negatively affect food prices, market access and livelihoods, reducing people's ability to meet their basic needs.

Progress on SDG 17 targets

17. *Policy coherence.* Strengthening social protection systems and their links to emergency response was identified as a policy priority in the Caribbean interim multi-country strategic plan for 2020–2021 (IMCSP). All governments are using social protection to mitigate the socioeconomic effects of COVID-19, but system and policy maturity varies across the region. Stronger links between disaster risk management and social protection are needed, as are updates to policy frameworks and legislation to align with SDG targets and to ensure that they are sufficiently inclusive and equitable and meet the evolving risks and needs of the region.
18. *Diversified resourcing.* Access to development financing and disaster risk financing remains a key challenge for the region. Debt servicing has come at the expense of investment in social programmes, and official development assistance has been on the decline, constituting only 0.7 percent of regional GDP. The income classification of MCSP countries and territories limits access to official development assistance and concessional financing and does not reflect the economic, financial, geographical and climate-related vulnerability of SIDS. The recurring nature and increasing intensity of climate shocks have led to the creation of risk financing instruments, including the Caribbean Catastrophe Risk Insurance Facility Segregated Portfolio Company (CCRIF SPC). Nonetheless, further strengthening regional and national disaster risk financing capacities to enable more predictable, rapid and flexible resourcing is key to ensuring that the most vulnerable are protected. Investing in holistic climate risk financing strategies, including links to social protection, can contribute to improved management of the fiscal impacts of disasters. The application of a diversified portfolio of risk finance instruments can increase the cost efficiency of emergency response and recovery by helping to determine how to pay for losses most effectively.
19. *Capacity strengthening.* Recent shocks have highlighted gaps in national and regional response capacity to effectively assist affected populations. A review of the regional response mechanism (RRM) of the Caribbean Disaster and Emergency Management Agency (CDEMA) found that there is a high level of trust in CDEMA and the teams it deploys. Nonetheless, greater emphasis on both strengthening the capacities of response personnel and addressing persistent challenges in logistics that hamper the timely deployment and delivery of supplies is required. In the Regional Comprehensive Disaster Management Strategy and Results Framework 2014–2024, participating States have committed to addressing these challenges through an integrated and proactive approach to disaster risk management. The strategy recognizes that links between disaster management, climate change adaptation, sustainable development and social protection are critical to reducing risk.
20. *Global partnerships.* The region attracts limited donor funding and interest and has not adequately benefited from strong global partnerships; however, with General Assembly resolution 72/279 on the repositioning of the United Nations development system, the United Nations has committed to strengthening what the Secretary-General has called a "historic deficit in our United Nations development offer [to multi-country offices]". The reinvigorated collective focus on SIDS, together with the 2021 United Nations food systems summit, holds the potential for renewed partnerships on food security and climate resilience.

1.4 Hunger gaps and challenges

21. *Food systems.* Rising obesity, stagnant undernutrition and wasting, a high cost of a healthy diet and SIDS vulnerability highlight the need to strengthen food systems. A Caribbean-wide approach to food systems that increases productivity, reduces barriers to trade, addresses logistics constraints and transforms consumption patterns is critical. COVID-19 has exposed the fragility of food systems and an overreliance on imports, and the climate crisis is increasing vulnerability. Strengthening the resilience of food systems is linked to investment in disaster risk management, including early warning systems, layered risk financing, greater access to grant and concessional financing and strengthened social protection systems.
22. *Responding to shocks.* Caribbean countries and territories have a history of responding to a variety of shocks through disaster management structures and social protection programmes designed to meet the needs of the poor and vulnerable. Many systems used to manage these programmes rely on manual processes, do not have adequate coverage given limited fiscal space and cannot be easily adapted to respond to shocks. Countries and territories face challenges in scaling up social protection to respond to the socioeconomic impacts of COVID-19. There are often inadequate links between the government entities responsible for social protection, finance and disaster risk management, while fragmentation of social protection programmes is common. Traditional responses through disaster risk management mechanisms are often inadequate to prevent the loss of development gains.
23. *Mitigating the impact of COVID-19.* Prevention, containment and mitigation measures adopted globally and nationally have profoundly affected employment, income, food prices and well-being. In a context of high inequality, chronic vulnerability and intergenerational and multidimensional poverty, there is a risk that these impacts will erode more than a decade of development gains, resulting in rapid increases in poverty and food insecurity.
24. *Emergency response capacities.* With their small size and limited fiscal space, Caribbean States have limited resources and capacity to individually manage large-scale emergencies. The increasing number of climate-related disasters, combined with rising sea levels and rising poverty and vulnerability, are cause for concern. Regional approaches, including CDEMA's RRM, offer an opportunity to overcome the fiscal and technical limitations of individual countries and territories; however, current logistics and distribution mechanisms do not adequately ensure rapid and appropriate support for shock-affected populations. Strengthening regional capacity, coupled with increased pre-positioning of relief items, is needed to ensure that regional responses are effective.

