

UNITED NATIONS MULTI-COUNTRY
SUSTAINABLE DEVELOPMENT
COOPERATION FRAMEWORK FOR THE
ENGLISH- AND DUTCH-SPEAKING
CARIBBEAN

YEAR 2027-2031

JOINT STATEMENT AND SIGNATURE PAGE

We, the Governments of the countries and territories of the English- and Dutch-speaking Caribbean, the United Nations Resident Coordinators representing the United Nations development system across this sub-region, affirm our shared commitment to advance sustainable, inclusive and resilient development across this sub-region through this third Multi-Country Sustainable Development Cooperation Framework covering the period 2027–2031. Grounded in the 2030 Agenda for Sustainable Development and aligned with the Antigua and Barbuda Agenda for Small Island Developing States (ABAS), we commit to working together to address structural vulnerabilities, strengthen regional cooperation, and accelerate progress toward equitable economic transformation, climate resilience, human development, and peaceful and just societies—ensuring that no one is left behind.

Through this Framework, we pledge to deepen partnerships, mobilize collective expertise and resources, and deliver integrated, data-driven and people-centred solutions at both national and regional levels. We recognize that the challenges facing the Caribbean require coordinated and innovative approaches, and we commit to mutual accountability, solidarity and sustained action to build a more prosperous, secure and sustainable future for all people of the Caribbean.

EXECUTIVE SUMMARY

The English- and Dutch-speaking Caribbean enters the 2027–2031 period at a pivotal moment. While countries have made important strides in human development and social service delivery, progress toward the 2030 Agenda remains uneven and fragile, shaped by structural constraints inherent to Small Island Developing States (SIDS). These include small and open economies, high debt burdens, exposure to external shocks, and increasing climate vulnerability. Rising climate risks, demographic shifts marked by ageing and migration, persistent inequality, food insecurity, and high levels of crime and violence continue to constrain sustainable development gains. At the same time, opportunities exist to accelerate progress through regional cooperation, digital transformation, climate-resilient development, and investments in human capital and inclusive economic diversification.

The Multi-Country Sustainable Development Cooperation Framework (MSDCF) 2027–2031 was developed through an inclusive, multi-stakeholder consultative process. This included the Multi-Country Analysis (MCA), national Common Country Analyses, engagement with governments, civil society and regional institutions, and deliberations within the Joint Steering Committee. These consultations ensured alignment with national development priorities, the Antigua and Barbuda Agenda for SIDS (ABAS), and the shared ambition to advance resilient prosperity across the sub-region.

The Framework reflects national and regional visions for inclusive, resilient and sustainable development, while acknowledging persistent gaps in achieving the Sustainable Development Goals (SDGs)—particularly in economic diversification, climate resilience, social protection, and citizen security. It recognizes that progress requires integrated, system-wide responses that address interconnected vulnerabilities and prioritize those furthest left behind. In this context, the United Nations development system will support countries by providing integrated technical assistance and policy advice, strengthening institutions, mobilizing financing, and facilitating regional solutions and partnerships that scale impact across borders.

The MSDCF is underpinned by a systems-oriented Theory of Change that emphasizes transforming structural conditions—economic concentration, climate fragility, weak data ecosystems, and social inequalities—through mutually reinforcing interventions. It posits that sustainable development gains will be achieved through resilient and diversified economies, strengthened human capital and social systems, and enhanced regional public goods such as digital infrastructure, data systems, and climate risk management. Addressing risks—including financing constraints, institutional fragmentation, and intensifying climate hazards—remains integral to implementation.

The Framework is operationalized through four strategic outcomes: inclusive and diversified economic transformation; resilience to shocks; integrated and resilient social services; and strengthened resilience to crime and violence. These are enabled by the cross-cutting drivers of digitalization and data intelligence; effective institutions; and regional solutions. Implementation is supported by six tailored UN Country Teams (UNCTs) that combines regional coordination with country-level delivery, ensuring both coherence and responsiveness.

A strengthened governance and accountability architecture—anchored in the Joint Steering Committee, Regional Steering Committee, and Country Implementation Plans—will guide delivery, monitor progress, and ensure mutual accountability to governments and stakeholders. Through this coordinated and adaptive approach, the MSDCF positions the UN development system to deliver impactful, efficient, and integrated support to accelerate SDG achievement in the Caribbean.

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ABBREVIATIONS AND ACRONYMS

ABAS	Antigua & Barbuda Agenda for SIDS	OHCHR	Office of the High Commissioner for Human Rights
ACM	Annual Coordination Meeting		
CARICOM	Caribbean community	PAHO/WHO	Pan American Health Organization/World Health Organization
CIP	Country Implementation Plan		
CPD	Country Programme Document	PSEA	Protection from Sexual Exploitation and Abuse
CRVS	Civil Registration and Vital Statistics	R&D	Research and Development
FAO	Food and Agriculture Organization	RMET	Regional Monitoring and Evaluation Team
GBV	Gender-Based Violence		
GDP	Gross Domestic Product	RPMT	Regional Programme Management Team
GEWE	Gender Equality and Women's Empowerment	RRG	Regional Results Group
HRBA	Human Rights Based Approach	RSC	Regional Steering Committee
ID	Identity Document	SDG	Sustainable Development Goals
IFI	International Financial Institutions	SIDS	Small Island Developing States
ILO	International Labour Organization	ToC	Theory of Change
IOM	International Organization for Migration	TVET	Technical and Vocational Education and Training
JSC	Joint Steering Committee	UNCT	United Nations Country Team
LNOB	Leaving No One Behind	UNDP	United Nations Development Programme
MCA	Multi-Country Analysis	UNEP	United Nations Environment Programme
MCO	Multi-Country Office	UNESCO	United Nations Education, Science and Culture Organization
MRV	Measurement, Reporting, and Verification	UNFPA	United Nations Population Fund
MSDCF	Multi-Country Sustainable Development Cooperation Framework	UNIC	United Nations Information Centre
MSME	Micro, Small and Medium Enterprise	UNICEF	United Nations Children's Fund
NCD	Non-Communicable Disease	UNLIREC	United Nations Regional Centre for Peace, Disarmament and Development in Latin America and the Caribbean
ODA	Official Development Assistance		
OECS	Organization of Eastern Caribbean States		

UNODC United Nations Office on Drugs and Crime

UNSDG United Nations Sustainable Development Group

UN Women United Nations Entity for Gender Equality and the Empowerment of Women

VAC Violence Against Children

WFP World Food Programme

UNODC United Nations Office on Drugs and Crime

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CHAPTER 1: COUNTRY PROGRESS TOWARDS THE 2030 AGENDA

The English- and Dutch-speaking Caribbean region stands at a pivotal juncture, shaped by overlapping crises and structural vulnerabilities that threaten progress toward the 2030 Agenda. The regional landscape is marked by global uncertainty, demographic transformation, climate fragility, economic concentration, high inequality, and complex mobility trends. While progress has been made in human development and social services, gains remain fragile, uneven, and easily reversible—particularly for Small Island Developing States (SIDS), whose structural vulnerabilities are intensifying.

Globally, sluggish economic growth, rising geopolitical tensions, and declining development finance create a difficult operating environment for Caribbean countries. Regionally, modest economic expansion is hampered by high debt, narrow export bases, and heavy reliance on external markets for food, fuel, and tourism. Policy uncertainty and exposure to global price shocks persist, while climate related disasters are increasing in frequency and severity, inflicting losses that represent a significant percentage of national GDP.

The Caribbean is undergoing a profound demographic shift, marked by falling total fertility rates, rising life expectancies, and the net outmigration of young and skilled workers. The rapidly changing age profiles of Caribbean states, marked by a transition from higher shares of youth to higher shares of older people, will place new pressures on the performance of regional labor markets, social safety nets, and care economies. Governments face both challenges and opportunities in developing policies towards human capital formation, health, and social protection that leverage demographic intelligence and are resilient towards these trends.

Climate change is the region's greatest systemic threat. Intensifying hurricanes, droughts, floods, sea level rise, coral bleaching, ecosystem collapse, and water scarcity are eroding livelihoods, infrastructure, coastal economies, and fiscal stability. Food systems are increasingly fragile, with the Caribbean now recording the highest cost of a healthy diet in the world, deepening food insecurity and diet-related health burdens.

Crime and violence add another dimension of insecurity. The Caribbean remains one of the most violent regions globally, with homicides per capita far above the world average and organised criminal networks spanning borders. Arms and drug trafficking, gang activity, gender-based violence, and youth violence undermine peace, governance, and socio-economic development.

Technological innovation offers opportunities—improved service delivery, productivity, and integration—but also risks deepening social and economic inequalities. Digital divides, low research and development capacity, cybersecurity risks, and skills mismatches constrain the region's ability to leverage technological transformation.

