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CARIBBEAN

United Nations Multi-Country Sustainable Development Cooperation Framework

THE ENGLISH- AND
DUTCH-SPEAKING CARIBBEAN

2022-2026

SUSTAINABLE DEVELOPMENT GOALS

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By signing hereunder, the governments of Anguilla, Antigua and Barbuda, Aruba, the Bahamas, Barbados, Belize, British Virgin Islands, Curaçao, Dominica, Grenada, Guyana, Jamaica, Montserrat, Saint Lucia, Saint Kitts and Nevis, Saint Vincent and the Grenadines, Sint Maarten, Suriname, and Trinidad and Tobago endorse the MSDCF 2022-2026 and underscore the commitment to achieve the agreed results.

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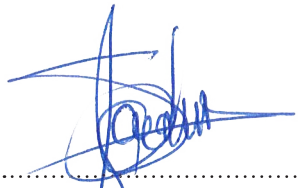

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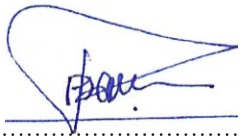

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Consistent with A/RES/72/279, United Nations Resident Coordinators on behalf of the participating Agencies, Funds and Programmes endorse the MSDCF 2022 to 2026 and underscore their commitment to the fulfilment of its goals.

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* The Pan American Health Organization (PAHO) participates in the United Nations Multi-Country Sustainable Development Cooperation Framework in the Caribbean 2022-2026, exclusively in its capacity as the Regional Office for the Americas of the World Health Organization (WHO).

Participating UN agencies, funds and programs

Table of Contents

Joint Statement and Signature i
Acronyms and Abbreviations iv
Executive Summary vii
Rationale for a Multi-country Cooperation Framework ix

1. REGIONAL CHALLENGES TOWARDS THE 2030 AGENDA 1

2. UN DEVELOPMENT SYSTEM SUPPORT TO THE 2030 AGENDA 5
2.1 From CMCA to Cooperation Framework Priorities 5
2.2 Theory of Change 7
2.4 Cooperation Framework Outcomes and Partnerships 13
Priority area 1: Shared Prosperity and Economic Resilience 13
Priority area 2: Equality, Well-being and Leaving No One Behind 19
Priority area 3: Resilience to Climate Change and Shocks and Sustainable Natural Resource Management 25
Priority area 4: Peace, Safety, Justice and the Rule of Law 33

3. COOPERATION FRAMEWORK IMPLEMENTATION PLAN 41
3.1 Cooperation Framework Governance and Management Structure 41
3.2 Resourcing the Cooperation Framework 44
3.3 Derivation of UN Entity Country/Regional Programming Instruments from the Cooperation Framework 45
3.4 Joint Work Plans 46
3.5 Business Operations Strategy in Support of the Cooperation Framework 47

4. CMCA UPDATE, MONITORING,EVALUATION AND LEARNING PLAN **49**

4.1 Updates of the UN Common Multi-Country Analysis 49

4.2 Monitoring Implementation of Joint Work plans 49

4.3 Cooperation Framework Annual Performance Review and Country/MSDCF Results Reporting 50

4.4 Evaluation Plan 51

ANNEXES **53**

Annex 1 Caribbean Progress Towards the Sustainable Development Goals, 2020 53

Annex 2 Results Matrix 55

Annex 3 SDG Targets 65

Annex 4 CMCA Problem Tree 69

LIST OF FIGURES AND TABLES

Figure 1 Simplified Solution Tree 6

Figure 2 MSDCF Diagram 11

Figure 3 MSDCF Outcome and SDG Targets Interlinkages 12

Figure 4 Theory of Change Diagram - Outcome 1 15

Figure 5 Theory of Change Diagram - Outcome 2 18

Figure 6 Theory of Change Diagram - Outcome 3 21

Figure 7 Theory of Change Diagram - Outcome 4 24

Figure 8 Theory of Change Diagram - Outcome 5 28

Figure 9 Theory of Change Diagram - Outcome 6 32

Figure 10 Theory of Change Diagram - Outcome 7 36

Figure 11 Theory of Change Diagram - Outcome 8 39

Figure 12 MSDCF Governance 42

Figure 13 MSDCF Implementation Tools 45

Box 1 UN Vision 2030 7

Table 1 MSDCF Management Structure 43

Acronyms and Abbreviations

ADR	Alternative Dispute Resolution
CARICOM	Caribbean Community
CBO	Community-Based Organization
CCA	Common Country Analysis
CCCCC	Caribbean Community Climate Change Centre
CCREEE	Caribbean Centre for Renewable Energy & Energy Efficiency
CCRIF	Caribbean Catastrophe Risk Insurance Facility
CDB	Caribbean Development Bank
CDEMA	Caribbean Disaster Emergency Management Agency
CIMH	Caribbean Institute for Meteorology & Hydrology
CIP	Country Implementation Plan
CLO	Community Leaders Organization
CMCA	Common Multi-Country Analysis
CMO	Caribbean Meteorological Organisation
CRR	Country Results Report
CSO	Civil Society Organization
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
ECLAC	Economic Commission for Latin America and the Caribbean
ESG	Environmental, Social and Corporate Governance
FBO	Faith-Based Organization
GBV	Gender-Based Violence
GEWE	Gender Equality and Women's Empowerment
ICT	Information & Communication Technology

IDB	Inter-American Development Bank
IEA	International Energy Agency
IFI	International Financial Institution
IRENA	International Renewable Energy Agency
JSC	Joint Steering Committee
JWP	Joint Work Plan
LNOB	Leaving No One Behind
MCO	Multi-Country Office
MPTF	Multi-partners Trust Fund
MSDCF	Multi-Country Sustainable Development Cooperation Framework
MSME	Micro, Small and Medium-sized Enterprises
NRM	Natural Resource Management
OECS	Organisation of Eastern Caribbean States
OMT	Operations Management Team
PMT	Programme Management Team
RCO	Resident Coordinator Office
RG	Results Group
RSC	Regional Steering Committee
SCP	Sustainable Consumption and Production
SDG	Sustainable Development Goal
SIDS	Small Island Developing States
SME	Small and Medium-sized enterprises
UNCT	United Nations Country Team
UNST	United Nations Sub-Regional Team

The Vision is for the region to become more resilient, possess greater capacity to achieve all the SDGs, and become a place where people choose to live and can reach their full potential.

Executive Summary

The Multi-Country Sustainable Development Cooperation Framework (MSDCF) for the English- and Dutch-speaking Caribbean, covering the period 2022-2026, is the most important instrument for planning and implementation of the UN development activities towards the fulfilment of the 2030 Agenda. This framework has been developed as the world continues to grapple with the COVID-19 pandemic. In the Caribbean, as elsewhere, the impact of the pandemic aggravated and revealed existing structural vulnerabilities and provides the opportunity to 'build back better'. To address such vulnerabilities the UN and the governments in the region are committing to contribute to significant structural changes in the economies and governance systems of the countries, towards:

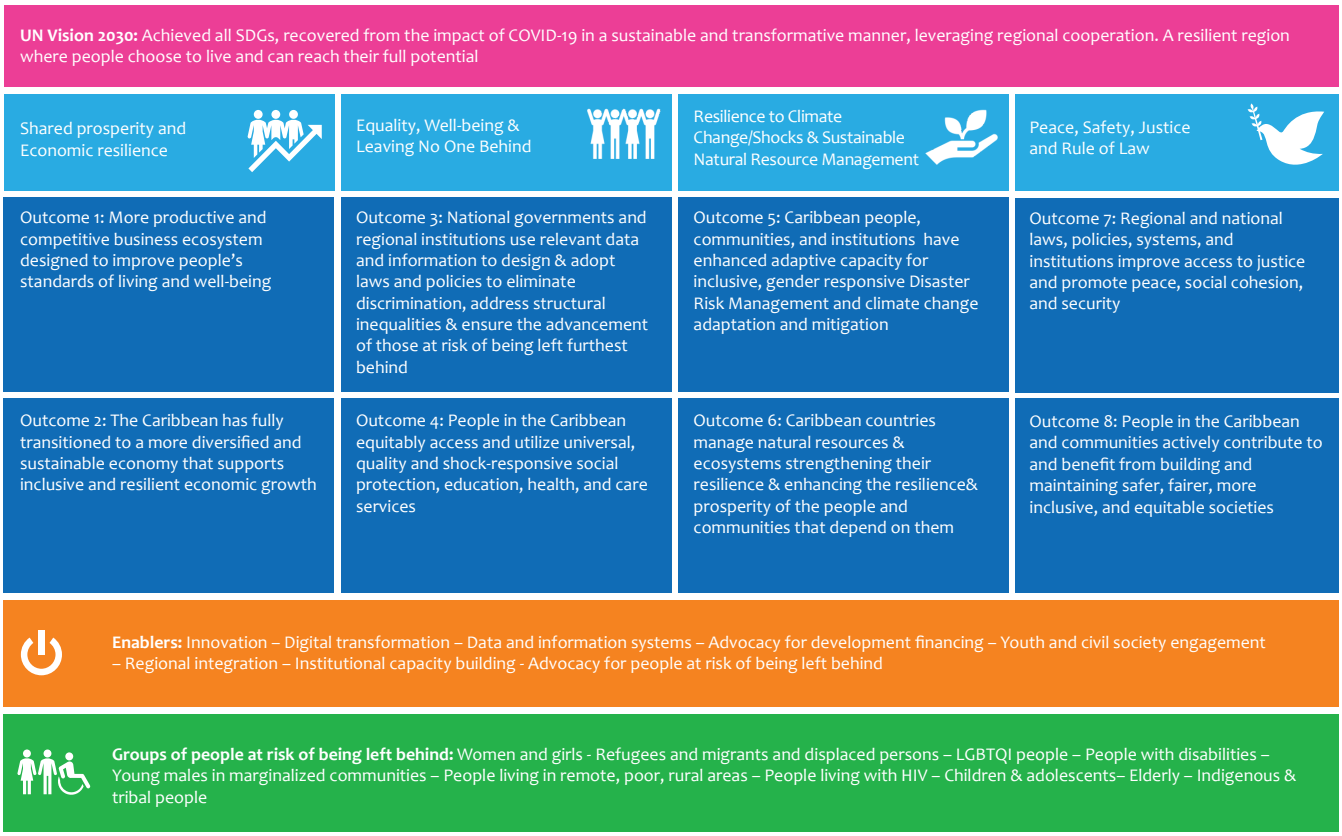
- Economic resilience and shared prosperity
- Equality and well-being
- Resilience to climate change and shocks, and sustainable natural resource management
- Peace, safety, justice, and the rule of law

Under each of these four priority areas, specific desired changes were defined for UN contribution, as reported in the below diagram. The Vision is for the region to become more resilient, possess greater capacity to achieve all the SDGs, and become a place where people choose to live and can reach their full potential. UN contributions will be operationalized at the country level, while adopting regional solutions where relevant, fostering regional cooperation and integration, and being guided by the principle of 'leaving no one behind'.

The MSDCF outcomes cover all SDGs, recognising their interconnected nature. However, the strategic prioritization process undertaken by the United Nations with its partners, considering UN comparative advantages and the region's peculiarities, led to the selection of 73 specific SDG targets (out of the total 169). Related selected SDG indicators were chosen for monitoring purposes, taking into consideration availability of data as captured in previous CARICOM analysis[1].

Since 2017, the UN and the governments in the region have worked with a multi-country framework to be more efficient, leverage regional synergies and adopt collective approaches, where relevant. This document represents the second generation of this framework. It was collegially developed by the six UN Country Teams covering the 22 countries and territories in the region and their host governments, in consultation with regional organizations, the private sector, development partners, civil society organizations and other stakeholders. It will be implemented under the guidance of the MSDCF Joint Steering Committee and operationalized at the country level, under the oversight and strategic direction of national Joint Steering Committees. Strategic action on issues

1 *CARICOM Secretariat 2018, "CARICOM Core Indicators for the Sustainable Development Goals (SDGS): Assessment of Data Availability in Member States and Associate Members".*



regional in scope will be facilitated by the regional commission and agencies working with the relevant regional mandate through the UN Regional Steering Committee, supported by a Regional Programme Management Team, which will ensure that synergies, cross-fertilization, and joint actions are pursued for the realization of the results set in this programmatic framework.

A country-specific joint workplan, which takes into full account the individual country development priorities, circumstances and legislation, will be developed for each of the participating countries. Each joint workplan will capture UN contributions towards the MSDCF outcomes, for national and regional review and monitoring. A final independent evaluation will be conducted in the penultimate year of implementation to draw lessons-learned for the next programming cycle.

Rationale for a multi-country cooperation framework

The MSDCF 2022-2026 builds on lessons learned from the first Multi-country Sustainable Development Framework for the English- and Dutch-speaking Caribbean (from now on referred to only as the 'Caribbean') covering the 2017-2021 period. Maintaining a regional approach and developing a regional Cooperation Framework offers the opportunity to:

- Provide more effective support to the countries in the region through efficient use of UN resources, including reducing transaction costs for UN counterparts in their cooperation with UN entities.
- Leverage regional synergies while remaining relevant at the national level.
- Adopt collective approaches to common

challenges such as climate change, noncommunicable diseases (NCDs), COVID-19 and others as indicated in Chapter 1.

- Build on and strengthen common instruments such as the Samoa Pathway , the CARICOM Strategic Plan, Caribbean Cooperation in Health Phase IV (CCH4) and other regional and international frameworks.
- Deepen regional and triangular cooperation and improve the effectiveness of UN technical cooperation.
- Bring into effect the goals and objectives of the recently approved UN Development System reform, ensuring that the UN's response is fit for purpose.

Furthermore, the reform of the UN Development System (UNDS) undertaken by the UN Secretary-General has elevated the United Nations Sustainable Development Cooperation Framework to be "the most important instrument for planning and implementation of the UN development activities" in any given country, while emphasising the importance of analysing and acting upon cross-border challenges and opportunities. Nevertheless, the Regional Steering Committee will maintain engagement on issues of common concern across all countries with CARICOM, OECS, as well as other mechanisms and platforms, including the Caribbean Development and Cooperation Committee (CDCC). The Cooperation Framework outlines the UN Development System's contributions to reach the Sustainable Development Goals (SDGs) in an integrated and multidimensional manner. The Framework identifies synergies, with a commitment to the principle of leaving no one behind, to promoting human rights, Gender Equality and Women's Empowerment (GEWE), resilience, sustainability and other international standards and obligations.

Different segments of the population are in particularly vulnerable situations and struggle to engage with the opportunities presented by social and economic development.

CHAPTER 1

REGIONAL CHALLENGES TOWARDS THE 2030 AGENDA

In preparation for the MSDCF, a series of UN-led national-level common country analyses (CCAs)[2] and a Common Multi-Country Analysis (CMCA) were conducted. These studies combined a multi-dimensional risk analysis with the potential for economic and social transformation, analysis of climatic and environmental factors, dimensions of governance and political economy, and preparedness for complex emergencies that place people in need of immediate assistance at the centre. The analysis allowed for the identification of critical challenges that are common to different countries and for highlighting transboundary issues that could benefit from combined regional solutions.

An assessment of multi-country progress on Agenda 2030 reveals the following:[3]

- Throughout the Caribbean, the SDGs related to Planet (12, 13, 14, 15) remain under serious threat and are generally not improving.
- While data is still incomplete, the People-centred SDGs (1, 2, 3, 4, 5, 6) are likely to have taken a particular hit from COVID-19 and will require recalibration of priorities to minimize the negative impact.
- Different segments of the population are in particularly vulnerable situations and struggle to engage with the opportunities presented by social and economic development. Factors such as gender identity, age, sex, ethnicity, health/HIV, disability, migration, refugee status, current occupation, and place of residence can all have critical effects on a person's 'life chance'.
- Notwithstanding the heterogeneity across (as well as within) countries, overall, the data shows that dramatic acceleration is required across multiple SDGs in all countries if Agenda 2030 is to be substantially achieved.

The critical challenges identified in the CCAs and CMCA in summary are:

2 *Common Country Analyses were produced for Barbados and the Eastern Caribbean, the Bahamas, Belize, Bermuda, Cayman Islands, Guyana, Jamaica, Suriname, Trinidad and Tobago, and the Turks and Caicos Islands.*

3 *See Annex 1 for further detail on SDG progress across MSDCF signatory countries.*

- The COVID-19 pandemic, which has had major human, social, and economic costs across the Caribbean, has further complicated policymakers' task of ensuring sustainable, inclusive, and transformational development within their respective countries and, by extension, throughout the region. As the Caribbean already faces a number of health issues, notably high mortality, morbidity, and disability from noncommunicable diseases (NCDs), COVID-19 has resulted in major setbacks for sustainable development.
- Structural challenges/vulnerabilities or historical characteristics of economies including size, limited resource base, overly specialized economies, small domestic markets, trade imbalances (deficits), and sub-optimal positioning on value chains. The talent and potential of people living in the region are not yet being translated into higher performance on established indicators of research, development and innovation, and labour productivity.
- Economic stagnation and growing poverty and inequality are challenges faced by most economies in the region, in the decade before the pandemic occurred. Growth in the Caribbean (with notable exceptions, such as Guyana, Suriname, and Trinidad and Tobago) over the last ten years has not matched that of other emerging market economies. COVID-19 resulted in a contraction of Caribbean economies of 9.1 per cent in 2020, driving up unemployment, inequality, and poverty. In particular, the impact on tourism and services, on which most economies are largely dependent, has been severe. As a direct result of the above, fiscal space in most countries in the region is generally limited. The damage to key industries and reduction in employment opportunities have exacerbated existing inequities with youth, women, refugees and migrants experiencing the greatest job losses due to COVID-19.[4]
- Violence and crime continue to affect human security and business development. Some of the causes are national or sub-national, associated with particular socioeconomic factors, governance, efficient justice systems and law enforcement capacity, and, in some cases, social norms. Gender-based violence (GBV) as well as femicide and homicide are much higher than global averages.[5] Other causes relate to the geography of the Caribbean and the inherent challenges of maritime security among multiple small islands which expose countries in the region to higher risks of narcotics trafficking, trafficking in people, and trafficking of arms.
- Climate change (both anthropogenic and natural hazards). Rising sea levels and more frequent and intense extreme rainfall events will threaten communities in low-lying coastal areas and a significant number of major urban centres across the region. Food production in coastal areas is threatened, with knock-on effects on food security. Increasing temperatures will heighten the intensity and frequency of tropical cyclones. They will also increase the frequency of heatwaves, drought, and, paired with reduced net levels of precipitation, will even raise the risks of fires in the rainforests of Guyana, Suriname, and Belize. Water scarcity will become a significant

4 *Azcona et al., 2020; ILO, 2020; ILO Office for the Caribbean, 2020.*

5 *https://evaw-global-database.unwomen.org/en.*

challenge in multiple countries. The location of most population and infrastructure centres in coastal areas and the dependence on tourism and agriculture further compound vulnerabilities to disasters, environmental degradation and climate change.

- A system of governance that does not yet ensure equitable, fair, resilient, and just access to and utilization of quality education, health, nutrition, social and care services, undermined at times by corruption and structural inequalities, including patterns of discrimination and xenophobia, and in some cases a regressive tax system.
- Data availability, robustness, transparency, and dissemination continue to be common challenges to measuring progress in the region and to focusing social policies on the most vulnerable. This poses major challenges for building inclusive societies through evidence-based planning. Though significant progress has been made in data collection and collation at the national level, notably reflected in the completion of Voluntary National Reviews of SDG progress in some countries, data gaps are extensive and investment in research limited. The absence of high-quality and timely data effectively precludes evidence-based policy and decision making at the government level and makes it harder for the United Nations and other development partners to provide relevant and specific support to those who need it most.

The starting point for the development of a Theory of Change was to review regional and country level long-term development visions and add to them a UN perspective.

