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برنامج الأغذية العالمي

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Management response to the recommendations in the summary report on the evaluation of the multi-country strategic plan for the Caribbean (2022–2026)

Background

This document presents WFP management's response to the recommendations in the summary report on the evaluation of the multi-country strategic plan for the Caribbean for 2022–2026. Taking a utilization-focused, consultative approach, the evaluation served the dual purpose of accountability and learning and informed the preparation of a new multi-country strategic plan.

The evaluation made four recommendations, of which three are strategic and one is operational. This management response indicates whether WFP agrees, partially agrees or disagrees with the evaluation recommendations and sub-recommendations and presents the planned (or completed) actions, responsibilities and timelines for their implementation.

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Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office (with other contributing offices in brackets)	Management response	Action	Action lead office (with other contributing offices in brackets)	Action deadline	Status
Priority: High **Deadline: 31 December 2026** **Recommendation 1: Enhance the strategic orientation of the MSCP and its focus on capacity strengthening by establishing clear progression pathways in priority technical areas with partners**	Multi-country office					
1.1 With regional entities and key government ministries, develop a shared definition of priorities, capacity progression milestones and a definition of transition that differentiates between evolving requirements for both technical assistance and service delivery.	Multi-country office (government and regional partners; United Nations country teams)	Agreed	1. Leveraging the multi-country sustainable development cooperation framework formulation and multi-country strategic plan (MCSP) design processes, WFP is engaging with governments and regional organizations to adequately position its activities as direct responses to regional priorities and requirements.	Multi-country office Resident coordinator offices	March 2027	Ongoing
			2. The multi-country office's ongoing work with the updated Shock Responsive Index and Supply Chain Assessment Navigator is being rolled out across the multi-country office's countries of engagement. This provides a solid baseline of government capacity gaps and needs for key emergency preparedness and response, supply chain and shock responsive social protection activities, which will be used to develop plans for support from WFP and other partners with clearly defined milestones for measuring progress over time. Please also refer to the response to sub-recommendation 1.3.	Multi-country office programme team (with regard to the Shock Responsive Index) and supply chain team (with regard to the Supply Chain Assessment Navigator)	March 2027	Ongoing

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1.2 Develop and budget for a lean multi-year monitoring and learning framework to track progress on capacity strengthening in priority areas, using qualitative approaches adapted to the Caribbean and periodic partner consultations. The framework should draw on relevant WFP corporate toolkits and be flexible enough to be adjusted as circumstances evolve.	Multi-country office (Regional Director Office and country capacity strengthening teams in global headquarters)	Agreed	3. The monitoring and evaluation team will invest significant effort in developing a multi-year, costed monitoring and learning framework for the new MCSP. This work will begin with the completion of an assessment, monitoring and evaluation cost simulation tool and a monitoring plan, which will articulate the key evidence, learning priorities and analytical products that the multi-country office will generate, including decentralized evaluations. In addition, the monitoring and evaluation team will leverage the expertise of the forthcoming oversight mission to finalize and refine other components of the framework.	Multi-country office monitoring and evaluation and budget and programme teams	November 2026	Ongoing
1.3 Develop context-specific multi-year capacity-strengthening plans for each satellite office that: ➢ identify priority national systems and institutional capacities to be strengthened based on country context and needs; ➢ define clear capacity development objectives aligned with the MCSP outcomes;	Multi-country office (donors; government and regional partners)	Partially agreed	4. The multi-country office does not consider the development of stand-alone multi-year capacity-strengthening plans for each satellite office to be a prudent use of resources, particularly where WFP engagement is limited, highly targeted or time-bound. Instead, the multi-country office is building a tiered and integrated approach, using context-specific diagnostics –including the Supply Chain Assessment Network and the Shock Responsive Index – to identify priority systems, capacity gaps and partnership needs at the country level.	Multi-country office programme and supply chain teams	March 2027	Ongoing

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➢ outline resource requirements; ➢ include partner consultation mechanisms and joint planning processes; and ➢ are harmonized across offices to facilitate knowledge sharing and coherence while respecting country-specific priorities.			Building on this evidence base, the multi-country office is developing a regional capacity strengthening strategy and implementation plan, within which country-specific capacity pathways will be embedded. This framework will be integrated into annual and multi-year planning, ensuring alignment with MCSP strategic outcomes while enabling coherence, harmonization, knowledge sharing and joint planning across offices and partners.			
			5. In parallel, the multi-country office will continue to strengthen structured knowledge sharing and coordination platforms, including multi-country simulations, regional disaster risk financing and anticipatory action workshops and thematic learning events, drawing on evidence and learning generated through the capacity strengthening framework and related data sources.	Multi-country office programme and supply chain teams	May 2026	Completed
Priority: High **Deadline: 31December 2026** **Recommendation 2: Define a catalytic role for WFP in efforts to transform food systems in the Caribbean that leverages the organization's comparative advantages in emergency preparedness, supply chain and food security data**	Multi-country office					

