

# Evaluation of the Caribbean WFP multi-country strategic plan 2022-2026

Terms of reference

December 2024



World Food  
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# 1. Introduction

1. These terms of reference (ToR) were prepared by the WFP Office of Evaluation based upon an initial document review and consultation with stakeholders.
2. The purpose of these terms of reference is to provide key information to stakeholders about the evaluation, to guide the evaluation team and to specify expectations during the various phases of the evaluation.
3. The ToR are structured as follows: following this section, section 2 presents the rationale, objectives, stakeholders and main users of the evaluation; section 3 presents the context and the WFP portfolio; section 4 defines the evaluation scope, criteria and questions; section 5 identifies the evaluation the methodological approach and ethical consideration; and section 6 indicates how the evaluation will be organized.

## 2. Reasons for the evaluation

### 2.1. Rationale

4. Country strategic plan evaluations (CSPEs) are mandatory and conducted in line with the WFP policy on country strategic plans (2016) and the evaluation policy (2022). They provide an opportunity for the country offices (COs) to benefit from an independent assessment of their programme of work and generate evidence to help inform the design of new country strategic plans (CSPs).

### 2.2. Objectives

5. Evaluations serve the dual objectives of accountability and learning. As such, this evaluation will: 1) provide evaluation evidence and learning on WFP performance for country-level strategic decisions, specifically for developing the future engagement of WFP in the English- and Dutch-speaking Caribbean, including the design of the next multi-CSP (MCSP), scheduled to be presented for Executive Board's approval in November 2026; and 2) provide accountability for results to WFP stakeholders.

### 2.3. Key stakeholders

6. The evaluation will seek the views of, and be useful to, a broad range of internal and external WFP stakeholders. The key stakeholders for this MCSP evaluation (MCSPE) are the WFP multi-country office (MCO) in Barbados (including its satellite offices), the regional bureau in Panama and headquarters technical divisions. Other key stakeholders include the Executive Board (EB), the beneficiaries, national governments and local administrations from the Caribbean region, local and international cooperating partners, the United Nations country teams and the WFP Office of Evaluation (OEV) for synthesis and feeding into other evaluations.

7. In light of the regional nature of WFP engagement in the Caribbean, its key partners include regional institutions and entities such as the Caribbean Community (CARICOM), the Organisation of Eastern Caribbean States (OECS), the Caribbean Disaster Emergency Management Agency (CDEMA), and the Caribbean Catastrophe Risk Insurance Facility (CCRIF-SPC). At national level, WFP mainly partners with ministries responsible for social protection, finance and agriculture, and national disaster management offices and organizations, to strengthen systems and enhance their effectiveness in crisis response. This MCSPE provides opportunities for WFP to ensure that future contributions are attuned to specific national needs across the region.

8. With the aim to coordinate efforts in institutional capacity strengthening, WFP collaborates with several other United Nations agencies, including the Food and Agriculture Organization (FAO), International Labour Organization (ILO), UNESCO, UNICEF and UN Women.

9. Other partners of WFP include international financial institutions (namely the World Bank, the Caribbean Development Bank and the Inter-American Development Bank), donor governments (including the United States of America, Canada and the European Commission), private sector entities, financial and academic institutions, cooperating partners, non-governmental and faith-based organizations, community organizations, women's rights organizations, and South-South and triangular cooperation partners.

10. WFP beneficiaries are important stakeholders of the MCSP, with emphasis on people with disabilities, single women-headed households, older people, children and other economically and socially marginalised groups. Data disaggregation by sex, gender-sensitive stakeholder assessment and understanding of differences in gender roles are particularly important for the evaluation.

## 2.4. Context

11. The WFP multi-country strategic plan for the English- and Dutch-speaking Caribbean (2022–2026) covers 22 countries and overseas territories<sup>1</sup>, all of which are classified as small island developing States (SIDS). These stretch from Bermuda and the Bahamas in the north to Guyana and Suriname in South America and Belize in Central America and host an overall population of 8 million people (2023<sup>2</sup>). The populations of single countries and territories differ widely, ranging from 2,8 million people in Jamaica to less than 5,000 in Montserrat.<sup>3</sup> Thirteen of the countries and territories covered by the MCSP are classified by the World Bank as high-income economies in 2023 (Fiscal Year 2025), while the remainder fall under the upper-middle-income classification. Despite the World Bank classification, recent years have been particularly challenging for the Caribbean economies.

12. The region is characterized by high rates of **income inequality**, with countries like Jamaica, Dominica, and Trinidad and Tobago showing a very high Gini index of >40%.<sup>4</sup> Economic opportunities are often skewed toward urban areas, leading to rural-urban migration that exacerbates inequality.<sup>5</sup> Many Caribbean states lack robust social safety nets, leaving vulnerable populations exposed to economic shocks and contributing to persistent poverty among marginalized groups.<sup>6</sup> Supply chain disruptions, international conflicts, and climate change impacts, such as the drought affecting the Panama Canal zone, have led to significant **increases in commodity and energy prices** in recent years. While commodity prices have moderated from the peaks of 2022, they remain above pre-pandemic levels.<sup>7</sup> Caribbean nations, with their heavy reliance on imports, are doubly exposed to inflationary pressures, further straining the cost of living and public finances. In response to these challenges, Heads of Government of CARICOM have committed to reducing the region's large food import bill by 25% by 2025, through the CARICOM Agri-Food Systems Strategy, which focuses on prioritizing highly imported crops and products.<sup>8</sup> Although the **public debt load** in the Caribbean has fallen sharply to near pre-pandemic levels, the region still faces a significant debt burden, recording a debt-to-GDP ratio of 77% in 2023.<sup>9</sup> These limits fiscal flexibility, leaving the region

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<sup>1</sup> Namely: 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.

<sup>2</sup> World Bank Population data (2023). Anguilla statistics department (2022). Statistics Department Montserrat (2019).

<sup>3</sup> Statistics Department, Ministry of Finance and Economic Management, Montserrat (April 2024).

<sup>4</sup> World Bank. (2020). World Development Indicators.

<sup>5</sup> World Bank. (2020). Rural Development and Economic Opportunities in the Caribbean.

<sup>6</sup> Economic Commission for Latin America and the Caribbean (ECLAC). (2020). Social Panorama of Latin America.

<sup>7</sup> [Caribbean-Economics-Quarterly-Volume-13-Issue-1-Risks-and-Opportunities-for-Caribbean-Economies-in-a-Diverging-World.pdf](#)

<sup>8</sup> [Vision 25 by 2025 CARICOM Initiative](#)

<sup>9</sup> [Caribbean Economics Quarterly: Volume 12, Issue 3: Dealing with Debt in the Caribbean](#)

vulnerable to macroeconomic shocks.

13. The **coronavirus disease 2019 (COVID-19) pandemic** had deep impact on the region, with a 7.9 percent decline in GDP in 2020 and with the poorest populations experiencing the most severe impact. A study from the Inter-American Development Bank reveals 34.4 percent of households in the region earning below the minimum wage reported experiencing hunger, while 51.9 percent of them reported deleterious changes in their diet with respect to the pre-pandemic period<sup>10</sup>. Despite recovery and continued growth into 2024<sup>11</sup>, the region is still exposed to several challenges ranging from demographic transition towards a larger share of elderly people in the population, extreme vulnerability to external shocks due to their small size, coastal makeup, and import dependency.

14. **Food insecurity** is a major issue of concern in the English and Dutch-speaking Caribbean, with around 3 million people, or 43% of the population, experiencing food insecurity as of April 2024.<sup>12</sup> This marks a 78% increase since the onset of the COVID-19 pandemic in 2020. The highest rates of food insecurity are observed among low-income households (77%) and those with disabilities or chronic illnesses (50%). While food insecurity levels have seen a gradual decline since their peak in mid-2022, the overall situation remains alarming, particularly given the region's climate-related vulnerabilities.

15. **Climate change** is a significant threat to the economy, food security and livelihoods in the Caribbean. The region faces rising sea levels, more frequent and **severe weather events**, such as hurricanes and floods, and shifts in rainfall patterns that threaten water availability and agricultural productivity. As of 2024, the Caribbean has continued to grapple with the impacts of hurricanes and tropical storms over recent years. In 2021, hurricane Elsa caused significant damage in multiple islands, particularly Barbados and the Bahamas, resulting in flooding, infrastructure damage, and power outages that affected thousands. In July 2024, hurricane Beryl first made landfall in Grenada, and St. Vincent and before moving westwards across the Caribbean, leading to thousands of people remaining in shelters after losing their homes to the Hurricane.