CHAPTER 2

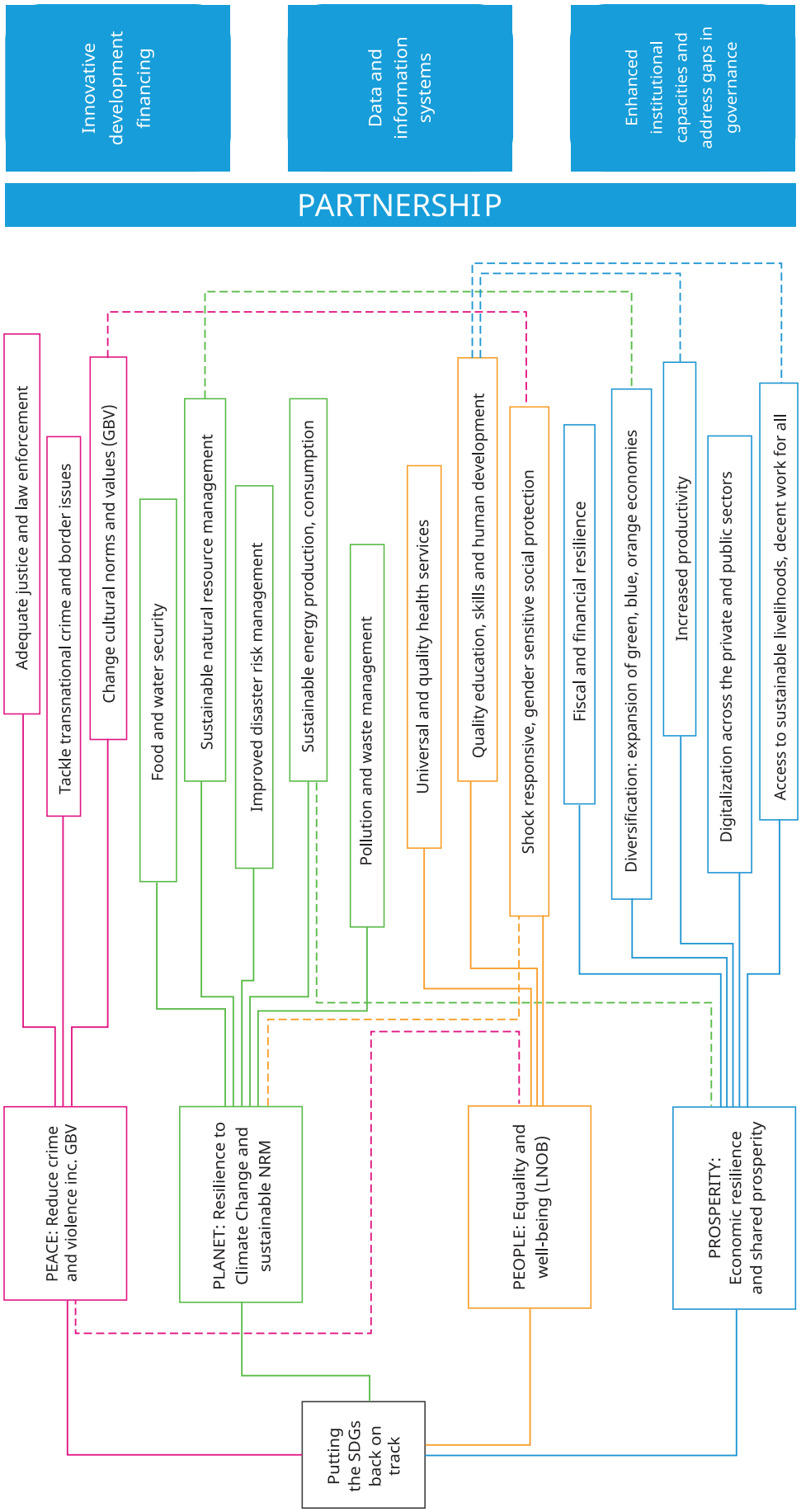
UN DEVELOPMENT SYSTEM SUPPORT TO THE 2030 AGENDA

2.1. FROM CMCA TO COOPERATION FRAMEWORK PRIORITIES

The CMCA outlines several challenges to the fulfilment of the 2030 Agenda in the Caribbean as well as common underlying root causes. These are visualized in a comprehensive problem tree which can be found in Annex 5. From this, a 'simplified solution tree' was derived (see figure 1 below), drawing from the five key dimensions of the 2030 Agenda (Planet, People, Prosperity, Peace, Partnership).

The solution tree was scrutinized and agreed upon in a regional workshop held on 21 May 2021, involving all potential signatory countries and territories as well as regional inter-governmental organizations (i.e., CARICOM, OECS). The workshop further highlighted areas where a solution at the regional level would be more effective as well as intervention strategies to be adopted. The outcomes of this workshop were further elaborated by the UN results groups formed around the four key priority areas that had been identified (Economic Resilience and Shared Prosperity; Equality and Well-being; Resilience to Climate Change/shocks and Sustainable Natural Resource Management; Peace, Safety, Justice; and the Rule of Law). The priority areas represent long-term endeavours and, as such, are strongly aligned with the pillars of the first Multi-country Sustainable Development Framework for the Caribbean (2017-2021). However, the impact of the COVID-19 pandemic further revealed outstanding vulnerabilities, particularly in the economic realm. The analysis and subsequent prioritization process highlighted the role that the United Nations can play in supporting the region in transforming their economies towards more resilient and sustainable models.

The impact of the COVID-19 pandemic further revealed outstanding vulnerabilities, particularly in the economic realm.



>> Figure 1 - Simplified Solution Tree

2.2 THEORY OF CHANGE

The starting point for the development of a Theory of Change was to review regional and country level long-term development visions and add to them a UN perspective, both in terms of expected changes as well as considering the UN comparative advantages in this regional context.

The UN Regional Steering Committee undertook a visioning exercise based on the above and drafted a vision statement (see Box 1: UN Vision 2030). Through consultations with national and regional stakeholders, these aspirational statements were translated into specific proposed outcomes for the period 2022-2026. In some countries, civil society organizations and private sector were consulted at national level to validate the outcomes and inform their underpinning theory of change.

Achieving an inclusive, sustainable and full recovery from COVID-19 in the Caribbean (with full awareness that the pandemic at time of writing is still not over and will continue to represent a significant challenge), whilst re-setting a course towards the achievement of the SDGs will mean restructuring economic systems, boosting employment, building resilience to future shocks (in particular associated with climate change), striving for equality, and improving access to services to enhance human capital. This will require a deliberate socioeconomic transformation, higher levels of personal safety, strengthened rule of law and advances in innovative development financing mechanisms across the region.

The overall MSDCF Theory of Change (also represented by the solution tree introduced in the earlier section, see figure 1) is based on the following assumptions and observations:

Box 1: UN Vision 2030

By 2030, the Caribbean will have achieved all the SDGs and have recovered from the impact of COVID-19 in a sustainable and transformative manner leveraging enhanced regional cooperation and will be a resilient region where people choose to live and can reach their full potential. In particular, the Caribbean will:

- be an inclusive and equitable region with gender equality
- have healthy and empowered people
- be a safe and just place
- be resilient to climate change and shocks
- enjoy inclusive prosperity, through sustainable and diversified economic models

By 2030, the United Nations in the Caribbean will be an effective and relevant partner to the region embracing a people-centred and principled approach. In particular, the United Nations will:

- be the governments' partner of choice, providing high-quality, relevant, and timely technical and policy advice
- effectively partner with the private sector and civil society
- be an effective advocate for those at risk of being left behind
- support effective regional and multi-country coordination

1. **If** financial and economic vulnerabilities are addressed (including macroeconomic stability and debt management), **and** the potential of green, blue, and orange economies is leveraged to stimulate value chain development, **and** productivity is boosted through innovation, research and development, digitalization and greater access to learning, **then** people and countries in the region will achieve **shared and**

inclusive prosperity, sustainably using natural resources. More private investment should be encouraged in the blue, orange, and green economies; explicit efforts must be made to create and advance sustainable livelihoods and decent jobs; people in the region will need to establish the skills and competencies to effectively unleash their fullest potential. Improving the production and consumption of sustainable energy will facilitate economic development and competitiveness, while advancing environmental sustainability. Expanded economic opportunities will also contribute to the reduction of violence and crime and are expected to reduce inequalities.

2. **If** social systems are equitable, fair, resilient, and just, **then** poverty rates will decrease, and fewer **people will be at risk of being left behind**. This means that shock and gender responsive social protection systems should be in place, together with more equitable fiscal systems and fairer access to quality services, including education, health, nutrition, housing, water, sanitation, social protection systems and care services, creating healthier environments and tackling some of the social determinants of health. This will improve **people's health and well-being**, equipping people and communities with the skills and competencies necessary to express their full potential and ability to lead healthier lifestyles and become economically more productive. This will require data and information systems to develop more equitable policies and social schemes and the financial means to implement them, underpinned by a solid governance system, firmly grounded on a non-discriminatory rule of law and free of corruption.

3. **If** natural resources are sustainably managed and overall disaster risk management is strengthened, **if** climate smart agriculture and sustainable fisheries are practised and climate change adaptation is pursued effectively, **then** there will be increased food and water security. People and the region will be more **resilient to shocks**, while benefitting from the ecosystem's goods and services. Regional cooperation around **climate change** mitigation and adaptation measures and disaster risk management has a potential multiplier effect towards enhanced resilience. Sustainable pollution and waste management, combined with sustainable consumption and production patterns and the circular economy, is also essential to ensure sustainable natural resources management in the Caribbean. To ensure food security, it is recognized that intra-regional food trade needs to be promoted together with improving food value chains, food production and sustainable energy generation. At the same time, protection of persons on the move due to disasters, environmental degradation and climate change, both internally and across borders, also required specific attention.

4. **If** violence and crime are reduced, **then** the people in the Caribbean will be **safer** and society more **cohesive**. Security will also enhance the business environment. To reduce violence and increase social cohesion, justice and law enforcement systems must be more accessible, effective, and ultimately work towards reducing the culture of violence while expanding a culture of peace. Respect for and protection of human rights, including fundamental freedoms, must be promoted and relevant institutions supported to ensure adequate mechanisms of monitoring, reporting and addressment are in place and

functioning. Addressing gender-related cultural norms and stereotypes will be required to reduce high levels of GBV. If transnational crime and illicit trade, linked to border management, is effectively tackled, then the level of crime will decline, together with the availability of drugs and small arms which are drivers of violence in many communities.

This Theory of Change is also built on the assumption that the COVID-19 pandemic transmission curve will be brought under control and vaccination rates will increase, with equal access to quality COVID-19 vaccines and therapeutics.

Within this broader theory of change, the UN system at the regional, cross-country, and national levels within the Caribbean is acknowledged as a[6] :

- **Trusted and reliable** provider of expertise and technical advice
- **Facilitator** of national and regional dialogue
- **Broker** for the introduction of international / normative agreements into national policy
- **Platform** enabling government-CSO engagement
- **Advocate** for those at risk of being left behind
- **Promoter** of climate and economic resilience

In line with the above, the United Nations, together with its regional partners, has resolved to jointly focus its efforts in the next five years on eight outcomes, leveraging specific enablers as outlined below. The enablers represent cross-cutting issues that the United Nations has a comparative advantage to leverage. These are being mainstreamed in each outcome, as relevant, and are referenced in the design of

6 *These comparative advantages of the UN system in the region emerged from a broad (over 200 respondents) online survey responded by a vast array of stakeholders. They were further discussed and validated during the regional consultation workshop held on 21 May, 2021.*

UN strategic interventions under this Cooperation Framework.

The eight outcomes are considered by the governments in the region, as well as regional organizations, as being relevant to all the countries and territories covered under this framework. Furthermore, specific bottlenecks hindering progress under these outcomes would benefit from **regional level solutions** which the United Nations is well-positioned to support, through its regional commission (the Economic Commission for Latin America and the Caribbean - ECLAC) as well as those UN entities that have regional programmes covering the Caribbean. These include support towards data generation; development financing; health; climate change mitigation and adaptation mechanisms; disaster preparedness and response; and cross-border issues including migration, trade, transnational crime and trafficking, implementation of human rights and gender equality standards, transport, and ocean governance.

The four priority areas and their related outcomes are closely interlinked, featuring significant synergies as indicated in the solution tree (see figure 1). For example, enhanced skills contribute to both human capital and economic productivity. Their interconnectedness is further captured in the mapping of the SDG targets identified for each outcome and presented in figure 3 below. This allows for more efficient cooperation across pillars during the implementation of this framework. It also highlights the collective action opportunities where the different Agencies, Funds and Programmes of the United Nations can come together. Finally, the priority areas and proposed outcomes are also aligned with the Samoa Pathway, as agreed upon by all SIDS governments.

The eight outcomes are considered by the governments in the region, as well as regional organizations, as being relevant to all the countries and territories covered under this framework.

Learning from the evaluation of the first MSDCF, and as emphasized by the countries across the region, the United Nations will strive to ensure cross-country fertilization and exchange of experiences, without losing sight of each country's particularities and specific needs. The broad scope of the defined outcomes and their theory of change, while speaking to the region's main challenges, provide space for country-specific workplans that respond to each country needs and priorities, as well as related development contributions by the UN system.

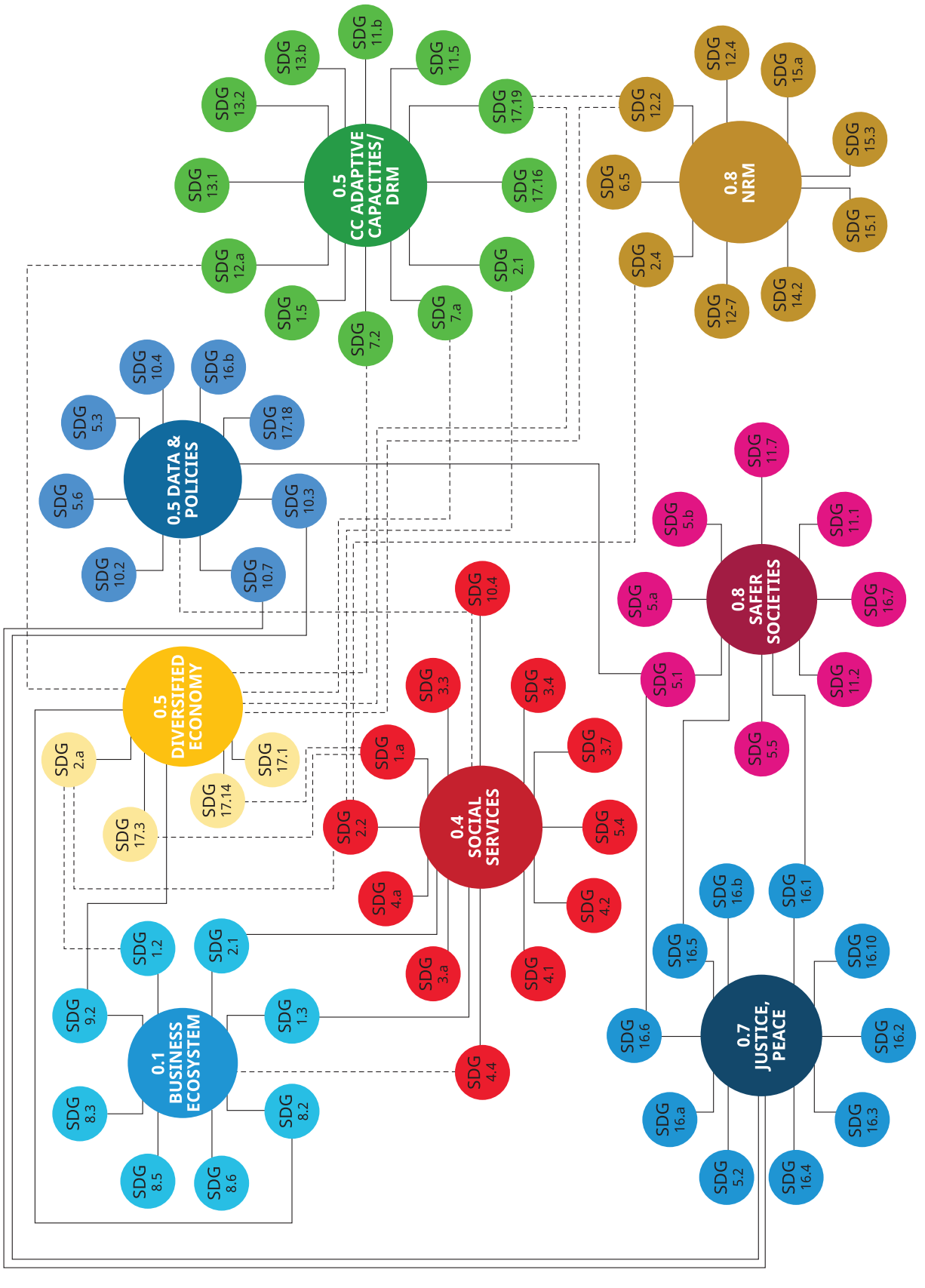
UN Vision 2030: Achieved all SDGs, recovered from the impact of COVID-19 in a sustainable and transformative manner, leveraging regional cooperation. A resilient region where people choose to live and can reach their full potential

Shared prosperity and Economic resilience	Equality, Well-being & Leaving No One Behind	Resilience to Climate Change/Shocks & Sustainable Natural Resource Management	Peace, Safety, Justice and Rule of Law
Outcome 1: More productive and competitive business ecosystem designed to improve people's standards of living and well-being	Outcome 3: National governments and regional institutions use relevant data and information to design & adopt laws and policies to eliminate discrimination, address structural inequalities & ensure the advancement of those at risk of being left furthest behind	Outcome 5: Caribbean people, communities, and institutions have enhanced adaptive capacity for inclusive, gender responsive Disaster Risk Management and climate change adaptation and mitigation	Outcome 7: Regional and national laws, policies, systems, and institutions improve access to justice and promote peace, social cohesion, and security
Outcome 2: The Caribbean has fully transitioned to a more diversified and sustainable economy that supports inclusive and resilient economic growth	Outcome 4: People in the Caribbean equitably access and utilize universal, quality and shock-responsive social protection, education, health, and care services	Outcome 6: Caribbean countries manage natural resources & ecosystems strengthening their resilience & enhancing the resilience& prosperity of the people and communities that depend on them	Outcome 8: People in the Caribbean and communities actively contribute to and benefit from building and maintaining safer, fairer, more inclusive, and equitable societies

Enablers: Innovation – Digital transformation – Data and Information systems – Advocacy for development financing – Youth and civil society engagement – Regional integration – Institutional capacity building - Advocacy for people at risk of being left behind

Groups of people at risk of being left behind: Women and girls - Refugees and migrants and displaced persons – LGBTQI people – People with disabilities – Young males in marginalized communities – People living in remote, poor, rural areas – People living with HIV – Children & adolescents– Elderly – Indigenous & tribal people

>> Figure 2 -MSDCF Diagram



>> *Figure 3 - MSDCF Outcome and SDGs targets interlinkages*

2.4 Cooperation Framework Outcomes and Partnerships

Priority area 1: Shared Prosperity and Economic Resilience

As indicated in the previous section, the focus on economic transformation is the real change in this second edition of a UN Multi-Country Sustainable Development Cooperation Framework for the Caribbean. UN Reform and the Decade of Action call for the United Nations to support Member States in adopting bold solutions to accelerate progress towards the achievement of the 2030 Agenda for Sustainable Development, and these need to encompass actions towards more resilient and sustainable economies. Furthermore, the impact of the COVID-19 pandemic has revealed the vulnerability of the Caribbean countries' economic structure, calling for stark reforms.

Under the overall objective of enhancing economic resilience and increasing shared prosperity, the United Nations will contribute to two specific outcomes, the first focusing on business ecosystems and the second fostering a transition to a more diversified and sustainable economy.

Outcome 1: More productive and competitive business ecosystem designed to improve People's standards of living and well-being

The small size of Caribbean economies and shortfalls in innovation, financial inclusion and digital transformation influence the level of productivity and overall competitiveness of the region. Achieving sustainable transformation of the Caribbean business environment requires the enhanced productivity of micro, small and medium-sized enterprises (MSMEs), which can only be achieved by creating a more productive and competitive business ecosystem.

Involving the private sector early in the transformation process is essential given its increasingly important role in achieving inclusive sustainable development, including through public-private partnerships.

Private sector involvement will also be critical in placing the most vulnerable at the centre of economic policy, increasing quality job opportunities and sustainable employment, as well as enhancing capacities among the general population. Public policies should support entrepreneurship and a conducive environment for entrepreneurship; encourage formalization and growth of MSMEs, while addressing the commercial determinants of health[7]. An important element to this area is the establishment of innovative and sustainable financial architecture that can enable MSME access to financial markets. The United Nations can play an important interlocuter role between private-sector financiers, the public sector and other (international) financial institutions.

The private sector is also essential to the pursuit of sustainable food systems – from the small-scale farmer to the retailer – and the promotion of sustainable practices related to agriculture and fisheries (including crops and livestock production systems, fisheries and aquaculture), which will help improve food and nutrition security. Strengthened and sustainable food production practices will help empower producers and fisherfolk, especially women and youth, and maintain the natural ecological processes, despite the adverse impacts of climate change, ocean acidification and

7 *These comprise the strategies and approaches used by the private sector to promote products and choices that are detrimental to health.*

disasters and promote food security. (See Outcome 5).

Notwithstanding the country specific support agreed to by country level stakeholders and to be included in the country level workplans, the work of the United Nations in the region will broadly focus on the following areas:

1. Support for the development of inclusive digitalization strategies that lead to a more agile and client-oriented public sector and a reduction in the costs of doing business, while improving access for LNOB groups like the elderly, women, people in rural areas, indigenous people, and people with disabilities.

2. Promote public sector capabilities through the provision of Caribbean-wide training and the facilitation of peer-to-peer learning networks for civil servants, leading to more effective service delivery in sectors such as tax collection, public sector management, regulation and public procurement.

