

# Country strategic plan revision

## Caribbean Multi-Country Strategic Plan, Revision 04

	Current	Change	Revised
<b>Duration</b>	1 March 2022 – 31 December 2026	No change	1 March 2022 – 31 December 2026
<b>Beneficiaries</b>	100,000	109,210	209,210
<b>Total cost (USD)</b>	86,134,582	20,001,897	106,136,479

### DELEGATION OF AUTHORITY FOR APPROVAL: RD

#### 1. RATIONALE

1. This budget revision is for an emergency response to a rapid-onset disaster. It enables WFP Caribbean Multi-Country Office (MCO) to address urgent humanitarian needs in Jamaica following Hurricane Melissa, a Category 5 storm and the most powerful ever to strike the island. It facilitates life-saving in-kind food assistance and cash support for essential needs.
2. It was initially estimated that Hurricane Melissa affected 1.2 million people, with up to 359,000 estimated to be in urgent need of food and livelihood assistance. Current analysis indicates that approximately 240,000 people are living in areas affected by flooding and building damage. This figure is preliminary and may underestimate the true impact, as early radar imagery was captured shortly after landfall under challenging conditions. WFP is now planning to assist up to 140,000 people in need for the response but will calibrate its total beneficiary figure based on the plans and capacity of partners.
3. The storm caused extensive damage to agriculture, tourism and food systems, key pillars of Jamaica's economy, overwhelming national response capacities. This revision increases the budget under Activity 2 of Strategic Outcome 2 to scale up emergency food assistance through unconditional transfers. Implementation will be informed by ongoing assessments and coordinated with government and partners.
4. There is no extension in time. The duration and strategic orientation of the MCSP remain unchanged. The revision enables expanded emergency assistance under Strategic Outcome 2, with a corresponding budget increase.

#### 2. CHANGES

##### **Strategic orientation**

5. There is no change in the strategic orientation of the MCSP
6. There have been three previous budget revisions to the MCSP:

- Revision 1 (October 2023) enabled WFP Caribbean MCO to meet rising Caribbean governments' demands by strengthening technical support in social protection, disaster management and food security. It also addressed growing needs related to the completion of the Caribbean Regional Logistics Hub and the CARICOM Centre of Excellence. It increased the budget by USD 8,226,219.<sup>1</sup>
- Revision 2 (February 2024) introduced a new activity under MCSP Strategic Outcome 2 focused on anticipatory action, along with a corresponding budget increase. It also revised the budget under Strategic Outcome 1 to reflect updated construction timelines for the Logistics Hub and Centre of Excellence, and continued growth in technical assistance requests from national and subregional partners. It increased the budget by USD 7,571,519.<sup>2</sup>
- Revision 3 (August 2025) resulted in the introduction of a new activity under Strategic Outcome 3, aimed at expanding WFP's support to partners through on-demand supply chain services. Including procurement, logistics, training and other specialised services via Service Level Agreements. It increased the budget by USD 821,732.<sup>3</sup>

### **CSP outcomes**

7. Implementation arrangements for existing MCSP outcomes and activities will largely remain unchanged. However, WFP is temporarily augmenting staffing capacity in Jamaica to support time-bound emergency operations and will bring on at least one cooperating partner who will be able to support relief and recovery activities. WFP is also putting in place additional food supply agreements to meet food procurement needs. The situation will continue to be closely monitored, with regular updates to the risk register to reflect evolving conditions and operational risks.
8. Under Strategic Outcome 2, Activity 2, WFP will scale up its emergency response in Jamaica through unconditional assistance for immediate food and essential needs. Delivery modalities and target locations will be refined as assessments progress. Additionally, WFP will provide conditional assistance aimed at supporting debris clearance, rural infrastructure restoration, livelihood recovery and income generating activities, and will include capacity building.
9. The Government of Jamaica's Jamaica Household Disaster Impact and Needs Assessment (JHDINA) is currently ongoing and collects household-level data on structural damage, demographic composition, displacement status, and loss of productive assets following Hurricane Melissa. WFP will use this data and where necessary, triangulate and integrate other assessments or datasets of its own to strengthen targeting and ensure comprehensive coverage of affected and vulnerable groups. This data will inform prioritization of households whose homes and livelihoods have been severely impacted, including vulnerable groups and those with disrupted income sources.
10. Remote monitoring and rapid needs assessments conducted post-Hurricane Melissa have highlighted both immediate food insecurity and disrupted market access. In-kind assistance is being prioritised for the most affected and remote areas where market