Migration and mobility are shaping societies, labour markets, and demographic structures in profound ways. The region experiences simultaneous emigration, immigration, transit migration, irregular movements and forced displacement. Relatively large diasporas persist, offering under-leveraged opportunities for engagement. Mobility is increasingly driven by climate shocks, labour shortages, and socio-economic inequality.

Opportunities for SDG Acceleration

Despite these challenges, there are clear opportunities to advance the SDGs through integrated, system level interventions:

- Human capital revitalization: investing in early childhood, sexual and reproductive health rights, learning outcomes, re-skilling, facilitated labour mobility, and reducing gender-based violence can produce broad SDG multipliers.

- Climate resilient development: scaling nature-based solutions, resilient infrastructure, renewable energy, and water security; mainstreaming risk data and foresight into planning.
- Food systems transformation: deepening intra-regional agricultural trade, strengthening logistics, advancing climate smart agriculture, and expanding home grown school feeding.
- Digital transformation: building regional digital public infrastructure, closing digital divides, improving cybersecurity, and developing future ready skills.
- Crime and violence prevention: modernizing justice systems, expanding community-based violence prevention, addressing gender norms, and investing in social protection.
- Regional cooperation: harmonizing standards, reducing trade costs, enabling labour mobility, and developing shared data systems to address transboundary challenges.

Groups Furthest Left Behind

Across the region, several groups face intersecting vulnerabilities that place them furthest from the benefits of development. In the context of this Framework and the 2030 Agenda for Sustainable Development, the programming principle of “Leaving No One Behind” (LNOB) is adopted, which entails a focus on these groups throughout the MSDCF implementation:

Women and girls

They experience persistent gender wage gaps, overrepresentation in low wage service work, high care burdens, pervasive gender-based violence, elevated adolescent fertility, and uneven access to Sexual and Reproductive Health and Rights (SRHR). These factors constrain economic participation and human development.

Youth—especially young men

High unemployment, school disengagement, migration pressures, exposure to community violence, and recruitment into gangs place young men at the centre of the region’s crime–violence nexus. For young women, adolescent pregnancy and limited opportunities reinforce intergenerational inequality.

Migrants, refugees, and undocumented persons

Migrants face barriers to legal status, employment, social protection, education, and justice, and are often concentrated in high risk urban or coastal zones. Those in need of international protection are often unable to access it. Forced displacement adds pressure to already stretched systems.

Persons with disabilities

Limited access to health services, inclusive education, employment, data visibility, and accessible public services increases marginalization, especially during disasters and crises.

Elderly persons

Rapid ageing, inadequate pensions, social isolation, and health and care system gaps leave older persons vulnerable, especially in rural and outer island communities.

Indigenous and maroon communities

These groups experience land tenure insecurity, limited infrastructure, geographic isolation, displacement and climate risks that exacerbate poverty and exclusion.

Low income and informal workers

Lack of social protection, financial insecurity, exposure to climate shocks, and limited access to digital tools or formal employment deepens inequality.

In summary, the Caribbean faces a decisive decade. Achieving the 2030 Agenda requires integrated, regionally coordinated action that addresses the structural roots of vulnerability—climate exposure, demographic

pressures, inequality, and economic concentration—while leveraging opportunities in human capital, digital transformation, resilience, and regional integration. Above all, progress hinges on ensuring that those most at risk are actively included in policies, partnerships, and investments that shape a more resilient, equitable, and sustainable Caribbean.

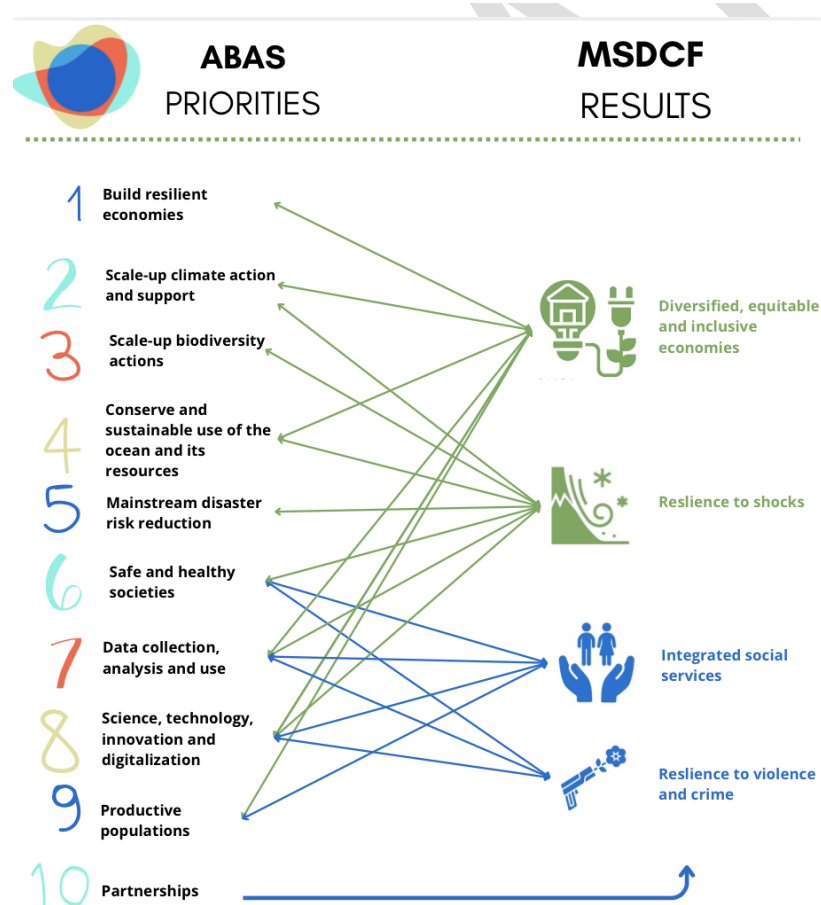
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2.1. FROM MCA TO COOPERATION FRAMEWORK PRIORITIES

The Multi-Country Analysis (MCA), complemented by the country-specific Common Country Analyses, provided an overall analysis of the development challenges and opportunities, as summarised in the previous chapter. These were presented and discussed in the Annual Coordination Meeting (ACM) of the Joint Steering Committee, comprising all governments and UN agencies signatories to the MSDCF. The meeting endorsed the MCA's findings and took note of the MSDCF evaluation's recommendations, delivering the following key strategic guiding principles for the design of the new MSDCF:

- People-centred and equity-driven, placing vulnerable groups at the heart of development strategies
- Regionally coherent and nationally responsive, allowing for regional programming while aligning with national priorities
- Results oriented and catalytic, capable of unlocking financing and scaling high-impact solutions
- Rooted in foresight, data and innovation, to navigate uncertainty and build long-term resilience
- More adaptive and action-oriented: faster learning loops and scaled implementation partnerships

Figure 1 MSDCF Alignment with ABAS priorities



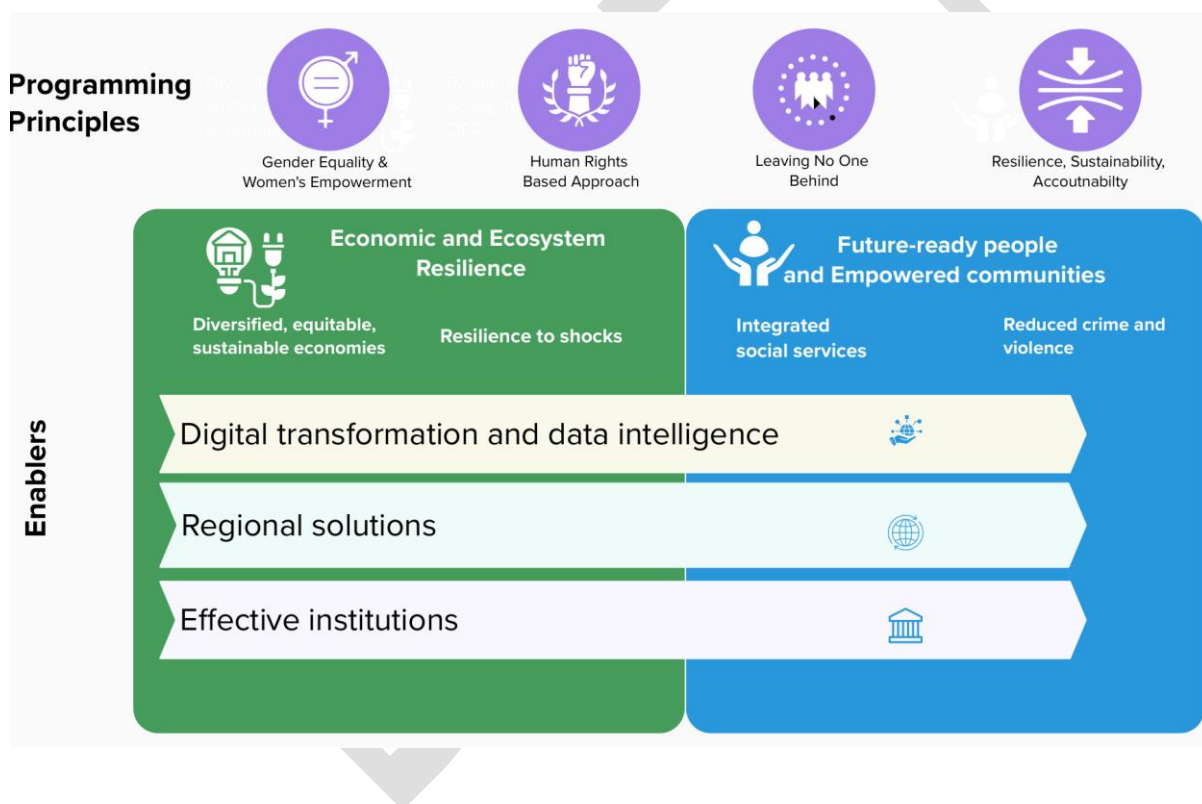
A series of internal prioritization and theory of change workshops, civil society's consultations, and a workshop with the governments from the region, led to the definition of the priorities and overall structure of the MSDCF as described in Figure 2.