2 Strategic implications for WFP

2.1 Achievements, lessons learned and strategic changes for WFP

25. The IMCSP focused on three strategic outcomes: building regional and national capacities for emergency preparedness and response; supporting populations affected by emergencies; and providing effective emergency logistics support. During its implementation, significant changes occurred in the multi-country context, with the emergence of heightened vulnerability and a rapid increase in food insecurity due to COVID-19 mitigation measures, requiring WFP to adapt its programming to respond to persistent and increasing needs.
26. Given the fiscal space and debt challenges, the combination of COVID-19, consecutive Atlantic hurricane seasons that were above average in intensity and the 2021 La Soufrière volcanic eruption in Saint Vincent and the Grenadines has served to reinforce the importance and urgency of supporting national and regional capacities to prepare for and respond to shocks. COVID-19 response efforts have led to deeper WFP engagement with CDEMA, national governments, donors and the wider humanitarian and development

community. WFP continues to expand its partnerships, including with the CCRIF SPC and learning institutions.

27. Adapting social protection to meet the needs of the most vulnerable has been an important pillar of WFP support in emergency responses. COVID-19 is a catalyst for further strengthening social protection systems to improve their shock-responsiveness. Social protection was used to address the socioeconomic impacts of the pandemic, with WFP providing technical assistance and direct support to meet the most pressing needs in several countries and territories.
28. WFP's response to the La Soufrière eruption built on lessons learned from recent responses, including the COVID-19 response. It showcased the importance of strengthening preparedness to enable a more robust response by regional and national partners as well as WFP. Preparedness investments tailored to the Caribbean context allowed for immediate support to nationally-led responses by embedding WFP's expertise in national and regional systems. WFP supported the digitalization of several government processes, for improved decision-making and transparency.
29. The shift in regional context and demand for WFP support showed the relevance of the IMCSP priorities. WFP also pivoted to a broader focus on regional risks and vulnerabilities, with increasing emphasis on enabling national governments and communities to build resilience. Capacity strengthening and technical assistance under the MCSP are designed to ensure that catalytic investments foster sustainability and stronger links across the three strategic outcomes. This includes a comprehensive systems-strengthening approach that embraces digitalization and the use of innovative solutions; takes a multi-pronged approach to strengthening the human resource capacities of partners while developing future generations of emergency responders and social protection experts; and enhances the pre-positioning of assets to enable faster, more appropriate responses.
30. A 2021 WFP perception survey, indicated that governments, regional institutions, United Nations entities, civil society organizations and the private sector consider WFP a partner of choice in emergency response, food security assessment and social protection. Most respondents found WFP to be effective at strengthening emergency response capacities and supportive of development priorities. Partners support WFP's increased engagement in food security and food systems, social protection, data and vulnerability analysis and supply chain management.
31. The design of the MCSP was also informed by significant evidence generation led by the Caribbean multi-country office in recent years, as well as by the findings of the evaluation of the WFP policy on capacity development, findings on capacity strengthening from decentralized evaluations and the strategic evaluation of WFP support for enhanced resilience. Finally, it was informed by the final evaluation of the 2017–2021 United Nations multi-country sustainable development framework for the region.

2.2 Alignment with national development plans, the 2022–2026 United Nations multi-country sustainable development cooperation framework and other frameworks

32. The MCSP aligns with the 2022–2026 United Nations multi-country sustainable development cooperation framework (MSDCF), the system-wide response to national and regional priorities. The MSDCF establishes four strategic priorities:
 - shared prosperity and economic resilience;
 - equality well-being and leaving no one behind;
 - resilience to climate change and shocks and sustainable natural resource management; and
 - peace, safety, justice and the rule of law.

33. The MCSP aligns with strategic priorities 1, 2 and 3 of the MSDCF and was informed by a United Nations comparative advantage survey, a WFP partner perception survey, the SAMOA Pathway,³⁶ the CARICOM strategic plan, the CARICOM regional food and nutrition security action plan and the CDEMA RRM and regional comprehensive disaster management strategy and results framework for 2014–2024.

2.3 Engagement with key stakeholders

34. The MCSP was developed in cooperation with national and regional stakeholders, including civil society organizations, and with development partners to ensure its alignment and synergies with regional priorities. The partner perception survey provided insight into how WFP is perceived in the region and identified priorities. Consultations were held with partners to review the line of sight, communicate expected outcomes and outputs and explore pathways for enhanced collaboration. These efforts built on other consultative processes that contributed to the formulation of the MSDCF, in which WFP engaged.

3 WFP strategic portfolio

3.1 Direction, focus and intended impacts

35. The MCSP will contribute directly to the achievement of the results agreed with the 22 countries and territories covered by the MSDCF. It reflects WFP's dual mandate and the humanitarian-development-peace nexus. It recognizes that effective management of shocks is key to preventing loss of development gains and to setting the region on a path towards achieving the SDGs and recovering from the impact of COVID-19 in a sustainable and transformative manner.
36. With vulnerabilities and food insecurity increasing over the past two years and the annual probability of a high-impact climatic or other shock, the MCSP focuses on WFP's enabling role, transferring WFP capacities to regional and national actors and ensuring system-level changes that facilitate improved localized responses to shocks. The MCSP is designed to reduce the likelihood that countries and territories will need regional support and that the region will need international support.
37. Recognizing that closing capacity gaps will take further investment given the complex vulnerability of the Caribbean region, the MCSP includes crisis response components that provide for direct assistance to affected populations and service delivery to facilitate government-led responses. These two outcomes complement each other to ensure that affected populations' essential needs are effectively met during emergencies while also complementing the capacity strengthening efforts at the centre of the MCSP. The MCSP capacity strengthening approach focuses on catalysing capacity transformation that ensures sustainability through institutionalization and is grounded in a systems-strengthening framework and theory of change. It will enhance systemic resilience by addressing a range of capacity types and supporting capacity creation, retention, maintenance and utilization within stakeholder institutions over time. The approach will strengthen policy and regulatory environments, institutional effectiveness and accountability, strategic planning and financing, technical design and implementation capacity and sustainability through innovation and human capital. It combines actions and investments to mitigate the impacts of shocks while pursuing long-term resilience strengthening objectives.