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<sup>1</sup> [BR01](#)

<sup>2</sup> [BR02](#)

<sup>3</sup> [BR03](#)

functionality is limited, ensuring timely support through family food kits. Cash transfers will be introduced progressively as markets become functional, offering flexibility and dignity to beneficiaries while stimulating local economies. The initial phase for this revision will be unconditional food and cash, with a transition to conditional recovery and resilience activities over time based on needs assessment data. This approach ensures that assistance not only meets immediate needs but also contributes to longer-term resilience and economic recovery.

11. The delivery of Activity 2 and achievement of the related MCSP SO2 rely on well-established collaboration with national and regional partners. In Jamaica, WFP is working closely with the Ministry of Labour and Social Security, mandated to lead relief planning and distribution, and the Office of Disaster Preparedness and Emergency Management coordinating the overall response, to ensure that interventions are aligned with emergency response frameworks and national social protection systems. WFP is also availing of the response and early recovery capacities and operational footprint of its cooperating partner Food For The Poor and other stakeholders to support implementation. These partnerships are essential to ensure coherence with government plans and systems, and to mobilise the required technical and financial resources for an effective project implementation.
12. The Jamaica Satellite Office originally operating with a team of five has been reinforced through support from the MCO and Global HQ surge to enhance the response phase. This cross-functional support spanning emergency, programme, logistics, procurement, needs assessment, CBT, security and enabling services is allowing WFP to scale up general food distribution, in-kind, voucher and cash. These capacity enhancements have been reflected in the revised budget to ensure adequate resources for effective implementation.
13. To support the sourcing and delivery of lifesaving food assistance, WFP has mobilised supply chain and logistics capacities including regional and local procurement to ensure a steady supply of key food commodities, as well as transport via shipping, aviation and trucking. Implementation is anchored in national logistics infrastructure and supported by WFP's operational network, with additional assets such mobile storage units, forklifts and generators, deployed to augment national capacities and reinforce WFP's emergency response capabilities. Temporary emergency logistics staging areas are being established to fill operational gaps and ensure last-mile delivery. This is complemented by cooperating partner engagement, vendors onboarding and standby arrangements for storage, transport and distribution services.
14. WFP will implement both field and remote monitoring, supported by adequate staffing and resources. Quantitative and qualitative data will be collected throughout the programme cycle via on-site assessments, remote surveys, and focus group discussions. Process monitoring will occur during payment cycles, complemented by post-distribution monitoring to capture data on food consumption, coping strategies, challenges, and beneficiary satisfaction.
15. WFP is committed to safeguarding affected populations and ensuring accountability through coordinated feedback and monitoring systems. Community feedback mechanisms (CFM) will be set up to allow individuals to communicate questions or concerns about the project and to appeal decisions regarding their selection or exclusion

from the program. Beyond the call-in hotlines that WFP will help to establish, WFP and the Government are working to put in place a multi-channel CFM, which will be adapted to address potential disruptions in telecommunications. For CBT, a CFM process will be put in place, following good practices followed in Jamaica for Hurricane Beryl.