The priorities recognize the interconnected nature of the development challenges outlined in the MCA (see Annex 1) and the strategic juncture between sectoral challenges and cross-cutting enablers. While there are two main priority areas (Economic and Ecosystem Resilience and Future-ready People and Empowered Communities), the prioritization process also identified pivotal enablers to be translated in tangible results under each area: digital transformation and data intelligence; regional solutions; and effective institutions.

Effective institutions are central to sustainable development in the Caribbean. They encompass accountable, transparent, participatory and evidence-informed governance systems capable of delivering quality public services, upholding the rule of law, strengthening public trust, supporting democratic processes including electoral integrity, and responding effectively to the needs of citizens. Across all outcomes, the Cooperation Framework will support institutional capacities that improve policy implementation, coordination, data use, accountability and citizen engagement.

The MSDCF priorities and related outcomes are closely aligned to the Antigua and Barbuda Agenda for SIDS (ABAS), 2024-2034. As a government-owned agenda ABAS sets out prioritizing actions towards the 'resilient prosperity' of Small Island Development States (SIDS). Given that all countries signatory to this Cooperation Framework are SIDS, ABAS provides an important anchor. The 10 priorities identified by these governments to tackle the unique challenges of SIDS are represented in Figure 1, where the linkages with the MSDCF outcomes are also outlined, showing full alignment.

Figure 2 MSDCF Results and Theory of Change Structure



2.2. THEORY OF CHANGE FOR THE COOPERATION FRAMEWORK PRIORITIES

Advancing the 2030 Agenda in the Caribbean requires a systems level shift that addresses the region's interlinked economic, social, environmental, and governance vulnerabilities. The Theory of Change recognizes that small, open, climate-exposed economies cannot achieve sustainable development through isolated sectoral interventions. Instead, progress depends on reshaping the structural conditions that reinforce fragility—import-dependent food systems, narrow economic bases, strained social services, high violence, fragmented data ecosystems, and repeated climate shocks. The MCA showed how ageing, persistent out-migration, and rising human mobility converge with climate impacts to erode productivity, human capital, and fiscal space, while crime and violence undermine social cohesion and investment. Thus, the pathway to acceleration is to strengthen regional public goods—data, digital infrastructure, mobility frameworks, disaster-risk governance, and value-chain integration—so that countries can collectively build resilience and scale solutions that no single state can achieve alone.

At the heart of this transformation is an integrated shift toward resilient, diversified, and future-ready economies, powered by digital transformation and green-blue innovation. By modernizing ports and logistics, expanding regional value chains, and digitizing trade and public services, the region reduces its high-cost structures and vulnerability to external shocks. Digital public infrastructure (ID, payments, data exchange) becomes an equalizer, improving Micro Small and Medium Enterprises (MSME) competitiveness, social-service coverage, and accountability, while enabling climate-smart systems such as geospatial monitoring, early-warning systems, and digital agriculture. Environmental degradation directly reduces economic opportunity (e.g., through impacts on tourism, fisheries, and water security), and climate shocks drive displacement, unemployment, and food insecurity. Thus, nature-based solutions, renewable energy transitions, ecosystem restoration, and resilient infrastructure (including energy) are not environmental add-ons but economic imperatives—protecting livelihoods, lowering import bills, and stabilizing fiscal outlooks.

Strengthening human development and social systems forms the second core pillar of the ToC. The MCA highlights interconnected pressures: ageing societies, high Non-Communicable Disease (NCD) burdens, food insecurity, gender inequality, care deficits, youth unemployment, and skills mismatches that are deepened by climate stress and economic volatility. A shift toward integrated and shock-responsive health, education, and social-protection systems—enabled by interoperable data, digital payments, and regional skills frameworks—ensures that people remain protected, employable, and able to adapt to changing labour markets. This also supports violence prevention: strong social services, mental health access, care economies, and youth opportunities weaken the household- and community-level drivers of crime. Finally, deepening regional integration—through freer movement of people and their skills, harmonised standards, shared digital and climate platforms, and coordinated mechanisms to combat and prevent crime—ensures that mobility becomes a source of resilience and adaptation rather than vulnerability, addressing demographic decline, labour shortages, and transnational threats. Together, these interconnected shifts create a resilient Caribbean capable of sustained progress toward the SDGs, where prosperity, climate resilience, social well-being, and security reinforce one another rather than compete for limited resources.

The ToC rests on the **assumption** that regional cooperation will deepen—through harmonised standards and policies, pooled procurement, shared security and climate platforms, and integrated value chains—and that digital public infrastructure (digital ID, payments, data and information exchange) with strong data-governance and cyber norms will enable scale, inclusion, and accountability across services and markets. It further assumes adequate, predictable finance (including climate finance) can be mobilized and absorbed via stronger project preparation pipelines, climate-budget tagging, and MRV (Measurement, Reporting, and Verification) systems, while planned adaptation—risk-informed land use, resilient infrastructure, nature-based solutions, risk-layered finance—keeps climate losses within manageable bounds. Key **risks** are political fragmentation, transport/connectivity gaps, and uneven capacity that slow regional delivery; cyber breaches or weak privacy

that erode trust in digital systems; tight financing and low absorption that delay investment; and escalating climate hazards that outpace adaptation and drain fiscal buffers.

Progress also presumes economic diversification—blue/green/orange/circular economy, MSME digitization, trade facilitation, and regional logistics upgrades—will translate into improved productivity and decent jobs, while integrated, shock-responsive social systems (health, education, social protection) supply skills for the green–digital transition and protect vulnerable groups. A central assumption is that food-system reforms (home-grown school feeding, cold chains, standards, regional agri-food trade, price dashboards) will lower the cost of a healthy diet and improve nutrition, recognizing the tight coupling between environment, economy, and health. Risks include high logistics and energy costs, thin innovation ecosystems, skills mismatches and brain drain, service disruptions during shocks, and ecosystem degradation (reefs, mangroves, water stress) that undercut tourism, fisheries, rural incomes, and ultimately growth.

Finally, the ToC assumes citizen security will improve through modernized law-enforcement institutions and justice chains (e-justice, secure data sharing), firearms control, smart and secure borders, and community-based prevention of crime and violence; mobility frameworks (mutual recognition, portable benefits, climate-mobility planning) will turn migration into resilience; and evidence systems (complete CRVS- Civil Registration and Vital Statistics, interoperable social registries, and environmental and loss-and-damage data) will drive adaptive management and better targeting. The corresponding risks are transnational crime economics, corruption, deportation surges, and cyber-enabled threats that outpace capacity; slow progress on recognition/portability and migrant (re)integration that strains services and cohesion; and legacy systems and fragmented mandates that hinder interoperability and LNOB-level disaggregation—weakening learning loops and public trust.

This third multi-country Cooperation Framework is informed by the lessons learned through the design and implementation of the previous two MSDCF on how to strengthen its relevance, coherence and effectiveness. It is being prepared amid a time of institutional reflection by member states on the future of the Organization and how the UN can continue to deliver results in an increasingly complex global environment with constrained resources and shrinking political space. The UN's current and future added value lies in bringing a regional systems lens; brokering regional public goods; mobilizing—and helping countries absorb—climate and development finance; and coordinating transboundary responses on climate, mobility, and citizen security—roles that small SIDS cannot deliver alone. The 2022–26 MSDCF evaluation calls for sharper focus through “regional accelerators” (climate resilience, human security, food systems, digitalisation), stronger data systems, and clearer joint results. It also credits the UN with enabling coherent multi-country action and with launching a UN offer on financing for development. Together, the MCA and the evaluation outline a way forward in which the UN system orchestrates regional scale and digital/public-good infrastructure, links climate and natural-capital solutions to competitiveness and jobs, and hard-wires evidence and portability into social and labour systems, provided that governance, data, and financing reforms keep pace.