Underlying these two areas is an urgent need to improve both education, research and development, in order to address the existing skills mismatch. Modernization of teaching approaches is required to enable learners to access, contribute to, and lead innovation and industry transformation. Digital transformation needs to be promoted, seeking, on the one hand, to increase internet access for all, especially the most marginalized groups (such as indigenous populations, youth, women, rural population, people with disabilities, and refugees and migrants) and, on the other, to facilitate the use of ICT by the government and private sector. To allow for this, investment in these areas is needed, digital resilience will be key

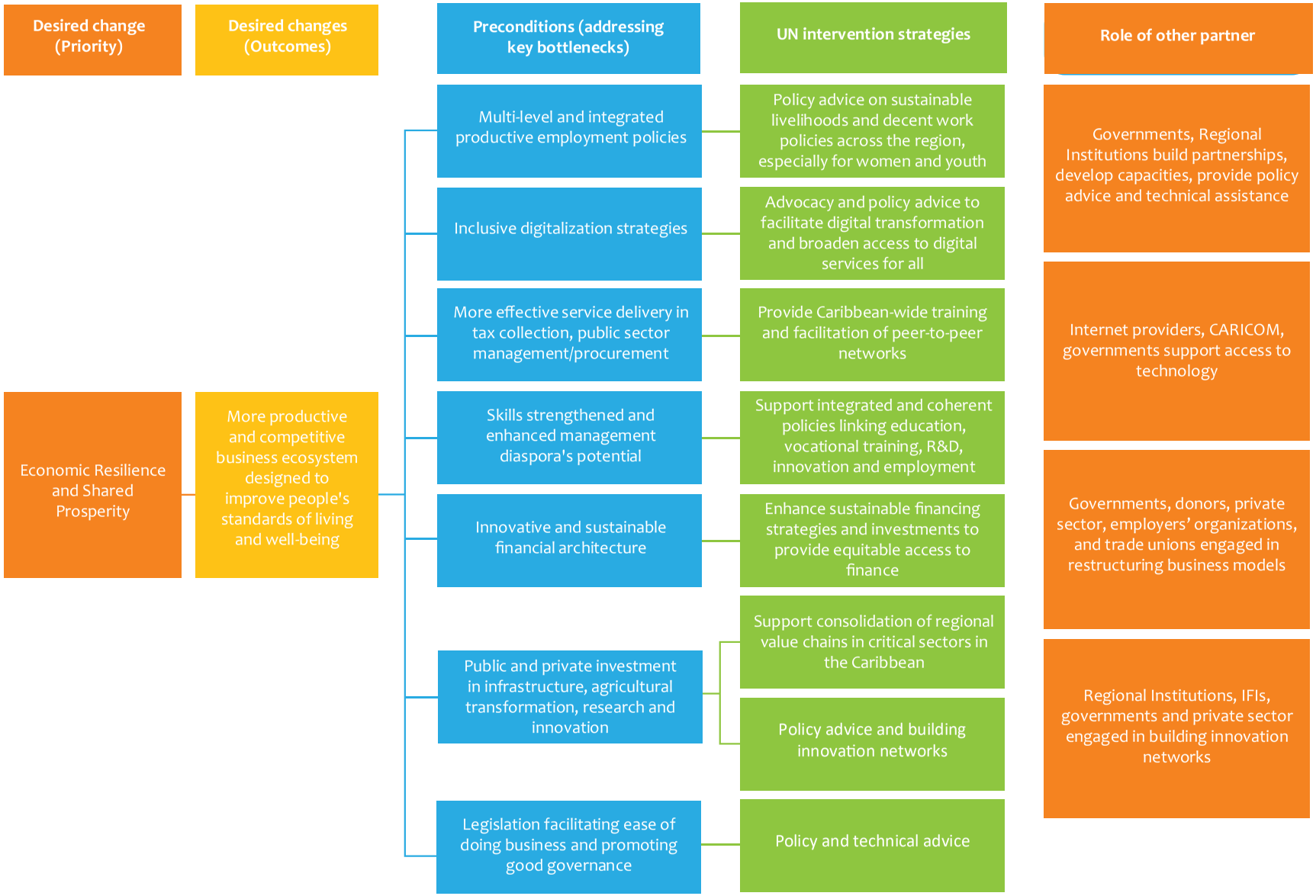
Modernization of teaching approaches is required to enable learners to access, contribute to, and lead innovation and industry transformation.

to circumvent any oncoming pressures and the continued pressures of the COVID-19 pandemic. Public investment and policies should promote higher levels of economic productivity, through greater investment in human capital development, infrastructure, innovation, research, and technological upgrading, aimed also at diversifying the productive tissue of the Caribbean.

One potential source of innovation is represented by the Caribbean diaspora: an estimated 80 per cent of those who have migrated from the Caribbean and completed tertiary education, with 41 per cent having a master's degree and 11 per cent a PhD[8]. Retaining a greater share of the national talent from the region will help promote policies to increase innovation and productivity.

More details on the theory of change underpinning this outcome are visualized in figure 4 on p. 15.

8 *World Bank. 2013. Diaspora Investing: The Business and Investment Interests of the Caribbean Diaspora.*



Risks: *(1) High costs of maritime and air transportation limit competitiveness (2) High dependence on tourism makes Caribbean economies more vulnerable against external shocks like natural disasters or public health emergencies* ***Assumptions:*** *(1) Governments must have digital infrastructure policy and facilitate the development of commercial digital services (2) Governments commitment to address social and gender inequalities (3) Strong cooperation and engagement of the private sector in the digital transformation and promoting regional integration.*

>> *Figure 4 - Theory of Change Diagram Outcome 1*

Outcome 2: the Caribbean has fully transitioned to a more diversified and sustainable economy that supports inclusive and resilient economic growth

The economic landscape across the Caribbean is highly heterogeneous, notwithstanding some shared features, such as dependence on services (especially tourism, but also financial services) as well as structural inequalities. The CMCA noted that "in many Caribbean economies, long-term growth has been depressed for a substantial period already. The current COVID-19 crisis has worsened and accelerated this situation, and forecasts of growth potential, including as presented by the IMF, do not show much improvement. For there to be a structural improvement in the rate of economic growth, structural challenges need to be addressed."

The programmatic ambition of the second MSDCF outcome is aimed at supporting such structural transformations to achieve macroeconomic stability, greater fiscal space, and diversification of the economy to reduce the region's high dependence on tourism, while strengthening the agriculture (including intra-regional trade) and service sectors, to manage price volatility on primary commodities. In doing so, it is critical to pursue the objective of a sustainable and circular economy (see also Outcome 6).

Four main UN intervention strategies would support this outcome:

1. Support the improvement of public debt management and debt restructuring, leading to increased macroeconomic stability and greater international competitiveness.

2. Promote economic diversification, especially in the green, blue and orange economies, by addressing regulatory bottlenecks, boosting regional trade, assisting in mobilizing new capital and supporting partnerships between public and private sectors.

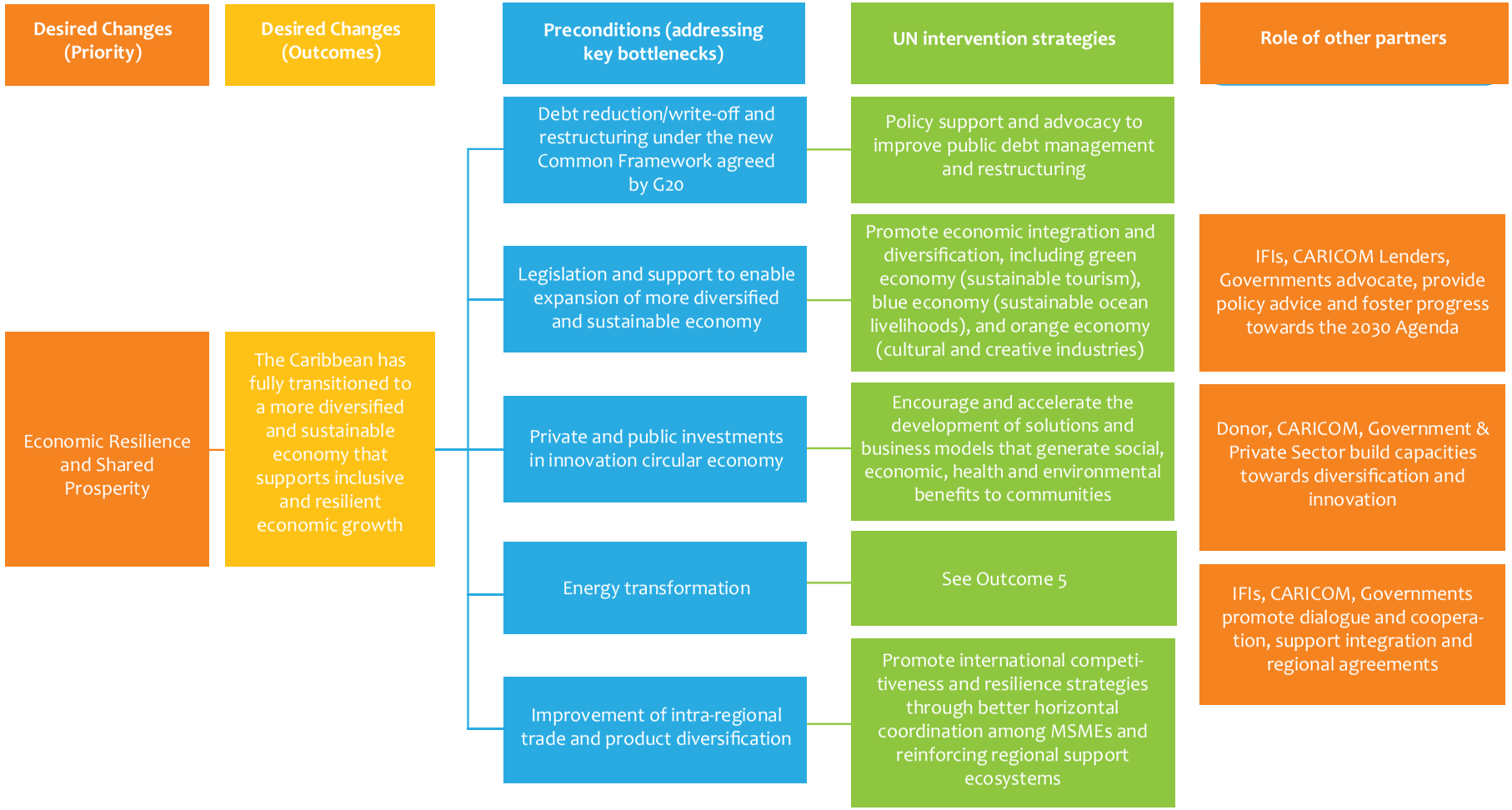
3. Strengthen policies and programmes for a green energy transformation, in order to improve trade balances, generate green jobs and promote energy independence (see also Outcome 5).

4. Develop and implement policies that help promote diversified and sustainable tourism products and services, while considering its environmental impact, in order to optimize the gain that local communities are able to derive from tourism.

These interventions will help create a stable macroeconomic environment in which changes in societal and regulatory conditions are conducive to promoting stable and inclusive economic growth. The generation of a pipeline of blue economy projects, in particular, will help to empower young people and others at risk of being left behind in a new sector where innovative and forward-looking policies can create important synergies. Linking such economic changes to strengthening the education system (including strengthening the role of Caribbean universities) and expanding the Technical and Vocational Education and Training (TVET) sector (see Outcome 4) can provide further opportunities for at-risk communities.

In line with the Samoa Pathway, it should be noted that tourism will continue to be a mainstay of Caribbean economies, with its positive impacts on economic growth, foreign reserves and job creation. The promotion of responsive, responsible, resilient and sustainable tourism and the integration of tourism ventures in local (agricultural) value chains can help to turn potential negative spill-overs into positive ones.

These intervention strategies cannot exist in a silo, but need to be extensively coordinated with financial institutions, development partners, the private sector and all participating UN agencies. Furthermore, it needs to be linked with existing projects and proposals. An increase in official development assistance, paired with private grants, would represent a critical investment in the region to advance the 2030 Agenda. This multi-stakeholder partnership not only helps enhance the global partnership for sustainable development, but provides a means to mobilize and share knowledge, expertise, technologies and financial resources to support the achievement of sustainable development goals in the Caribbean. Finally, coordination with governments and Caribbean research institutes is also required in order to gather and use all available data for balanced evidence-based policymaking. In this regard, the region-wide data collection, research and analysis produced by the regional commission on a range of macroeconomic topics (FDI, debt, trade, growth) should be leveraged to facilitate informed decision-making. More details on the theory of change underpinning this outcome are visualized in figure 5 on p.18.



Risks: *(1) Regional emergencies, like natural disaster, public health crisis, or major external shocks on the productive sector, can affect the achievement of long-term economic recovery path (2) Stagnant productivity growth limits progress on socioeconomic indicators (3) Caribbean tourism is vulnerable to climate change and highly oriented to unsustainable mass tourism*
Assumptions: *(1) Strong intra-government cooperation to promote regional integration (2) Governments invest in both education and health, which are conditions to promote economic growth and improve competitiveness (3) Strengthened intra-regional trade in agriculture is supported by reducing existing barriers (4) Continued donor support for green, blue and orange economies (5) Governments foster regional integration while ensuring protection and promotion of human rights (6) Economic impact of COVID-19 no longer visible by 2023-25*

>> *Figure 5 - Theory of Change Diagram - Outcome 2*

Priority area 2: Equality, Well-Being and Leaving No One Behind

Under the second priority area, the United Nations will contribute to two specific outcomes to boost equality, improve well-being, and remove the obstacles that prevent people in the Caribbean, particularly vulnerable groups, from living healthier, more empowered lives. The Outcomes focus on evidence-based policies and laws underpinned by reliable data and information that is current, disaggregated, and integrated (Outcome 3) and equitable access to and use of social and health services that are both shock- and gender-responsive, with particular consideration for the most marginalized segments of society (Outcome 4). The outcomes are interlinked, with availability and use of data and information representing a key precondition to improving quality services.

Outcome 3: National governments and regional institutions use relevant data and information to design and adopt laws and policies to eliminate discrimination, address structural inequalities and ensure the advancement of those at risk of being left furthest behind

In order to reduce inequalities and enhance people's health and well-being, legislative and policy frameworks should eliminate discrimination, support equity and equality, address the social and environmental determinants of health, provide for universal coverage and access to quality gender and shock-responsive social protection and health services and help those furthest behind to claim their rights, ensuring they are not left behind.

In the Caribbean, there remain inconsistencies between the high-level commitments that states have made to protect rights and reduce inequalities (including the 2030 Agenda and human rights treaties) and national legislative and policy frameworks. While significant progress has been made, legislative gaps remain in relation to child protection; persons with disabilities; sexual and reproductive health and rights, notably for adolescents, youth, women and marginalized groups; gender equality, sexual harassment, criminalization of rape within marriage; protection of the rights of sexual minorities; the rights of refugees and migrants, including their access to legal identity and the regularization of their status; and laws and regulations relating to non-communicable diseases and substance abuse.

For governments and regional organizations to adopt effective laws and policies to address inequalities and discrimination patterns, it is vital that they gather, collate and use relevant, reliable, and high-quality data and information enabling the identification of those at risk of being left behind. Likewise, it is crucial that public policy making is protected from commercial and other vested interests, while Caribbean universities and research institutes are enabled to play a more prominent role in knowledge production. Finally, states must be able to implement coordinated monitoring mechanisms to chart and measure progress.

Innovative ICTs like big data and cloud computing allow for quick and efficient collection of a wide array of data. Within the UN system, the collection of information in areas like ICT skills, network coverage, device availability, and internet usage shows valuable insights on how resilient and adaptive countries within the region will be.

Some of the principal barriers to the desired changes are the irregular and incomplete measurement and analyses of multi-dimensional poverty and a lack of disaggregated indicators with respect to sex, gender, disability, income, place of residence, and legal status/

nationality, among other attributes, to support various policies targeting identified vulnerable groups. This prevents a full understanding of the multiple and intersecting socioeconomic inequalities in the Caribbean, including how these inequalities change and evolve over time giving rise to incoherent policies.

Overall, strengthened capabilities for data collection and analysis, including on application of the principles of a human rights-based approach to data and indicators (HRBAD)[9], and strong and harmonized data collection systems will be pursued with the support of the regional commission and other regional agencies with installed capacity to strengthen regional statistical capability. These will support evidence-based policy and planning processes that should employ rights-based and gender-responsive approaches and an attention to the multidimensional nature of vulnerabilities.

The UN will therefore work closely with its partners in the region to:

1. Support governments and other key partners' efforts to complement traditional data sources by building capacity to leverage non-traditional data sources and methodologies (including citizen science, use of phone metadata, social media analysis, etc.) to provide timely, disaggregated, and relevant information to ensure that interventions capture the most vulnerable and marginalized groups.

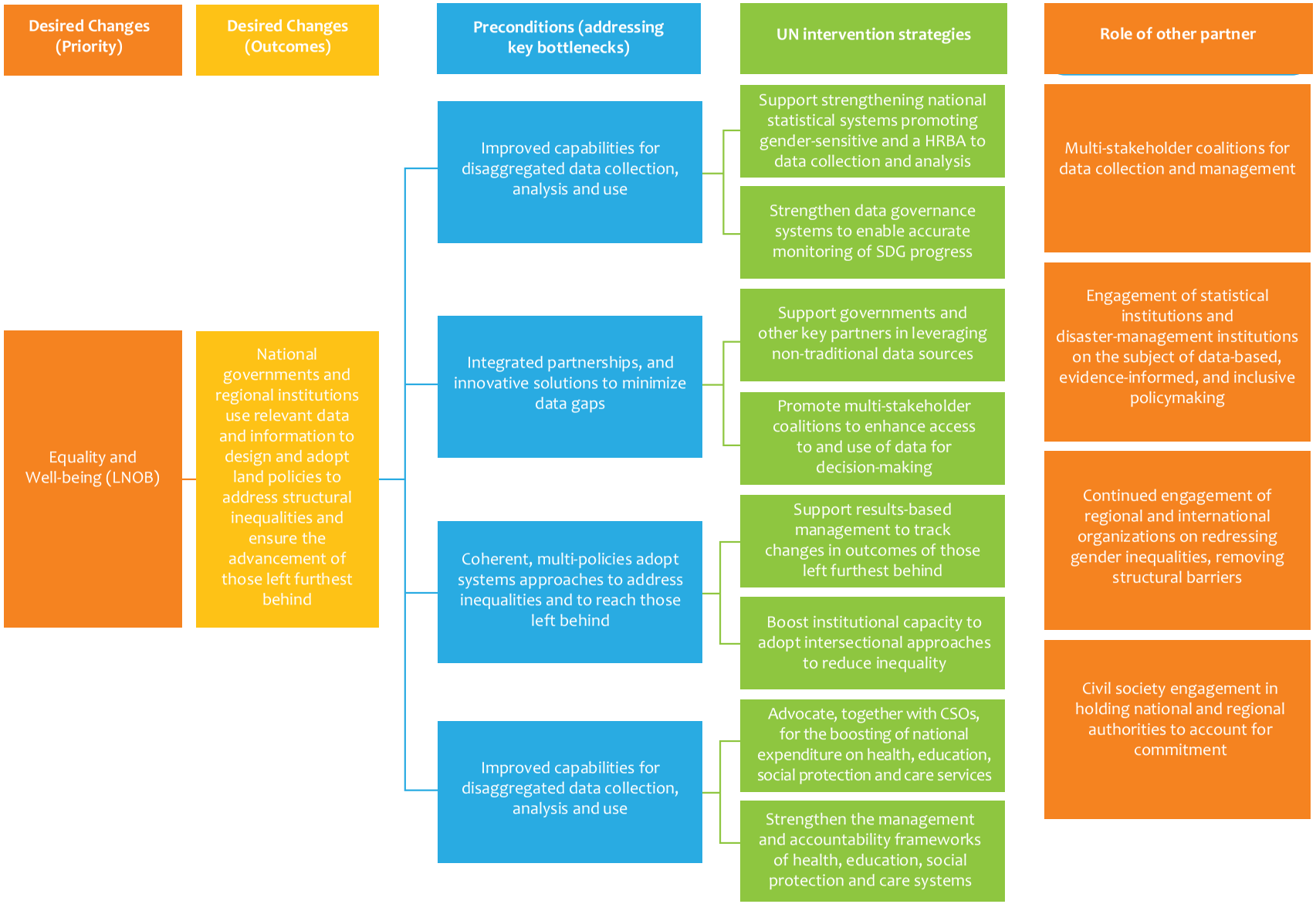
2. Assist with strengthening existing or emerging national statistical ecosystems by integrating gender-sensitive and human rights based-approaches to data collection and analysis.

These interventions are much more critical during the global pandemic which continues to compound vulnerabilities and render marginalized populations at further risk of being left behind. The United Nations will work with regional and national institutions to strengthen data infrastructure, collection and analysis. Through institutional capacity building and advisory support, the United Nations will foster the adoption of evidence-based policies and programmes designed to reduce inequalities and enhance resilience, based on multisectoral strategies.

Drawing from its global networks and its normative mandate and expertise, UN entities will support the review and strengthening of the legislative and policy frameworks to ensure alignment with the countries' commitment to international human rights standards and the core principle of the 2030 Agenda to Leave No One Behind. The United Nations will also leverage its convening power to establish partnerships across the public and the private sectors for data collection, dissemination and use.

Simultaneously, the UN entities signatory to this framework commit to work with civil society organizations to enhance their abilities to monitor and report on SDG progress and human rights commitments, thus supporting stronger accountability frameworks at national and regional level. More details on the theory of change underpinning this outcome are visualized in figure 6 on p. 21.

9 *United Nations, A Human Rights Based Approach to Data - Leaving No One Behind in the 2030 Agenda for Sustainable Development: Guidance Note to Data Collection and Disaggregation (2018).*



Risks: *(1) A likely long-term economic recession will limit the ability of the United Nations to not just raise flexible resources, but also leverage the financing needed more broadly to achieve the SDGs, (2) Sudden-onset regional crises, such as public health emergencies, will need to be more directly addressed as specific risks to any efforts to advance long-term development goals (3) Changeable Government commitment to human rights and investments in their well-being, gaps in the capacities of implementing partners* ***Assumptions:*** *(1) Government's commitment to collecting, analysing data, and reporting on the SDGs (2) Government will increase commitments on HRBA (3) Decentralized and empowered internal governance and oversight (4) Strong collaboration between UN entities*

>> *Figure 6 -Theory of Change Diagram - Outcome 3*

Outcome 4: People in the Caribbean equitably access and utilize universal, quality and shock-responsive social protection, education, health and care services

Outcome 4 specifically aims at improving quality, coverage and access to health, education, shelter/housing, social protection, and care services, as well as the benefits (good health, learning, dignity, and decent living standards) that these services aim to deliver. Access to quality services that are shock- and gender-responsive is an important mechanism for income redistribution, helping to tackle the underlying causes of extreme poverty, poor nutrition and persistent inequality which have been exacerbated by the COVID-19 pandemic.