16. The region is also exposed to **volcanic eruptions**. In April 2021, the La Soufrière volcano on the main island of St. Vincent and the Grenadines erupted causing the displacement of more than 22,000 people, damaging schools, businesses, and livestock, and cutting off almost the entire population from clean drinking water and other basic necessities for five months.<sup>13</sup>

17. These **environmental challenges** have implications for food security, infrastructure, and coastal ecosystems, making climate resilience a priority. Climate-related disasters continue to show signs of increasing frequency and intensity, reversing significant development gains, paralysing national response capacity, and disrupting economic development. According to EMDAT, the International Disaster Database, 210 major hazards have occurred in the English and Dutch-speaking Caribbean, affecting 5.3 million people and inciting a total loss of US\$38.9 billion, in adjusted damages.<sup>14</sup> It is estimated that in the absence of adequate adaptation and mitigation policies, an intensification of the effects of climate change could have major adverse effects on economic growth and employment in the region: it is estimated that GDP and employment could decline substantially by 2050<sup>15</sup> as a result.

18. As small islands developing states, Caribbean countries face significant **logistical challenges in responding to emergencies** due to their geographic dispersion, small size, limited infrastructure, and financial and technical constraints. The isolation of islands complicates the rapid transport of personnel, relief supplies, and equipment, especially during natural disasters like hurricanes. Although regional initiatives have improved emergency logistics, Caribbean States struggle to manage large-scale emergencies

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<sup>10</sup> [COVID-19: The Caribbean Crisis: Results from an Online Socioeconomic Survey](#)

<sup>11</sup> [IDB | IDB Report Highlights Growth in Caribbean Countries \(iadb.org\)](#)

<sup>12</sup> [Caribbean Food Security & Livelihoods Survey, April 2024](#)

<sup>13</sup> <https://un-dco.org/stories/recovery-resilience-volcanic-eruption-saint-vincent-and-grenadines-two-years>

<sup>14</sup> [Caribbean Food Security & Livelihoods Survey, April 2024](#)

<sup>15</sup> [Economic Survey of Latin America and the Caribbean, 2024: low-growth trap, climate change and employment trends](#), CEPAL 2024.

independently.<sup>16</sup> While frameworks like CDEMA’s Regional Response Mechanism (RRM) offer support, existing logistics and distribution systems often fail to provide timely and adequate assistance to affected populations. Strengthening regional capacities and expanding the pre-positioning of relief supplies are essential for effective responses.

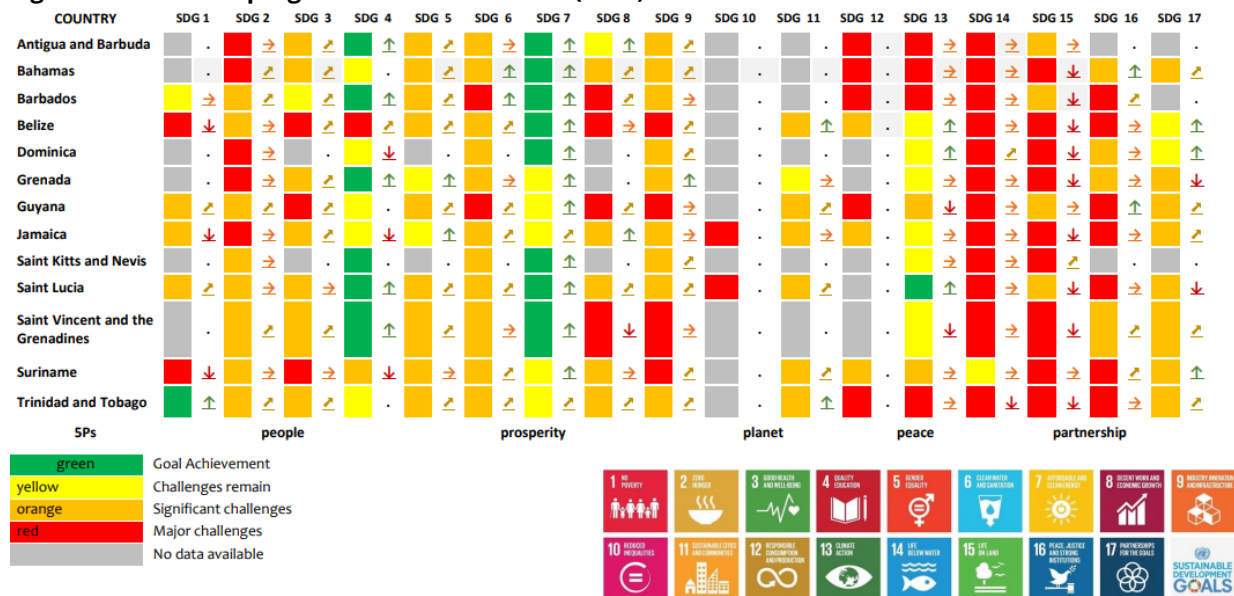
19. **Gender equality** issues in the English and Dutch-speaking Caribbean are multifaceted, encompassing socio-economic disparities, violence against women, and healthcare access. According to UNDP, approximately 30% of women in the Caribbean have experienced physical or sexual violence<sup>17</sup>. This issue is exacerbated by cultural norms that perpetuate gender stereotypes. While some Caribbean nations have made progress in promoting gender equality through legislation, implementation and enforcement remains inconsistent.<sup>18</sup>

**Regional and UN cooperation frameworks**

20. The Caribbean countries and territories have established a regional cooperation framework through the Caribbean Community (CARICOM) to promote economic integration and address key challenges such as disaster resilience, food security, and climate change. This framework has resulted in the creation of organizations like the Caribbean Disaster Emergency Management Agency (CDEMA), the Organisation of Eastern Caribbean States (OECS), and the Caribbean Catastrophe Risk Insurance Facility (CCRIF-SPC), all of which play critical roles in addressing these issues.

21. The United Nations Multi-Country Sustainable Development Cooperation Framework (MSDCF) for the English- and Dutch-speaking Caribbean<sup>19</sup>, covering the period 2022-2026, is the key instrument for planning and implementation of the UN development activities towards the fulfilment of the 2030 Agenda. Under such framework, the UN and the governments in the region committed to contribute to: i) economic resilience and shared prosperity; ii) equality and well-being; iii) resilience to climate change and shocks, and sustainable natural resource management; and iv) Peace, safety, justice, and the rule of law.<sup>20</sup>

**Figure 1: Caribbean progress towards the SDGs (2021)**



Source: UN MSDCF, Annex 1

<sup>16</sup> [Small Island Developing States \(SIDS\): Gaps, challenges and constraints in means of implementing the Sendai Framework for disaster risk reduction](#), UN DESA, UN DDR

<sup>17</sup> UNDP (2017). Caribbean Human Development Report.

<sup>18</sup> Human Rights Watch (2020). Domestic Violence in Trinidad and Tobago.

<sup>19</sup> [UN Caribbean.MSDCF \(2022-2026\)](#)

<sup>20</sup> Ibid.

## 2.5. Subject of the evaluation

### *Overview of the MCSP*

22. As outlined in the 2018 update to the Integrated Roadmap<sup>21</sup>, in regions where WFP primarily works on specific themes that are common to a number of similarly situated small states that do not have individual CSPs in place, the organization would consider the development of a multi-country strategic plan (MCSP), treated and approved as a single plan covering all the countries where WFP plans to implement a response.

23. In this regard, during 2019, WFP designed the first interim MCSP for the Caribbean (2020-2021), conceived as a transition towards the next CSP. Its main goal was to transfer traditional WFP emergency capacities to regional and national actors and to effect systemic changes that facilitate improved emergency response by local actors, thereby contributing to Sustainable Development Goal 17 and supporting localisation. The interim MCSP also included a crisis response component to ensure the direct delivery of food assistance to affected populations, as well as service provision to enhance the broader disaster response as needed.

24. Grounded on the United National Multi-Country Sustainable Development Cooperation Framework (MSDCF – 2022- 2026), the Caribbean MCSP (2022-2026) was approved by the WFP Executive Board in February 2022. As described in the MCSP document, the plan expands on the previous interim CSP by fine-tuning its approach to capacity strengthening, aiming to enhance the sustainability of preparedness actions and strengthening regional and national capacity to respond to disasters without external assistance. MCSP The MCSP aims at supporting the Government's efforts to achieve Sustainable Development Goals (SDGs) 2 – Zero Hunger, 5 – Gender Equality, and 17 – Partnership for the Goals.