Within the broader ToC, the UN, under this MSDCF, will focus on leveraging its regional outreach and tailored capacities to contribute to the changes described above. Its priorities will be rooted in the UN programming principles (human rights-based approach, gender equality and women's empowerment, sustainability, resilience and accountability), and focus on:

1. Promoting equitable and sustainable economies with a focus on MSMEs and agri-food systems, where several UN agencies have proved expertise and comparative advantage;
2. Supporting a future-ready workforce, who will be the fuel for economic diversification;
3. Ensuring effective disaster risk management, for anticipatory actions to respond to climate change and other external shocks, in coordination and in support of regional and national authorities;
4. Strengthening social services' resilience and integration to be future-proof;
5. Enhancing communities' resilience to violence and crime.

2.3. COOPERATION FRAMEWORK OUTCOMES AND PARTNERSHIPS

COOPERATION FRAMEWORK OUTCOME 1: ECONOMIC DIVERSIFICATION AND INCLUSIVE ECONOMIES

Caribbean countries will progress toward the SDGs when people—especially those structurally excluded from opportunity—can access diversified, resilient and decent jobs, and when institutions and markets function in ways that reduce vulnerability, expand inclusion, and unlock regional potential (in particular SDGs 1, 7, 8, 12 and 17), while using demographic intelligence and foresight to respond to demographic shifts, migration and care demands. In a subregion characterized by small domestic markets, high trade and logistics costs, exposure to climate shocks, and persistent informality, the pathway to sustained and inclusive prosperity requires strengthening the productive capacities, institutions, policy instruments and market systems that enable firms and workers to participate in green, blue, orange, purple and circular value chains, while reducing constraints that keep micro, small and medium enterprises (MSMEs), small producers and marginalized entrepreneurs from upgrading, formalizing, and reaching markets.

Achieving Outcome 1 by 2031 depends on a set of interlinked changes reflected in the Theory of Change preconditions: reliable and sustainable inputs (energy/land/water); enabling policies, skills and institutional capacities for circular and creative economies; inclusive finance; functioning post-harvest systems and cold chains; safe and trusted digital infrastructure; equitable market information; effective trade facilitation and inter-island logistics; adoption of appropriate technologies to improve productivity and cost efficiency; sustained statistical systems, demographic intelligence and interoperable data systems; inclusive conditions for MSME formalization and accessible business services; and availability of skilled labour force. These changes are mutually reinforcing – that is, progress in one area (e.g., digital public infrastructure) accelerates others (e.g., formalization, financing access, market reach, digital skills), while weaknesses in one area (e.g., logistics) can constrain gains across value chains.

The UN's contribution is designed to help “connect the dots” across these preconditions through five complementary outputs that align with the MSDCF's three enablers. First, under the output on **digital public infrastructure for MSMEs**, the UN will advance digitalization and data intelligence as a driver of inclusion and competitiveness. Planned support focuses on enabling MSMEs' access to green/blue/orange/purple/circular value chains through digital platforms, e-commerce solutions and interoperable data systems; strengthening demographic intelligence and data infrastructure as preconditions to inform public policy; supporting regulatory frameworks that underpin privacy, security and integrity; and enabling secure, responsible adoption of AI and other emerging technologies. Together, these interventions aim to reduce barriers to participation (especially for smaller or remote enterprises), expand market access, improve targeting of public support, and create trust in digital environments that are essential for transactions, data sharing and modern business operations.

Second, under the output on **trade and regional integration**, the UN will leverage **regional solutions** to overcome the structural limits of small markets and fragmented standards. Support includes policy development and harmonization to strengthen agri-food systems and priority value chains, integration of gender-responsive and human rights-based approach into economic policy for equity and participation, technology transfer and knowledge exchange to improve productivity and standards compliance, and support for industrial and labour standards across value chains to advance decent work. By strengthening regional coherence of rules, standards, and administrative processes, this output helps enable predictable market

conditions, reduces transaction costs, and increases the viability of regional value chains and intra-regional trade, with positive spillovers for employment, investment and competitiveness.

Third, under the output on **climate-resilient and sustainable food systems**, the UN supports a resilience-and-productivity pathway. Planned contributions include strengthening stakeholder capacities to access markets and investment for climate-resilient and inclusive food systems; supporting improved production and processing through technologies and quality standards; promoting sustainable and climate-efficient natural resource management; and integrating ecosystem-based approaches to strengthen resilience and biodiversity outcomes. This output directly addresses core constraints in inputs, technologies and practices that affect both livelihoods and food systems performance—particularly important for small producers and coastal communities where climate and ecosystem risks can translate rapidly into income volatility and price shocks.

Fourth, under the output on **inclusive economic participation and finance**, the UN will strengthen the enabling environment at the final stages of service delivery to ensure that marginalized groups participate in and benefit from value chain opportunities. Support aims to strengthen MSME competitiveness and access to finance—particularly for women, youth and marginalized groups—promoting youth participation and business development in emerging green, digital and care economies, integrating business and human rights principles, supporting firm-level productivity improvements through skills/technology/business services, and strengthening participation in the social, care, and solidarity economy, including cooperatives, community enterprises and local production systems. This output is central to leaving no one behind: it tackles unequal access to capital and services, barriers rooted in discrimination and norms, and structural constraints that keep entrepreneurs and workers trapped in low-return activities. This output directly contributes to **gender equality and women's empowerment**, and to Outcome 4 on strengthening resilience to violence, through a focus on women and youth's employment and economic opportunities.

Fifth, under the output to deliver **future-ready skills**, the UN aims to strengthen education data systems and innovation-enabling tools to allow education and training institutions to anticipate demand; advance regional solutions by strengthening and harmonizing policy frameworks and institutional mechanisms for skills development, and gender-responsive and market-informed labour migration and mobility pathways; and strengthen national capacities to design, govern and implement inclusive skills systems that are coherent with green, digital, care and climate-resilient economic strategies.

Across all outputs, the UN's role is catalytic and complementary: helping governments and regional institutions design and implement policy and regulatory reforms; strengthening data and digital foundations that enable targeted public support and private investment through demographic and labour market analysis; building capacities for technology adoption and standards compliance; and facilitating collaboration among institutions, the private sector and civil society. However, outcome-level change also requires contributions beyond the UN. Governments will need to sustain political commitment to digital transformation, regional integration, trade facilitation reforms, regular labour migration pathways, and climate-resilient investments, and to ensure public financing and incentives align with these priorities. Financial institutions and capital providers must expand tailored products and risk-sharing mechanisms for MSMEs and underserved groups. Private sector actors, in value chains, logistics providers, platform operators and telecoms must invest in upgrading, compliance, and market linkages, while employers, workers' organizations, education providers and regional bodies play essential roles in defining demand, co-designing curricula and facilitating mobility.

This outcome's LNOB addresses **small producers, marginalized entrepreneurs** (women, persons with disabilities, indigenous people), **students, youth, workers in transition and migrants** who are expected to benefit through improved access to trusted digital tools and markets, more inclusive finance and business services, stronger labour standards and decent work conditions across value chains, increased resilience and productivity in food systems, and access to skills acquisition and mobility. These benefits should materialize

through reduced costs of participation (digital and regulatory), improved availability of supportive services and finance, strengthened market information and standards, and more inclusive policy processes grounded in rights-based approaches.

Sustainability will be strengthened through national and regional capacity development and institutionalization: building regulatory and implementation capacities for digital public infrastructure and data governance; institutionalizing and operationalizing labour-market information systems; embedding harmonised trade and labour standards into institutional processes; strengthening extension services and technology transfer arrangements for climate-smart and ecosystem-based practices; and reinforcing business development ecosystems that can continue supporting formalization, productivity upgrading and inclusion beyond the Cooperation Framework cycle. Sustained statistical systems, demographic intelligence, public data availability and interoperability—explicit preconditions in the ToC—are especially important to ensure reforms are monitored, resources are targeted, and learning improves what works over time.

Partnerships are essential at outcome level and will need to combine (i) **regional intergovernmental coordination** (for harmonization, mobility of goods/services and people, and shared standards), (ii) **national institutions** responsible for trade, investment, agriculture, fisheries, labour, digital transformation and planning, skills development (iii) **private sector and producer organizations** that implement upgrading and create jobs, (iv) **financial actors** that expand inclusive finance, and (v) **knowledge institutions** that support innovation and skills. The UN will use its convening power to align these partners around shared reform agendas, facilitate policy dialogue and generate evidence, and support technology/knowledge exchange to spread effective approaches across the subregion.