Shock- and gender-responsive social protection systems are effective mechanisms for building fairer, more equal societies, and for reducing extreme hardship and vulnerability. The UN will promote the adoption of social protection floors to provide nationally defined social guarantees throughout people's life cycle. In addition, the United Nations will support the delivery of Essential Services Packages (ESP) for women and girls subject to violence to reinforce the benefits of social protection and other social services (see also Priority Area 4).

Empowerment and protection of women (see also Priority Area 4), particularly their participation in the economic sector, is a persistent challenge in the Caribbean. Women's labour force participation is lower, and female-headed households have lower incomes as compared to men. Women in the private and informal sectors are underpaid as compared to their male counterparts. In addition, the burden of domestic and care responsibilities, including in the context of changing demographics, continue to be borne predominantly by women. Lack of access to affordable and accessible care services (particularly childcare services for infants, care for persons with disabilities and the elderly) hinders opportunities for seeking and maintaining decent jobs. Furthermore, some labour codes, employment regulations and workplace practices are out of step with workers' requirements for greater flexibility, particularly with respect to parental leave and individuals with caring responsibilities.

Access to quality education at all levels is critical for addressing structural inequalities and promoting health and social justice. In the Caribbean, access to education and school attendance at all levels (pre-primary, primary, secondary) requires continued focus. Improving school completion rates and extending online learning opportunities both offer opportunities to strengthen learning outcomes. Improvements in educational attainment (literacy, numeracy, technical and vocational skills) are needed to develop the skills required for employment, decent jobs, and entrepreneurship. Importantly, increasing the availability of comprehensive and age-appropriate sexuality education for adolescents and youth (including those not in formal education, including refugees and migrants) has critical socio-economic outcomes for young people.

Despite the significant progress made in several health indicators over the past decades, health systems in the Caribbean still face important challenges, magnified by the COVID-19 pandemic. Social and economic resilience in the Caribbean, notably in the context of climate change and more frequent extreme weather events, will require strong primary healthcare systems. In turn, this necessitates investments in financial management, supply chains, equipment procurement, medicines, and expertise. It is particularly important for the purposes of

improving emergency preparedness and response to future multi-hazard health emergencies, especially disease pandemics and climate-induced extreme weather events. The situation of displaced persons, both internally and across borders, deserves attention given the need for adequate provision of services and protection of rights.

The underpinning theory of change for this outcome is visualized in figure 7 on p. 24.

To deliver on Outcome 4, the United Nations will focus on four key interventions:

1. Support the expansion of governments' capabilities to access international and private financing as well as mobilize resources to improve service delivery, including in the aftermath of shocks.

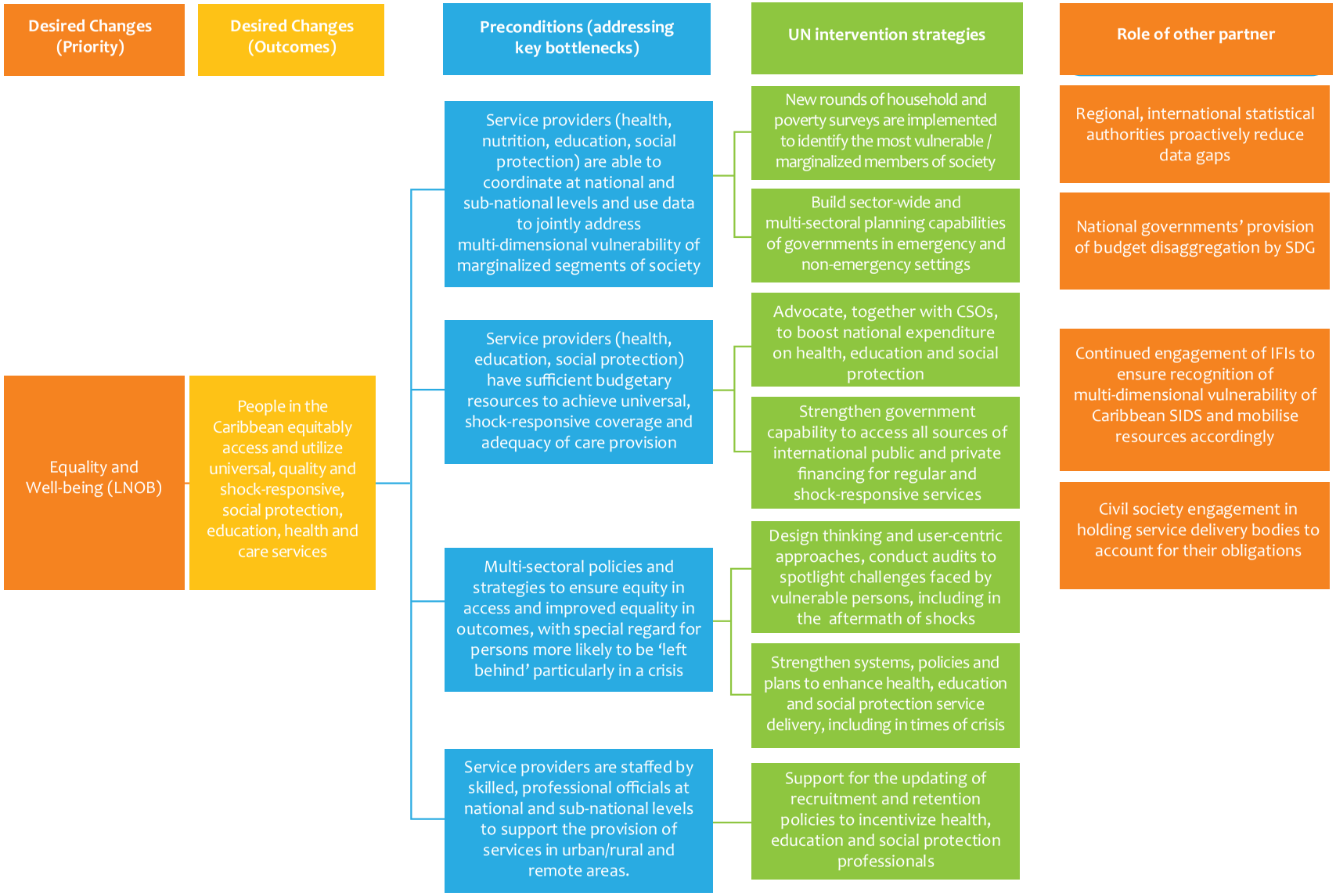
2. Support governments' efforts to conduct new rounds of households' and poverty surveys across the region to identify persons vulnerable to a range of systemic shocks at different stages of their lives – with a view to ensuring equal access to quality education, health, food, and other social and care services.

3. Support the development and implementation of comprehensive, whole-of-government multi-sectoral policies and strategies to ensure access to and utilization of social protection, education, nutrition, health and care services, including through building national capacity and improving results-based management and accountability frameworks in emergency and non-emergency settings.

4. Promote 'user-centric' approaches, by working with civil society, marginalized communities and service users, to ensure that all people will be empowered and enabled to access and use relevant social services without fear or discrimination.

Technical capacities will also be increased, under the MSDCF, in terms of supporting recruitment and retention policies for social services professionals. Given the increased usage of the internet, investment in digital infrastructure and connectivity is critical. ICTs also provide equal opportunities for marginalized individuals, so there will be advocacy for an expansion in access to technology and adequate training for innovative devices/services to reduce the digital divide for vulnerable populations.

Persons with disabilities, people living in different geographies (e.g., in rural or 'hinterland' settings) are likely to have lower standards of living and reduced access to services. Refugees and migrants may find it difficult to access public services, particularly where their status is not recognized and regularized (due also to language barrier and, in some cases, legal restrictions). People from specific minority communities (e.g. LGBTQI+ groups) may face overt or hidden obstacles including violence, discrimination, and harassment, when accessing public services. The interventions described are intended to reduce discriminatory practices and policies where they may exist in the context of equitable service delivery. They also aim to foster greater social inclusion through participatory approaches to service design and delivery.



Risks: *(1) A likely long-term economic recession will limit the ability of the United Nations to not just raise flexible resources, but also leverage the financing needed more broadly to achieve the SDGs (2) Sudden-onset regional crises, such as public health emergencies, will need to be more directly addressed as specific risks to any efforts to advance long-term development goals (4) Changeable Government commitment to human rights and investments in their well-being, gaps in the capacities of implementing partners* ***Assumptions:*** *(1) Governments' commitment to collecting, analysing data, and reporting on the SDGs (2) Government will increase investments in basic social services and decentralized governance (3) High prioritization of domestic funding for the social sector (4) An agile and responsive UN business model*

>> *Figure 7 - Theory of Change Diagram - Outcome 4*

Priority area 3: Resilience to climate change and shocks and sustainable natural resource management

This priority area speaks mainly to the 'Planet' dimension of the 2030 Agenda, with obvious applications to people's well-being and prosperity. The name of this priority area already captures the two main results the MSDCF is striving to contribute to, i.e., resilience to climate-induced and other natural hazards as well as to shocks; and more sustainable management of natural resources, which in the context of the Caribbean also intersects with the first priority area, with the focus on blue economy and low-carbon growth.

Outcome 5: Caribbean people, communities, and institutions have enhanced adaptive capacity for inclusive, gender-responsive disaster risk management and climate change adaptation and mitigation

Natural, socio-natural, and anthropogenic hazards have long shaped the exposure of the Caribbean region, one of the world's most hazard-prone areas. While tropical cyclones are the most prominent form of climate-related hazards, the region's location along an active continental plate also makes it susceptible to geophysical hazards such as earthquakes, volcanic eruptions, and tsunamis. Climate-related disasters, heatwaves, climate-sensitive diseases, and severe droughts and floods are taking lives and harming health, livelihoods, and ecosystems across the countries of the Caribbean, as in other SIDS. Threats to health and public health systems are also currently compounded by the impact of COVID-19, highlighting the vulnerability of the region and the need for enhanced resilience. Disaster displacement is a crucial feature of the Caribbean countries' exposure to disasters, which requires the advancement of climate adaptation and disaster risk reduction and committed efforts to address the challenges and needs of persons on the move within and between countries.

Safeguarding pre-crisis development gains and strengthening the resilience of countries that are both directly and indirectly affected by natural, socio-natural, and anthropogenic hazards are also key concepts within this outcome area. This means reducing the existing vulnerabilities (including their drivers) and limiting exposure; increasing capacities; and minimizing the need for external support in responding to emergencies, notwithstanding the focus on regional cooperation for response and recovery.

To build resilience and prevent, mitigate, prepare and respond to the impacts of climate-related and other hazards in the next five years, the Caribbean must:

1. Build resilience to the impacts of climate change, by adopting well-coordinated and coherent multi-hazard strategies and policies at local, national and regional levels and implement measures of climate change adaptation, as appropriate in each national context.
2. Enhance social protection systems and reduce drivers of vulnerabilities.
3. Pursue green recovery and greater and sustainable energy efficiency enabling communities to adopt sustainable and inclusive growth strategies.
4. Address capacity gaps for gaining access to climate and disaster risk reduction finance opportunities.

This outcome will be achieved by adopting and enforcing solid policy frameworks that are flexible, coherent, connected, and intuitive. At the same

time, it seeks to build the capacity of institutions to prepare for and respond to climate impacts through strengthened systems and investments in key assets and infrastructure. It should also include promoting, among other key objectives, green recovery from COVID-19 and sustainable solutions with a focus on transitioning to low and zero carbon development that tackles the region's high reliance on fossil fuels and the need for diversification of energy sources (see Outcome 2).

Strengthening disaster risk management and risk reduction measures, as well as enhancing the adaptiveness of safety nets, are essential to prevent, mitigate and respond to the impacts of climate-related shocks and disasters. This should be supported by disaster risk reduction education which will provide people and communities with the competencies needed to address the consequences of climate change and mitigate future effects through behaviour transformation, in particular for people in vulnerable situations such as women and girls, displaced persons, children, vulnerable men, older persons and persons with disabilities. This includes action to address the impacts of disasters, environmental degradation and climate change in terms of human mobility, to minimize the risks of displacement and achieve solutions for people on the move.

Further, the most critical strategies and interventions will rely on the mobilization of climate and disaster risk reduction financing at a local, national, regional, and international level. The region should strive to access increasingly available climate and disaster risk reduction finance to accelerate climate action (both mitigation and adaptation), disaster risk reduction, and sustainably manage natural resources. Access to technical assistance and financing for early warning systems, disaster risk reduction and post-disaster response and recovery, risk assessment and data will go a long way in preparation for and recovery after future disasters.

The United Nations will provide technical support to identify, design, implement and monitor solutions that tackle systemic multi-hazard risks and respond to climate change on a regional, multi-country, national and local level.

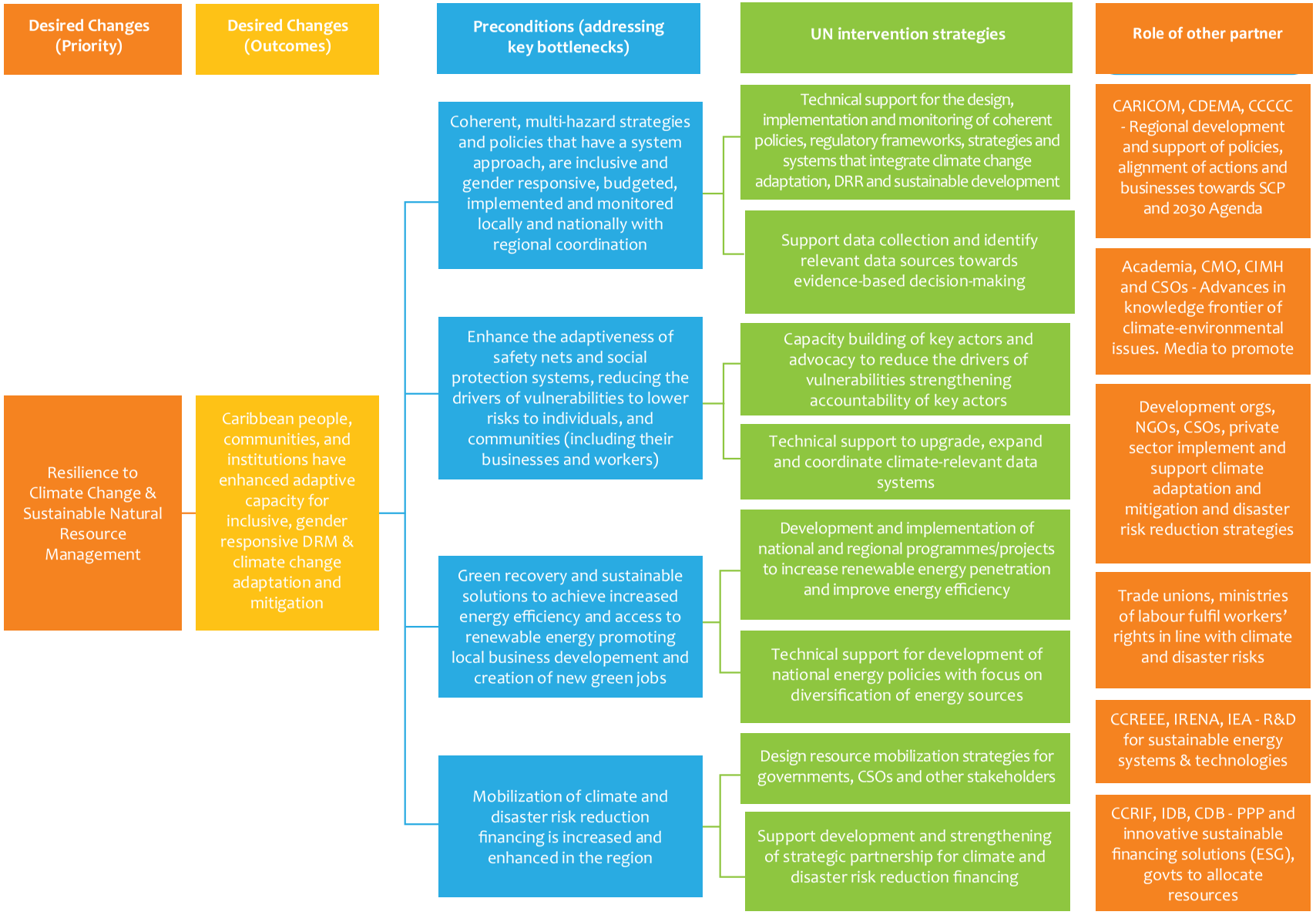
The United Nations will provide technical support to identify, design, implement and monitor solutions that tackle systemic multi-hazard risks and respond to climate change on a regional, multi-country, national and local level. ICTs will be utilized to monitor and analyse trends, mitigate and adapt to climate change, raise awareness on socially and environmentally sustainable behaviours, help protect the environment and reduce carbon emissions. The United Nations will also advocate for integrated, multisectoral approaches that consider the interplay between the region's development challenges and produce mitigation co-benefits, resulting in stronger blue and green economies and improved safety and well-being of people in the Caribbean.

UN entities will further build the capacities of key actors and support the upgrading of climate relevant data systems to better understand the vulnerability and adaptive capacity of those people who are disproportionately affected by different hazards and climate change, but who, at the same time, could contribute to individual and community resilience (including, among others, women and girls, children in general, people living in poverty, people with disabilities, highly marginalized farmers and fishers, indigenous peoples, traditional and isolated peoples, refugees and migrants). This will comprise expanding the knowledge and understanding of MSMEs and workers on disaster risk reduction and climate strategies to enhance their adaptive capacity in the face of multiple hazards.

Last, but not least, the United Nations will support governments in designing resource mobilization strategies and developing strategic partnerships for climate and disaster risk reduction financing.

More details on the theory of change underpinning this outcome are visualized in figure 8 on p. 28.

Outcome 6: Caribbean countries manage natural resources and ecosystems strengthening their resilience and enhancing the resilience and prosperity of the people and communities that depend on them



Risks: *(1) Constant threat of high impact of multiple hazards, including climate-related events, that interrupt resilience building activities and weaken mitigation, preventive, and response systems; Systemic, cascade and compound risks (2) Limited quality data available and highly atomized among different stakeholders* ***Assumptions:*** *(1) Sufficient data is available and coordination among data holders is smooth (2) Governments commit to prioritizing environment and climate action (sufficient political will), as well as disaster risk reduction*

>> *Figure 8 - Theory of Change Diagram - Outcome 5*

Caribbean economies are highly dependent on the region's natural resources and biodiverse ecosystems, both of which provide key services and co-benefits to people and communities, including indigenous ones. Economic resilience is, however, a critical challenge for the region in the face of environmental, climate and disaster risks, which collectively destroy natural resources and limit the region's transformative capacity. The challenges of desertification, forest management, biodiversity loss and climate change are interrelated and need to be collectively addressed to achieve sustainable development in the Caribbean. Both marine and terrestrial biodiversity conservation are acute issues requiring prioritization to ensure the sustainable use of ecosystems. Nature-based solutions that tackle overexploitation and address pollution and waste management should be optimized with specific attention provided to food and water security, a challenge that was further evidenced during the COVID-19 crisis.

Development gains can be realized by addressing food security, which is impacted by a high reliance on food imports, low agricultural productivity in many countries, and overexploitation of marine resources across the region. Further, water security is an issue in several Caribbean countries where the availability of fresh water is constrained, exacerbated by limited access to water, which disproportionately affects the poor and other vulnerable groups, including small farmers. Investments in capacity building and support for climate smart agriculture and sustainable fisheries, research and development, innovation, aquaculture and land and water resource management inclusive of drainage and irrigation systems are, therefore, crucial to rebalance the food sector along with strategies that help to reduce the cost of food. In order to pursue integrated management of water resources and associated ecosystems, human and institutional capacities must be expanded, including in supporting women's engagement in such management systems.

Waste management is an urgent issue to be addressed by the region. The high per centage of wastewater that goes untreated (~85 per cent) and the implications this has on land and at sea, including the linkages to limited freshwater availability in several Caribbean SIDS, is of critical concern. Illegal and open dumpsites, low refuse collection rates, limited human and infrastructural capacity, weak waste characterization and ineffective hazardous waste management are common. Further, the increasing rate of solid waste generation, alongside weak management, and regulatory systems, also threatens ecosystem resilience, calling for the transitioning to more circular

The protection of vulnerable marine ecosystems, such as coral reefs and mangrove forests, requires urgent actions through the development and implementation of comprehensive and integrated approaches to enhance their resilience to different threats.

economic approaches[10] and interventions to mitigate environmental pressures.

It is also important to efficiently monitor and handle the increasing amounts of e-waste which is a result of the growing digital ecosystem. While utilizing ICTs in achieving the SDGs, minimizing their carbon footprint through appropriate international standards and e-waste management systems is just as important. If done correctly, recycling rare metals in ICTs also offers economic returns of over USD 6.25 billion annually[11].

The protection of vulnerable marine ecosystems, such as coral reefs and mangrove forests, requires urgent actions through the development and implementation of comprehensive and integrated approaches to enhance their resilience to different threats. At the same time, the sea plays an important role in the sustaining of livelihoods of small-scale fishers and more must be done to identify other ways to sustainably use and protect the resources it provides. Blue economy projects (see Outcome 2) to sustainably develop ocean resources and generate increasing returns for the peoples of the Caribbean must be pursued in effective partnerships with local, regional and international partners.