25. WFP designed its MCSP with a view to “reduce the likelihood that countries and territories will need regional support, and that the region will need international support”<sup>22</sup>. The MCSP main component is institutional capacity strengthening, focusing on capacity creation, retention, maintenance and utilization within stakeholder institutions, to mitigate the impacts of shocks while pursuing long-term resilience strengthening objectives. Recognizing that closing capacity gaps will take further longer-term investment and efforts, the MCSP also included crisis response components that provide for direct assistance to affected populations and service delivery to facilitate government-led responses.<sup>23</sup>

26. Through the MCSP, WFP planned to directly assist approximately 100,000 beneficiaries<sup>24</sup> through emergency responses (SO2) in 2022-2026. On the other hand, WFP estimated that its institutional capacity strengthening and common service provision actions (SO1 and SO3) would indirectly benefit 1.36 million beneficiaries across the region.

27. As of October 2024, the MCSP has undergone two budget revisions (BR). In particular:

- BR1, approved by the Regional Director in October 2023, modified the budget for the institutional capacity strengthening activity (SO1) of the MCSP, associated with an increase in national engagement with additional countries and more ministries, such as social protection, disaster management, finance, agriculture and education. The number of envisaged indirect beneficiaries was also increased to 1.5 million.
- BR2, approved by the Country Director in February 2024, introduced a new activity under the direct assistance component (SO2) focusing on anticipatory action, with the intention to enable WFP to respond to growing government and donor interest in supporting anticipatory measures, without changes in the total number of envisaged direct beneficiaries.

28. A detailed overview of the MCSP 2022-2026 strategic outcomes and activities is presented in Table 1

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<sup>21</sup> WFP/EB.2/2018/5-A/1

<sup>22</sup> WFP. Caribbean MCSP (2022-2026).

<sup>23</sup> Ibid.

<sup>24</sup> It is important to note that this is a planning figure based on the plan to potentially support 20,000 people per year, but any assistance or Tier 1 is dependent on disasters or shocks occurring that require support and the scale of needs.



below.

**Table 1: Caribbean multi-country CSP (2022-2026), overview of strategic outcomes and activities**

Focus areas	Strategic Outcomes	Activities	Modalities of intervention
<b>Resilience building</b>	<b>SO1:</b> National governments and regional institutions in the Caribbean have strengthened capacity to prepare for, adapt and respond to shocks and climate change.	<b>ACT1:</b> Provide <b>technical assistance and capacity strengthening</b> to national governments and regional institutions in areas of WFP’s expertise	<b>Capacity Strengthening</b>
<b>Crisis response</b>	<b>SO2:</b> Crisis-affected populations in the Caribbean are able to meet their food, nutrition and other essential needs during and in the aftermath of shocks.	<b>ACT2:</b> Provide <b>emergency food assistance</b> through cash-based and/or in-kind transfers to shock-affected populations.	<b>In-kind and cash-based transfers</b>  <b>Capacity strengthening</b>
		<b>ACT4:</b> Provide vulnerable populations with unconditional transfers, linked to national social protection and/or disaster management systems, as an <b>anticipatory action</b> . <i>[introduced in February 2024]</i>	
	<b>SO3:</b> Common services and platforms enable governments in the Caribbean to have a rapid, effective and coordinated response to shocks.	<b>ACT3:</b> Provide <b>support to nationally or regionally led emergency responses</b> .	<b>Service delivery</b>

Source: IRM analytics, data extracted on 20/09/2024

**WFP presence and coverage**

29. Table 2 below presents an overview of WFP actual presence in countries and territories covered by the MCSP, and type of interventions implemented between March 2022 and October 2024.

30. WFP implements **Institutional capacity strengthening (SO1)** initiatives across the majority of countries and territories, with different degrees of depth and investment. The range of activities includes: i) technical support and training on shock-responsive social protection systems, climate adaptation and school meals; ii) the establishment of logistics hubs for pre-positioning of aid; iii) contributions to research on food security, social protection, financial inclusion and digitalization; iv) organization or participation in inter-agency events or technical workshops hosted by local governments; v) regional level collaborations and learning exchanges on food security with CDEMA, OECS and CARICOM.

31. Since the start of the MCSP, WFP implemented **crisis response (SO2)** interventions in 9 out of the 22 countries and territories covered by the MCSP (namely Barbados, Belize, British Virgin Islands, Dominica, Grenada, Guyana, Jamaica, Saint Lucia, and Saint Vincent and the Grenadines), providing assistance to beneficiaries in the form of in-kind food or cash-based transfers through local social protection systems in most cases. Crisis responses were activated in the aftermath of natural shocks (notably hurricanes, floods, eruption) or complementing local governments’ support to vulnerable population impacted by the COVID-19 pandemic and the associated economic crisis. The number of planned and actual direct beneficiaries of WFP

emergencies responses since the start of the MCSP is presented in Figure 2 below.

32. The MCSP component on **provision of common services and platforms to support nationally-led response (SO3)** was only activated for the first time in 2024, in the context of the response to hurricane Beryl in Grenada, Jamaica, and Saint Vincent and the Grenadines.

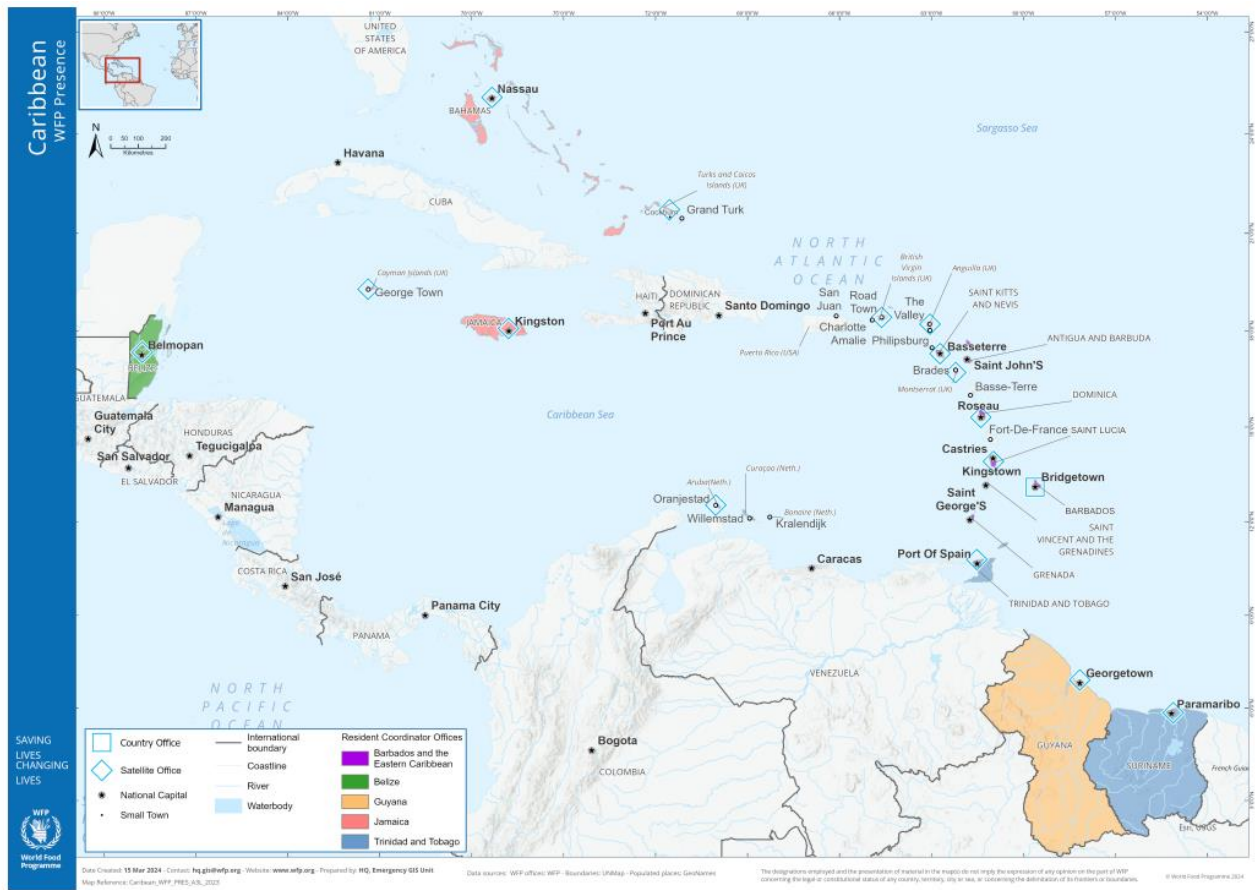
33. It should be noted that SO2 and SO3 are essentially contingencies if a disaster occurs. Unlike other operations where WFP has been present for years in protracted crises with relatively predictable food assistance needs and food security trends, the MCO has a context whereby it is not possible to know which specific countries or territories will be struck by which hazards and the degree of support required.