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2.1 Develop a Caribbean food systems strategy that: ➢ identifies WFP's specific entry points and comparative advantages (leveraging emergency preparedness, supply chain expertise and food security data); ➢ prioritizes countries and contexts where WFP can add distinctive value aligned with country needs and CARICOM regional food security priorities; ➢ maps and defines complementary roles with key partners (the Food and Agriculture Organization of the United Nations, the World Bank and other international financial institutions, and regional institutions) to ensure coherence and avoid duplication; and ➢ sets out resource requirements and potential funding mechanisms.	Multi-country office (Programme Operations Department; Regional Director Office; Caribbean Community; Food and Agriculture Organization of the United Nations (FAO); World Bank; Inter-American Institute for Cooperation on Agriculture; Caribbean Development Bank; government partners)	Agreed	1. A Caribbean food systems strategic note will be jointly developed with FAO to clearly define WFP's entry points and comparative advantages and to serve as the basis for a shared analytical and planning framework addressing food security priorities under the next multi-country sustainable development cooperation framework. This approach will be embedded in the next MCSP, covering 2027–2031, with distinct activities under strategic outcome 2. In line with the strategic programme review and approval process, engagement will focus on ten priority countries, with food systems interventions sequenced and initially piloted in two or three countries where WFP adds the greatest value, subject to the availability of resources. The note will also map complementary partner roles, including for FAO, and will be shared with regional institutions to ensure coherence and avoid duplication.	Multi-country office programme team	October 2026	Ongoing
			2. Linked to this approach, partnerships with FAO, the Caribbean Development Bank and Inter-American Development Bank are being strengthened to align analysis, clarify comparative advantages and link WFP operational pilots to development-partner financing in food security and resilience.	Multi-country office programme team	March 2027	Ongoing

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2.2 Develop a phased, resource-realistic implementation plan that: ➢ sequences engagement, starting with initial priority countries where demand, partnerships and funding prospects are strongest; ➢ identifies specific resource mobilization strategies and potential funding sources for food systems work; ➢ defines WFP's technical support model, including the strategic use of partnerships; and ➢ includes risk mitigation measures in case expected funding does not materialize.	Multi-country office	Agreed	3. The multi-country office will develop a phased and resource-realistic implementation approach for food systems engagement, informed by analytical work and early pilots. This approach will sequence engagement across various settings based on demand, partnerships and funding prospects and will define WFP's technical support model and partnership modalities. Risk mitigation measures will be incorporated to ensure flexibility in the event that anticipated funding does not materialize.	Multi-country office programme team	March 2027	Ongoing

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Priority: High **Deadline: 31 December 2027** **Recommendation 3: Develop and implement a comprehensive partnership strategy that enhances WFP's effectiveness and resource base and the sustainability of results achieved in the Caribbean**	Multi-country office					
3.1 Strengthen WFP's role in enabling governments to access technical assistance and investment from other actors (such as the World Bank, the Green Climate Fund and other international financial institutions) for disaster preparedness and response systems, climate resilience and food security, leveraging WFP's technical expertise and data to support countries in developing fundable proposals and partnership frameworks.	Multi-country office (public partnerships and multi-partner cooperation teams at global headquarters; Regional Director Office)	Agreed	1. WFP already plays an active role in supporting governments seeking access to technical assistance and investment for disaster preparedness and response systems, climate resilience and food security, working with partners such as the World Bank, the Green Climate Fund and other international financial institutions. As part of the development of the new MCSP, this role will be further consolidated through a strategic approach paper that articulates how WFP leverages its technical expertise, operational experience, data and analytics to support governments in developing fundable proposals and structured partnership frameworks aligned with national priorities and the requirements of international financial institutions.	Multi-country office programme and partnerships teams	March 2027	Ongoing

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			2. In parallel, the multi-country office will continue to operationalize this approach through sustained engagement with governments and financial institutions, focusing on translating evidence into investment-ready interventions. This will include technical support related to disaster risk financing, shock responsive systems and climate informed preparedness, as well as strategic collaboration with multilateral development banks and climate funds. Through these entry points, WFP will strengthen its role as a trusted technical and operational partner, supporting governments in moving from analysis and assessments to financed scalable solutions.	Multi-country office programme and partnerships teams	March 2027	Ongoing
3.2 Deepen partnerships with academic institutions, operational partners and thematic specialists to expand the multi-country office's capacity for technical assistance, training and the integration of cross-cutting themes.	Multi-country office	Agreed	3. The multi-country office is strengthening and formalizing partnerships with academic institutions such as the University of the West Indies, operational partners and thematic specialists to expand its capacity for technical assistance, training and applied analysis. Under the new MCSP, these partnerships will be used more systematically to support evidence generation, skills development and the integration of cross-cutting themes such as social protection, livelihoods, food systems and resilience into country and regional programming.	Multi-country office programme team	March 2027	Ongoing