A whole-of-society approach to the management of natural resources is needed, underpinned by robust education policies and practices, at both societal and scholar levels, which will eventually

10 The Samoa Pathway refers to the circular economy as "reduction, reuse, recycling, recovery and return approaches".

11 https://www.itu.int/en/action/environment-and-climate-change/Pages/ewaste.aspx - E-waste.

lead to a change in behaviour of individuals. Natural resource management and ecosystem resilience are preconditions for achieving Outcome 5, i.e., increasing resilience to climate change and to exogenous shocks. Interventions should ensure that those who have the greater impact make the greatest contribution to change, including responsibility for the costs of transition. Often the most climate-vulnerable neighbourhoods are the poorest and most isolated. Here, the promotion of green jobs and construction of resilient infrastructures can have greater positive effects. Special attention should be devoted to vulnerable communities and social groups, who are currently the most affected by the pandemic and usually suffer the most from food and water scarcity.

Promotion of the blue/green/orange economies and of sustainable consumption, energy sources and production systems can support sound management of local natural resources, while ensuring sustainable businesses, generating green and decent jobs for people.

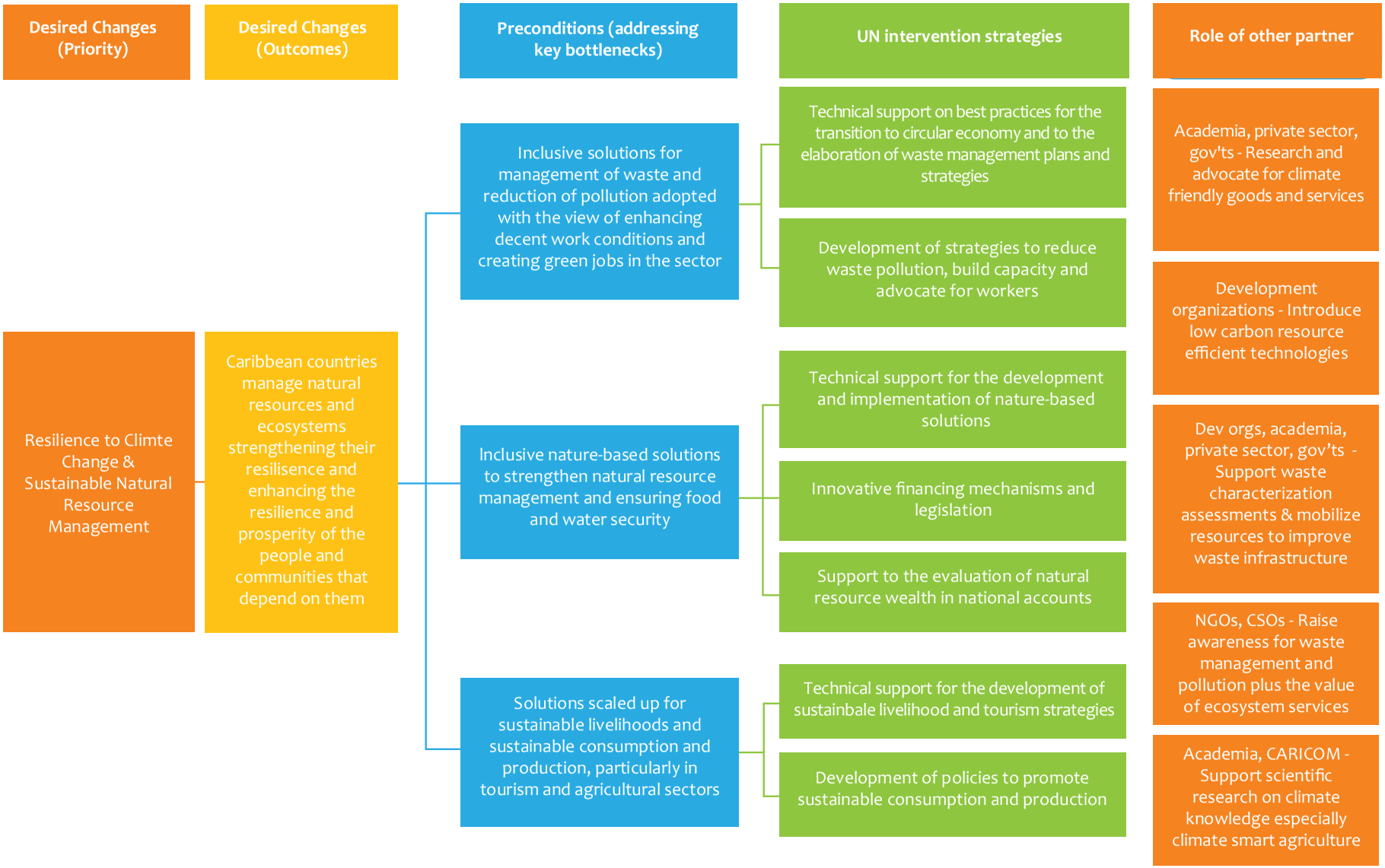
The United Nations will provide access to best practices on how to transition towards circular economy models, including the design of waste management plans and strategies. Relevant UN agencies will build the capacities and advocate for an expansion of job opportunities in the green sector.

To ensure food and water security, as well as enhancing overall sustainability of natural resource management, the United Nations will provide technical advice for development and implementation of nature-based solutions, including support for improved mechanisms for the evaluation of natural resource wealth within national accounting frameworks. Innovative financing mechanisms and legislation will also be promoted and supported by the UN system in the region, including setting payments for ecosystem services, carbon credits and blue and green/climate bonds.

The United Nations will provide technical advice and support for the development of sustainable livelihood and tourism strategies as well as policies that promote sustainable consumption and production (see also Outcome 2). International support is crucial for conservation and sustainable use of natural resources, either through financial or technical support.

Progress towards sustainable natural resource management in the Caribbean also depends on the strength of the environmental data ecosystem and the region's understanding of the complexities of natural systems. Currently, the region lacks data across a wide range of its environmental development challenges as well as the technical capacities needed to effect change. Therefore, special attention will be given to programs that tackle and improve the quality, quantity, accessibility, and application of data in the management of natural resources.

More details on the theory of change underpinning this outcome are visualized in figure 9 on p. 32.



Risks: *(1) Economic growth without consideration for environment continues (2) Population growth resulting in increased pressure on natural resources (3) Citizens' resistance to change (4) Interventions for natural resources and ecosystems threaten livelihoods* ***Assumptions:*** *(1) Sufficient data is available (2) Governments commit to prioritizing environmental action (sufficient political will) and satisfactory understanding of ecosystems (3) Significance of multi-stakeholder platforms and realistic monitoring and evaluation systems*

>> *Figure 9 - Theory of Change Diagram - Outcome 6*

Priority area 4: Peace, Safety, Justice and the Rule of Law

The MSDCF proposes a two-track approach to tackle this persistent regional challenge: the first component is to strengthen the related systems and institutions for the promotion of rule of law, justice and transnational safety and security (Outcome 7), whilst the second involves working with people and communities to eradicate the culture of violence, including gender-based violence, and the socio-economic-environmental conditions that make people and societies vulnerable to violence and crime (Outcome 8).

Outcome 7: Regional and national laws, policies, systems, and institutions improve access to justice and promote peace, social cohesion and security

Citizen security and social cohesion in the Caribbean region is threatened by high levels of crime and violence, including gender-based violence, fuelled by social inequalities that interact with illicit external flows, like the trafficking in drugs and weapons, and by corruption.

The flow of illicit drugs across the Caribbean also impacts safety and security at the national level, as gangs and organized criminal groups seek to exploit legitimate trade and porous borders to move illicit substances both to and through Caribbean jurisdictions.

As political situations and extreme conditions in some countries, both within and outside of the Caribbean region, persist, the issues of irregular migration and smuggling of migrants, including refugees, asylum seekers and victims of trafficking in persons, remain a challenge.

Crime is pervasive in the Caribbean and imposes a serious economic and social burden on the countries in the region. About 40 per cent of the Caribbean population identifies crime and security-related issues as the overarching problem facing their countries, even more so than poverty or inequality.[12] A common trend among the Caribbean countries is the dominance of violent crimes. The number of victims of assault and threat as a share of the population (6.8 per cent) is markedly higher than in any other region and the global average (4.5 per cent).[13] The estimated cost of crime in the Caribbean is 3.7 per cent of GDP, slightly higher than the regional Latin American average of 3.5 per cent of GDP.[14] To put the magnitude of the cost in context, it is comparable to the income share of the poorest 30 per cent of the Caribbean population. The Caribbean spends more than 2 per cent of GDP on public security (including expenditure on police, administration of justice, and prisons), which is about 0.5 per centage point of GDP higher than the LAC average. Other crime-related costs include 1.2 per cent of GDP in private spending and about 0.5 per cent of GDP in social costs[15].

Prevalence of Violence Against Women and Girls (VAWG) in the Caribbean is among the highest in the

12 IADB Latin American Public Opinion Project 2014/2015 Caribbean data sets.

13 Sutton, H., J. van Dijk, and J. van Kesteren. 2017. "The Size and Dimensions of Victimization in the Caribbean." In Restoring Paradise in the Caribbean: Combatting Violence with Numbers, edited by H. Sutton and I. Ruprah. Washington, DC: Inter-American Development Bank.

14 Jaitman, L. 2017. "The Cost of Crime and Violence: New Evidence and Insights in Latin America and the Caribbean." Inter-American Development Bank, Washington, DC.

15 Jaitman, L. 2017. "The Cost of Crime and Violence: New Evidence and Insights in Latin America and the Caribbean." Inter-American Development Bank, Washington, DC.

world. VAWG has proven to be so entrenched and normalized that both men and women appear to have been de-sensitized to its prevalence, particularly when perpetrated in the context of intimate partner relationships. Data from a variety of sources confirm that even young people hold these views, raising concerns about the intergenerational transmission of VAWG. Some 27-40 per cent of women have experienced violence at the hands of their partners[16]. Based on global evidence, women with disabilities are ten times more likely to experience VAWG.[17] There is significant risk for women who are victims of domestic abuse being killed by intimate partners and family members. Data from surveys confirm that this violence is driven by unequal power relations between women and men.[18] There is also a need to focus on the overrepresentation of men and boys as victims and perpetrators of violence, which can be linked to notions of hegemonic masculinity, boys' disengagement in education and socioeconomic precarity.

There is significant risk for women who are victims of domestic abuse being killed by intimate partners and family members.

More details on the theory of change underpinning this outcome are visualized in figure 10 on p. 36.

To ensure that societies are safe, fair, and cohesive, it is necessary that an enabling environment is created and duty bearers are mobilized to effect change, promoting a culture of peace and non-violence. The United Nations will carry out the following interventions:

1. Promote comprehensive, rights-based regional and national responses to transnational crime, illicit trade, smuggling migrants, trafficking of persons and corruption.
2. Design and shore up multi-sectoral protection apparatuses to ensure adequate care for survivors of sexual and gender-based violence, trafficking and forced labour in accordance with relevant national and international agreements and treaties.
3. Develop partnerships with governments, academia, the private sector, international development partners, neighbourhood watch groups, youth, and other community-based partners to collect data, conduct research and co-create and pilot violence and crime reduction strategies.
4. Adopt gender-transformative legislative, policy and regulatory frameworks.
5. Pursue innovative approaches to access to justice and enhanced justice outcomes. Support the introduction or alignment of e-justice reforms

16 Guyana, 38%, Suriname 32%, Trinidad and Tobago 30%, Grenada 29%, Jamaica 27.8%, and Haiti 24 %. Caribbean Women Count: VAWG Data Hub (unwomen.org).

17 Available from: https://blogs.worldbank.org/sustainablecities/five-facts-know-about-violence-against-women-and-girls-disabilities.

18 Research Brief - Intimate Partner Violence in Five CARICOM Countries | UN Women – Multi-Country Office – Caribbean.

with international human rights norms and standards – integrating participation, inclusion, transparency, and responsiveness among key principles undergirding such reforms.

6. Strengthened measures to prevent violence and crime.

At the regional and national levels, the United Nations will promote institutional cooperation to ensure comprehensive responses to transnational organized crime. Similarly, it will enhance the capacity of institutions and systems to respond to existing and emerging threats to safety and security, including cybercrime and other forms of offline and online violence, including hate speech and xenophobia. This includes the development of National Computer Incident Response Teams (NCIRT) to address cyber threats and incidents. More specifically, the United Nations will support the collection and analysis of crime-related data for enhanced understanding of regional dynamics and potential collaboration across the Caribbean.

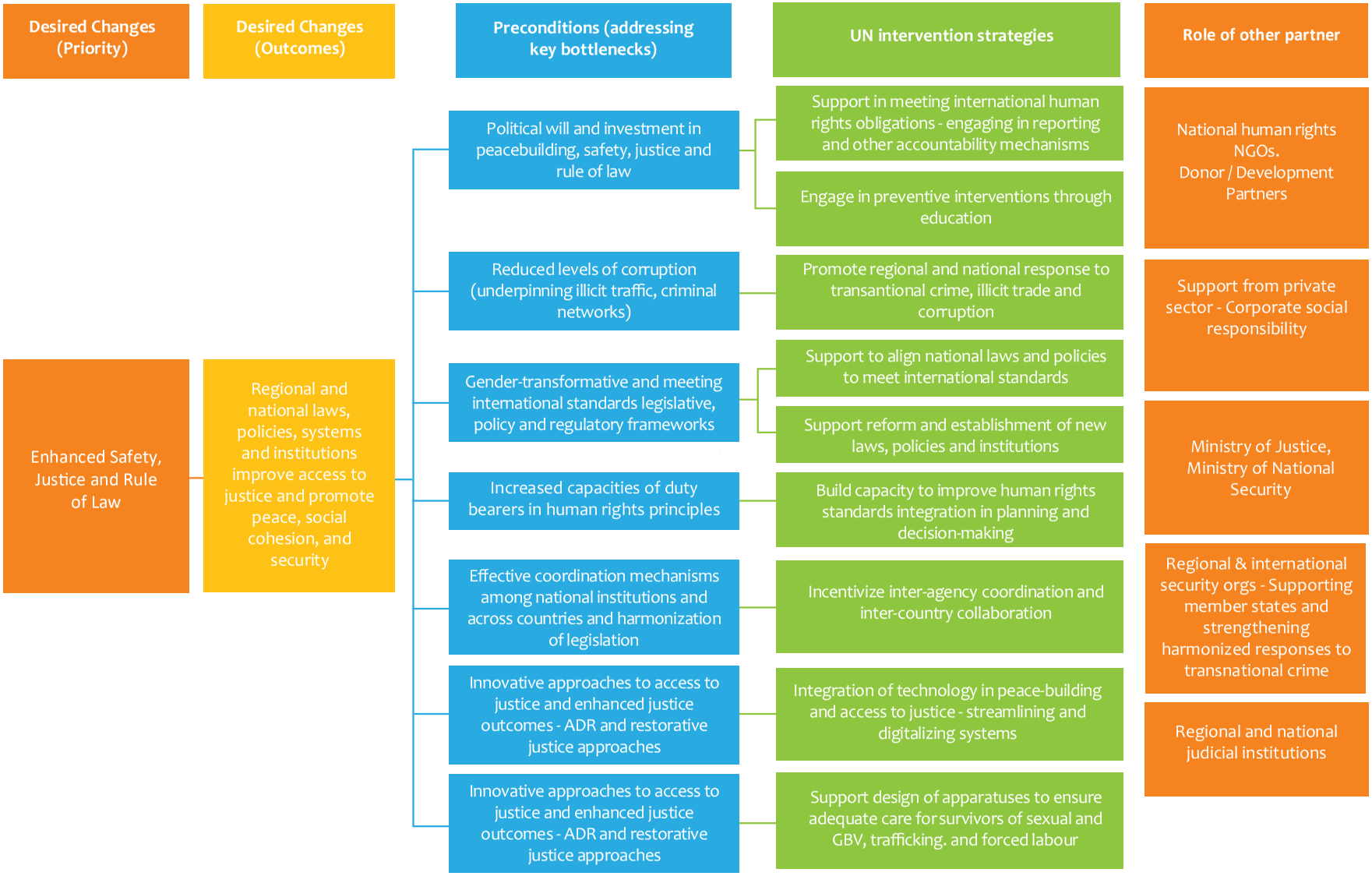
The United Nations will also support the alignment of national laws and policies to meet international standards and the reform and establishment of laws, policies and institutions to generate gender-transformative legislative, policy and regulatory frameworks for the prevention and eradication of all forms of violence, including violence against women and girls.

The capacity of those within the security and justice systems to improve sensitivity, efficiency, and effectiveness in the administration of justice, including through innovative technologies, will be strengthened. The criminal justice systems across the region must continue to expand justice tools which can include the rehabilitation and reintegration of

criminal offenders, towards a reduction of recidivism.

The United Nations, in the course of the next five years, will also mobilise and support relevant institutions to engage in preventative interventions that will be mainstreamed through formal, non-formal, and informal education, highlighting the key role of the education sector to contribute to national violence prevention strategies and peacebuilding. Furthermore, the pivotal role of media (both new and traditional) in securing citizens' access to timely information and advancing peace, social cohesion and security, free and fair media, and journalism, will be continuously promoted.

Outcome 8: People in the Caribbean and communities actively contribute to and benefit from building and maintaining safer, fairer, more inclusive, and equitable societies



Risks: *(1) Limited buy-in from the private sector (2) Continuous reliance on referendum processes as tools to advance human rights through legislation (3) Corruption (4) Institutional capture by political parties which impact their impartiality and sustainability* ***Assumptions:*** *(1) United Nations working together with Government prioritizing and funding (2) Governments are more enlightened than society and will respond differently to HR issues (3) Bi-partisan support (4) Whole of government to whole of society approach to policy development and implementation (5) Governments will prioritize the most vulnerable (6) Enabling environment for institutional change*

>> *Figure 10 - Theory of Change Diagram - Outcome 7*

The Caribbean struggles with high rates of crime, inequality and inequity that adversely impact the lives and realities of people living the Caribbean. Personal safety and security are threatened both by violence in the home and in the community and impacts the ability of people to live full and productive lives. It is crucial to tackle the root causes that hinder the creation of safe, fair, inclusive, and equitable societies and which promote and perpetuate violence and insecurity.

Economic and social factors (limited access to jobs and livelihood opportunities and adequate social services) affect youth, especially male, with young people representing the demographic more likely to be involved in criminal activities (both as perpetrators and victims of violence). This segment of the population is also further impacted by the COVID-19 pandemic, exacerbating pre-existing vulnerabilities derived from inequalities of education levels, income and opportunities for professional training and integration in the work force. Providing youth with meaningful inclusion and engagement opportunities is key to developing their resilience so that they can become valuable agents for social change and transformation.

Addressing these issues will require working with people and communities to eradicate the culture of violence and related social norms and practices, as well as remove the socio-economic-environmental conditions that make people and societies vulnerable to violence and crime.

More details on the theory of change underpinning this outcome are visualized in figure 11 on p. 39.

To progress towards this outcome, the United Nations will focus on three major areas:

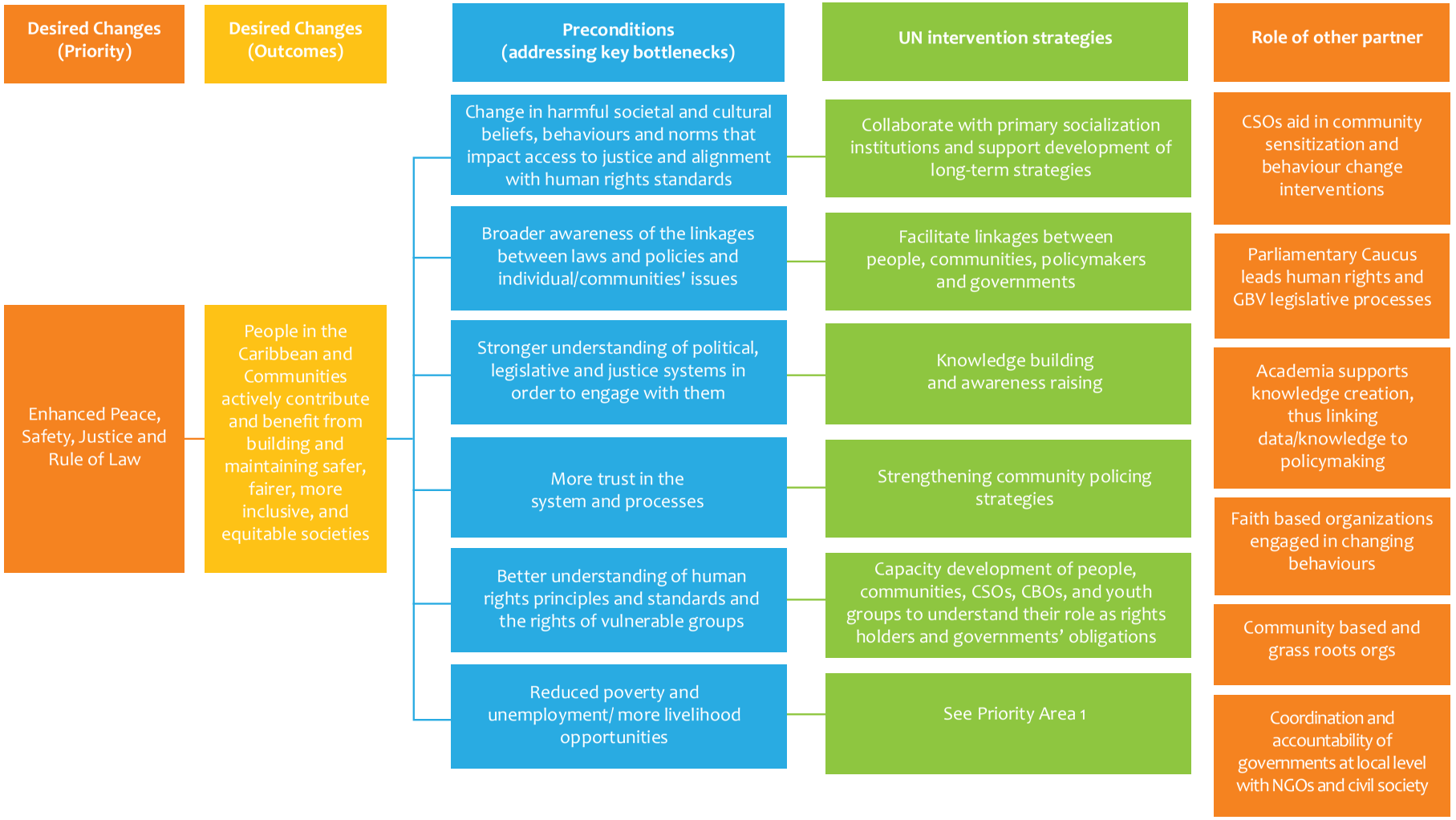
1. Collaborating with primary socialization institutions, develop long-term strategies to transform social norms, attitudes and behaviours towards women and girls and other groups that face discrimination
2. Support the strengthening of community policing strategies to foster greater awareness of and trust in the authorities and the functioning of the system
3. Design and facilitate the deployment of sustainable poverty alleviation strategies, including facilitating the expansion of opportunities to access resources, including credit, affordable housing, land, entrepreneurship including supporting vulnerable groups such as asylum-seekers to become self-reliant and, hence, avoid being exploited by criminal gangs (in synergy with the first priority area).