³⁶ The General Assembly's adoption of the SIDS Accelerated Modalities of Action (SAMOA) Pathway reaffirms that SIDS present a special case for sustainable development, highlighting priority actions by the international community to support their sustainable development aspirations.

38. The MCSP focuses on predicting, assessing, planning and sustainably financing the impact of climatic, economic and other shocks. It aims to build resilience and reduce vulnerability to shocks, in line with the MCSP theory of change and the priorities of the MSDCF. The MCSP incorporates cross-cutting concerns, including gender equality and women's empowerment, "leaving no one behind" and protection issues, which will be integrated to contribute to the gender and transformative results of the MSDCF.

3.2 Strategic outcomes, focus areas, expected outputs and key activities

Strategic outcome 1: National governments and regional institutions in the Caribbean have strengthened capacity to prepare for, adapt and respond to shocks and climate change

39. WFP seeks to ensure that regional and national institutions can meet the immediate essential needs of vulnerable men, women, boys and girls in times of crisis. This will be achieved through strengthening institutional capacity to respond to shocks in areas of WFP's comparative advantage, including end-to-end supply chain management, food systems, social protection, vulnerability analysis and mapping, digitalization and digital solutions and innovative disaster risk financing. By investing in preparedness actions that augment available assets for response, strengthen systems to respond and develop human resources, WFP will contribute to increasing the economic and climate resilience of the Caribbean region.
40. The outcome embodies the humanitarian-development-peace nexus by enabling governments to establish systems and mechanisms that reduce the gendered impact of shocks while increasing populations' ability to recover. It contributes to strengthening institutions, systems and communities in non-emergency times, including through the use of South-South and triangular cooperation.

Focus area

41. The focus area for this strategic outcome is resilience building.

Alignment with national priorities

42. This strategic outcome is aligned with the national priorities set out in the MSDCF, specifically:
- strategic priority 2 (equality, well-being and leaving no one behind), outcome 4: People in the Caribbean equitably access and utilize universal, quality and shock-responsive social protection, education, health and care services; and
 - strategic priority 3 (resilience to climate change and shocks and sustainable natural resource management), outcome 5: Caribbean people, communities and institutions enhance their adaptive capacity for inclusive, gender-responsive disaster risk management and climate change adaptation and mitigation.

Expected outputs

43. This strategic outcome will be achieved through the following outputs:
- Vulnerable populations in the Caribbean benefit from strengthened national and regional systems that better predict and assess the impact of shocks and plan and finance the corresponding responses.
 - Vulnerable populations in the Caribbean benefit from strengthened humanitarian supply chain and logistics capacities in order to protect their access to food and livelihoods.
 - Vulnerable populations in the Caribbean benefit from strengthened social protection systems that reduce poverty and vulnerability, boost resilience and provide assistance to shock-affected people in order to protect their access to food and livelihoods.

- National governments in the Caribbean benefit from strengthened food systems in order to increase access to affordable and nutritious food for food-insecure populations.

Key activities

Activity 1: Provide technical assistance and capacity strengthening to national governments and regional institutions in areas of WFP's expertise

Subactivity 1.1: Provide technical assistance and capacity strengthening to enable CDEMA and national governments to predict and assess the impact of shocks and better plan and finance the corresponding responses

44. In a context of recurrent disasters in SIDS, effective end-to-end supply chain management is critical to shock-affected populations. Building on regional cooperation through CDEMA's logistics and relief management programme, WFP will invest in supply chain systems capable of real-time tracking and coordinating of assets and relief items. The establishment and operation of a regional logistics hub will support CDEMA, national governments and other partners in more effectively pre-positioning and mobilizing relief assistance. The hub will contribute to a Caribbean-wide initiative to strengthen the logistics and emergency response capacities of current and future practitioners through simulations and training on emergency logistics, warehouse and fleet management and last-mile delivery, including targeting and distributing assistance.
45. WFP will draw on its global expertise in emergency telecommunications to support CDEMA and its participating states in strengthening their related preparedness and response capacity.
46. In coordination with CDEMA, WFP will provide tailored support for national disaster management policy development and national and subregional logistics plans and related simulations, training and exercises to enable enhanced Caribbean-led responses to all types of shocks.

Subactivity 1.2: Strengthen the capacities of national governments to respond to shocks through existing social protection systems and programmes

47. From 2018 to 2020, WFP and Oxford Policy Management undertook eight case studies, in Aruba, Belize, Dominica, Guyana, Jamaica, Saint Lucia, Sint Maarten and Trinidad and Tobago, and a regional review examining opportunities for social protection to support people affected by shocks. The studies found strong potential for a more prominent role for social protection in shock response and resilience building in the Caribbean. COVID-19 rapidly changed the landscape for shock-responsive social protection, with governments across the region using social protection to mitigate socioeconomic impacts and seeking to strengthen and expand social protection incorporating risk, resilience objectives and response capabilities. These efforts can better prepare Caribbean social protection systems to respond to future shocks and can be accelerated by preparedness investments and deepening links with disaster risk management to fully capitalize on social protection as a modus operandi for shock response.
48. WFP will work with regional and national institutions to further strengthen social protection systems and enable them to scale up in response to shocks and strengthen the resilience of the most vulnerable. Efforts will focus on institutional arrangements and capacity, targeting systems, information systems, delivery mechanisms, coordination and financing, consistently including gender and age considerations. Such investments strengthen the underlying social protection programmes irrespective of the occurrence of shocks, ensuring that the most vulnerable and at-risk individuals and households are supported.

