

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

Summary Terms of Reference

Country Strategic Plan Evaluations encompass the entirety of WFP activities during a specific period. Their purpose is twofold: 1) to provide evaluation evidence and learning on WFP's performance for country-level strategic decisions, specifically for developing the next Country Strategic Plan and 2) to provide accountability for results to WFP stakeholders.

Subject and focus of the evaluation

The WFP multi-country strategic plan (MCSP) for the English- and Dutch-speaking Caribbean (2022–2026) covers 22 countries and overseas territories, all of which are classified as small island developing States. The MCSP centres around three strategic outcomes focusing on technical assistance to and capacity strengthening of national governments and regional institutions, direct emergency food assistance, anticipatory action, and support to nationally or regionally led emergency responses. 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.

The original total cost of the MCSP was estimated at 69.5 million USD. Following two budget revisions, the total needs-based plan has reached 85.3 million USD for the whole duration of the MCSP. Through the MCSP, WFP planned to directly assist approximately 100,000 beneficiaries through emergency responses (SO2) in 2022–2026. On the other hand, WFP estimates that its institutional capacity strengthening and common service provision actions would indirectly benefit 1.5 million beneficiaries across the region.

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

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 emergency 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.

Objectives and stakeholders of the evaluation

WFP evaluations serve the dual objectives of accountability and learning. The evaluation will seek the views of, and be useful to, a range of WFP's internal and external stakeholders. It represents an opportunity for national, regional and corporate learning. The primary user of the evaluation findings and recommendations will be the WFP Multi-Country Office in Barbados and its stakeholders to inform the design of the new MCSP. The evaluation report will be presented at the WFP Executive Board session in November 2026.

Key evaluation questions

The evaluation will address the following five key questions:

QUESTION 1: To what extent and in what ways is the MCSP strategically positioned to address food and nutrition insecurity in the Caribbean? The evaluation will assess how WFP defined its added value in the Caribbean and the extent to which it leveraged its comparative advantages in a small island developing States context. It will assess the extent to which the MCSP design was evidence-based, internally and externally coherent, participatory, and conducive to national ownership and shared understanding of its goals. It will further assess the extent to which and how the MCSP adapted and responded to evolving needs and priorities during implementation, to ensure continued relevance.

QUESTION 2: 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? The evaluation will assess the extent to which WFP delivered the expected outputs and contributed to the expected strategic outcomes of the MCSP. It will also analyze the extent to which the achievements of the MCSP are likely to be sustainable, in particular from an institutional perspective. Moreover, it will assess whether the MCSP facilitated more strategic linkages across the triple nexus, particularly between government-led crisis response and development



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cooperation focused on institutional capacity strengthening.

QUESTION 3: To what extent did the CSP achieve its cross-cutting aims and how has this impacted programme quality? The evaluation will assess the extent to which WFP contributed to the achievement of cross-cutting aims (protection and accountability to affected populations; gender equality and empowerment of women; nutrition integration; environment and other issues as relevant) and adhered to humanitarian principles in the implementation of its crisis responses as applicable to the context.

QUESTION 4: To what extent has WFP used its resources efficiently? The evaluation will assess the extent to which WFP i) delivered its outputs and spent related budget within the intended timeframe; ii) prioritized its interventions to optimize resources and iii) delivered the MCSP in a cost-efficient manner.

QUESTION 5: What are the critical factors, internal and external to WFP, explaining performance and results? The evaluation will assess the extent to which WFP was able to mobilize adequate, timely, predictable and flexible resources, and established and leveraged strategic and operational partnerships at regional and national level. Finally, the evaluation will seek to understand how other organizational and contextual factors influenced WFP performance in the implementation of the MCSP.

Scope, methodology and ethical considerations

The unit of analysis is the MCSP, approved by the WFP Executive Board in February 2022, as well as any subsequent approved budget revisions.

The temporal scope of the evaluation is March 2022 (start of the MCSP) – June 2025 (data collection phase of the evaluation). 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.

The evaluation will use a theory-based approach to assess WFP's contribution to outcomes. This will entail the reconstruction of a theory of change based on a desk review, which will be discussed, adjusted and amended in discussions with the MCO. The evaluation will use a mix of methods and a variety of primary and secondary sources, including desk review, key informant interviews, and focus groups discussions. Systematic triangulation across different sources and methods will be carried out to validate findings and avoid bias in the evaluative judgement.

The evaluation conforms to WFP and 2020 UNEG ethical guidelines. 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

recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results in no harm to participants or their communities.

Roles and responsibilities

The evaluation will be conducted by a team of independent consultants with a mix of relevant expertise related to the Caribbean MCSP (i.e. institutional capacity strengthening, emergency responses to natural hazards, common service provision).

The evaluation will be managed by Filippo Pompili, Evaluation Officer in the WFP Office of Evaluation. He will be the main interlocutor between the evaluation team, represented by the team leader, and WFP counterparts, to ensure a smooth implementation process and compliance with OEV quality standards for process and content. Isabella De Cesaris, Research Analyst, will provide research and data analysis support. Second-level quality assurance will be provided by Sergio Lenci, Senior Evaluation Officer.

An Internal Reference Group of a cross-section of WFP stakeholders from relevant business areas at different WFP levels will be consulted throughout the evaluation process to review and provide feedback on evaluation products.

The Deputy Director of Evaluation will approve the final version of the evaluation report.

WFP stakeholders at country and regional level are expected to engage throughout the evaluation process to ensure a high degree of utility and transparency. External stakeholders, such as beneficiaries, government, donors, implementing partners and other UN agencies will be consulted during the evaluation process.

Communication

Preliminary findings will be shared with WFP stakeholders in the Multi-Country Office and the Regional Bureau in Panama during a debriefing session at the end of the data collection phase. A more in-depth debrief will be organized in July 2025 to inform the new CSP design process. A stakeholders' workshop will be held in Barbados in late 2025 to ensure a transparent evaluation process and promote ownership of the findings and preliminary recommendations by national and regional stakeholders.

Evaluation findings will be actively disseminated, and the final evaluation report will be publicly available on WFP's website.

Timing and key milestones

Inception Phase: January-May 2025

Data collection: June 2025

Preliminary findings debrief: July 2025

Reports: September 2025 – January 2026

Stakeholders' Workshop: November 2025

Executive Board: November 2026