It is necessary to adopt a gendered lens which means transforming social norms, attitudes and behaviours towards women and girls and their right to enjoy public spaces free from all forms of violence, while promoting peaceful and positive expressions of masculinity. The United Nations will mobilise communities and exercise advocacy for the creation of inclusive and safe online and offline spaces including addressing negative narratives, cyberbullying/harassment, and hate-speech.

Efforts will be made to increase cybersecurity capabilities at the national level, in order to enhance security and resilience, build confidence and trust in the use of ICTs – making the digital realm safer and secure for everyone.[19]

The United Nations will also provide Education for Sustainable Development and Global Citizenship Education modules to promote peace and conflict resolution in formal and non-formal curricula. Peace education is at the heart of long-term change, to shift mindsets, alter maladaptive behaviours and transform counter-productive and divisive cultural norms. It will promote GBV survivors-centred approaches and behavioural change of perpetrators of GBV, with the view of enhancing people's trust in the system and its processes. Selected UN entities will work with communities' organizations and youth groups to expand their understanding of their role as rights-holders and governments' obligations, as well as addressing language barrier for those non-nationals who do not speak English.

19 https://www.itu.int/itu-d/sites/cybersecurity/ - ITU-D Cybersecurity: Facilitating a trusted cyberspace for all



Risks: *(1) Limited support from governments (2) Low capacity among civil society to lead initiatives (3) Lack of political will, harmful beliefs, ethno-political polarization*
Assumptions: *(1) People and CSOs/CLOs/CBOs/FBOs are interested in/committed to change and have the capacity to lead on human rights issues (2) Governments will be more responsive to citizen needs and requests*

>> *Figure 11 - Theory of Change Diagram - Outcome 8*

The framework will be nationally executed under the overall coordination of the respective Government Co-ordinating authorities in each of the MSDCF signatory countries.

CHAPTER 3

COOPERATION FRAMEWORK IMPLEMENTATION PLAN

3. 1 Cooperation Framework Governance and management structure

The intended beneficiaries of this MSDCF are the people and countries of the Dutch- and English-speaking Caribbean.

The framework will be nationally executed under the overall coordination of the respective Government coordinating authorities in each of the MSDCF signatory countries. Delivery at the regional level will continue to be supported by the regional commission, as well as the relevant Agencies, Funds and Programme signatories of the MSDCF. The governments and UN entities signatory to this document are accountable for the CF and its achievement on behalf of the intended beneficiaries, as part of the regional MSDCF Joint Steering Committee (JSC).

Under its leadership and guidance, the United Nations and national governments are organized in governing and management bodies responsible for the implementation of the MSDCF at regional and country levels, as visualized in figure 12 below. The diagram shows the working mechanisms operating at regional and country level, while Table 1 below reports the management structure, providing a brief description

A MSDCF Joint Workplan will be drafted to reflect these initiatives, which will be captured in the MSDCF Annual Results Report. The MSDCF Joint Workplan will reflect the UN system's multi-country and country specific initiatives.

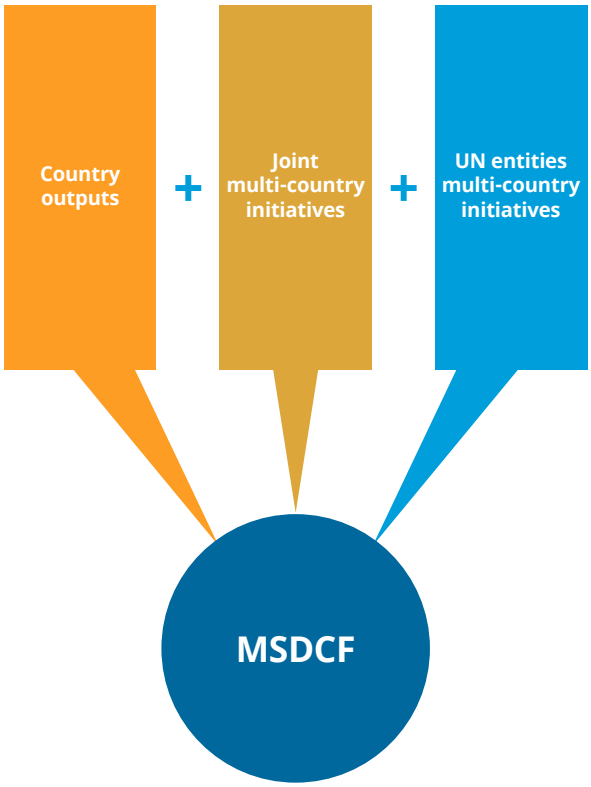
of the main responsibilities of each governing body and its functioning.

While the overall accountability lies with the MSDCF JSC, the oversight of MSDCF implementation lies with the UN Regional Steering Committee (RSC). This is chaired (annually on a rotating basis) by a UN Resident Coordinator, with a Head of Agency serving as the Deputy Chair of the RSC. The RSC will be supported by the respective RCO. The RSC is advised by a Regional Programme Management Team, which is responsible for advising the RSC and the monitoring, reporting and evaluation of the MSDCF.

At country level, the existing six UNCTs with their respective host governments (organized in national joint steering committees) will steer the implementation of the Country Implementation Plans, derived from the MSDCF, supported, as appropriate, by country-level PMTs. Results groups could be established as deemed appropriate by each UNCT/UNST.

The MSDCF will also be implemented through interagency multi-country initiatives, which are developed and implemented by UN entities in accordance with their organizational mandates and institutional requirements. A MSDCF Joint Workplan will be drafted to reflect these initiatives, which will be captured in the MSDCF Annual Results Report. The MSDCF Joint Workplan will reflect the UN system´s multi-country and country specific initiatives.

Designated RCs/RCOs will take coordination responsibility for the achievement of specific multi-country interagency initiatives, as agreed by the RSC, that require collaboration and engagement with regional institutions, inter-governmental bodies, and cross-country networks and keep the RSC informed of developments in this regard. The RCs/RCOs will support the engagement between the lead UN agency, relevant inter-governmental regional bodies, and UN entities, as well as the UNCTs, across the region as needed.



>> *Figure 12 - MSDCF*

The Chairs of the OMTs in the region will maintain a line of communication and coordination to seek areas for economies of scales in procurement and efficiencies across countries of the region (see section 3.5 below). Likewise, under the guidance of UN Regional Information Centres (UNIC), the six Communications Working Groups will develop and submit, for approval to RSC, a MSDCF Communications Strategy to convey in a simple and practical way what the UN Development System does to help the Caribbean achieve the SDGs through the MSDCF, with a vision for the region by 2030 as well as to promote advocacy campaigns around common issues.

>> *Table 1 - MSDCF Management Structure*

Organizational body	Composition	Responsibilities	Functions
MSDCF Joint Steering Committee	All signatories to the MSDCF (governments, UN agencies, RCs) Regional inter-governmental organizations are invited as observers to take part	Accountable for the MSDCF Setting strategic direction	Meets twice a year
Regional Steering Committee	UN entities signatories to the MSDCF – Chaired by an RC from the region with a Deputy Chair from a UN entity signatory on a rotational basis. Rotation will be on an annual basis. (In the first co-chairing term, one of the Co-Chairs will serve for 2 years so that institutional memory is preserved)	Provide strategic guidance to the overall implementation of the MSDCF Determine the priorities for the collective regional activities of the United Nations Report on the mutually agreed outcomes of the MSDCF to national governments Design, implementation, monitoring, evaluation and reporting of the MSDCF and related CMCA Strengthening coherence and cross fertilization of UN interventions across the region Resource mobilization	Meets quarterly
Regional Programme Management Team	Two UN entities contributing to the implementation of each MSDCF priority areas (8 total) and one agency M&E representative per priority area (4 total) and open to the remaining MSDCF signatory agencies, at their discretion and as relevant RCO represented by 1 Team Leader per priority area (4 total) Chaired by a one HoA on a rotational basis	Advise the RSC on MSDCF implementation, monitoring, reporting, and evaluation Collate and analyze data and information on CIPs and implementation strategies under each MSDCF outcome Support the annual CMCA update process Collaborate with national PMTs, regional networks, and the regional commission to ensure synergy in regional work programme implementation RCO will act as Secretariat on rotational basis. M&E officers will support the preparation of the report.	Meets quarterly (or more often as needed) to prepare briefing/update for RSC's meetings
Joint UNCT/Governments Steering Committees	UN entities operating at national level under the RC leadership and related host government	Accountable for the Country Implementation Plan (CIP) developed under the MSDCF	Meets twice a year

Organizational body	Composition	Responsibilities	Functions
UNCTs	All UN agencies operating in a country under the coordination of the designated RC	Delivery of Country CIP Coordination of UN activities at national level	Regularly
Programme Management Team	UN deputy heads of agencies and/or senior programme officers. Chaired by a Head of Agency	Advise UNCT on CIP implementation Ensure coherent and synergistic approaches across results areas	Regularly
Operations Management Team	Senior operations/administrative managers of all resident agencies or their designated alternates and can include any other staff from participating agencies	Provide guidance, recommendations, and management support to the UNCT on operational matters Identify opportunities to harmonize and simplify management practices among participating UN agencies and with the Government	Regularly

3.2 Resourcing the Cooperation Framework

The MSDCF will be resourced both at country level and regional level through a results-based budgeting approach, in which UNCTs will determine the estimated resources needed to deliver against the MSDCF outcomes at the country level, while the Regional Programme Management Team will similarly elaborate the cost of delivering specific multi-country initiatives agreed by the RSC.

The implementation of the MSDCF will require resource allocation by UN entities, as well as in-kind and, possibly, financial support by Member States and development partners. The estimated financial resources that the UN system will require for its contribution to the achievement of each expected outcome in the MSDCF will be analysed and included in the Common Budgetary Framework. This will identify the financial resources that each UN signatory entity plans to contribute as well as the gaps.

A key driver for its implementation and accepted role of the UN system in the region is to foster innovative development financing across the region. This will involve increasing awareness of and access to financial flows available to MSDCF countries to invest in their development across priority areas, as this is a persistent regional challenge. Likewise, the United Nations will support and cooperate with regional organizations, IFIs, civil society and governments in the region in the mobilization of funds to accelerate progress towards the SDGs.

The MSDCF will build on the successful engagement of global and regional pooled funds and explore opportunities for the establishment of similar financing tools at the national or sub-regional level. It will also leverage shared development focus to expand access to relevant thematic vertical funds such as the UN Global Fund or the Global Environment Facility (GEF).

The MSDCF will also endeavour to support the establishment of sustainable development financing mechanisms, both at the national and regional level, through facilitation of strategic partnerships between government, private sector, and civil society and utilization of common tools and processes[20].

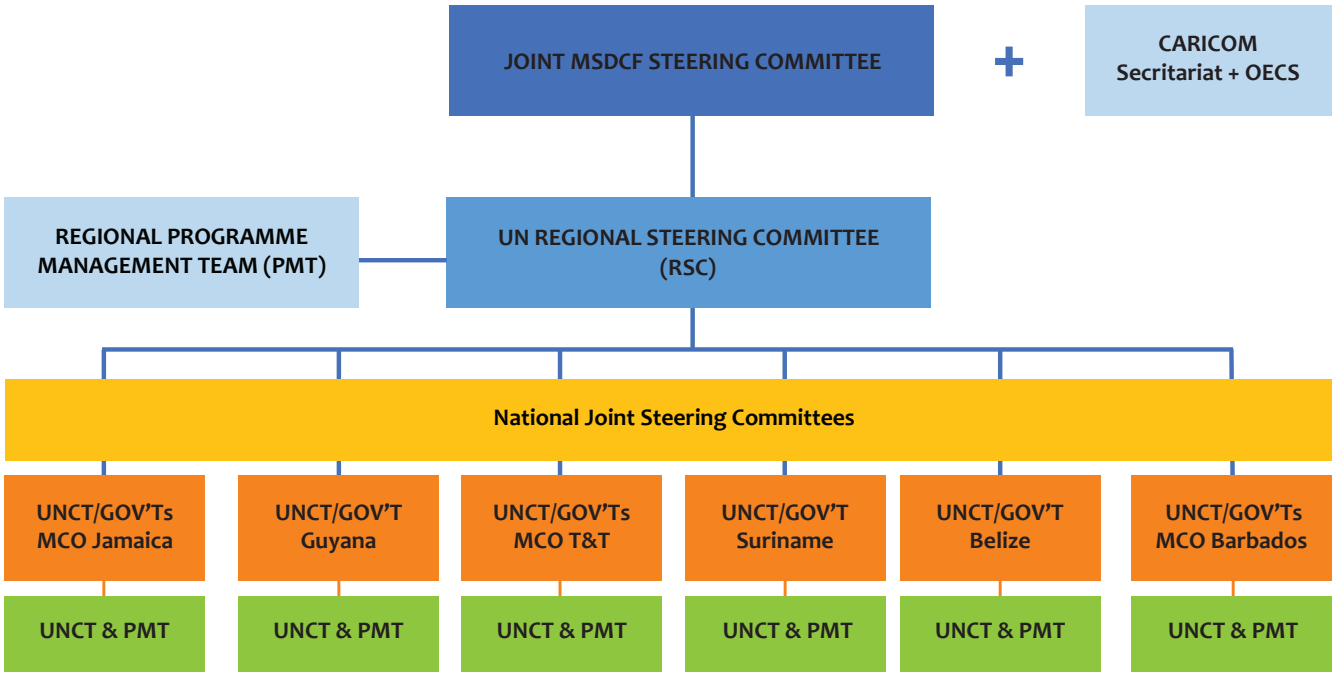
3.3 Derivation of UN entity country/Regional programming instruments from the Cooperation Framework

The UN entities, to the extent possible, will use the MSDCF outcomes verbatim in their country or multi-country programming documents outlining how their agencies will contribute to the achievement of these MSDCF results.

All the UN Agencies, Funds and Programmes signatory to this framework will ensure that their work will be clearly aligned to the MSDCF priorities adopting its outcomes and monitoring indicators, where relevant, and thus contributing to the collection and elaboration of the necessary data contributing to the selected SDG targets.

Furthermore, all UN projects and programmes will be implemented taking into consideration the 'enablers' identified in this document (see figure 2 on p. 17), which reflect the added value the United Nations is recognized to have in the region.

The Regional Programme Management Team (RPMT) will serve as interlocutor between the RSC and UNCTs to promote and facilitate internal coherence and adherence to the principles of this framework at the regional level.



>> *Figure 13 - MSDCF Governance*

20 The United Nations has designed a new tool, "UNSDG Common Approach to Prospect Research and Due Diligence for Business Sector Partnerships" as a basic framework for harmonizing around a set of principles and operational standards for due diligence.

3.4 Country Implementation Plans

The signed MSDCF is implemented through Country Implementation Plans reflecting how the MSDCF results will be operationalized at country level, through UN agencies' activities (jointly or individually).

The Country Implementation Plan (CIP) will be developed under the guidance of the relevant National Joint Steering Committee comprised of relevant government stakeholders and the UNCT. The CIPs will be developed on a multi-year basis reflecting the planned programmatic interventions and resource contributions of each UN entity. Such plans will reduce fragmentation, avoid duplication, and ensure coherence of the UN system, defining measurable outputs for which UN entities will be accountable. The CIPs will include country-specific outputs, and draw upon, as relevant, multi-country approaches that contribute to addressing country-specific bottlenecks toward the achievement of the MSDCF outcomes.

The Regional Programme Management Team (RPMT) will serve as interlocutor between the RSC and UNCTs to promote and facilitate internal coherence and adherence to the principles of this framework at the regional level.

The CIP will undergo an annual review to examine progress and inform the national and multi-country UNCTs and the RSC on amendments to strategies and interventions required to remain relevant and responsive to emerging needs while maintaining accountability to partners.

CIPs will be recorded and digitalized in the global UN-INFO online platform for online planning, monitoring, and reporting, and participating UN entities commit to making sure their information is reflected in the UN-INFO platform in a timely manner, for joint reporting purposes.

The Programme Management Team will function as repository of information for each priority area, with the support of each RCO and the UNCTs that will also facilitate the collection and sharing of lessons learned and best practices in each thematic areas across the region.

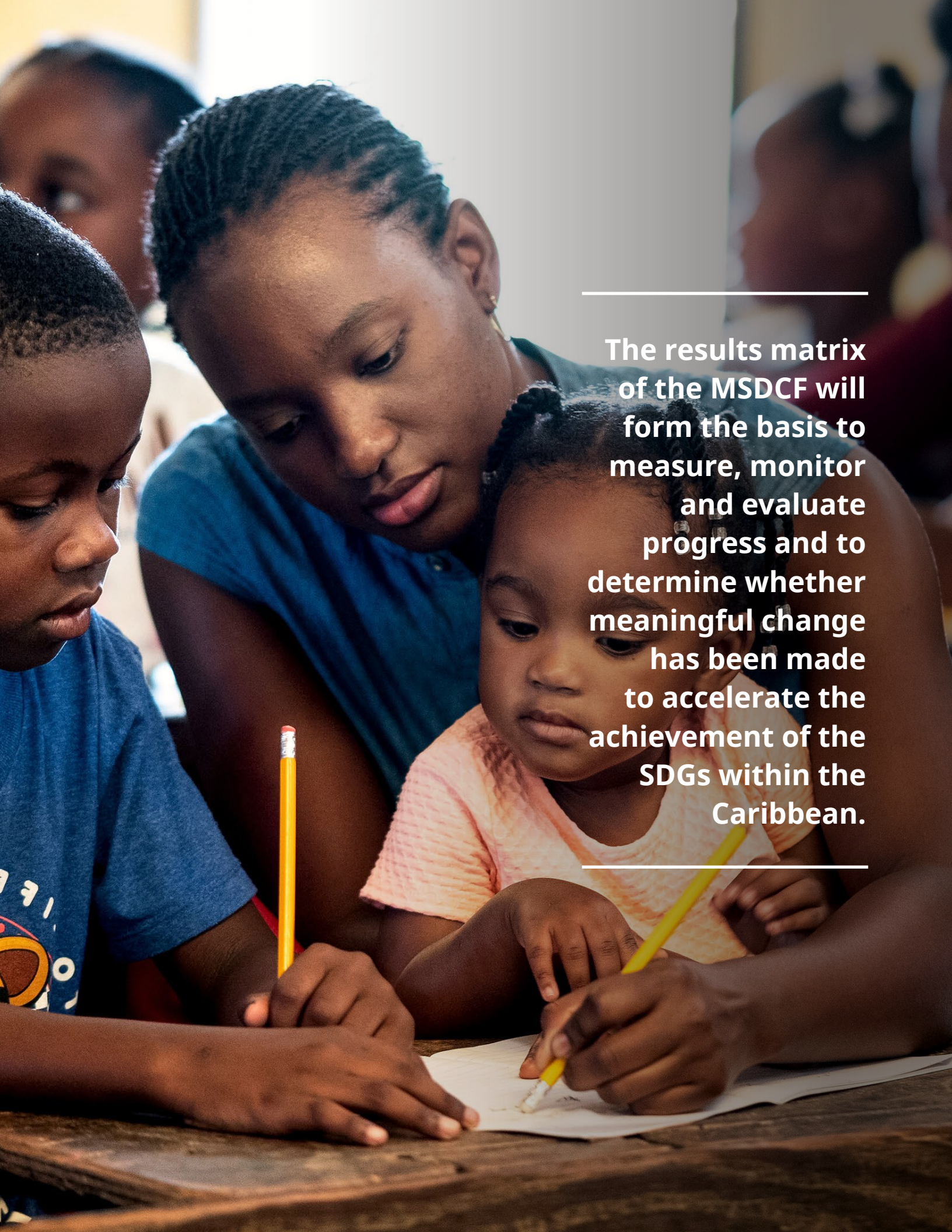
3.5 Business Operations Strategy in support of the Cooperation Framework

Each UNCT has established Operations Management Teams (OMTs) which lead the push for greater efficiency, reduced operational transaction costs, and decreased duplication of operational support to programme delivery in their respective countries with three key responsibilities: establishment and implementation of a collective UNCT Business Operations Strategy (BOS); establishment of Common Premises for housing all resident participating UN entities; and establishment of a Common Back Office for participating UN agencies.