Subactivity 1.3: Support climate change adaptation and risk financing mechanisms, particularly through links to social protection

49. The WFP/Oxford Policy Management research highlighted significant challenges in financing responses as a result of limited fiscal space as well as the level of programme coverage in non-emergency circumstances. There are no existing risk financing instruments linked to social protection in the region, and few governments have contingency funds for expanding social protection in response to shocks. WFP will continue to work with partners to extend risk financing to ensure predictable, rapid and flexible resourcing for responses, leveraging its experience with African Risk Capacity, forecast-based financing and microinsurance.
50. WFP systems-strengthening strategy will include advocacy for enhanced regional and national risk financing capacities to ensure that the most vulnerable are better protected and to enable adequate financing to reach them quickly through shock- and gender-responsive systems when major events occur. Efforts will include training, technical exchanges, improving analysis of the differential impact of disasters on women, men, boys and girls, piloting innovative financing approaches and strengthening links to sustainable livelihoods.

Subactivity 1.4: Strengthen the resilience of national and regional food systems to ensure food and nutrition security

51. With 80 percent of the food consumed being imported, the region is highly vulnerable to disruptions in food systems, and COVID-19 exposes the fragility of those systems. In a SIDS context, weak food systems aggravate the effects of shocks and increase recovery time for the most vulnerable. The 2021 United Nations food systems summit provided an opportunity for the Caribbean to identify, invest in and scale up resilient food systems solutions for addressing emerging food security challenges.
52. WFP will work with governments, CARICOM, the Food and Agriculture Organization of the United Nations (FAO) and others to embed food systems in national plans and policies, support pro-smallholder-farmer initiatives, build capacity for effective food system management and logistics and analyse and strengthen aspects of consumption to address the issues that underlie overweight and obesity.

Partnerships

53. WFP will work with CDEMA regionally and with ministries responsible for social protection, disaster management, agriculture and finance nationally. WFP will work with United Nations partners, including the Economic Commission for Latin America and the Caribbean, FAO, the United Nations Development Programme, the United Nations Children's Fund and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), as well as the World Bank, the Caribbean Development Bank, the Inter-American Development Bank and other development partners, to align investment and interventions in order to maximize resources. Partnerships with regional organizations, including CARICOM, CCRIF SPC and OECS with regard to advocacy, South-South cooperation and sharing of best practices, will be strengthened in order to inform policy and planning.

Assumptions

54. This outcome assumes that regional and national institutions continue to engage in capacity strengthening support and that donor support will continue. It is also assumed that the multi-country office will utilize surge capacity to avoid disruptions in ongoing capacity strengthening efforts.

Transition/handover strategy

55. This outcome is designed to transfer WFP's core capacities to national and regional institutions and increasingly reduce the need for action under the two contingency outcomes of the MCSP. With a focus on strengthening systems to increase resilience and achieving equality, all interventions are designed around a gradual handover of assets and systems to national and regional partners.

Strategic outcome 2: Crisis-affected populations in the Caribbean are able to meet their food, nutrition and other essential needs during and in the aftermath of shocks

56. WFP will assist shock-affected populations with cash-based transfers or food in-kind in response to events necessitating international assistance. This outcome focuses on meeting food, nutrition and other essential needs of shock-affected people, while also linking to strategic outcome 1 through an integrated capacity strengthening component to support governments in strengthening their systems for future responses. Links between humanitarian and development results will be strengthened by considering the various pre-crisis vulnerabilities, needs, opportunities and experiences of men, women, boys and girls and channelling assistance through inclusive social protection systems where feasible. Appropriate nutrition messaging and analysis will be incorporated into responses when appropriate. In smaller-scale emergencies, WFP could support regionally-led responses by deploying expertise through CDEMA response mechanisms.

Focus area

57. The focus area for this strategic outcome is crisis response.

Alignment with national priorities

58. This strategic outcome is aligned with the national priorities set out in the MSDCF, specifically:

- strategic priority 2 (equality, well-being and leaving no one behind), outcome 4: People in the Caribbean equitably access and utilize universal, quality and shock-responsive social protection, education, health and care services; and
- strategic priority 3 (resilience to climate change and shocks and sustainable natural resource management), outcome 5: Caribbean people, communities and institutions enhance their adaptive capacity for inclusive, gender-responsive disaster risk management and climate change adaptation and mitigation.

Expected outputs

59. Strategic outcome 2 will be achieved through the following outputs:

- Affected populations receive cash-based transfers or in-kind food assistance in order to meet essential needs, protect livelihoods and preserve their nutrition status.
- Affected populations benefit from strengthened systems to deliver food, voucher and cash assistance.