**Table 2: Mapping of WFP presence and type of interventions across the Caribbean region (2022-2024)**

Type of WFP presence	Countries and territories	Intervention focus in 2022-2024
Multi-country Office	Barbados	<b>Institutional capacity strengthening (SO1)</b> <b>Crisis response (SO2)</b> - COVID-19, Hurricane Elsa (2022), cost-of-living crisis (2023)
Satellite offices	Grenada Jamaica Saint Vincent and the Grenadines	<b>Institutional capacity strengthening (SO1)</b> <b>Crisis response (SO2)</b> - COVID-19, La Sufrière eruption (2021), Hurricane Lisa (2022), Hurricane Beryl (2024) <b>Service provision (SO3)</b> - first activation for Hurricane Beryl
	Belize Dominica Guyana Saint Lucia	<b>Institutional capacity strengthening (SO1)</b> <b>Crisis response (SO2)</b> - COVID-19, Hurricane Elsa (2022), Guyana floods (2022), Hurricane Lisa (2022)
	Trinidad and Tobago	<b>Institutional capacity strengthening (SO1)</b>
No WFP office, but WFP staff assigned to work with Government	British Virgin Islands	<b>Institutional capacity strengthening (SO1)</b> <b>Crisis response (SO2)</b> - COVID-19
	Suriname	<b>Institutional capacity strengthening (SO1)</b>
No WFP presence	Anguilla Aruba Antigua and Barbuda The Bahamas Curaçao Saint Kitts and Nevis Sint Maarten Turks and Caicos Islands	<b>Institutional capacity strengthening (SO1)</b>
	Bermuda Cayman Islands Montserrat	No WFP activities or initiatives during the MCSP as of October 2024

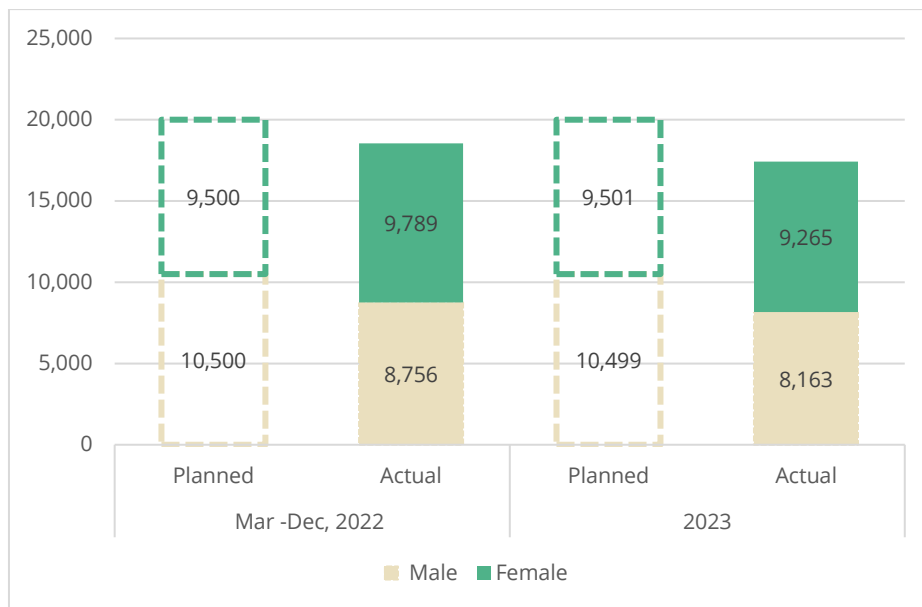
Source: OEV elaboration based on MCO data, WFP Caribbean ACRs 2022 and 2023

**Figure 2: WFP presence in the English- and Dutch-speaking Caribbean**



Source: WFP Caribbean ACR 2023

**Figure 3: MCSP Caribbean planned and actual beneficiaries (SO2 component, March 2022-Dec 2023)**















Source: ACR 2022 (March-December), ACR 2023

### Financial overview

34. The original total cost of the MCSP was estimated at 69.5 million USD. Following the two budget revisions, the total needs-based plan has reached 85.3 million USD for the whole duration of the MCSP. As of October 2024, the MCSP funding level is 59%. The United States of America is the largest bilateral donor of the CSP (providing 26% of the funds received), followed by Canada (25%), the European Commission (8%) and New Zealand (3%). Other important funding resources are WFP multilateral flexible funding<sup>25</sup> (14%), private donors (11%) and the United Nations Central Emergency Response Fund (CERF) (3%).

35. As shown in Table 3, institutional capacity strengthening activities, accounting for 54% of total operational costs (as per BR2 needs based plan), have a relatively good resourcing level of 70%, whereas crisis response-focussed SO2 and SO3 are currently underfunded (32% and 33% resource levels respectively). The evaluation is expected to analyse the causes and implications of such differences in resourcing levels, in connection with the occurrence of natural disasters during the MCSP period and the varying degree of needs over time.

**Table 3: Caribbean multi-country CSP [2022-2026], cumulative financial overview**

Focus Area	Strategic Outcome	Activity	Original Needs Based Plan	Needs Based Plan - BR 02	Cumulative allocated Resources	Resourcing Level
Resilience Building	SO 1	Activity 01	6,228,948	↑ 40,499,888	28,471,460	 70%
<b>Subtotal SO 1</b>			<b>6,228,948</b>	<b>↑ 40,499,888</b>	<b>28,471,460</b>	 70%
Crisis Response	SO 2	Activity 02	4,404,150	↑ 22,475,758	7,045,110	 31%
		Activity 04	<i>n.a</i>	↑ 3,229,350	976,350	 30%
		Non Activity Specific	<i>n.a</i>	<i>n.a</i>	187,418	
<b>Subtotal SO 2</b>			<b>4,404,150</b>	<b>↑ 25,705,108</b>	<b>8,208,877</b>	 32%
Crisis Response	SO 3	Activity 03	2,708,609	↑ 9,330,226	2,899,084	 31%
		Non Activity Specific	<i>n.a</i>	<i>n.a</i>	187,418	
<b>Subtotal SO 3</b>			<b>2,708,609</b>	<b>↑ 9,330,226</b>	<b>3,086,502</b>	 33%
<b>Non SO Specific</b>					<b>5,138,441</b>	
<b>Total Direct Operational Cost</b>				<b>75,535,222</b>	<b>44,905,281</b>	 59%
<b>Direct Support Cost (DSC)</b>				<b>5,002,988</b>	<b>2,515,995</b>	 50%
<b>Total Direct Costs</b>				<b>80,538,210</b>	<b>47,421,275</b>	 59%
<b>Indirect Support Cost (ISC)</b>				<b>4,774,640</b>	<b>2,768,590</b>	 58%
<b>Grand Total</b>				<b>85,312,850</b>	<b>50,189,865</b>	 59%

Source: SPA Plus, IRM Analytics [consulted on 25/09/2024]

<sup>25</sup> Flexible contributions to WFP consist of three types of funding: unearmarked multilateral contributions; contributions to life-saving activities through the Immediate Response Account (IRA); and softly earmarked contributions allowing flexibility beyond country level, such as regional and thematic contributions.

# 3. Evaluation scope, criteria and questions<sup>26</sup>

36. The unit of analysis of this evaluation is the MCSP, understood as the set of strategic outcomes, outputs, activities and inputs that were included in the MCSP document approved by WFP Executive Board (EB), as well as its two subsequent budget revisions.

37. The evaluation will focus on assessing progress towards all the MCSP expected outcomes and cross-cutting results, including any unintended consequences, positive or negative. In so doing, the evaluation will also analyse the WFP partnership strategy, including WFP strategic positioning in a geographically dispersed operating environment and a context of middle- and high-income economies.

38. The temporal scope of the evaluation is March 2022 (start of the MCSP) – June 2025 (data collection phase of the evaluation). Moreover, the evaluation will also consider the timeframe of the previous interim MCSP (January 2020 – February 2022) to assess the design process of the MCSP and the extent to which the envisaged strategic shift has taken place.