As a central piece of the UN Operational reform, the BOS is a results-based voluntary framework that focuses on joint business operations with the purpose of eliminating duplication, leveraging the common bargaining power of the United Nations, and maximizing economies of scale.

OMT chairs will maintain a line of communication and coordination to share best practices and seek areas for economies of scales in procurement and efficiencies across countries of the region. This will include the utilization of shared tools and processes to harmonize operational standards and processes across participating UN agencies.[21]

21 *E.g. UNSDG Common Approach to Prospect Research and Due Diligence for Business Sector Partnerships: https://unsdg.un.org/resources/unsdg-common-approach-prospect-research-and-due-diligence-business-sector-partnerships.*



The results matrix of the MSDCF will form the basis to measure, monitor and evaluate progress and to determine whether meaningful change has been made to accelerate the achievement of the SDGs within the Caribbean.

CHAPTER 4

CMCA UPDATE, MONITORING, EVALUATION AND LEARNING PLAN

4.1 Updates of the UN Common Multi-Country Analysis

The CCAs are expected to be updated annually by all MSDCF signatories. These will provide the inputs to the annual update of the CMCA, which will reflect the major contextual shifts affecting and impacting the signatory states. Through the RPMT, the RSC will use techniques such as horizon scanning, trend analysis and assessments of multi-dimensional risks to provide a thorough basis of these updates.

4.2 Monitoring implementation of joint Work plans

The results matrix of the MSDCF will form the basis to measure, monitor and evaluate progress and to determine whether meaningful change has been made to accelerate the achievement of the SDGs within the Caribbean. While the MSDCF recognises the interconnectedness of the SDGs and addresses all of the 17 goals, it will contribute in particular to 64 out of the 169 global SDG targets (see Annex 3: SDGs Targets on p. 68), whose progress will be monitored through selected SDGs indicators. The MSDCF monitoring framework is aligned with the CARICOM Core indicators for the SDGs, to the extent possible, to ensure that data will be consistently available through the countries and territories in the region. It is anticipated that monitoring would involve an ongoing action-learning cycle that takes place through annualized implementation plans for 2022-2026.

The main value of data collection lies in its use for guiding evidence-informed management and decision making. Monitoring will be guided by the principles of RBM, a human rights-based approach to programming, and the principle of LNOB at the national and regional levels. Renewed emphasis will be placed on the need for timely, accurate, high-quality, verifiable data using UN-INFO.

This Monitoring, Evaluation and Learning plan will be operationalized annually through development of Country Implementation Plans and an annual review process which will include the drafting of an MSDCF

annual results report with country annual reports and assessments, (see section 4.3), included as chapters. These will inform the transition and possible changes in the implementation strategies to the subsequent year.

The CIPs results are measured through performance indicators including data, frequency of data collection, means of verification and timeframes. Country level Programme Management Teams will ensure the effectiveness and coherence of programme implementation both at country and regional level (through the RPMT). The CIP gives a clear overview of the UN entities' activities and underpins the results-based implementation, monitoring, reporting and evaluation of the MSDCF.

4.3 Cooperation Framework Annual Review and Country and MSDCF Results Reporting

Monitoring and reporting will take place at both the national and regional levels.

For each MSDCF signatory country, an annual UN Country Results Report (CRR)[22] will be prepared describing actual outputs delivered against those planned in the CIPs, progress towards relevant MSDCF outcomes, country priorities and related SDG targets as well as financial mobilization and delivery for the achievement of national priority areas. The annual CMCA update provides key inputs for the CRR.

At the national level, the primary responsibility for MSDCF reviews and results reporting is held by the UNCTs, which monitor progress through the national M&E structures and report to the JSC of each country.

Substantive responsibility for review of regional issues of common interest will be underpinned by the regional commission, with contributions from the CRRs to the regional level included appropriately, incorporating changes in the indicators that are included in the MSDCF results matrix. CRRs will contribute to the aggregation, at regional level, of the changes in the indicators that are included in the MSDCF results matrix. Annual review and reporting will seek to compare actual progress against agreed targets, communicate the UN contribution to national and regional priorities, and identify any programme adjustments required to respond to the evolving socioeconomic context in the Caribbean. In conjunction with the Annual Review of the CIPs conducted by the UNCTs, individual UN agencies should also review their Country Program Documents (CPDs), in accordance with their respective organizational evaluation policies and guidance. This annual review should also include a review of regional level deliverables underpinned by the regional commission and other agency-specific programmatic instruments. To the extent possible, these reviews will ensure alignment.

An MSDCF Annual results report will reflect the regional outcome level commitments of the MSDCF and collective UN contribution to the achievement of the SDGs in the Caribbean. The UN RSC, in collaboration with regional partners and governments, is responsible for consolidating the progress of the MSDCF towards the outcomes on a cumulative basis

22 *Annual Progress Report to be developed using the UNSDG Standard Format and Guidelines for Reporting Progress on the Cooperation Framework.*

during the implementation period, with the advice and support of the RPMT. The MSDCF review should highlight recommendations on corrective measures and report on their completion. The progress and actions taken to keep implementation on track should be presented to the UN RSC for review. An annual meeting of the Joint MSDCF Steering Committee will be held to share progress towards the achievement of the MSDCF.

A key tool for this is UN-INFO, which will support monitoring. This revised integrated system remains the designated interagency online, planning, monitoring, and reporting platform. UN-INFO is a suite of applications designed to capture the programmatic and operational work of every UNCT, providing a clear picture on programmatic activities, partnerships, financials, and results.

4.4 Evaluation plan

In the penultimate year of the MSDCF (2025), the UNCT and Governments will commission an independent evaluation for the MSDCF. This evaluation will be made publicly available and provides the basis for systematic, impartial, and transparent assessment to continuously improve performance and results. Governments, development partners and stakeholders are consulted throughout the planning and design of evaluation to ensure ownership, relevance, and credibility.

The evaluation will serve as a key instrument to hold the UN system in the Caribbean accountable to its regional partners, Governments, donors, and the people. It will be informed by UN entities' evaluations and other stakeholder inputs.

As per the newly established CF guidance, the MSDCF Evaluation process will be indicatively conducted as follows:

- In the fourth year of MSDCF implementation, the RSC Chair consults with the RSC members and respective governments to determine the timing of the evaluation.
- The RSC assumes the role of the evaluation steering committee or appoints one.
- The RSC/Evaluation SC appoints an evaluation manager, such as the data management and results reporting officer in the RSC Chair's office, or an evaluations management group, e.g., the RPMT, who then forms a multistakeholder consultative group. This group would oversee the evaluation conduct, finalization and coordinate the management response.
- An external regional quality assurance and review mechanism is established.
- An external and independent evaluation team is recruited.
- Adequate funding is secured from the Special Purpose Trust Fund to conduct a quality evaluation process.
- A voluntary informal dispute resolution mechanism is put in place.

The evaluation will serve as a key instrument to hold the UN system in the Caribbean accountable to its regional partners, Governments, donors, and the people.

ANNEX 1:
CARIBBEAN PROGRESS TOWARDS THE SUSTAINABLE DEVELOPMENT GOALS, 2021[23]

COUNTRY	SDG 1	SDG 2	SDG 3	SDG 4	SDG 5	SDG 6	SDG 7	SDG 8	SDG 9	SDG 10	SDG 11	SDG 12	SDG 13	SDG 14	SDG 15	SDG 16	SDG 17
Antigua and Barbuda	·	→	↗	↑	↗	→	↑	↑	↗	·	·	·	→	→	→	·	·
Bahamas	·	↗	↗	·	↗	↑	↑	↗	↗	·	·	·	→	→	↓	↑	↗
Barbados	→	↗	→	↑	↗	↑	↑	↗	→	·	·	·	→	→	↓	↗	·
Belize	↓	→	↗	↗	↗	↗	↑	→	↗	·	·	↑	↑	→	↓	→	↑
Dominica	·	→	·	↓	·	·	↑	·	↗	·	·	·	↑	↗	↓	→	↑
Grenada	·	→	↗	↑	↑	→	↑	·	↑	·	·	→	→	→	↓	→	↓
Guyana	↗	↗	↗	·	↗	↗	↑	↗	→	·	·	↗	↓	→	→	↑	↗
Jamaica	↓	→	↗	↓	↑	↗	↗	↑	→	·	·	→	→	→	↓	→	↗
Saint Kitts and Nevis	·	→	·	·	·	·	↑	·	↗	·	·	·	→	→	↗	·	·
Saint Lucia	↗	→	→	↑	↗	↗	↑	↗	↗	·	·	→	↑	→	↓	→	↓
Saint Vincent and the Grenadines	·	↗	↗	↑	↗	→	↑	↓	→	·	·	·	↓	→	↓	↗	↗
Suriname	↓	→	→	↓	→	↗	↑	→	↗	·	·	→	→	→	→	↗	↑
Trinidad and Tobago	↑	↗	↗	·	↗	↗	↗	↗	↗	·	·	↑	→	↓	↓	→	↗
5Ps	PEOPLE				PROSPERITY					PLANET			PEACE	PARTNERSHIP			

GREEN	Goal achievement	↑	On track or maintaining achievement
YELLOW	Challenges remain	↗	Moderately increasing
ORANGE	Significant challenges	→	Stagnating
RED	Major challenges	↓	Decreasing
	No data available		

23 *https://dashboards.sdgindex.org, DOI: 10.1017/9781009106559.*

ANNEX 2:
RESULTS MATRIX

Impact/National development priorities/Regional frameworks/SDGs and SDG targets **SDGs: 1.2 1.3, 2.1, 2.a, 8.2, 8.3, 8.5, 8.6, 9.2, 9.3, 17.1. 17.3, 17.4**				
Strategic Priority 1 (or Pillar): Shared Prosperity and Economic Resilience				
Results[24]	**Performance Indicators (disaggregated)**	**Source/MoV**	**Assumption Statement**	**Custodian Agency**
Outcome 1 More productive and competitive business ecosystem designed to improve people's standards of living and well-being	SDG 2.1.2 Prevalence of moderate or severe food insecurity in the population, based on the Food Insecurity Experience Scale (FIES)	https://unstats.un.org/sdgs/UNSDG/IndDatabasePage / Food Insecurity Experience Scale survey module (FIES-SM)	(1) Governments must have digital infrastructure policy and facilitate the development of commercial digital services (2) Governments commitment to address social and gender inequalities (3) Strong co-operation and engagement of the private sector in the digital transformation and promoting regional integration	Food and Agriculture Organization of the United Nations (FAO)
	SDG 8.3.1 Proportion of informal employment in total employment, by sector and sex	https://unstats.un.org/sdgs/UNSDG/IndDatabasePage / Labour force surveys (LFS) https://ilostat.ilo.org/data		International Labour Organization (ILO)
	SDG 8.6.1 Proportion of youth (aged 15-24 years) not in education, employment, or training	https://unstats.un.org/sdgs/UNSDG/IndDatabasePage; https://ilostat.ilo.org/data; VNRs / Labour force surveys (LFS) https://ilostat.ilo.org/data		International Labour Organization (ILO)
	SDG 9.2.1 Manufacturing value added as a proportion of GDP and per capita	https://unstats.un.org/sdgs/UNSDG/IndD; https://stat.unido.org/SDGatabasePage /UNIDO maintains the MVA database. Figures for updates are obtained from national account estimates produced by UN Statistics Division (UNSD) and from official publications.		United Nations Industrial Development Organization (UNIDO)

24 Indicators will be implemented and monitored via Country Implementation Plans which will include country specific baselines and targets for Outcome indicators as well as further elaboration of the results framework at the output level.

Impact/National development priorities/Regional frameworks/SDGs and SDG targets SDGs: 1.2 1.3, 2.1, 2.a, 8.2, 8.3, 8.5, 8.6, 9.2, 9.3, 17.1. 17.3, 17.4				
Strategic Priority 1 (or Pillar): Shared Prosperity and Economic Resilience				
Results[24]	**Performance Indicators (disaggregated)**	**Source/MoV**	**Assumption Statement**	**Custodian Agency**
Outcome 2: The Caribbean has fully transitioned to a more diversified and sustainable economy that supports inclusive and resilient economic growth	SDG 2.a.1 The agriculture orientation index for government expenditures	https://unstats.un.org/sdgs/UNSDG/IndDatabasePage; http://www.fao.org/faostat/en/#search/Agriculture%20orientation%20index Data on government expenditures is collected from countries through an annual questionnaire administered by FAO	(1) Strong intra-governments cooperation to promote regional integration (2) Governments invest in both education and health, which are conditions to promote economic growth and improve competitiveness (3) Strengthened intra-regional trade in agriculture is supported by reducing existing barriers (4) Continued donor support for green, blue and orange economies (5) Governments foster regional integration while ensuring protection and promotion of human rights (6) Economic impact of Covid-19 no longer visible by 2023-25	Food and Agriculture Organization of the United Nations (FAO)
	SDG 17.1.1 Total government revenue as a proportion of GDP, by source	https://unstats.un.org/sdgs/UNSDG/IndDatabasePage; VNR / https://www.imf.org/external/datamapper/GGR_G01_GDP_PT@FM/ADVEC/FM_EMG/FM_LIDC For territories not included in the IMF it was suggested to consult national budgets & statistics reported from various national agencies (Ministries of Finance, Central Banks, National Statistics Offices, etc.)		IMF Statistics Department (Government Finance Division) / United Nations Economic Commission for Latin America and the Caribbean
	SDG 17.1.2 Proportion of domestic budget funded by domestic taxes	https://unstats.un.org/sdgs/UNSDG/IndDatabasePage / Statistics reported from various national agencies (Ministries of Finance, Central Banks, National Statistics Offices, etc.)		IMF Statistics Department (Government Finance Division)/ United Nations Economic Commission for Latin America and the Caribbean
	SDG 17.3.2 Volume of remittances (in United States dollars) as a proportion of total GDP	https://unstats.un.org/sdgs/UNSDG/IndDatabasePage / https://www.worldbank.org/en/topic/migrationremittances diasporaissues/brief/migration-remittances-data		World Bank (WB)/ United Nations Economic Commission for Latin America and the Caribbean
	SDG 17.4.1 Debt service as a proportion of exports of goods and services	https://unstats.un.org/sdgs/UNSDG/IndDatabasePage / https://data.worldbank.org/indicator/DT.TDS.DECT.EX.ZS		World Bank (WB)/ United Nations Economic Commission for Latin America and the Caribbean

Impact/National development priorities/Regional frameworks/SDGs and SDG targets: SDG 1.a, 1.3, 2.1, 2.2, 3.3, 3.4, 3.7, 3.a, 4.1, 4.4, 5.1, 5.3, 5,4, 5.6, 10.2, 10.3, 10.4, 10.7, 16.b.1, 17.18				
Strategic Priority 2: Equality, Well-Being and Leaving No One Behind				
Results	**Performance Indicators (disaggregated)**	**Source/MoV**	**Assumption Statement**	**Custodian Agency**
Outcome 3 National governments and regional institutions use relevant data to design and adopt laws and policies to eliminate discrimination, address structural inequalities and ensure the advancement of those left furthest behind	SDG 2.1.2 Prevalence of moderate or severe food insecurity in the population, based on the Food Insecurity Experience Scale (FIES)	Food Insecurity Experience Scale survey module (FIES-SM)	(1) Government's commitment to collecting, analysing data, and reporting on the SDGs, (2) Government will increase commitments on HRBA, (3) Decentralized and empowered internal governance and oversight, (4) Strong collaboration between UN entities.	Food and Agriculture Organization of the United Nations (FAO)
	SDG 5.1.1 Whether or not legal frameworks are in place to promote, enforce and monitor equality and non-discrimination on the basis of sex [and other protected characteristics, including disability, age, sexuality, race, migrant status]	https://unstats.un.org/sdgs/UNSDG/IndDatabasePage Oct 14, 2021/ Assessment of legal frameworks using standardized questionnaire		United Nations Women (UN Women), World Bank Group, OECD Development Centre
	SDG 5.4.1 Proportion of time spent on unpaid domestic and care work, by sex, age, and location.	Censuses and household surveys such as Demographic and Health Surveys (DHS), Multiple Indicator Cluster Surveys (MICS).		UN Statistics Division (UNSD) United Nations Women (UN Women)
	SDG 5.6.2 Number of countries with laws and regulations that guarantee full and equal access to women and men aged 15 years and older to sexual and reproductive health care, information and education	https://unstats.un.org/sdgs/UNSDG/IndDatabasePage Oct 14, 2021/ Assessment of legal frameworks using standardized questionnaire		UN Statistics Division (UNSD) United Nations Women (UN Women)
	SDG 17.18.1 Statistical capacity indicator for Sustainable Development Goal monitoring	VNRs/ Censuses and household surveys such as Demographic and Health Surveys (DHS), Multiple Indicator Cluster Surveys (MICS).		TBD
	SDG 17.18.2 Number of countries that have national statistical legislation that complies with the Fundamental Principles of Official Statistics	https://unstats.un.org/sdgs/UNSDG/IndDatabasePage Oct 11, 2021; / PARIS21 SDG Survey		TBD

Impact/National development priorities/Regional frameworks/SDGs and SDG targets: SDG 1.a, 1.3, 2.1, 2.2, 3.3, 3.4, 3.7, 3.a, 4.1, 4.4, 5.1, 5.3, 5,4, 5.6, 10.2, 10.3, 10.4, 10.7, 16.b.1, 17.18				
Strategic Priority 2: Equality, Well-Being and Leaving No One Behind				
Results	**Performance Indicators (disaggregated)**	**Source/MoV**	**Assumption Statement**	**Custodian Agency**
Outcome 4 People in the Caribbean equitably access and utilize universal, quality and shock-responsive, social protection, education, health, and care services	SDG 1.3.1 Proportion of population covered by social protection floors/ systems, by sex, distinguishing children, unemployed persons, older persons, persons with disabilities, pregnant women, new-borns, work-injury victims and the poor and the vulnerable [Regional indicator]	https://unstats.un.org/sdgs/UNSDG/IndDatabasePage Oct 12, 2021; / Administrative datasets maintained by the national ministries of labour, social development, welfare, finance, social security institutions and others. /	(1) Governments' commitment to collecting, analysing data, and reporting on the SDGs, (2) Government will increase investments in basic social services and decentralized governance, (3) High prioritization of domestic funding for the social sector (4) An agile and responsive UN business model	International Labour Organization (ILO)
	SDG 1.a.2: Proportion of total government spending on essential services (education, health, and social protection)	https://cepalstat-prod.cepal.org/cepalstat/tabulador/ConsultaIntegrada.asp?idIndicador =3728&idioma=I Oct 12, 2021/ Annual financial reports by national Ministries of Finance or Ministries of Education, or national accounts reports by National Statistical Offices. Data on education expenditure are submitted by country governments in response to the annual UIS survey on formal education or to the UNESCO-OECD-Eurostat (UOE) data collection. Data on total general government expenditure (all sectors) are obtained from the International Monetary Fund's World Economic Outlook database and are updated once a year. Biannual UIS data release (February and September)		UNESCO Institute for Statistics (UNESCO-UIS)
	SDG 3.1.1 Maternal mortality ratio	https://unstats.un.org/sdgs/UNSDG/IndDatabasePage Oct 12, 2021;/ World Health Organization (WHO) Vital registration systems or household surveys such as Demographic and Health Surveys (DHS), Multiple Indicator Cluster Surveys (MICS).		World Health Organization (WHO)
	SDG 3.2.2 Neonatal Mortality Rate	https://unstats.un.org/sdgs/UNSDG/IndDatabasePage Oct 12, 2021/ Vital registration systems or household surveys such as Demographic and Health Surveys (DHS), Multiple Indicator Cluster Surveys (MICS)		United Nations Children's Fund (UNICEF)
	SDG 3.3.1 Number of New HIV Infections per 1,000 uninfected population, by sex, age, and key populations	https://unstats.un.org/sdgs/UNSDG/IndDatabasePage Oct 12, 2021/ HIV surveillance systems or household surveys such as Demographic and Health Surveys (DHS), Multiple Indicator Cluster Surveys (MICS), Bio-Behavioral Surveillance Surveys (BBS)		The Joint United Nations Programme on HIV/AIDS (UNAIDS)