The cross-border/regional dimension is foundational rather than incidental: resilient value chains in the Caribbean rely on **functional trade facilitation and inter-island logistics**, coordinated standards and regulations, and regional market integration. Accordingly, UN support emphasizes harmonised frameworks and regional coordination mechanisms that help overcome market fragmentation, reduce compliance burdens for small firms operating across jurisdictions, and improve the functioning of regional and national value chains.

Major assumptions for achievement include: (1) sustained political commitment to regional integration and digital/public sector reforms (including data governance and education), (2) sufficient affordability and reliability of connectivity and logistics services to enable participation, and (3) willingness of financial institutions and private sector actors to expand inclusive products, invest in upgrading, and comply with strengthened standards. These assumptions mirror the ToC's logic that digital infrastructure, harmonised regulation, capacity and finance must move together for MSMEs and producers to translate opportunities into tangible gains.

Indicative UNCT entities contributing to this outcome include: UNDP (MSME formalization/competitiveness, de-risked sustainable finance and low-emissions practices across green/blue/circular value chains), FAO (sustainable agri-food and blue-economy upgrading, standards, productivity and ecosystem-based approaches, capacity-building and advisory services linked to agri-food and blue-economy skills), WFP (food supply-chain resilience, improving logistics and providing analytics supporting CARICOM food systems priorities), UN Women (advance women's economic empowerment by boosting resilience and access of women-owned and marginalized MSMEs), OHCHR (HRBA through capacity-building on equality, disability inclusion, business and human rights and debt/economy policy dialogue), UNEP (climate mitigation/adaptation and transition coherence), ILO (decent work and labour market statistics, labour law reform, youth employment policies, school-to-work transition, lifelong learning, and occupational safety and health standards), UNFPA (demographic intelligence and population analysis, youth empowerment, life skills), UNICEF (education system reform, foundational learning, digital skills for teachers, equity and inclusion), and UNESCO (education

planning and , leadership, skills development, AI readiness assessments, digital literacy, , support to the creative sector, and regional capacity-building).

DRAFT

Figure 3 Outcome 1 - Theory of Change



Outcome 1



Preconditions

What needs to happen for the outcome to be realised



UN Outputs

What will be UN collective deliverables?



UN Contributions

What will be the UN agencies' intervention strategies?



Assumptions

How will the UN's interventions contribute to realise the preconditions?



Risks

What are the main events that can affect the ToC?

By 2031, people in the Caribbean, especially small producers, workers, and marginalized entrepreneurs, particularly women, youth, persons with disabilities, and indigenous people, benefit from more diversified, resilient, and competitive economic opportunities within green, blue, purple, orange, and circular value chains.



COOPERATION FRAMEWORK OUTCOME 2: RESILIENCE TO SHOCKS

The second outcome under the strategic priority of Economic and Ecosystem Resilience is founded on the assumption that sustainable development in the Caribbean depends on the ability of people, communities and institutions to **anticipate, absorb and adapt to climate change, environmental disasters and economic shocks**, while safeguarding ecosystems and reducing structural vulnerability. As a highly disaster-prone subregion vulnerable to climate change, continued biodiversity loss and environmental degradation, progress toward SDGs 1, 2, 11, 13, 14, 15 and 16 requires a shift from reactive, fragmented responses toward **integrated, risk-informed, data-driven and rights-based and resilient systems** at national, local and regional levels.

The Theory of Change identifies several interlinked changes required to achieve this outcome: strengthened institutional capacities and regulatory frameworks that integrate environmental governance, climate resilience, low carbon and sustainable natural resource management; coordinated regional and national mechanisms for managing climate and disaster risks, including multi-hazard early warning systems and shared data frameworks; enhanced ability to access and unlock climate and disaster finance; stronger community-level preparedness, response and recovery systems; more resilient infrastructure networks (including energy, health and other essential services), wider adoption of low carbon and nature based solutions across land and seascapes. These changes should be informed by demographic intelligence¹ and are mutually reinforcing—without strong institutions, data and coordination, it will be harder for early warning systems and finance to translate into effective action; without ecosystem protection, resilience gains are not likely to be sustained.

UN support under this outcome is organised around five complementary outputs that collectively contribute to establishing these preconditions.

A first area of work focuses on **strengthening institutional planning, regulatory and coordination capacities** so that transparent environmental governance, climate resilience measures, low carbon development and disaster risk reduction policies are systematically embedded in public decision-making, with consideration of how access to resources is affected by gender and demographic dimensions. The UN supports governments to transition from project-based approaches to sustained, institutionalized action, aligning climate, environmental and development policies and strengthening enforcement and accountability mechanisms.

Second, the UN strengthens institutional capacity to **access and operationalize climate and disaster risk finance**, enabling governments and partners to translate plans and priorities into funded action. This includes improving readiness, coordination and implementation capacities so that financing supports risk reduction, preparedness, recovery and long-term resilience, particularly for climate-vulnerable sectors and communities.

Third, efforts are made to advance regional and national coordination for climate and disaster risk management, leveraging **regional solutions, digitalization and data intelligence**. UN support under this area strengthens multi-hazard early warning systems²; geospatial, demographic and climate-risk data; population vulnerability

¹ Analysis of population distribution, aging, disability, gender and socio-economic vulnerabilities to ensure that resilience investments and preparedness measures effectively reach populations most at risk.

² These comprise the promotion of early warning and alert systems using a One Health approach, including surveillance of climate-sensitive and epidemic/pandemic prone diseases and health emergency coordination mechanisms which are integrated into multi-hazard frameworks.

assessments; shared digital platforms and interoperable governance frameworks that supports anticipatory action and coordinated preparedness, response and recovery across borders in a highly interconnected region.

A fourth output centres on **people and community level response and recovery**, strengthening local systems, skills and networks that protect lives and livelihoods during emergencies and enable faster, more inclusive recovery, with particular attention to those most exposed to shocks. This includes strengthening health system surge capacity, emergency medical services, risk communication, community engagement and psychosocial support before, during and after disasters. The UN will also contribute to expanding protection for households and communities through integrated and universal social protection systems, which is covered under outcome 4.

A fifth focus is on sustaining resilience through **low carbon, nature-based solutions and ecosystem management**, strengthening institutional and community capacities to control pollution and waste, manage biodiversity, sustainable use of key natural resources (land, coastal and marine), access to renewable energy and ensuring more climate-sensitive livelihoods (particularly in communities facing demographic and climate-related challenges). By embedding ecosystem-based approaches into resilience strategies, this pathway addresses underlying drivers of vulnerability while reinforcing food systems, coastal protection and sustainable livelihoods, creating strong synergies with economic and social outcomes under the Cooperation Framework.

A coordinated and mainstreamed approach to **climate change** is central to this outcome and runs through all the five outputs. The will UN consistently integrate climate adaptation and mitigation measures in their contributions, including facilitating access to climate finance.

Those expected to benefit most from this outcome include **vulnerable groups living in rural and coastal communities, especially Indigenous peoples, elderly, persons with disabilities and populations affected by displacement and mobility**, who are disproportionately affected by climate hazards, environmental degradation and disasters. By strengthening early warning systems, resilient livelihoods, ecosystem-based approaches and rights-based governance, UN support aims to reduce exposure and sensitivity to shocks while increasing adaptive capacity, ensuring that no one is left behind.

Sustainability is embedded through a focus on institutionalization, emphasizing regional solutions and capacity development. The UN will support governments to integrate resilience into national planning, budgeting and regulatory systems; strengthen extension services and community-level capacities; and build long-term competencies for climate and disaster risk finance. Regional peer learning and collaboration, shared digital tools and strengthened legal and policy frameworks will further support scale-up and continuity beyond the Cooperation Framework period.

Achievement of this outcome rests on several key **assumptions**: sustained political commitment to integrated climate and disaster risk management; availability and use of reliable climate and risk data; effective coordination across sectors and levels of governance; and access to adequate climate and disaster finance. **Risks** such as institutional fragmentation, data gaps, capacity constraints and increasing climate intensity will be mitigated through phased reforms, regional cooperation and continued investment in data, systems and human capacity.

This outcome will be supported by drawing on complementary expertise of the UN entities, including FAO (climate-resilient agri-food systems, disaster risk management, geospatial tools, early warning systems, ecosystem-based approaches and extension services), UNDP (integrated climate and disaster risk management, early warning, preparedness, loss-and-damage assessments, nature-positive/low carbon transitions), WFP (resilient food systems, disaster risk management and recovery), UNEP (environmental governance, biodiversity,

pollution and chemicals management, climate mitigation and adaptation, Escazú implementation and MEA compliance support), OHCHR (human rights-based approaches to environment and climate change, climate justice and climate finance, and civil society capacity-building), UNFPA (population vulnerability analysis, demographic intelligence, SRHR and GBV preparedness in humanitarian settings and integration of population dynamics into resilience planning), and IOM (disaster preparedness, climate-related mobility and protection of vulnerable populations), and UNESCO (resilience of educational and scientific institutions, media and crisis preparedness, and protection of cultural and documentary heritage) and PAHO/WHO (health emergency and disaster risk management, climate-sensitive disease surveillance, health facility safety, and integration of health into national disaster risk reduction frameworks). Together, these entities will leverage regional platforms, digital data systems and institutional strengthening to advance inclusive, risk-informed and sustainable resilience across the Caribbean.

