

Country strategic plan revision

Caribbean Multi-Country Strategic Plan, revision | Revision 006

Gender and age marker code: 4

Transmittal Slip Table - BUDGET OVERVIEW			
	Current	Change	Revised
Duration	<i>1 March 2022 – 31 December 2026</i>	No change	<i>1 March 2022 – 31 December 2026</i>
Beneficiaries	240,790	No change	240,790
Total cost (USD)	115 889 928	6 545 769	122 435 696
Transfer	91 107 340	5 151 500	96 258 840
Implementation	11 110 352	691 800	11 802 152
Direct Support Costs	6 866 446	302 848	7 169 294
Sub-total	109 084 137	6 146 148	115 230 286
Indirect Support Costs	6 805 791	399 620	7 205 411

1. RATIONALE

1. WFP Caribbean Multi-Country Office (MCO) CSP revision reflects increased project requirements to successfully complete and operationalise the Barbados-based 'Caribbean Centre of Excellence', a facility designed to serve as the region's premier hub for hands-on disaster response training and capacity strengthening efforts, knowledge sharing and operational coordination. In parallel, the revision enables the MCO to respond effectively to requests from the Government of Jamaica, which continues to grapple with the devastating impacts of Hurricane Melissa, by reinforcing national capacities and delivering targeted technical assistance across social protection, disaster risk management and financing, food security and livelihood activities, as well as humanitarian supply chain, logistics, and telecommunications capacities.
2. The revision is informed by recent analysis identifying persistent regional gaps in disaster preparedness and response, including a limited pool of trained disaster management professionals and national disaster management infrastructure operating at capacity and able to scale up as needed. These constraints have been further exposed by the impact of Hurricane Melissa, which have driven increased demand for technical and operational support as response efforts transition into the recovery phase. The revision also reflects lessons learned from recent emergencies, highlighting the need to institutionalise capacity strengthening at national and local levels, enable supply chain and logistics readiness and put adequate response measures in place ahead of the upcoming hurricane season.
3. The revision takes effect within the existing timeframe of the approved MCSP, with no extension-in-time required. It introduces an increase to the budget ceiling under Activity 1 of CSP Outcome 1 to meet expanded programmatic and supply chain capacity strengthening requirements and accommodate beneficiary and ration figures under Activity 2 of CSP Outcome 2 specifically those related to the Jamaica emergency response and recovery phase that were already fully updated and refined through CSP Revision 04

and Budget Revision 05. The overall duration and strategic orientation of the MCSP remain unchanged.

2. CHANGES

Strategic orientation

4. There is no change in strategic orientation

CSP outcomes

5. Under CSP Outcome 1, Activity 1, WFP will enable the completion and operationalisation of the Caribbean Centre of Excellence. The training centre will be built on a 2,900-square-metre site. The 400-square-meter structure will serve as a centralized hub for knowledge sharing, training, and capacity-development, ensuring national and regional supply chains remain ready for emergency response. Its design also allows for future expansion, with the potential for an additional 400 square meters on a second floor.
6. Complementing this regional investment, under Activity 1 WFP will also strengthen social protection, disaster management and risk financing capacities in Jamaica by addressing preparedness gaps identified during the hurricane response and reinforcing institutional systems to support recovery. This includes a top-up to Jamaica's CCRIF SPC policy and strengthened mechanisms to channel contingency financing through national social protection systems, as well as improvements in last-mile delivery through collaboration with the Office for Disaster Preparedness and Emergency Management (ODPEM) and the Ministry of Labour and Social Security (MLSS). Capacity-strengthening interventions further focus on humanitarian supply chain, logistics, and emergency telecommunications through embedded technical expertise within ODPEM, application of the Supply Chain Analysis for Needs (SCAN) tool, strengthened logistics coordination and information management, enhanced consignment tracking and operational dashboards, and emergency telecommunications planning and asset optimisation. Systems-level recovery preparedness will also be supported through strengthened shock-responsive school feeding systems, including rehabilitation of school feeding infrastructure and piloting local procurement linkages, alongside market system recovery interventions.
7. Under CSP Outcome 2, Activity 2, the revision provides additional resources to sustain early recovery efforts in Jamaica through time-bound school meals provision and livelihood-related assistance aligned with national programmes and existing social protection mechanisms. The revision only increases the budget required for implementation, especially an internal reallocation of planning to properly reflect the assessment, monitoring, and evaluation requirements for the emergency response. Beneficiary and ration figures remain unchanged, as they were previously adjusted under earlier budget revisions.
8. Achievement of the CSP outcomes relies on strong collaboration with regional and national partners aligned around a common objective of strengthened disaster preparedness, response, and recovery. At regional level, WFP works closely with the Caribbean Disaster Emergency Management Agency (CDEMA), CARICOM, and the Organisation of Eastern Caribbean States (OECS), whose mandates and coordination roles are central to regional emergency preparedness and response. For the Centre of Excellence, WFP is working in partnership with the Government of Barbados, which is expected to serve as a platform for sustainable partnerships with regional learning institutions, including the University of the West Indies to strengthen academic and vocational pathways in disaster management and humanitarian logistics and promote long-term regional resilience. For Activity 2, the

Government of Jamaica remains a key partner, with close collaboration across the ODPEM, the MLSS and other line ministries to support the proposed changes. Support from the private sector and international community is expected through continued engagement in regional coordination mechanisms, technical collaboration, and alignment with national and regional systems to reinforce preparedness, response, and recovery efforts.