39. The evaluation will address five main questions common to all WFP (Table 4). Evaluation questions and sub questions will be validated and refined during the inception phase, as relevant and appropriate to the country strategic plan and country context, including as they relate to assessing the response to any unforeseen crisis.

40. During the inception phase, the evaluation team in consultation with OEV and the MCO will also identify a limited number of key themes of interest, related to the main thrust of WFP activities, challenges or good practices in the country. These themes could also be related to the key assumptions underpinning the logic of intervention of the MCSP; or may be informed by the conclusions and recommendations of previous evaluations or reviews, including: i) Regional Evaluation of WFP's contribution to Shock-Responsive Social Protection in Latin America and the Caribbean<sup>27</sup>; ii) the evaluation of the joint programme 'Enhancing Resilience and Acceleration of the SDGs in the Eastern Caribbean'<sup>28</sup>; iii) the evaluation of WFP Emergency Preparedness Policy<sup>29</sup>; and iv) the findings of the mid-term review of the MCSP (which report is expected to be finalized in December 2024). The themes of special interests identified should be described in the inception report and translated into specific lines of inquiry under the relevant evaluation questions and sub-questions.

41. At this ToR stage, the following learning themes have been tentatively identified, in consultation with the MCO: i) the implications for the MCSP implementation of the trade-offs between the geographical breadth of its coverage and the depth of its interventions; ii) opportunities for strategic prioritization of WFP engagement and investments in an operating context characterized by upper-middle- and high-income economies in small islands developing states iii) the financial sustainability of WFP in the Caribbean, and the emerging role of private donors in this regard; iv) the evolution of the MCO's approach to knowledge

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<sup>26</sup> EQ1 Is focused on program design and its further adaptations to ensure internal programme coherence and integration, alignment, relevance, and strategic positioning. EQ2 Is focused on the results: what has changed or not at the outcome level and what are WFP contributions. EQ3 and EQ4 are about inputs (human and financial resources) and WFP processes, mechanisms and systems (the extent to which WFP is well equipped to deliver effectively and efficiently); and these elements should not be discussed under EQ 1 or 2.

<sup>27</sup> WFP. 2024. Regional Evaluation of WFP's contribution to Shock-Responsive Social Protection in Latin America and the Caribbean (2015 – 2022)

<sup>28</sup> WFP, ILO, UNDP, UNICEF, UN Women. 2022. Evaluation of the joint programme 'Enhancing Resilience and Acceleration of the SDGs in the Eastern Caribbean' (2020-2022)

<sup>29</sup> WFP. 2024. Evaluation of WFP Emergency Preparedness Policy - draft

generation, innovation and organizational learning; vi) specific lessons related to the peculiarities of WFP presence in the Caribbean, namely: operating as a multi-country office; maintaining a primary focus on capacity strengthening while also responding to emergencies as needed; responding in small-island developing state contexts.

**Table 4: Evaluation questions**

EQ1 – To what extent and in what ways is the MCSP strategically positioned to address food and nutrition insecurity in the Caribbean?	
1.1	What <b>added value</b> did WFP define for its role in the Caribbean and did it leverage its <b>comparative advantages</b> in a small-island developing states context?
1.2	To what extent was the <b>design</b> of the MCSP: <ul style="list-style-type: none"> <li>i) <b>evidence-based</b> and grounded in realistic assumptions, including on funding?</li> <li>ii) <b>internally coherent</b>, presenting a clear horizontal and vertical logic and supporting WFP strategic choices in a highly dispersed multi-country context?</li> <li>iii) <b>externally coherent</b>, supporting national priorities, the UN multi-country cooperation framework and the SDGs?</li> <li>iv) <b>participatory</b> and conducive to national ownership and shared understanding of its vision and objectives by WFP and its key partners?</li> </ul>
1.3	To what extent and in what ways did the MCSP <b>adapt and respond to evolving needs</b> and priorities during implementation to ensure continued relevance?
EQ2 – What difference did the MCSP make to the regional and national emergency preparedness capacities and the food security of crisis-affected populations in the Caribbean?	
2.1	To what extent did WFP achieve <b>results in strengthening institutional capacities</b> in shock-responsive social protection, climate adaptation, logistics, emergency preparedness, school meals and food security analysis, among others?
2.2	When engaging in <b>direct delivery</b> , did WFP achieve its coverage targets with adequate quantity and quality of transfers to ensure meaningful contributions to food and nutrition security of the targeted population?
2.3	When engaging in <b>service provision</b> , to what extent and how did WFP contribute to the relevance, efficiency and effectiveness of government-led emergency responses?
2.4	Were there any <b>unintended outcomes</b> , positive or negative?
2.5	To what extent are achievements under the MCSP likely to be <b>sustainable</b> , in particular from an institutional perspective?
2.6	To what extent did the MCSP facilitate strategic linkages across the <b>triple nexus</b> , particularly between government-led crisis response and development cooperation focussed on institutional capacity strengthening?
EQ3 - To what extent did the CSP achieve its cross-cutting aims and how has this impacted programme quality?	
3.1	To what extent did WFP contribute to achievement of <b>cross-cutting aims</b> (protection and AAP; GEEW; nutrition integration; environment and other issues as relevant)?

3.2	To what extent did WFP adhere to the <b>humanitarian principles</b> in the implementation of its crisis responses as applicable to the context, and managed any needed trade-offs?
<b>EQ4 - To what extent has WFP used its resources efficiently?</b>	
4.1	To what extent were the MCSP outputs delivered and related budget spent within the intended <b>timeframe</b> ?
4.2	To what extent and in what ways did the MCO <b>prioritize</b> its interventions to <b>optimize</b> resources and ensure continued relevance and effectiveness (also considering the geographically dispersed nature of the MCSP and related trade-offs between breadth and depth of its interventions)?
4.3	To what extent was the MCSP delivered in a <b>cost-efficient</b> manner?
<b>EQ5 - What are the critical factors, internal and external to WFP, explaining performance and results?</b>	
5.1	To what extent and in what ways has WFP been able to mobilize adequate, timely, predictable, and flexible <b>resources</b> to finance the MCSP?
5.2	How well and in what ways did WFP establish and leverage strategic and operational <b>partnerships</b> at regional and national level to maximize efficiency, effectiveness and sustainability, including with private partners?
5.3	<p>What role have the following <b>factors</b> played?</p> <ul style="list-style-type: none"> <li>- WFP internal preparedness to swiftly shift from an enabling role to crisis responses when needed;</li> <li>- the vast geographical scope of the MCSP;</li> <li>- different degrees of WFP presence across the Caribbean region, and the evolution of the MCO's structure over time;</li> <li>- adequacy of staffing in terms of numbers and profiles;</li> <li>- innovation in the MCSP design and implementation, including approaches to knowledge generation and learning</li> <li>- generation and use of monitoring data and other types of evidence to track activities' progress and inform decision-making;</li> <li>- other internal or external factors.</li> </ul>

42. The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, namely: relevance, efficiency, effectiveness, coherence, and sustainability as well as connectedness and coverage for the crisis response component. It will give attention to protection issues, accountability to affected population, environmental impact of WFP activities, and to the extent feasible, differential effects on men, women, girls, boys, persons with disabilities, and other relevant socio-economic groups. In terms of adherence to humanitarian principles (see question 3.2 above), this is not expected to be one of the core focuses of the evaluation in light of the non-conflict operating context, characterized by government-led responses to natural disasters. Yet, it would still be relevant for the evaluation to assess the adherence to the principles of humanity and impartiality (in beneficiary targeting and delivery of assistance), and WFP's operational independence in its decision-making.

# 4. Methodological approach and ethical considerations

## 4.1. Evaluation approach

43. The 2030 Agenda conveys the global commitment to end poverty, hunger and inequality, emphasizing the economic, social and environmental dimensions of sustainable development. This calls for a systemic approach to development policies and programme design and implementation, as well as for a systemic perspective in analysing development change. WFP assumed the conceptual perspective of the 2030 Agenda as the overarching framework of its Strategic Plan (2022-2025), with a focus on supporting countries to end hunger (SDG 2).

44. The achievement of any SDG national target and of WFP strategic outcomes is the result of the interaction among multiple variables. In the context of the SDGs, the attribution of net outcomes to any specific organization, including WFP, may be extremely challenging or sometimes impossible. While attribution of results would not be appropriate at the outcome level, it should be pursued at the output and activity level, where WFP is meant to be in control of its own capacity to deliver.