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			4. In parallel, the multi-country office will continue to leverage partnerships with operational actors, including the Red Cross movement and other implementing partners, to enhance delivery capacity and institutional strengthening. This will include integrating capacity-strengthening into partnership modalities and ensuring that technical guidance, training and learning are embedded in operational collaboration, enabling partners to apply new approaches consistently across countries and settings.	Multi-country office programme team	March 2027	Ongoing
3.3 Develop strategic private-sector partnerships that bring innovation and expand regional response capacity (rather than primarily resourcing WFP) in emergency preparedness, logistics operations and food systems, establishing clear frameworks for roles, contributions and mutual benefits.	Multi-country office (Private Partnerships Division; Programme Operations Department)	Agreed	5. Building on existing strategic private sector partnerships – such as recent collaboration with Ericsson (with regard to the emergency telecommunications cluster), DHL (with regard to the "Get Airports Ready for Disasters" programme) and selected technology providers including SpaceX and Cisco – the multi-country office will further strengthen private sector engagement to expand regional emergency preparedness and response capacity.	Multi-country office programme, supply chain, partnerships and emergency telecommunications teams	March 2027	Ongoing

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			6. At the same time, the multi-country office will broaden and formalize engagement with logistics, transport and supply chain partners, drawing on lessons from recent responses to strengthen airlift, port and airport readiness and regional logistics preparedness, including for inter-island operations. These partnerships will be increasingly oriented towards operational innovation and systems strengthening rather than one-off support. To support this shift, the multi-country office will articulate clearer partnership frameworks under the next MCSP, defining roles, contributions and mutual benefits across private sector actors, development partners and governments. This will include convening governments, regional institutions, development partners and private sector actors to jointly identify, design and mobilize financing for scalable food systems and emergency response solutions aligned with regional priorities.			
Priority: Medium **Deadline: 31 December 2026** **Recommendation 4: Institutionalize cross-cutting priorities through dedicated resources, systematic integration approaches and measurable outcomes**	Multi-country office					

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office (with other contributing offices in brackets)	Management response	Action	Action lead office (with other contributing offices in brackets)	Action deadline	Status
4.1 Develop a strategy that addresses women's empowerment, inequality between women and men and other social barriers to participation (such as age, disability or ethnicity) in priority technical or programmatic areas to be implemented under the next MCSP.	Multi-country office (Gender, Inclusion and Protection Unit; UN-Women; United Nations Volunteers)	Agreed	1. The multi-country office will strengthen its institutional approach to gender and social inclusion by establishing dedicated technical capacity, including the recruitment of a gender, protection and inclusion programme associate and by developing a gender, protection and inclusion workplan and strategy to guide systematic integration of these aspects across priority technical and programmatic areas under the next MCSP.	Multi-country office programme team	March 2027	Ongoing
			2. This approach will address key social barriers to participation – such as those related to gender, age, disability and ethnicity – and will be implemented in collaboration with United Nations partners and WFP corporate support functions.	Multi-country office programme team	June 2027	Ongoing
4.2 Establish an environmental sustainability framework that integrates environmental sustainability into resilience and food systems outcomes and defines parameters for assessing and reducing the environmental footprint of emergency response operations and Regional Logistics Hub activities.	Multi-country office (global headquarters)	Agreed	3. The multi-country office has initiated environmental and social risk screening across all resilience and food systems interventions in order to identify potential risks and define appropriate mitigation measures. Under the forthcoming MCSP, this will be reinforced through a strategic environmental and social risk assessment at the MCSP level, providing a framework that cascades to activity-level screening, management, monitoring and reporting.	Multi-country office programme team	March 2027	Ongoing

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			4. In parallel, the multi-country office will continue to enhance its environmental operational capacity, including within supply chain and logistics operations, and will use this framework to guide future investments, partnerships and good practices aimed at reducing the environmental footprint of emergency response.	Multi-country office supply chain team	July 2027	Ongoing
4.3 Develop a nutrition integration strategy for priority technical areas, including guidance on implementation.	Multi-country office (global headquarters)	Partially agreed	5. The multi-country office is strengthening the integration of nutrition sensitive design features in its shock responses and in the next MCSP, in line with WFP corporate guidance. The focus is on applying nutrition sensitive principles such as food access, affordability and delivery modalities in programme design and delivery rather than pursuing stand-alone nutrition interventions.	Multi-country office programme team	March 2027	Ongoing
			6. As agreed during the evaluation process, this will not take the form of a separate nutrition integration strategy. Instead, nutrition sensitivity will be mainstreamed under all MCSP outcomes and operationalized through existing programme frameworks and field-level practices, reflecting the multi-country office's limited resources, diverse country needs and the predominantly rapid-response character of emergency engagement.			