Impact/National development priorities/Regional frameworks/SDGs and SDG targets: SDG 1.a, 1.3, 2.1, 2.2, 3.3, 3.4, 3.7, 3.a, 4.1, 4.4, 5.1, 5.3, 5,4, 5.6, 10.2, 10.3, 10.4, 10.7, 16.b.1, 17.18				
Strategic Priority 2: Equality, Well-Being and Leaving No One Behind				
Results	**Performance Indicators (disaggregated)**	**Source/MoV**	**Assumption Statement**	**Custodian Agency**
	SDG 3.4.1 Mortality rate attributed to cardiovascular disease, cancer, diabetes, or chronic respiratory disease	https://unstats.un.org/sdgs/UNSDG/IndDatabasePage Oct 12, 2021/ National death registration systems with complete coverage and medical certification of cause of death.		World Health Organization (WHO)
	SDG 3.7.2 Adolescents birth rate (aged 10-14 years, aged 15-19 years) per 1,000 women in that age group	https://unstats.un.org/sdgs/UNSDG/IndDatabasePage Oct 12, 2021/ / Vital registration systems or household surveys such the Demographic and Health Surveys (DHS), the Reproductive Health Surveys (RHS), and the Multiple Indicator Cluster Surveys (MICS)		Population Division, Department of Economic and Social Affairs (DESA) United Nations Population Fund (UNFPA)
	SDG 4.2.1 Proportion of children aged 24-59 months who are developmentally on track in health, learning and psychosocial well-being, by sex	https://unstats.un.org/sdgs/UNSDG/IndDatabasePage Oct 12, 2021/ Vital registration systems or household surveys such as DHS/ MICS		United Nations Children's Fund (UNICEF)

Impact/National development priorities/Regional frameworks/SDGs and SDG targets SDGs: 1.5, 2.1, 2.4, 6.5, 7.2, 7.a, 11.5, 11.b, 12.a, 12.2, 12.4, 12.7, 13.1, 13.2 13.b, 14.2, 15.1, 15.3, 15.a, 17.9, 17.16				
Strategic Priority 3: Resilience to Climate Change and Sustainable Natural Resource Management				
Results	**Performance Indicators (disaggregated)**	**Source/MoV**	**Assumption Statement**	**Custodian Agency**
Outcome 5: Caribbean people, communities, and institutions enhance their adaptive capacity for inclusive, gender responsive DRM and climate change adaptation and mitigation.	Number of countries that have developed and are implementing (budget is being secured, institutions have the capacities and clear mandates, and there is a monitoring system) National Adaptation Plans and Disaster Risk Reduction Strategies that are mutually integrated with each other.	https://unstats.un.org/sdgs/UNSDG/IndDatabasePage Oct 12, 2021/ CCCCC, Ministries of Environment / Climate Change Sendai Monitor (https://sendaimonitor.undrr.org/), The coordinating lead institution chairing the National DRR platform which is comprised of special purpose agencies including national disaster/climate change agencies and ministries, civil protection agencies, and meteorological agencies.	(1)Sufficient data is available and coordination among data holders is smooth; (2) Governments commit to prioritizing environment and climate action (sufficient political will), as well as disaster risk reduction.	United Nations Office for Disaster Risk Reduction (UNDRR)
	SDG 11.b.1 Number of countries that adopt and implement national disaster risk reduction strategies in line with the Sendai Framework for Disaster Risk Reduction 2015–2030 (others 13.1.1, 13.1.2, 13.1.3)	https://unstats.un.org/sdgs/UNSDG/IndDatabasePage Oct 12, 2021/ Sendai Monitor (https://sendaimonitor.undrr.org/), The coordinating lead institution chairing the National DRR platform which is comprised of special purpose agencies including national disaster/climate change agencies and ministries, civil protection agencies, and meteorological agencies.		United Nations Environment Programme (UNEP)
	SDG 12.a.1 Installed renewable energy-generating capacity in developing countries (in watts per capita)	https://unstats.un.org/sdgs/UNSDG/IndDatabasePage Oct 12, 2021/ IRENA Database, Statistics reported by Ministries of Energy		International Renewable Energy Agency (IRENA)

Impact/National development priorities/Regional frameworks/SDGs and SDG targets SDGs: 1.5, 2.1, 2.4, 6.5, 7.2, 7.a, 11.5, 11.b, 12.a, 12.2, 12.4, 12.7, 13.1, 13.2 13.b, 14.2, 15.1, 15.3, 15.a, 17.9, 17.16				
Strategic Priority 3: Resilience to Climate Change and Sustainable Natural Resource Management				
Results	**Performance Indicators (disaggregated)**	**Source/MoV**	**Assumption Statement**	**Custodian Agency**
	SDG 13.b.1 Number of least developed countries and small island developing States that are receiving specialized support, and amount of support, including finance, technology, and capacity-building, for mechanisms for raising capacities for effective climate change-related planning and management, including focusing on women, youth, and local and marginalized communities	https://unstats.un.org/sdgs/UNSDG/IndDatabasePage Oct 12, 2021/ (13.b.1) Ministries of Climate Change/ Environment/ Disaster Risk Reduction		United Nations Framework Convention on Climate Change (UNFCC)/ United Nations Office for Disaster Risk Reduction (UNDRR)
	SDG 17.9.1: Dollar value of financial and technical assistance (including through North-South, South-South and triangular cooperation) committed to developing countries	https://unstats.un.org/sdgs/UNSDG/IndDatabasePage Oct 12, 2021/ PARIS21 SDG Survey through online form. Partnership in Statistics for Development in the 21st Century (PARIS21)		Organisation for Economic Co-operation and Development (OECD)

Impact/National development priorities/Regional frameworks/SDGs and SDG targets SDGs: 1.5, 2.1, 2.4, 6.5, 7.2, 7.a, 11.5, 11.b, 12.a, 12.2, 12.4, 12.7, 13.1, 13.2 13.b, 14.2, 15.1, 15.3, 15.a, 17.9, 17.16				
Strategic Priority 3: Resilience to Climate Change and Sustainable Natural Resource Management				
Results	**Performance Indicators (disaggregated)**	**Source/MoV**	**Assumption Statement**	**Custodian Agency**
Outcome 6: Caribbean countries manage natural resources and ecosystems to strengthen their resilience and enhance the resilience and prosperity of the people and communities that depend on them.	SDG 12.4.1 Number of parties to international multilateral environmental agreements on hazardous waste, and other chemicals that meet their commitments and obligations in transmitting information as required by each relevant agreement.	https://unstats.un.org/sdgs/UNSDG/IndDatabasePage / Informea, Basel Convention, Ministries of Environment, Departments of Waste Management responsible for reporting waste statistics including hazardous wastes	(1) Sufficient data is available; (2) Governments commit to prioritizing environment action (sufficient political will) and satisfactory understanding of ecosystem; (3) Significance of multi-stakeholder platforms and realistic monitoring and evaluation systems.	United Nations Environment Programme (UNEP)
	SDG 14.5.1 Coverage of protected areas in relation to marine areas	https://unstats.un.org/sdgs/UNSDG/IndDatabasePage / Convention on Biological Diversity Secretariat, Secretariat of Cartagena Convention, Protected Planet Database, Ministries of Environment, Forestry, Fisheries		United Nations Environment Programme (UNEP)
	SDG Indicator 15.1.2 Proportion of important sites for terrestrial and freshwater biodiversity that are covered by protected areas, by ecosystem type	https://unstats.un.org/sdgs/UNSDG/IndDatabasePage / Convention on Biological Diversity Secretariat, Secretariat of Cartagena Convention, Protected Planet Database, Ministries of Environment, Forestry, Fisheries		United Nations Environment Programme (UNEP)

Impact/National development priorities/Regional frameworks/SDGs and SDG targets: 5.1, 5.2, 5.a, 5.b, 5.c, 5.5, 10.4, 10.7, 11.1, 11.2, 11.7, 16.1, 16.2, 16.3, 16.4, 16.5, 16.6, 16.7, 16.10, 16.a, 16.b				
Strategic Priority 4: Peace, Safety, Justice, and the Rule of Law				
Results	**Performance Indicators (disaggregated)**	**Source/MoV**	**Assumption Statement**	**Custodian Agency**
Outcome 7: Regional and national laws, policies, systems, and institutions improve access to justice and promote peace, social cohesion, and security	SDG 5.2.1 Proportion of ever-partnered women and girls aged 15 years and older subjected to physical, sexual, or psychological violence by a current or former intimate partner in the previous 12 months, by form of violence and by age	https://unstats.un.org/sdgs/UNSDG/IndDatabasePage / Crime Victimization/ Demographic Health Survey	(1) UN working together Government prioritizing and funding; (2) Governments are more enlightened than society - and will respond differently to HR issues; (3) Bi-partisan support; (4) Whole of govt to whole of society approach to policy development and implementation; (5) Governments will prioritise the most vulnerable; (6) Enabling environment for institutional change.	United Nations Population Fund (UNFPA), United Nations Women (UN Women)
	SDG 16.2.1 Proportion of children aged 1–17 years who experienced any physical punishment and/or psychological aggression by caregivers in the past month	https://unstats.un.org/sdgs/UNSDG/IndDatabasePage / Crime Victimization/ Demographic Health Survey		TBD
	SDG 16.2.2 Number of victims of human trafficking per 100,000 population, by sex, age, and form of exploitation	https://unstats.un.org/sdgs/UNSDG/IndDatabasePage / Crime Victimization/ Demographic Health Survey		United Nations Office on Drugs and Crime (UNODC)
	SDG 16.3.2 Unsentenced detainees as a proportion of overall prison population	National Crime Management Information Systems/ UNODC specialized questionnaire sent to national authorities		United Nations Development Fund (UNDP)
	SDG 16.10.2 Number of countries that adopt and implement constitutional, statutory and/or policy guarantees for public access to information	UNESCO Survey on Public Access to Information		United Nations Office of the High Commissioner for Human Rights (OHCHR)
	SDG 16.a.1 Existence of independent national human rights institutions in compliance with the Paris Principles	https://unstats.un.org/sdgs/UNSDG/IndDatabasePage		United Nations Office of the High Commissioner for Human Rights (OHCHR)
	SDG 16.b.1 Proportion of population reporting having personally, felt discriminated against or harassed in the previous 12 months on the basis of a ground of discrimination prohibited under international human rights law	Household surveys, such as MICS, victimization surveys and other social surveys, are the main data source for this indicator. (Number of survey respondents who felt that they personally experienced discrimination or harassment on one or more prohibited grounds of discrimination during the last 12 months, divided by the total number of survey respondents, multiplied by 100)		United Nations Office of the High Commissioner for Human Rights (OHCHR)

Impact/National development priorities/Regional frameworks/SDGs and SDG targets: 5.1, 5.2, 5.a, 5.b, 5.c, 5.5, 10.4, 10.7, 11.1, 11.2, 11.7, 16.1, 16.2, 16.3, 16.4, 16.5, 16.6, 16.7, 16.10, 16.a, 16.b				
Strategic Priority 4: Peace, Safety, Justice, and the Rule of Law				
Results	**Performance Indicators (disaggregated)**	**Source/MoV**	**Assumption Statement**	**Custodian Agency**
Outcome 8: People in the Caribbean and communities actively contribute to and benefit from building and maintaining safer, fairer, more inclusive, and equitable societies	SDG 5.5.1 Proportion of seats held by women in (a) national parliaments, and (b) local governments	https://unstats.un.org/sdgs/UNSDG/IndDatabasePage / Official statistics received from parliament	(1) People and CSOs/CLOs/CBOs/FBOs are interested in/committed to change and have the capacity to lead on HR issues, (2) Governments will be more responsive to citizen needs and requests	United Nations Women (UN Women) United Nations Development Fund (UNDP)
	SDG 11.7.2 Proportion of persons victim of physical or sexual harassment, by sex, age, disability status	Crime Victimization Survey		United Nations Women (UN Women)
	SDG 16.1.1 Number of victims of intentional homicide per 100,000 population, by sex and age	https://unstats.un.org/sdgs/UNSDG/IndDatabasePage / National Crime Management Information Systems including justice and public health/civil registration systems and UN Crime Trends Survey		United Nations Development Fund (UNDP)
	SDG 16.1.4 Proportion of population that feel safe walking alone around the area they live, disaggregated by sex, and population groups	https://unstats.un.org/sdgs/UNSDG/IndDatabasePage. / Crime Victimization Surveys		United Nations Development Fund (UNDP)
	SDG 16.7.1 Proportions of positions in national and local institutions, including (a) the legislatures; (b) the public service; and (c) the judiciary, compared to national distributions, by sex, age, persons with disabilities and population groups	UN SDG STAT and CEPALSTAT/ New PARLINE database on national parliaments		United Nations Office of the High Commissioner for Human Rights (OHCHR)

ANNEX 3:
SDG TARGETS

SDG Targets – Outcome 1	
1.2	By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions
1.3	Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable
2.1.	By 2023, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious, and sufficient food all year round
8.2.	Achieve higher levels of economic productivity through diversification, technological upgrading, and innovation, including through a focus on high value added and labour-intensive sectors
8.3	Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity, and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services
8.5	By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value
8.6	By 2020, substantially reduce the proportion of youth not in employment, education, or training
9.2	Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries

SDG Targets – Outcome 2	
2.1.	By 2023, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious, and sufficient food all year round
2.a	Increase investment, including through enhanced international cooperation, in rural infrastructure, agricultural research and extension services, technology development and plant and livestock gene banks in order to enhance agricultural productive capacity in developing countries, in particular least developed countries
8.2.	Achieve higher levels of economic productivity through diversification, technological upgrading, and innovation, including through a focus on high value added and labour-intensive sectors
17.1	Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection
17.3	Mobilize additional financial resources for developing countries from multiple sources
17.14	Enhance policy coherence for sustainable development

SDG Targets – Outcome 3

2.1	By 2023, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious, and sufficient food all year round
5.1	End all forms of discrimination against all women and girls everywhere
5.3	Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation
5. 6	Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences
10.2	Empower and promote the social, economic, and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.
10.3	Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies, and action in this regard
10.4	Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality
10.7	Facilitate orderly, safe, regular, and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies
16.b	Promote and enforce non-discriminatory laws and policies for sustainable development
17.18	Enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to significantly increase the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location, and other characteristics relevant in national contexts

SDG Targets – Outcome 4

1.a	Ensure significant mobilization of resources from a variety of sources, including through enhanced development cooperation, in order to provide adequate and predictable means for developing countries, in particular least developed countries, to implement programmes and policies to end poverty in all its dimensions
1.3	Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030, achieve substantial coverage of the poor and the vulnerable
2.2	End all forms of malnutrition, including achieving by 2025 the internationally agreed targets on stunting and wasting in children under 5 years of age:
3.3	End the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases, and other communicable diseases
3.4	Reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being
3.7	Ensure universal access to sexual and reproductive health-care services, including for family planning, information and education, and integration of reproductive health into national strategies and programmes
3.a	Strengthen the implementation of the World Health Organization Framework Convention on Tobacco Control in all countries, as appropriate
4.1	By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes.
4.2	By 2030, ensure that all girls and boys have access to quality early childhood development, care, and pre-primary education so that they are ready for primary education.
4.c	By 2030, substantially increase the supply of qualified teachers, including through international cooperation for teacher training in developing countries, especially least developed countries and small island developing States
4.4	Substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs, and entrepreneurship
5.4	Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family, as nationally appropriate
10.4	Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality

SDG Targets – Outcome 5

1.5	By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social, and environmental shocks and disasters
2.1	By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round
7.2	By 2030, increase substantially the share of renewable energy in the global energy mix
7.a	By 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology
11.5	By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations
11.b	By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015-2030, holistic disaster risk management at all levels
12.a	Support developing countries to strengthen their scientific and technological capacity to move towards more sustainable patterns of consumption and production
13.1	Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries
13.2	Integrate climate change measures into national policies, strategies, and planning
13.b	Promote mechanisms for raising capacity for effective climate change-related planning and management in least developed countries and small island developing States, including focusing on women, youth, and local and marginalized communities
17.16	Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries
17.9	Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the Sustainable Development Goals, including through North- South, South-South and triangular cooperation

SDG Targets – Outcome 6

2.4	By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality
6.5	By 2030, implement integrated water resources management at all levels, including through transboundary cooperation as appropriate
12.2	By 2030, achieve the sustainable management and efficient use of natural resources
12.4	By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment
12.7	Promote public procurement practices that are sustainable, in accordance with national policies and priorities
14.2	By 2020, sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including by strengthening their resilience, and take action for their restoration in order to achieve healthy and productive oceans
15.1	By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements
15.3	By 2030, combat desertification, restore degraded land and soil, including land affected by desertification, drought, and floods, and strive to achieve a land degradation-neutral world
15.a	Mobilize and significantly increase financial resources from all sources to conserve and sustainably use biodiversity and ecosystems

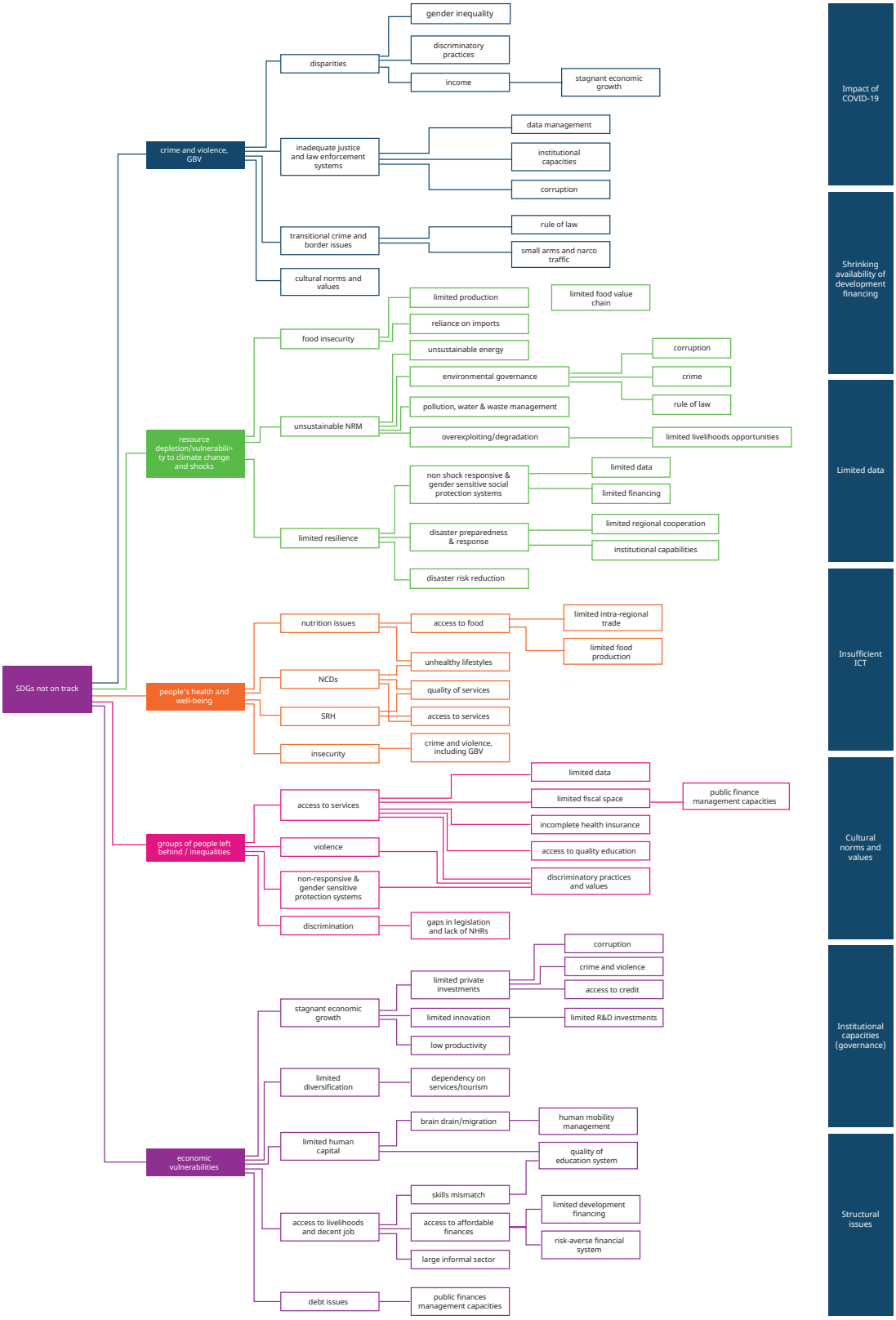
SDG Targets – Outcome 7

5.1	End all forms of discrimination against all women and girls everywhere
5.2	Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation
5.c	Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels
10.3	Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies, and action in this regard
10.7	Facilitate orderly, safe, regular, and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies
16.1	Significantly reduce all forms of violence and related death rates everywhere
16.2	End abuse, exploitation, trafficking and all forms of violence against and torture of children
16.3	Promote the rule of law at the national and international levels and ensure equal access to justice for all
16.4	By 2030, significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organized crime
16.5	Substantially reduce corruption and bribery in all their forms
16.6	Develop effective, accountable, and transparent institutions at all levels
16.10	Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements
16.a	Strengthen relevant national institutions, including through international cooperation, for building capacity at all levels, in particular in developing countries, to prevent violence and combat terrorism and crime
16.b	Promote and enforce non-discriminatory laws and policies for sustainable development

SDG Targets – Outcome 8

5.1	End all forms of discrimination against all women and girls everywhere
5.5	Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision- making in political, economic and public life
5.a	Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance, and natural resources, in accordance with national laws
5.b	Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women
11.1	By 2030, ensure access for all to adequate, safe, and affordable housing and basic services and upgrade slums
11.2	By 2030, provide access to safe, affordable, accessible, and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons
11.7	By 2030, provide universal access to safe, inclusive, and accessible, green, and public spaces, in particular for women and children, older persons and persons with disabilities
16.1	Significantly reduce all forms of violence and related death rates everywhere
16.5	Substantially reduce corruption and bribery in all their forms
16.7	Ensure responsive, inclusive, participatory, and representative decision-making at all levels

ANNEX 4:
CMCA PROBLEM TREE



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