45. The MCSPE will use a **theory-based approach** to assess WFP's contribution to outcomes. This will entail the reconstruction of a theory of change (ToC) prior to the one-week inception mission to Barbados based on desk review, which will be discussed, adjusted and amended in discussions with the MCO. The reconstructed ToC will show the intervention logic, i.e. the intended causal pathways from WFP activities to outputs to strategic outcomes (including synergy and coherence among them), as well as the internal and external assumptions made for the intended change to take place along these pathways.

46. Evaluation firms are encouraged to already elaborate specifically in their proposals on the qualitative methods they intend to apply for this evaluation, which may include, among others:

- **Contribution analysis** – useful in context of uncertain results, entailing participatory approaches and an assessment of the plausibility of the contributions made. The approach would aim at building contribution stories which may be context-specific in a very diverse operational environment such as the one of the Caribbean MCSP.
- **Outcome harvesting** – given the expected limited relevance of WFP corporate outcome indicators in the Caribbean context, this approach would aim at broadly making sense and collecting evidence on actual capacity strengthening outcome results, investigating how these were produced and what were specific WFP contributions to them.
- **Network analysis** - can be particularly useful for assessing the effectiveness of an intervention in a diverse geographical context through i) identifying key actors or nodes within a network that can influence program outcomes; ii) analysing relationships, dynamics of collaboration and communication among various stakeholders; iii) revealing how contextual factors shape interactions and outcomes.

OEV welcomes proposals which suggest other methodologies which may be appropriate to the particularities of the operating context.

47. During the inception phase, the evaluation team will be expected to develop a detailed methodological design, including an [evaluation matrix](#), in line with the approach proposed in these terms of reference. The design will be presented in the inception report and informed by a thorough evaluability assessment. The latter should be based on desk review of key programming, monitoring and reporting documents and on some scoping interviews with the programme managers.

48. **Thematic or geographic case studies** will serve the dual purpose of i) building density of evidence around the lines of enquiry defined in the inception phase and ii) illustrating specific cases of what worked



well under which conditions. Case studies could also be geared around assessing capacity strengthening efforts addressed to different institutional types e.g. disaster management agencies, social protection, regional agencies etc., or analysing different approaches to partnership. Given the expected **logistical complexity of data collection** in light of the vast geographical scope of the MCSP, the evaluation is expected to undertake the following approach:

- **In-presence data collection missions** undertaken in Barbados (MCO) and two or three additional countries or territories covered by the MCSP, based on a purposeful sampling. Selection criteria may include, among others, SO activation, degree of WFP presence, significant initiatives of strategic relevance. Such visits would need to be planned as part of the three-week data collection mission, as for most WFP CSPEs.
- **Remote data collection** for countries or territories not covered by the data collection mission. A purposeful sampling may also be applied here – to be confirmed during the inception phase. Remote interviews should be planned during the three-week main data collection mission, or right after.

49. Data collection and analysis will be informed by a feedback loop combining a deductive approach, which starts from predefined analytical categories, with an inductive approach that leaves space for lines of inquiry that had not been identified at the inception stage, including eventually the analysis of unintended outcomes, positive or negative. Data will be collected through a mix of primary and secondary sources with different techniques including desk review, semi-structured or open-ended interviews, surveys, focus groups and direct observation. Systematic data triangulation across different sources and methods should be carried out to validate findings and avoid bias in evaluative judgement.

50. The methodology should aim at data disaggregation by sex, age, disability status, nationality or other characteristics as relevant to, and feasible in the Caribbean context. Moreover, the selection of informants and site visits should ensure to the extent possible that all voices are heard. In this connection, it will be very important at the inception stage to conduct a stakeholders’ mapping and analysis that should be as detailed and comprehensive as possible.

51. The evaluation should be designed and conducted in a gender and inclusion-responsive manner, ensuring that diverse voices are included and heard throughout the evaluation process, and focusing on addressing and analysing the differential effects on men, women, girls, boys, persons with disabilities, and other relevant socio-economic groups.<sup>30</sup>

## 4.2. Preliminary considerations on evaluability and methodological implications

**Evaluability** is the extent to which an activity or a programme can be evaluated in an independent, credible, and useful fashion. Beyond availability and access to reliable information on WFP performance, it necessitates that there is: (a) reliable information on the intervention context and the situation of targeted population groups before and during its implementation; (b) a clear statement of intended outcomes, i.e. the desired changes that should be observable once implementation is under way or completed; (c) a set of clearly defined and appropriate indicators with which to measure changes; and (d) a defined timeframe by which outputs should be delivered and outcomes should be occurring. It also requires the evaluation to be relevant and timely to feed into important strategic and/or operational decisions. Independence is required to ensure an unbiased and impartial assessment of performance and challenges met, which is needed for accountability but also to base lessons learned as much as possible on what was really achieved (or not achieved).

52. This MCSPE will be able to build on several sources of secondary evidence. During the inception

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<sup>30</sup> In choosing the methods to evaluate the CSP, the evaluation team should refer to the Office of Evaluation’s Technical Note for Gender Integration in WFP Evaluations and the Technical Note on Integration of Disability Inclusion in Evaluation.

phase, the evaluation team will be expected to perform an in-depth evaluability assessment and critically assess data availability, quality and gaps to inform its choice of evaluation methods. This will include an analysis of the results framework and related indicators to validate the pre-assessment made by the Office of Evaluation.

53. At this stage, the following evaluability challenges have been preliminarily identified:

- **Assessing the effects of institutional capacity strengthening:** capacity strengthening involves multifaceted changes across various levels within institutions. This complexity makes it challenging to isolate specific outcomes attributable to capacity-building efforts. Moreover, strengthening institutional capacity is a gradual process, requiring long-term investment. Immediate outcomes may not reflect the full effects of WFP actions, leading to difficulties in capturing meaningful changes within a relatively short implementation period.
- **Consistency of measurement and reporting at different level of results.** The analysis of data availability (Table 7 in Annex I) shows that targets, baseline, and follow-up data are missing for some indicators. Additionally, aside from cross-cutting indicators, most indicators do not present gender disaggregation, and the majority of indicators (outcomes) is reported only at the location level—specifically, at the small island state level. This reinforces the need for the evaluation approach to be able to rely strongly on qualitative data collection for the assessment of the MCSP performance.
- **Relevance of corporate indicators in the Caribbean context:** Many aspects of institutional capacity strengthening – main component of the MCSP - are qualitative or subjective, making standardization and quantification difficult. In this regard, the evaluation is expected to go beyond the analysis of corporate output and outcome indicator reported through the MCO monitoring system, and consider qualitative analysis to assess WFP contributions to the MCSP strategic outcomes.
- **Geographical dispersion:** the evaluation is expected to face challenges in terms of adequately covering the totality of countries and territories that fall within the scope of the MCSP. The data collection mission will need to consider carefully the selection of countries or territories to be visited, and allow for a certain degree of remote data collection, including with partners.
- **Time frame covered by the evaluation.** The evaluation will be conducted during the penultimate year of the MCSP which has implications for the completeness of results reporting and attainment of expected outcomes.

54. The evaluation team will review and assess these limitations and devise measures to mitigate them. Any other evaluability challenges identified by the team during the inception phase will be discussed in the inception report together with appropriate mitigation measures where possible.

### 4.3. Ethical considerations

55. Evaluations must conform to WFP and United Nations Evaluation Group (UNEG) ethical standards and norms.<sup>31</sup> Accordingly, the evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle in line with the UNEG guiding ethical principles for evaluation (Integrity, Accountability, Respect, Beneficence).<sup>32</sup> This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair and inclusive participation of stakeholders (including women and socially excluded groups) and ensuring that the evaluation results do no harm to participants or their communities.

56. The commissioning office will ensure that the team and the evaluation manager will not have been

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<sup>31</sup> For further information on how to apply the UNEG norms and standards (<http://www.unevaluation.org/document/detail/1914>) in each step of the evaluation, the evaluation team can also consult the Technical Note on Principles, Norms and Standards for evaluations (<https://docs.wfp.org/api/documents/WFP-0000003179/download/>).