DRAFT

Figure 4 Outcome 2 - Theory of Change



Outcome 2



Preconditions

What needs to happen for the outcome to be realised



UN Outputs

What will be UN collective deliverables?



UN Contributions

What will be the UN agencies' intervention strategies?



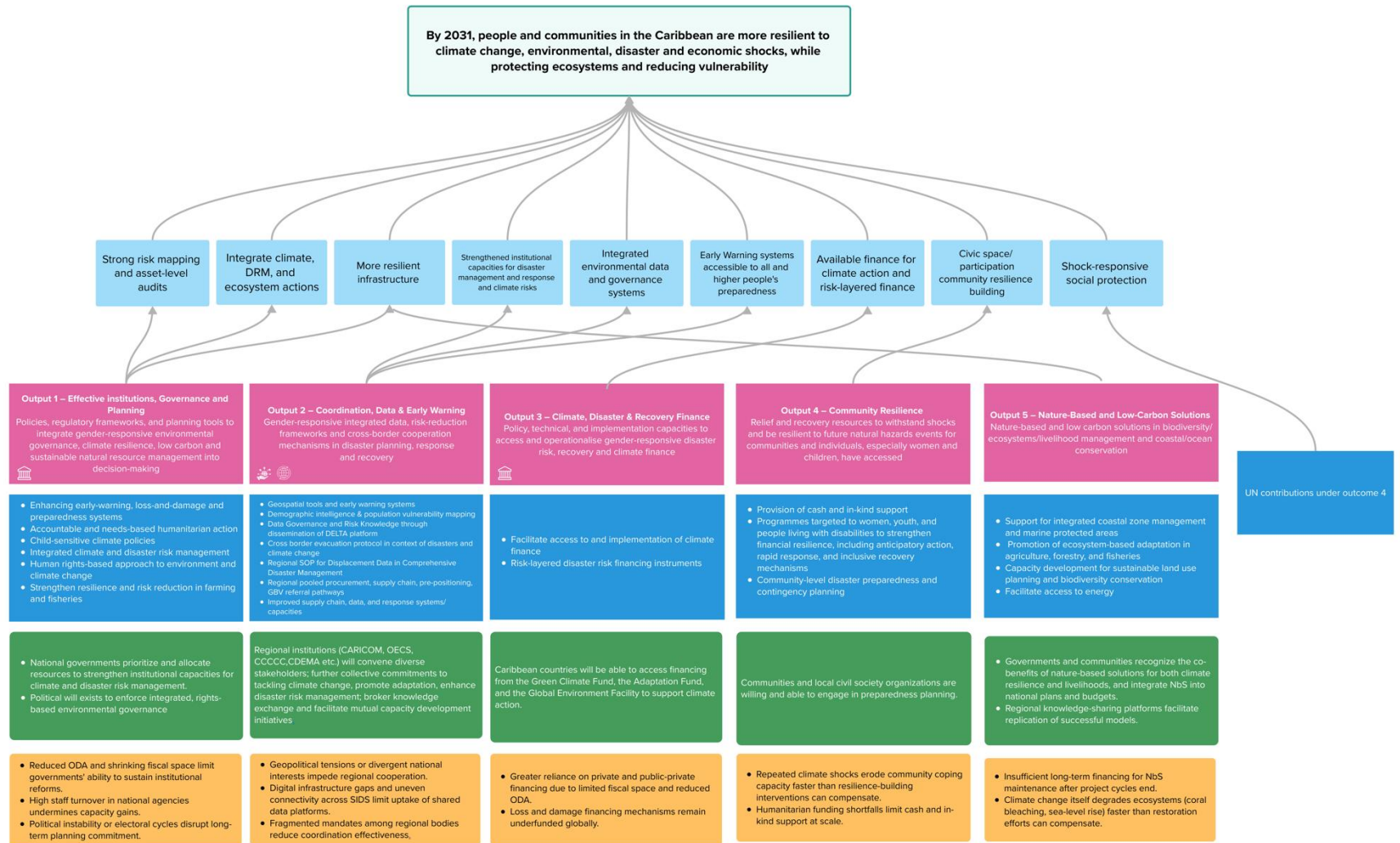
Assumptions

What are the conditions that we are taken for granted?



Risks

What are the main events that can affect the ToC?



COOPERATION FRAMEWORK OUTCOME 3: INTEGRATED SOCIAL SERVICES

Sustainable development in the Caribbean depends on people's ability to **access inclusive, high-quality and resilient social services and social protection across the life course**, including during climate, disaster, health and economic shocks. Persistent inequalities in access to education, health, care and social protection—exacerbated by climate change, demographic change, migration, mobility, informality and repeated shocks—undermine progress toward SDGs 1, 3, 4, and 5. Across the Caribbean, ageing populations, changing dependency ratios, migration dynamics, adolescent vulnerabilities, and growing care demands are placing additional demands on already constrained social systems.

Progress toward this outcome depends on several necessary changes. Governments must have effective institutional frameworks— analytical capacities, policies, legislation, financing arrangements and coordination mechanisms—that enable inclusive, disability-sensitive, gender-responsive and child-focused social protection and social services across the life course. Education, health and care systems must be resilient and inclusive, able to maintain continuity and quality during shocks while addressing persistent gaps in access and outcomes across the life course. Digitalization, demographic intelligence and data systems are critical preconditions: national data ecosystems must be able to collect, analyse and use disaggregated demographic, socioeconomic and health data to inform evidence-based, adaptive and shock-responsive policies and investments aimed at narrowing inequality gaps. Social protection systems must be gender-responsive, while expanding coverage and adequacy, including for informal workers, migrants and persons with disabilities, and be linked to health, education and care services. Without these changes, shocks will continue to translate into long-term setbacks for human capital and equality.

UN support under this outcome is organised around **four mutually reinforcing outputs**, which together describe the concrete institutional, systems and service-delivery changes the UN will support to enable inclusive, resilient and shock-responsive social systems across the sub-region.

A first output focuses on **digitalization and data intelligence**. This includes strengthening civil registration and vital statistics, census preparedness, demographic analysis, population projection and interoperability between statistical, health, education and social protection systems to support integrated service delivery and long-term planning and timely, shock-responsive decision-making. This includes support to disaggregated data collection and analysis, digital social registries and management information systems, and rights-based data governance to ensure ethical use, privacy and inclusion. Under this output, the UN will also support the expansion of digitalized social services, like telemedicine and online learning. This will also enhance the services' resilience during emergency as well as their inclusivity.

A second output is geared towards strengthening institutions to deliver **resilient and shock-responsive social services**. UN contributions will focus on reinforcing governance arrangements, policies and operational processes that allow education, health, care and social protection systems to continue to function during crisis taking into account differentiated needs and vulnerabilities. For health systems, this includes maintaining essential service continuity during climate and disease shocks, strengthening emergency health operations, and integrating health into national shock-response and social protection coordination mechanisms.

Third, the UN will focus on **quality and inclusive services across the life course**, strengthening education, health and care institutions' capacities, tools and integrated service models to deliver inclusive, high-quality learning, care, health and nutrition services. Health services encompass comprehensive, integrated, and people-centred care—including primary, maternal and child, sexual and reproductive, adolescent, nutrition, mental health, and non-communicable disease services—designed to reduce system fragmentation and strengthen coordination across

related sectors. This output ensures that social services are not only resilient to shocks, but also inclusive, age-appropriate and responsive to the needs of children, adolescents, women, older persons, persons with disabilities and indigenous groups.

A fourth output is **on inclusive and shock-responsive social protection**. Institutional capacities, policies and financing frameworks will be strengthened to expand inclusive, shock-responsive and gender-responsive social protection systems that reduce intergenerational vulnerability. UN support will assist governments to extend coverage, improve adequacy and strengthen the governance and financing of social protection systems, including for informal workers, migrants and other groups traditionally excluded from coverage. Emphasis will be placed on embedding shock responsiveness and gender responsiveness into policy, legislation, financing and delivery systems, and on strengthening linkages between social protection and basic social services.

Across all four outputs, UN support complements national leadership by combining institutional strengthening through coordinated technical assistance, policy advice, and capacity development, digitalization and data intelligence to deliver sustained change. Together, these outputs contribute to institutionalizing inclusive, shock-responsive and climate-resilient social systems that protect people before, during and after crises, while reinforcing progress across multiple SDG targets and other Cooperation Framework outcomes.