9. The MCO maintains sufficient capacity to conduct Activity 1 and 2. Recent increases in staffing capacity at the Jamaica satellite office have strengthened the office's ability to implement and ensure adequate oversight and delivery of response- and recovery-related activities. Further staffing augmentation is underway through the ongoing recruitment of a school-based programming and livelihoods consultant, which will support the design, coordination, and implementation of related interventions.
10. Monitoring and evaluation arrangements build on established national systems and practices in Jamaica and are aligned with WFP's corporate Minimum Monitoring Requirements, ensuring accountability, quality, learning, and timely oversight of activities. WFP applies a combination of field-based and remote monitoring approaches, supported by adequate staffing, including on-site monitoring visits, remote surveys, and focus group discussions to collect both quantitative and qualitative data. Process monitoring is conducted throughout delivery and payment cycles and is complemented by post-distribution monitoring to assess food consumption, coping strategies, implementation challenges, and beneficiary satisfaction. The rollout of SCOPE for cash-based transfers has further strengthened data management, reporting, and reconciliation processes, enhancing traceability, accountability, and the overall quality of monitoring and analysis. Monitoring data are systematically collected, reviewed, and used to inform adaptive management throughout implementation, with additional monitoring tools introduced as needed to respond to contextual changes and specific information requirements.
11. The transition strategy for the Caribbean Centre of Excellence is designed around early national and regional ownership to ensure sustainability beyond the current CSP period. From inception, the Centre is being developed in close partnership with the Government of Barbados and regional institutions, including CDEMA and CARICOM, with the intention that operational management and use will progressively transition to regional and national counterparts once construction and initial operationalisation are completed. Benchmarks for handover include completion of construction, establishment of governance and operating arrangements, and the Centre's integration into regional training and preparedness frameworks. For activities under CSP Outcome 2, Activity 2, WFP's transition approach is guided by government-led recovery planning and the restoration of market functionality and delivery systems. Time-bound assistance will be gradually phased out as household food security stabilises and beneficiaries are transitioned to national safety nets and recovery programmes, including social protection, school feeding, and livelihood support mechanisms. The strategy assumes continued government ownership, functional national systems, and sufficient institutional capacity to absorb caseloads as WFP reduces direct support.
12. Key risks include delays in tender and construction of the Caribbean Centre of Excellence, coordination and capacity constraints at national and sub-national levels, fiduciary and operational risks associated with cash-based and livelihood assistance, and external risks linked to climate shocks and market volatility. Mitigation measures include phased planning and oversight for infrastructure delivery, close coordination with regional and national partners, strengthened supply chain and information management systems, and the use of established beneficiary management, monitoring, and reconciliation tools for

transfers. Financial and fiduciary risks are further mitigated through alignment with national systems, strengthened controls under SCOPE, and ongoing monitoring and adaptive management.

13. Potential social and environmental risks are mitigated through the application of WFP's environmental, protection, and accountability safeguards across all activities. The design and construction of the Caribbean Centre of Excellence integrate, where feasible and budget permitting, environmentally responsible practices to minimise environmental impact. Capacity-strengthening interventions under Activity 1 prioritise inclusive, government-led systems to reduce exclusion and community tension, while livelihood and recovery support under Activity 2 is designed to avoid market distortion and environmental degradation by promoting sustainable practices, diversified income sources, and alignment with national programmes. Continuous monitoring and community feedback mechanisms support early identification and mitigation of emerging risks.

Beneficiary analysis

TABLE 1: BENEFICIARIES BY CSP OUTCOME									
				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	129,210	84,210	240,790
			Increase/decrease	0	0	0	0	0	0
			Revised	20,000	20,000	20,000	129,210	84,210	240,790
		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	129,210	84,210	240,790
			Increase/decrease	0	0	0	0	0	0
			Revised	20,000	20,000	20,000	129,210	84,210	240,790

COST BREAKDOWN OF THE REVISION ONLY (USD)				
CSP Outcomes	01	02	03	TOTAL
Focus Area	Resilience Building	Crisis Response	Crisis Response	
Transfer	5 151 500	0	0	5 151 500
Implementation	691 800	0	0	691 800
Direct support costs				302 848
Subtotal				6 146 148
Indirect support costs				399 620
TOTAL				6 545 769

OVERALL CSP COST BREAKDOWN, FOLLOWING THE REVISION (USD)				
CSP Outcomes	01	02	03	TOTAL
Focus Area	Resilience Building	Crisis Response	Crisis Response	
Transfer	41 896 897	45 460 808	8 901 134	96 258 840
Implementation	4 446 290	6 320 139	1 035 722	11 802 152
Direct support costs	2 997 032	3 546 208	626 054	7 169 294
Subtotal	49 340 220	55 327 155	10 562 910	115 230 286
Indirect support costs	3 207 114	3 596 265	402 032	7 205 411
TOTAL	52 547 334	58 923 420	10 964 942	122 435 696