<sup>32</sup> Beneficence means striving to do good for people and planet while minimizing harms arising from evaluation as an intervention.

involved in the design, implementation, financial management or monitoring of the Caribbean MCSP, have no vested interest, nor have any other potential or perceived conflicts of interest.<sup>33</sup>

57. All members of the evaluation team will abide by the [2020 UNEG Ethical Guidelines](#) and the [2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluations](#). In addition to signing a pledge of ethical conduct in evaluation, the evaluation team will also commit to signing a Confidentiality, Internet and Data Security Statement.<sup>34</sup>

58. Should the evaluators uncover allegations of wrongdoing and misconduct in the implementation of a programme either by a WFP staff or a partner (including fraud, food diversions, misuse of WFP assets, harassment, sexual harassment, etc), the evaluation team should report those allegations to WFP Office of Inspection and Investigation (OIGI) through WFP hotline (<http://www.wfpHotline.ethicspoint.com/>). At the same time, the team leader should inform the Evaluation Manager and the Director and Deputy Director of Evaluation that there are allegations of wrongdoing and misconduct without breaking confidentiality.

#### 4.4. Quality assurance

59. The WFP evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on quality checklists. This process does not interfere with the views or independence of the evaluation team but ensures that the report provides credible evidence and analysis in a clear and convincing way and draws its conclusions and recommendations on that basis. The evaluation team will be required to ensure the quality of data (reliability, consistency and accuracy) throughout the data collection, synthesis, analysis and reporting phases.

60. All evaluation deliverables (i.e., inception report and main evaluation report) must be subject to a thorough quality assurance review by the evaluation company in line with the WFP evaluation quality assurance system prior to submission of the deliverables to OEV. This includes reviewing the response-to-comments matrices and changes made to evaluation deliverables after OEV and stakeholder comments, and editorial review of deliverables. However, quality assurance goes beyond reviewing deliverables and should include up-front guidance to the evaluation team. The person(s) responsible for quality assurance should therefore attend OEV briefing sessions and key meetings with the evaluation team. It is essential that the evaluation company foresees sufficient resources and time for this quality assurance.

61. The Office of Evaluation will conduct its own quality assurance of all evaluation deliverables at two levels: the evaluation manager (QA1) and a senior evaluation officer (QA2). The evaluation manager, with QA2 support as needed, will provide guidance to the evaluation team on any aspects of the evaluation (substantive areas to be covered, methodology, interaction with stakeholders, organizational matters etc.) as required. They will both review all evaluation deliverables. The (Deputy) Director of OEV must approve all evaluation deliverables.

62. All final evaluation reports will be subjected to a post hoc quality assessment (PHQA) by an

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<sup>33</sup> "Conflicts of interest are typically identified by a lack of independence or a lack of impartiality. These conflicts occur when a primary interest, such as the objectivity of an evaluation, could be influenced by a secondary interest, such as personal considerations or financial gains" (UNEG 2020 Guidelines). There should be no official, professional, personal or financial relationships that might cause, or lead to a perception of bias in terms of what is evaluated, how the evaluation is designed and conducted, and the findings presented. A conflict of interest can also occur when, because of a person's possibilities for future contracts, the evaluator's ability to provide an impartial analysis is compromised. Cases of upstream conflict of interest are those in which consultants could influence the analysis or recommendations so that they are consistent with findings previously stated by themselves. Cases of downstream conflict of interest are those in which evaluators could artificially create favourable conditions for consideration in a downstream assignment. The potential for bias increases when an evaluator's work is solely focused on one agency. During the evaluation process, the evaluators are not allowed to have another contract with the evaluand/ unit subject to evaluation. To avoid conflicts of interest, particular care should be taken to ensure that independence and impartiality are maintained.

<sup>34</sup> If there are changes in the evaluation team or a sub-contracting for some of the planned evaluation activities, the confidentiality agreement, internet and data security statement, and ethics pledge should also be signed by those additional members.

independent entity through a process that is managed by the Office of Evaluation. The overall PHQA results will be published on the WFP website alongside the final evaluation report.

## 5. Organization of the evaluation

### 5.1. Phases and deliverables

63. The evaluation is structured in five phases summarized in Table 5 below. The evaluation team will be involved in phases 2 to 5 of the MCSPE. The country office and regional bureau have been consulted on the timeframe to ensure good alignment with the country office planning and decision-making so that the evidence generated by the MCSPE can be used effectively, and feed into the next MCSP design process<sup>35</sup>.

**Table 5: Summary timeline – key evaluation milestones**

Main phases	Timeline	Tasks and deliverables
1. Preparation	<b>November 2024</b> <b>January 2025</b>	Final ToR Evaluation team and/or firm selection & contract
2. Inception	<b>February 2025</b> <b>10-14 March 2025</b> <b>May 2025</b>	HQ/RB briefing <b>Inception mission to Bridgetown (team leader &amp; EM)</b> Inception report
3. Data collection	<b>9-27 June 2025</b>	<b>Data collection mission to the MCO and selected countries or territories (evaluation team)</b>
4. Reporting	<b>mid-July 2025</b> <b>July -August 2025</b> <b>Sept.-Oct. 2025</b> <b>November 2025</b> <b>December 2025</b> <b>January 2026</b>	Preliminary findings debrief Report drafting Comments process <b>Stakeholders workshop in Bridgetown</b> Final evaluation report Summary evaluation report validated by Team Leader
5. Dissemination	<b>Mid-2026</b> <b>Late 2026</b>	Management response and Executive Board preparation Wider dissemination

### 5.2. Evaluation team composition

64. To the extent possible, the evaluation will be conducted by a gender, geographically, culturally and linguistically diverse and balanced evaluation team of four to five members, including an international lead evaluator, at least one evaluator from the English- and Dutch-speaking Caribbean region with relevant expertise, and one researcher. The selected evaluation firm is responsible for proposing a mix of evaluators

<sup>35</sup> Next MCSP Formulation Workshop expected to take place in late 2025/early 2026.

with multi-lingual language skills (English and Dutch are relevant in the case of this MCSPE) who can effectively cover the thematic areas of evaluation. The team leader should have excellent synthesis and evaluation reporting writing skills in English. The evaluation team will have strong methodological competencies in designing feasible data capture and analysis as well as synthesis and reporting skills. The evaluation team should have good knowledge of gender, equity, wider inclusion issues. In addition, the team members should have experience in humanitarian and development contexts and knowledge of the WFP food and technical assistance modalities.

**Table 6: Summary of evaluation team and areas of expertise required**

Areas of MCSPE	Expertise required
<b>Team Leadership</b>	<ul style="list-style-type: none"> <li>• Team Management, coordination, planning, ability to resolve problems and deliver on time</li> <li>• Strong presentation skills and excellent writing skills</li> <li>• Experience in leading complex, strategic evaluations at country level, such as evaluations of country strategic plans, organisational positioning and nexus dynamics, including with UN organizations;</li> <li>• Experience with regional/multi-country evaluations, ideally in the English- and Dutch-speaking Caribbean context.</li> <li>• Experience with applying theory based mixed methods approaches;</li> <li>• Strong ability to navigate political sensitivities, and strong understanding the complexity of the relation between UN and member states;</li> </ul>
<b>Institutional capacity strengthening</b>	Experience with evaluation of interventions related to strengthening the capacities of governments or regional institutions, particularly in the fields of <b>supply chain and logistics, social protection, vulnerability analysis and disaster risk finance.</b>
<b>Emergency response</b>	<ul style="list-style-type: none"> <li>• Experience with evaluation of <b>rapid-onset emergency responses to natural hazards</b>, including in-kind and cash-based transfers and anticipatory action, and particularly in contexts of government-led responses</li> <li>• Experience with evaluation of common service provision, with focus on <b>logistics and emergency telecommunications services.</b></li> </ul>
<b>Cross-cutting themes</b>	Experience with evaluations covering cross-cutting issues such as environmental sustainability, gender equality, nutrition integration, protection and accountability to affected populations.
<b>Research Assistance</b>	Understanding of evaluation and research and knowledge of humanitarian assistance and institutional capacity strengthening, ability to provide qualitative and quantitative research support to evaluation teams, analysis of M&E data, data cleaning and analysis; writing and presentation skills, proofreading, and note taking.
<b>Quality assurance and editorial expertise</b>	<ul style="list-style-type: none"> <li>• Experience in writing high quality, complex evaluation deliverables (detailed reports and summaries)</li> <li>• Experience in quality assurance of written technical reports and briefs</li> </ul>

### 5.3. Roles and responsibilities

65. **This evaluation is managed by the WFP Office of Evaluation.** Filippo Pompili, Evaluation Officer, has been appointed as evaluation manager (EM) and Isabella De Cesaris, M&E Officer, has been appointed as OEV research analyst. Both have not worked on issues associated with the subject of evaluation. Sergio Lenci, Senior Evaluation Officer, will provide second-level quality assurance. The Director of Evaluation or Deputy Director of Evaluation will clear the final evaluation products and present the MCSPE to the WFP Executive Board for consideration in November 2026.