The UN complements and leverages the work of governments, service providers, civil society, communities and development partners. Governments lead policy, financing and implementation; civil society and communities play key roles in outreach, service delivery and accountability; and private sector actors contribute to digital infrastructure and innovation. The UN adds value through integrated technical assistance, normative guidance, convening power and access to global and regional knowledge, helping align reforms across sectors.

Those expected to benefit most include **children and adolescents, women and girls, older people, persons with disabilities, older persons, indigenous populations, migrants and people on the move, informal workers, and households exposed to climate and economic shocks**. Benefits are expected through improved access to inclusive and quality education and health services, including improved population health outcomes across the life course, reduced exposure to health risks, and strengthened equity in health access and outcomes, expanded and more responsive social protection, reduced gendered care responsibilities, and faster, more equitable responses during crises—ensuring that no one is left behind.

Sustainability is supported through institutionalization and capacity development. The UN development system will support embedding reforms into national policies, legislation, budgets and information systems; strengthening public sector capacities for data use, coordination and service delivery; and ensuring that digital systems are interoperable and maintained over time. By focusing on governance, financing and institutional capacity rather than stand-alone projects, UN support aims to scale impact and sustain results beyond the Cooperation Framework period. Sustainability will be further strengthened through investment in national capacities to generate and use demographic intelligence, population projections and disaggregated data to inform long-term planning, budgeting and financing of health, education, care and social protection systems.

The achievement of this outcome depends on several **key assumptions**: sustained political commitment to inclusive and shock-responsive social policy reforms; adequate investment in institutional capacity, digital infrastructure and data systems; and effective coordination across sectors and levels of governance. Fiscal constraints, digital divides and institutional fragmentation remain risks and will require continued dialogue, prioritization and capacity-building.

The outcome will be supported by drawing on complementary expertise and assets of UN entities, including UNICEF (shock-responsive social protection, digital transformation of social registries and delivery systems,

education system strengthening, early childhood development and school connectivity), ILO (extension and governance of social protection systems, labour standards and digital solutions for social security coordination), UNFPA (strengthening disaggregated data systems, climate-resilient sexual and reproductive health and GBV-responsive services, youth and adolescent services), WFP (shock-responsive social protection, adaptive livelihoods support, nutrition and school feeding linkages), PAHO/WHO (strengthening of health systems governance, equitable financing mechanisms, human resources for health, integrated health services delivery throughout the life course, access to medicines and health technologies complemented with digital platforms), UN Women (gender-responsive care and social protection systems), IOM (migration-inclusive policies, displacement tracking and data to support inclusive service delivery), FAO (food and nutrition security monitoring, agricultural and dietary statistics, and school nutrition linkages), and OHCHR (human rights-based approaches to data, non-discrimination and equal access to social services). Together, these entities will leverage effective institutions and digitalization/data intelligence to advance inclusive, resilient and shock-responsive social systems across the sub-region.

Figure 5 Outcome 3 - Theory of Change



Outcome 3



Preconditions

What needs to happen for the outcome to be realised



UN Outputs

What will be UN collective deliverables?



UN Contributions

What will be the UN agencies' intervention strategies?



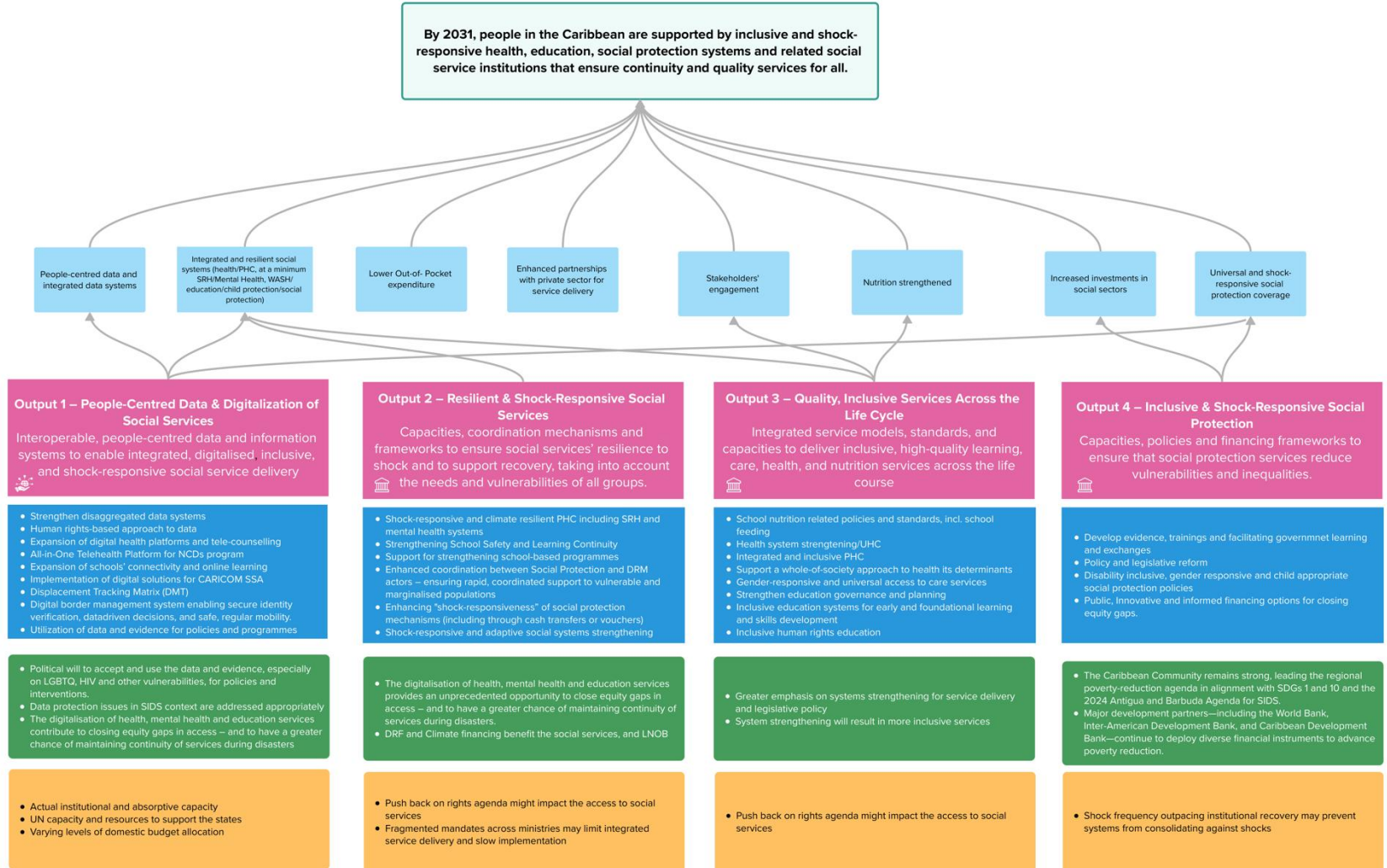
Assumptions

What are the conditions that we are taken for granted?



Risks

What are the main events that can affect the ToC?



COOPERATION FRAMEWORK OUTCOME 4: RESILIENCE TO CRIME AND VIOLENCE

In the Caribbean progress towards the SDGs is contingent on **safe, resilient and cohesive societies**. High levels of violence, insecurity and transnational organised crime undermine human development gains, erode trust in institutions, and disproportionately affect children, youth, women, migrants and marginalized communities. Accelerating progress toward SDGs 5, 10, 11, 16 and related targets requires a shift from fragmented, reactive responses toward **coordinated, preventive, survivor-centred, gender-transformative, rights-based and community-led approaches**, supported by strong regional cooperation and that leave no one behind.

Achieving this outcome requires recognizing crime and violence not as isolated security problems, but as systemic and self-reinforcing development challenges shaped by interacting forms of vulnerabilities, exclusion, trauma, institutional weakness, corruption, organised crime, harmful social norms, and uneven access to protection and opportunity. This means ensuring: (i) stronger, more effective, accountable, trusted, rights-based, social justice and security systems and institutions; (ii) empowered youth and resilient communities actively engaged in prevention; (iii) reduced influence of transnational, digital and organised crime; (iv) measurable shifts in harmful social and gender norms (including unequal power relations and barriers to social protection) and (v) a systematic public health approach that treats violence as a preventable condition, using epidemiological analysis, risk factor identification, and evidence-based interventions implemented across sectors and throughout the life course.

The UN contributes by strengthening institutional capacities, including health systems, justice institutions, governance systems, data and digital infrastructure, and enabling integrated regional and community-level solutions that address the root causes as well as manifestations of violence and insecurity. Recognizing that trust, legitimacy and social cohesion are critical foundations of peaceful societies, the UN also supports democratic resilience through initiatives that strengthen civic participation, social dialogue, inclusive local governance, public trust, and institutional capacities for peaceful and credible democratic processes.