Key activities

Activity 2: Provide emergency food assistance through cash-based and/or in-kind transfers to shock-affected populations

Subactivity 2.1: Provide emergency food assistance through cash-based transfers or in-kind distributions

60. WFP will use pre-existing vulnerability data and integrated information management systems to speed up responses, complemented by post-disaster assessments, including gender and age analysis, to provide unconditional Cash-based transfers to an expanded number of beneficiaries through national distribution systems. Where cash-based transfers may not be feasible, WFP will distribute food in the very early stages of responses, with

national authorities and humanitarian actors providing complementary activities. WFP assistance will incorporate social and behaviour change communications to address affected populations' vulnerability. Complaint and feedback mechanisms and monitoring will support accountability and lessons learned. Conditional assistance may be introduced over time to help to equitably restore livelihoods and reduce exposure to future shocks.

Subactivity 2.2: Provide technical assistance and capacity strengthening to national and regional partners on cash-based transfers or in-kind transfers to affected populations

61. Technical assistance will be provided in the early phases of emergency responses to facilitate the establishment of response and distribution systems. Where feasible, WFP will work with national social protection systems to facilitate scale-up in response to shocks.

Partnerships

62. WFP will work with CDEMA and national governments in countries and territories affected by shocks. Assistance will be coordinated with the International Red Cross and Red Crescent Movement, other United Nations entities and non-governmental organizations.

Assumptions

63. This outcome assumes that high-impact events requiring international assistance will occur and that donor funding for a response will be available.

Transition/handover strategy

64. The transition strategy for this outcome is embedded in strategic outcome 1, which aims to transfer WFP's emergency response capacities to national and regional institutions. The capacity strengthening element of this outcome reinforces the work under strategic outcome 1 by strengthening capacities during emergency responses. Countries and territories affected by shocks may be targeted for further support through strategic outcome 1.

Strategic outcome 3: Common services and platforms enable governments in the Caribbean to have a rapid, effective and coordinated response to shocks

65. Recognizing that gaps and bottlenecks in logistics, telecommunications and coordination hinder the effectiveness of emergency responses, WFP will support government-led responses by leveraging its operational capacities to provide common services to government and humanitarian partners in coordination with CDEMA and national governments. In small-scale emergencies, WFP will work with CDEMA and national authorities to strengthen coordination and responses through targeted technical personnel deployments as needed.

Focus area

66. The focus area for this strategic outcome is crisis response.

Alignment with national priorities

67. This strategic outcome is aligned with the national priorities set out in the MSDCF, specifically:
- strategic priority 3 (resilience to climate change and shocks, and sustainable natural resource management), outcome 5: Caribbean people, communities and institutions enhance their adaptive capacity for inclusive, gender-responsive disaster risk management and climate change adaptation and mitigation.

Expected outputs

68. Strategic outcome 3 will be achieved through the following outputs:
- Affected populations benefit from logistics expertise and services provided to national disaster management cells, humanitarian agencies and partners in order to receive, store, transport and distribute life-saving food, non-food items and medical supplies in a timely manner.
 - Affected populations benefit from emergency telecommunications expertise and services provided to national disaster management cells, humanitarian agencies and partners in order to timely receive life-saving assistance.
 - Affected populations benefit from strengthened coordination of inclusive emergency responses that enables them to receive life-saving assistance.

Key activities

Activity 3: Provide support to nationally or regionally-led emergency responses

Subactivity 3.1: Provide logistics support to CDEMA and national disaster management offices and other relevant partners to improve emergency logistics and supply chain management, including through the provision of common services where required

69. The limited capacity of key logistics infrastructure and damage to seaports, airports, warehouses and road networks when shocks occur make coordination and management of humanitarian logistics a major challenge. WFP provides logistics services and coordination to ensure effective importation, storage, handling, transportation and distribution of relief items in times of crisis, including through the eventual activation of a regional logistics hub.

Subactivity 3.2 Provide emergency telecommunications services to national disaster management offices and other relevant partners in order to improve emergency communications infrastructure

70. The relatively vulnerable telecommunications infrastructure in the region can limit the coordination of an effective response in the event of a large-scale emergency. WFP will supplement existing capacities and resolve connectivity issues, establishing temporary connectivity hubs where needed for emergency responders and affected populations. Because private sector engagement in this area is strong, WFP is expected to provide support for a limited time.

Subactivity 3.3 Provide coordination and information management support to national and regional partners in order to ensure effective food assistance during emergencies

71. Where needed, WFP will support coordination and information management for partners in logistics (including humanitarian and military interactions), emergency telecommunications, food security and cash transfers.

Partnerships

72. WFP will work closely with national disaster management organizations, CDEMA and humanitarian partners to ensure effective coordination and the provision of common services.

Assumptions

73. This outcome assumes that large-scale shocks requiring international support in logistics, telecommunications and/or coordination will occur.

Transition/handover strategy

74. The transition strategy for this outcome is embedded in strategic outcome 1, focusing on transferring WFP emergency response capacities to partners to manage effective emergency responses. This strategic outcome also includes embedding regional and national actors in WFP operational responses to strengthen their capacity "on the job".