66. The EM, assisted by the OEV RA, is responsible for drafting the ToR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the Internal Reference Group; accompanying the team leader in the inception mission; organizing the team briefing and the in-country stakeholder workshop; supporting the preparation of the data collection mission; drafting the summary evaluation report; conducting the first-level quality assurance of the evaluation products and soliciting WFP stakeholders' feedback on draft products. The evaluation manager will be the main interlocutor between the team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process.

67. Moreover, OEV would welcome discussion on the participation of the EM – mainly as observer - in the evaluation team-led analysis workshop (or dedicated sessions) taking place after the data collection phase. Specific modes of engagement should be discussed and agreed during the implementation of the evaluation and would be at the discretion of the evaluation team.

68. An **internal reference group composed of selected WFP stakeholders** at country office and regional bureau levels will be expected to review and comment on the draft evaluation report; provide feedback during evaluation briefings; be available for interviews with the evaluation team.

69. **The MCO will:** i) **facilitate the evaluation team's contacts with stakeholders** in Barbados and across the Caribbean region; ii) **provide local transport and logistical support as applicable** – and directly cover related costs<sup>36</sup> - during fieldwork in countries or territories with fully established WFP presence<sup>37</sup> (NB: international travels will be directly managed by the contracted evaluation firm, as well as local transports in countries or territories without WFP presence); iii) **organize a stakeholder workshop** in Bridgetown, Barbados, towards the end of the evaluation exercise. Roxanne Beckleswhite, RAM Officer, has been nominated MCO focal point for this evaluation and will assist in communicating with the evaluation manager and MCSPE team, setting up meetings and coordinating field visits. To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or, during the data collection phase, participate in meetings where their presence could bias the responses of the stakeholders.

### 5.4. Security considerations

70. As an "independent supplier" of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation team, and for making adequate arrangements for evacuation for medical or insecurity reasons. However, to avoid any security incidents, the evaluation manager will ensure that the WFP country office registers the team members with the security officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground. The evaluation team must observe applicable United Nations Department of Safety and Security rules including taking security training (BSAFE & SSAFE) and attending in-country briefings.

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<sup>36</sup> E.g., fuel, drivers' DSA if applicable.

<sup>37</sup> Including MCO in Barbados and satellite offices in Belize, Dominica, Grenada, Guyana, Jamaica, Saint Lucia, Saint Vincent and the Grenadines, and Trinidad and Tobago - provided presence and availability of WFP vehicles and drivers at the time of the evaluation missions.

## 5.5. Communication

*It is important that evaluation reports are accessible to a wide audience, as foreseen in the Evaluation Policy, to ensure the credibility of WFP – through transparent reporting – and the usefulness of evaluations. The dissemination strategy will be based on the stakeholder analysis and consider whom to disseminate to, whom to involve and it will also identify the users of the evaluation, duty bearers, implementers, beneficiaries, including gender perspectives.*

71. A communication and knowledge management plan will be developed by the evaluation manager in consultation with the evaluation team and the Country Office during the inception phase. The evaluation team will propose/explore communication/feedback channels to appropriate audiences (including affected populations as relevant) as part of the inception phase.

72. The summary evaluation report along with the management response to the evaluation recommendations will be presented to the WFP Executive Board in November 2026. The final evaluation report will be posted on the public WFP website and the Office of Evaluation will ensure dissemination of lessons through the annual evaluation report.

## 5.6. The proposal

73. Technical and financial offers for this evaluation should consider in-country inception and data collection missions, and travel of the evaluation team leader for the stakeholder workshop to be held in Bridgetown, Barbados. Proposals should build in sufficient flexibility to deal with possible risks, e.g. travel restrictions. See previous sections on data collection missions envisaged, and on MCO's expected coverage of local travel costs.

74. Should translators be required for fieldwork, the evaluation firm will plan accordingly and include the cost in the budget proposal. All evaluation products will be produced in English.

75. While the Summary Evaluation Report will be drafted by the OEV Evaluation Manager, financial proposals should budget time for the Team Leader to review and validate the final draft before it is submitted to the Executive Board.

76. Following the technical and financial assessment, an improved offer could be requested by WFP to the preferred bid(s) to better respond to the TOR requirements. WFP may conduct reference checks and interviews with selected team members.

# Annex I. Overview of performance data availability

**Table 7: Caribbean Multi Country Strategic Plan (2022-2026) and Interim Multi Country Strategic Plan (2020-2022) logframe analysis**

Logframe version [CSP] [Date Approved]		Outcome indicators	Cross-cutting indicators	Output indicators
v 2.0 CSP [2022-2026] Dec-2023	New indicators	7	17	36
	Discontinued indicators	3	6	12
	<b>Total nr. of indicators</b>	<b>10</b>	<b>18</b>	<b>39</b>
v 3.0 CSP [2022-2026] March-2023	New indicators	6	0	15
	Discontinued indicators	6	0	14
	<b>Total nr. of indicators</b>	<b>6</b>	<b>7</b>	<b>15</b>
v. 3.0 ICSP [2020-2022] Feb-2022	<b>Total nr. of indicators</b>	6	7	14
<b>Total number of indicators that were included across all logframe versions</b>		<b>0</b>	<b>1</b>	<b>0</b>



**Table 8: Analysis of results reporting in Caribbean Multi Country Strategic Plan (2022-2026) and Interim Multi Country Strategic Plan (2020-2022) Annual Country Reports**

		ACR 2021 [XC01]	ACR 2022 [XC01]	ACR 2022 [XC02]	ACR 2023 [XC02]
<b>Outcome indicators</b>					
	Total number of indicators in applicable logframe	6	6	6	10
Baselines	Nr. of indicators with any baselines reported	6	6	5	6
Year-end targets	Nr. of indicators with any year-end targets reported	6	6	5	6
CSP-end targets	Nr. of indicators with any CSP-end targets reported	6	6	5	6
Follow-up	Nr. of indicators with any follow-up values reported	6	6	5	6
<b>Cross-cutting indicators</b>					
	Total number of indicators in applicable logframe	7	7	18	7
Baselines	Nr. of indicators with any baselines reported	3	3	9	4
Year-end targets	Nr. of indicators with any year-end targets reported	3	3	9	4
CSP-end targets	Nr. of indicators with any CSP-end targets reported	3	3	9	4
Follow-up	Nr. of indicators with any follow-up values reported	3	3	9	4
<b>Output indicators</b>					
	Total number of indicators in applicable logframe	14	14	15	39
Targets	Nr. of indicators with any targets reported	14	14	14	27
Actual values	Nr. of indicators with any actual values reported	14	14	14	27

# Annex II. Acronyms and abbreviations

<b>ACR</b>	Annual Country Report
<b>BR</b>	Budget Revision
<b>CARICOM</b>	Caribbean Community
<b>CCS</b>	Country Capacity Strengthening
<b>CCRIF-SPC</b>	Caribbean Catastrophe Risk Insurance Facility
<b>CDEMA</b>	Disaster Emergency Management Agency
<b>CERF</b>	United Nations Central Emergency Response Fund
<b>CO</b>	Country Office
<b>CSP</b>	Country Strategic Plan
<b>CSPE</b>	Country Strategic Plan Evaluation
<b>EB</b>	Executive Board
<b>EM</b>	Evaluation Manager
<b>EMDAT</b>	International Disaster Database
<b>FAO</b>	Food and Agriculture Organization
<b>GEEW</b>	Gender Equality and the Empowerment of Women
<b>HDI</b>	Human Development Index
<b>ICSP</b>	Interim Country Strategic Plan
<b>ILO</b>	International Labour Organization
<b>JAM</b>	Joint Assessment Mission
<b>NBP</b>	Needs-Based Plan
<b>MCO</b>	Multi-country Office
<b>MCSP</b>	Multi-country Strategic Plan
<b>MSDCF</b>	Multi-Country Sustainable Development Cooperation Framework
<b>OECS</b>	Organisation of Eastern Caribbean States
<b>SIDS</b>	Small Island Developing States
<b>SO</b>	Strategic Outcome
<b>TOC</b>	Theory of Change

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