16. WFP exit strategy will be guided by government-led recovery planning and the restoration of essential services and market functionality. As conditions stabilise, WFP will gradually phase out direct assistance ensuring a smooth handover to national systems and partners, including through social protection. WFP will support after action reviews to capture lessons learned to strengthen the government's emergency preparedness and response capacities and shape future technical assistance strategies.
17. For in-kind food assistance key operational risks include delays in procurement, transport and partner contracting, which could affect timely delivery of assistance. Mitigation measures include securing regional and local procurement options, activating standby transport and storage agreements, deploying WFP staff for oversight and establishing temporary logistics staging areas to ensure last-mile delivery. For cash-based assistance, risks include delays in internal approvals, mismatches between beneficiary data and ID, limited access to financial service providers in remote areas and security concerns during disbursement. WFP is addressing these through pre-drafted workflows, strict data validation, robust monitoring and redemption cycles and coordination with national and local authorities to ensure safe and discreet distribution. Across both modalities, WFP is strengthening identity management, CFMs and coordination with government counterparts to reduce exclusion, duplication, and reputational risks.
18. WFP will take all reasonable measures to mitigate potential negative impacts on the environment and affected populations, noting that this is an urgent and fast-moving response in a new operational area. Activities will be implemented in coordination with local authorities and partners, with attention to safe distribution practices, crowd management, and minimizing environmental disruption. Where feasible, WFP will integrate sustainable practices across supply chain operations from sourcing to delivery including waste management and climate-resilient approaches. These considerations will be adapted as the response evolves and as operational conditions allow.

## Beneficiary analysis

<b>TABLE 1: BENEFICIARIES BY CSP OUTCOME</b>									
				Year 1	Year 2	Year 3	Year 4	Year 5	Total
CSP Outcome 2	Activity 2	Output 5	Current	20,000	20,000	20,000	20,000	20,000	100,000
			Increase/decrease	0	0	0	109,210	64,210	109,210
			Revised	20,000	20,000	20,000	129,210	84,210	209,210
		Output 6	Current	20,000	20,000	20,000	20,000	20,000	100,000
			Increase/decrease	0	0	0	0	0	0
			Revised	20,000	20,000	20,000	20,000	20,000	100,000
	Activity 4	Output 10	Current	N/A	N/A	20,000	20,000	20,000	60,000
			Increase/decrease	N/A	N/A	0	0	0	0
			Revised	N/A	N/A	20,000	20,000	20,000	60,000
Total beneficiaries (without overlap)			Current	20,000	20,000	20,000	20,000	20,000	100,000
			Increase/decrease	0	0	0	109,210	64,210	109,210
			Revised	20,000	20,000	20,000	129,210	84,210	209,210

### 3. COST BREAKDOWN

TABLE 2: COST BREAKDOWN OF THE REVISION ONLY (USD)						
CSP outcomes	CSP 1	CSP 2	CSP 3	CSP 4	CSP #	
Focus area	Resilience Building	Crisis Response	Crisis Response			14,959,924
Transfer	0	14,959,924	0			1,958,297
Implementation	0	1,958,297	0			1,863,458
Direct support costs	<i>(no figures in the grey cells)</i>					18,781,679
Subtotal						1,220,219
Indirect support costs						20,001,897
<b>TOTAL</b>						<b>18,781,679</b>

TABLE 3: OVERALL CSP COST BREAKDOWN FOLLOWING THE REVISION (USD)						
CSP outcome	1	2	3	4	#	Total
Focus area	Resilience Building	Crisis Response	Crisis Response			
Transfer	36,745,397	37,750,680	8,901,134			83,397,212
Implementation	3,754,490	4,872,648	1,035,722			9,662,861
Direct support costs	2,820,513	3,355,952	689,981			6,866,446
<b>Subtotal</b>	<b>43,320,400</b>	<b>45,979,281</b>	<b>10,626,837</b>			<b>99,926,518</b>
Indirect support costs	2,815,826	2,988,653	405,482			6,209,961
<b>TOTAL</b>	<b>46,136,226</b>	<b>48,967,934</b>	<b>11,032,319</b>			<b>106,136,479</b>