Strategic outcome	Output	Activity	Beneficiary group	Year 1	Year 2	Year 3	Year 4	Year 5	Total*
3 (indirect)		3	Girls	900	900	900	900	900	4 500
			Boys	1 100	1 100	1 100	1 100	1 100	5 500
			Women	5 400	5 400	5 400	5 400	5 400	27 000
			Men	5 600	5 600	5 600	5 600	5 600	28 000
			Total	20 000	20 000	20 000	20 000	20 000	100 000
Total direct (without overlap)				20 000	20 000	20 000	20 000	20 000	100 000
Total indirect (without overlap)				1 360 000	1 360 000	1 360 000	1 360 000	1 360 000	1 360 000

* Strategic outcome 1 envisions sustained support throughout the term of the MCSP. Strategic outcomes 2 and 3 anticipate shocks affecting different countries and territories each year.

4.2 Transfers

Food and cash-based transfers

Strategic outcome 2		
Activity 2		
Beneficiary type	Shock-affected persons	Shock-affected persons
Modality	Food	Cash-based transfers
Cereals	360	
Pulses	160	
Oil	25	
Salt	5	
Total kcal/day	2 117	
% kcal from protein	14	
Cash-based transfers (USD/person/day)		1.50
Number of feeding days per year	60	60

TABLE 3: TOTAL FOOD AND CASH-BASED TRANSFER REQUIREMENTS AND VALUES		
Food type/cash-based transfer	Total (mt)	Total (USD)
Cereals	1 080	1 826 347
Pulses	480	1 404 441
Oils and fats	75	235 125
Mixed and blended foods		
Other	15	19 478
Total (food)	1 650	3 485 390
Cash-based transfers		9 000 000
Total (food and cash-based transfer value)	1 650	12 485 390

78. WFP will use cash-based transfers where market and other conditions are suitable, aligning with operating procedures of national social protection systems. The decision to use cash-based transfers or in-kind transfers will be determined by principles of effectiveness, efficiency, equity, economy and safety, taking into account gender and age analysis to ensure equitable benefits for women, men, boys and girls. Transfer value is based on previous experience and may be adjusted based on needs.

4.3 Multi-country office capacity and profile

79. WFP reopened its office in the Caribbean in 2018, which formally became a multi-country office in 2021. The main office is in Barbados, and there are satellite offices in Dominica, Guyana, Jamaica, Saint Lucia, Saint Vincent and the Grenadines and the British Virgin Islands. WFP will increase its presence in Belize and Trinidad and Tobago to strengthen coordination with United Nations hubs in the Caribbean. The office structure is designed to deliver the core functions of the MCSP, with a focus on capacity strengthening, and is supplemented by embedding experts with local partners as needed.

4.4 Partnerships

80. The MCSP is aligned with national and regional priorities, as articulated in the MSDCF and its theory of change. WFP participates in United Nations country teams across five resident coordinator offices, ensuring coordinated support to governments. WFP also participates in the United Nations emergency technical teams across the region and leads the team in Barbados and the OECS.

81. WFP continues to work closely with the World Bank, the United Nations Children's Fund, FAO, the International Labour Organization, the United Nations Development Programme and UN-Women to coordinate efforts to strengthen government systems through policy engagement, evidence generation and knowledge exchange and to support the resilience of farmers and contribute to follow-up actions arising from the 2021 United Nations food systems summit.

82. WFP partners with CDEMA and actively pursues opportunities for partnership with other regional organizations, such as OECS, with regard to policy formulation and research. CARICOM is an important regional partner, particularly for research and advocacy regarding food security and food systems. WFP works with CCRIF SPC and other actors on innovative approaches to disaster risk finance. WFP is partnering with the University of the West Indies, CDEMA and others to share knowledge and further develop the next generation of Caribbean emergency response and social protection professionals, and facilitates South-South and triangular cooperation between national and regional actors. WFP works with a variety of other development partners throughout the Caribbean in all these areas.

83. Nationally, WFP partners with ministries responsible for social protection and finance and with national disaster management organizations to strengthen systems to increase their resilience to crises and enhance their effectiveness in responding to emergencies. WFP will pursue opportunities to partner with national gender bureaux and other entities that work on issues, including those related to women's rights, men's participation in advancing equality and disability inclusion, in order to contribute to gender responsive and transformative outcomes.
84. WFP will continue to explore opportunities to partner with the private sector, contributing to innovative solutions linked to the establishment of the regional logistics hub and centre of excellence and related logistics assets, capability and responses.

5 Performance management and evaluation

5.1 Monitoring and evaluation arrangements

85. WFP will implement a comprehensive monitoring and evaluation plan for measuring progress towards results and adjusting its programmes, considering intersectional gender responsive monitoring, and including distribution and post-distribution monitoring, user satisfaction surveys and other tools. WFP will work in close collaboration with partners to track the progress on results indicators under the MCSP and the MSDCF, including through joint assessments and evaluations. To ensure effective monitoring in the multi-country context of the Caribbean region, WFP will also rely on partnerships with regional and national institutions to strengthen their monitoring and evaluation capacity.
86. WFP will carry out an independent decentralized evaluation in the first half of the MCSP term to generate evidence and recommendations for optimizing implementation and a final centralized evaluation to generate evidence and lessons learned to inform the development of the next MCSP and fulfil accountability requirements.
87. Findings from monitoring and evaluation exercises will shape lessons learned documents to be shared within WFP and with external partners and will be used to inform future programming, particularly approaches to institutional capacity strengthening and additional areas that may require WFP support.

5.2 Risk management

Strategic risks

88. *Exposure to climatic shocks.* The 2020 Atlantic hurricane season was record-breaking, producing 30 named storms, of which 13 became hurricanes. It was the fifth consecutive year with an above-normal Atlantic hurricane season. With the countries and territories covered by the MCSP having limited operational and financial capacity to manage large-scale disasters, the risk posed by hurricanes and other climate-related shocks is significant. Strategic outcome 1 is designed as a mitigating measure to increase national and regional response capacity and allow for rapid joint response.
89. *Continued impacts of COVID-19.* Vaccine hesitancy, additional variants and other factors are likely to result in continued socioeconomic and health impacts. This could lead to increased demand for WFP direct assistance and at the same time, given the global nature of the pandemic, may divert focus and resources away from long-term capacity strengthening goals.
90. *Reversal of gender roles.* The unequal burden placed on women and men during the COVID-19 pandemic could affect the achievement of results. To reduce this risk, gender considerations will be mainstreamed, strengthening WFP's ability to take gender into account and ensure a gender-transformative approach.

Operational risks

91. *Partner response capacity.* Limited capacities and overlap between regional and national institutions could cause delays in the delivery of food and non-food items after shocks. Strategic outcome 1 is designed to expand the capacity of national partners to deliver assistance to those most affected.
92. *Security.* High rates of crime pose risks to staff and beneficiaries in some countries and territories. WFP will comply with United Nations security rules and will maintain close relations with local authorities and communities where it operates.

Fiduciary risks

93. *Fraud.* WFP will take every precaution to prevent fraud and corruption in its operations, both with regard to year-round capacity strengthening and during influxes of international assistance during emergencies. WFP will ensure adequate training and sensitization for staff while also establishing rigorous monitoring processes. To avoid the risk of misappropriation of cash-based transfers, WFP will monitor distributions regularly and work in close cooperation with partners.

Financial risks

94. *Exchange rates.* Rates are stable in most countries and territories, as they are often pegged to the United States dollar. Prices of food items can be volatile during emergencies. To ensure the effective use of resources, WFP seeks to pre-position assets and food items and secure agreements with suppliers ahead of the hurricane season.

5.3 Social and environmental safeguards

95. The Caribbean multi-country office applies environmental and social standards when designing and implementing its operations and programme activities. The design and implementation of activities will be in line with WFP's environmental and social safeguards framework to prevent, avoid or mitigate any potential direct or indirect negative impact. Environmental and social plans will be developed on a project-by-project basis, based on mandatory safeguard screening. All interventions, especially those under strategic outcomes 2 and 3, will be complemented by solid waste collection policies. Minimization of losses and waste will be encouraged in all interventions, including in the management of unsolicited relief items and support for advocacy on alternative contributions through national and regional systems. The logistics hub will also incorporate green solutions.

6 Resources for results**6.1 Country portfolio budget**

Strategic outcome	Activity	Year 1	Year 2	Year 3	Year 4	Year 5	Total
		2022	2023	2024	2025	2026	
1	1	6 976 202	7 234 096	6 545 784	6 184 500	6 094 423	33 035 005
2	2	4 932 492	5 180 450	5 159 794	5 311 618	5 219 088	25 803 442
3	3	3 033 546	2 120 408	1 892 253	1 831 288	1 799 170	10 676 664
Total		14 942 239	14 534 954	13 597 831	13 327 406	13 112 682	69 515 111

96. Strategic outcome 1 represents nearly 50 percent of requirements, reflecting the overall strategy of WFP as an enabler of regional and national priorities. WFP will work closely with partners to ensure that priority countries and territories benefit from technical assistance and that actions are strategic, coordinated and efficient in order to fully leverage available resources. Strategic outcomes 2 and 3 are designed to ensure rapid response to immediate needs in the event of large-scale emergencies. Gender equality activities account for 12 percent of the total budget.

6.2 Resourcing outlook and strategy

97. Funding for WFP in the Caribbean has significantly increased in line with evolving needs and increased recognition of WFP as a partner of choice, and continued support is expected. The MCSP resource mobilization strategy builds on this experience.
98. The Caribbean multi-country office will expand partnerships and explore new and innovative financing opportunities. United Nations joint programmes will be pursued to leverage resources available for capacity strengthening. The resource mobilization strategy focuses on achieving and showcasing results and positioning WFP as an effective partner of choice for capacity strengthening and emergency response.

ANNEX I**LOGICAL FRAMEWORK FOR CARIBBEAN MULTI-COUNTRY STRATEGIC PLAN (MARCH 2022–DECEMBER 2026)****Strategic Goal 1: Support countries to achieve zero hunger****Strategic Objective 1: End hunger by protecting access to food****Strategic Result 1: Everyone has access to food****Strategic outcome 2: Crisis-affected populations in the Caribbean are able to meet their food, nutrition and other essential needs during and in the aftermath of shocks**

Outcome category: Enhanced social and public-sector capacity to assist populations facing acute, transitory or chronic food insecurity

Focus area: crisis response

Assumptions

National and regional actors request WFP assistance in the aftermath of an emergency

Outcome indicators

Consumption-based coping strategy index (average)

Food Consumption Score

Activities and outputs**2. Provide emergency food assistance through cash-based and/or in-kind transfers to shock-affected populations. (URT: Unconditional resource transfers to support access to food)**

Affected populations receive cash-based transfers or in-kind food assistance in order to meet essential needs, protect livelihoods and preserve their nutrition status (A: Resources transferred)

Affected populations benefit from strengthened systems to deliver food, voucher and cash assistance (C: Capacity development and technical support provided)

Strategic Goal 2: Partner to support implementation of the SDGs

Strategic Objective 4: Support SDG implementation

Strategic Result 5: Developing countries have strengthened capacity to implement the SDGs

Strategic outcome 1: National governments and regional institutions in the Caribbean have strengthened capacity to prepare for, adapt and respond to shocks and climate change

Outcome category: Enhanced capacities of public- and private-sector institutions and systems, including local responders, to identify, target and assist food-insecure and nutritionally vulnerable populations

Focus area: resilience building

Assumptions

Regional and national actors participate effectively in the activities promoted through the MCSP

Outcome indicators

Emergency Preparedness Capacity Index

Number of national food security and nutrition policies, programmes and system components enhanced as a result of WFP capacity strengthening (new)

Activities and outputs

1. Provide technical assistance and capacity strengthening to national governments and regional institutions in areas of WFP's expertise (CSI: Institutional capacity strengthening activities)

Vulnerable populations in the Caribbean benefit from strengthened national and regional systems that better predict and assess the impact of shocks and plan and finance the corresponding responses (C: Capacity development and technical support provided)

Vulnerable populations in the Caribbean benefit from strengthened humanitarian supply chain and logistics capacities in order to protect their access to food and livelihoods (C: Capacity development and technical support provided)

Vulnerable populations in the Caribbean benefit from strengthened social protection systems that reduce poverty and vulnerability, boost resilience and provide assistance to shock-affected people in order to protect their access to food and livelihoods (C: Capacity development and technical support provided)

National governments in the Caribbean benefit from strengthened food systems in order to increase access to affordable and nutritious food for food-insecure populations (C: Capacity development and technical support provided)

Strategic Objective 5: Partner for SDG results**Strategic Result 8: Sharing of knowledge, expertise and technology strengthen global partnership support to country efforts to achieve the SDGs****Strategic outcome 3: Common services and platforms enable governments in the Caribbean to have a rapid, effective and coordinated response to shocks**

Outcome category: Enhanced common coordination platforms

Focus area: crisis response

Assumptions

National and regional actors request enhancement of common services

Outcome indicators

User satisfaction rate

Activities and outputs**3. Provide support to nationally or regionally-led emergency responses (CPA: Service provision and platforms activities)**

Affected populations benefit from logistics expertise and services provided to national disaster management cells, humanitarian agencies and partners in order to receive, store, transport and distribute life-saving food, non-food items and medical supplies in a timely manner (H: Shared services and platforms provided)

Affected populations benefit from emergency telecommunications expertise and services provided to national disaster management cells, humanitarian agencies and partners in order to timely receive life-saving assistance (H: Shared services and platforms provided)

Affected populations benefit from strengthened coordination of inclusive emergency responses that enables them to receive life-saving assistance (H: Shared services and platforms provided)

Goal 1: Support countries to achieve zero hunger**C.2. Affected populations are able to benefit from WFP programmes in a manner that ensures and promotes their safety, dignity and integrity****Cross-cutting indicators**

- C.2.2: Proportion of targeted people receiving assistance without safety challenges
- C.2.3: Proportion of targeted people who report that WFP programmes are dignified
- C.2.4: Proportion of targeted people having unhindered access to WFP programmes

C.3. Improved gender equality and women's empowerment among WFP-assisted population**Cross-cutting indicators**

- C.3.1: Proportion of households where women, men, or both women and men make decisions on the use of food/cash/vouchers, disaggregated by transfer modality
- C.3.2: Proportion of food assistance decision-making entity – committees, boards, teams, etc. – members who are women
- C.3.3: Type of transfer (food, cash, voucher, no compensation) received by participants in WFP activities, disaggregated by sex and type of activity

ANNEX II

INDICATIVE COST BREAKDOWN BY STRATEGIC OUTCOME (USD)				
	Strategic Result 5/ SDG Target 17.9	Strategic Result 1/ SDG Target 2.1	Strategic Result 8/ SDG Target 17.16	Total
	Strategic outcome 1	Strategic outcome 2	Strategic outcome 3	
Focus area	Resilience building	Crisis response	Crisis response	
Transfers	26 025 397	19 979 201	8 343 730	54 348 328
Implementation	2 781 490	2 496 557	986 496	6 264 544
Adjusted direct support costs	2 211 896	1 752 826	694 811	4 659 533
Subtotal	31 018 784	24 228 584	10 025 037	65 272 405
Indirect support costs (6.5 percent)	2 016 221	1 574 858	651 627	4 242 706
Total	33 035 005	25 803 442	10 676 664	69 515 111

Acronyms

CARICOM	Caribbean Community
CCRIF SPC	Caribbean Catastrophe Risk Insurance Facility Segregated Portfolio Company
CDEMA	Caribbean Disaster and Emergency Management Agency
FAO	Food and Agriculture Organization of the United Nations
GDP	gross domestic product
IMCSP	Caribbean interim multi-country strategic plan for 2020–2021
MCSP	Caribbean multi-country strategic plan for 2022–2026
MSDCF	United Nations multi-country sustainable development cooperation framework
OECS	Organisation of Eastern Caribbean States
SDG	Sustainable Development Goals
SIDS	small island developing States
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women