Planned UN support contributes to these changes through three mutually reinforcing pathways. First, the UN will support **digitalization and data intelligence**. This includes supporting interoperable case management systems, strengthening GBV, VAC and other violence-related data systems, including GBVIMS and survivor-centred information management approaches integrating protection data into national statistical and planning frameworks, more robust regulation of cyberspaces, integrating protection data into national statistical and planning frameworks, and providing advisory support on data governance, privacy and ethical use. This will result in integrated, high-quality and timely data systems across sectors, enabling institutions to use real-time data for better coordinated decision-making and responses, and targeted risk-informed prevention. The expected outcome is improved service uptake, faster response times, and increased public trust in institutions.

Second, the UN will leverage **regional solutions** to address cross-borders threats, such as trafficking in illicit substances, firearms and persons, as well as the smuggling of migrants, digital and financial crime, corruption, and technology-facilitated violence. Through support to regional policy frameworks—including the Caribbean Firearms Roadmap, implementation of international conventions, treaties and instruments, harmonization of crime statistics and regional cooperation mechanisms and policy spaces such as the proposed CARICOM - UN Framework for Action—the UN will help align legislative and operational responses enabling coordinated and targeted enforcement, information sharing and joint operations. This will reduce impunity, decrease illicit flows, disrupt and dismantle organised criminal networks and strengthen collective security across the sub-region. This regional approach will be flexible and complement national reforms developed based on divergent socio-political realities, while promoting coherence across countries and aligning with global norms.

Third, the UN will promote **effective institutions** by strengthening the capacities of health, justice and law enforcement actors, and supporting community-led prevention of crime and violence and restorative justice initiatives. The health sector, including primary health care, mental health and injury surveillance systems, will be engaged as essential partners in multi-sectoral prevention and response. The UN will help countries translate human rights and gender transformative standards into practical local action – such as supporting municipalities to co-design prevention plans with communities, strengthening positive and non-violent parenting and alternative care pathways, financing evidence-based behaviour change initiatives, and connecting civil society, justice, and social services through accountable governance and referral systems that reinforce social cohesion, inclusion and democratic participation. This will result in integrated, multi-sectoral and life-course based prevention systems, enabling institutions and communities to deliver coordinated, restorative, gender-transformative and trauma-informed prevention and response services including rehabilitation and reintegration. The expected outcome is reduced incidences of crime and violence, improved reintegration outcomes, and increased access to justice and protection.

These efforts also contribute to synergies with other Cooperation Framework outcomes related to digital transformation, governance, youth empowerment and social protection, maximizing the SDG dividend across outcomes, both within and beyond the scope of the Framework.

The UN will complement and leverage the work of governments, regional organizations (such as CARICOM, including its Implementation Agency for Crime and Security (IMPACS) and the Regional Security System (RSS)), civil society, community- and faith-based organizations, academia and development partners. Governments retain primary responsibility for policy, financing and service delivery, while civil society and community actors are central to prevention, social cohesion, democratic participation, and trust-building. The UN's convening role will help align these contributions, promote policy coherence, and catalyse investments—particularly in prevention, which is often under-resourced despite strong global and regional evidence demonstrating its cost-effectiveness and long-term impact on social and economic outcomes.

Those who stand to benefit most from UN support include **children and youth (especially young men), women and girls, survivors of violence, migrants and victims of trafficking in persons, and communities affected by high levels of violence** and insecurity. Through strengthened referral pathways, inclusive service design, gender-transformative prevention strategies and community-led initiatives, UN support is expected to improve access to protection and justice, reduce injury and its consequences, improve mental health, reduce exposure to crime and violence, and expand opportunities for positive youth development. With a focus on realizing economic and social rights and improving social cohesion, as measured by increased service coverage, reduced victimization rates and improved perceptions of safety and trust.

Sustainability is embedded through a focus on **national and regional capacity development** and institutionalization. The UN will support governments and regional institutions to integrate prevention and protection into policy, planning and budgeting frameworks; strengthen local governance and accountability mechanisms; improve epidemiological and injury surveillance data, led through health systems and build evidence on what works, including costed investment cases and institutionalized monitoring frameworks for scaling effective interventions. By reinforcing systems rather than substituting them, and by supporting South-South and triangular cooperation within the Caribbean, the UN will help sustain impact beyond the Cooperation Framework period.

Achieving this outcome requires diverse and multi-layered **partnerships**. Externally, partnerships with governments, regional organizations, civil society, the private sector (particularly in digital and financial sectors), and academic institutions are essential. Internally, close collaboration across UN entities will ensure coherence

across prevention, protection, justice, security, gender equality, youth development and data systems. The UN development system will jointly contribute normative guidance, technical assistance, operational presence, convening power and access to global and regional knowledge networks to advance different dimensions of change.

Cross-border and regional dimensions are integral to this outcome. Transnational organised crime, digital threats and population mobility necessitate harmonised legal frameworks, shared data standards and regional coordination. UN support will therefore prioritize regional platforms for cooperation, peer learning, and joint action, ensuring that national gains are reinforced rather than undermined by cross-border dynamics.

The achievement of this outcome depends on several key **assumptions**: (i) sustained political commitment to rights-based, preventive and coordinated approaches to safety and security; (ii) willingness of national and regional actors to share data and collaborate across sectors and borders while safeguarding privacy; and (iii) adequate and predictable financing for prevention and institutional reform, alongside robust enforcement. Risks such as institutional resistance, data misuse, uneven digital capacity, and over-securitization without parallel prevention efforts will be actively mitigated through inclusive dialogue, safeguards, capacity building and community engagement.

This outcome will be supported by several UN entities such as UNODC (organised crime, crime prevention, corruption, restorative justice³ and law enforcement), IOM (migration and trafficking in persons), UNFPA in collaboration with UN Women (survivor-centred essential services, gender transformative social norms approaches, multi-sector referral pathways/ protocols, and technology-facilitated GBV), UNDP (governance, electoral integrity, rule of law, citizen security, data and digital transformation), UNICEF (child protection, violence against children prevention, online safety), UN Women (gender equality, GBV, WPS), PAHO/WHO (violence as a public health issue, injury surveillance and epidemiological data, evidence-based prevention across the life course, and mental health and psychosocial support for survivors), OHCHR (human rights-based approaches and rule of law), and UNLIREC (firearms roadmap, small arms control, ammunition management, armed violence prevention, and regional security cooperation), and UNESCO (boys' disengagement from education, community violence, violence in schools, mental health, gender-responsive education, AI bias). Together, these entities will pool technical expertise, regional platforms, data systems, and partnerships to deliver coherent, high-impact support aligned with the MSDCF enablers.

³ Except in GBV contexts.

Figure 6 Outcome 4 - Theory of Change



Outcome 4



Preconditions

What needs to happen for the outcome to be realised



UN Outputs

What will be UN collective deliverables?



UN Contributions

What will be the UN agencies' intervention strategies?



Assumptions

What are the conditions that we are taken for granted?



Risks

What are the main events that can affect the ToC?



CHAPTER 3: COOPERATION FRAMEWORK IMPLEMENTATION

The delivery of the MSDCF 2027-2031 will leverage the multi-country architecture through a streamlined governance approach that strengthens strategic direction, accountability and operational coherence across the region. The Regional Steering Committee will provide strategic direction and accountability; the Regional Results Groups evidence, learning and coherent approaches; and Resident Coordinators, designated as leads for each priority area, will anchor national Country Implementation Plans and ensure a strong country footprint. The UN will work as one with CARICOM, OECS and other regional partners on cross-border solutions (mobility, data interoperability, prevention ecosystems, climate-risk management and response), backed by pooled and thematic financing windows and a broker role to crowd in IFIs and private capital. In a context of geopolitical volatility and tightening aid—including ODA declines and constrained climate finance—scarcity becomes a discipline: fewer, larger, results-oriented programmes; shared services and digital public infrastructure; and South–South cooperation to deliver more impact per dollar for Caribbean SIDS over the next five years. This approach advances the region’s 2030 vision of a resilient, inclusive, future-ready Caribbean while aligning national priorities with a coherent regional platform.

3.1. COOPERATION FRAMEWORK GOVERNANCE & MANAGEMENT STRUCTURE

At the apex of the structure sits the **Joint Steering Committee (JSC)**, which provides the political and intergovernmental anchor for the MSDCF. Composed of government representatives from all 22 signatory countries and territories, alongside UN participation through Resident Coordinators and agency representatives, the JSC is the highest-level oversight and accountability body. Its role is not operational, but strategic. It reviews overall progress against the MSDCF, assesses whether regional priorities remain relevant, endorses major strategic adjustments, and holds the UN system collectively accountable for results. Through this forum, Member States validate the added value of regional approaches, reinforce SIDS-specific concerns, and lend political legitimacy to regional integration, while maintaining respect for national sovereignty.

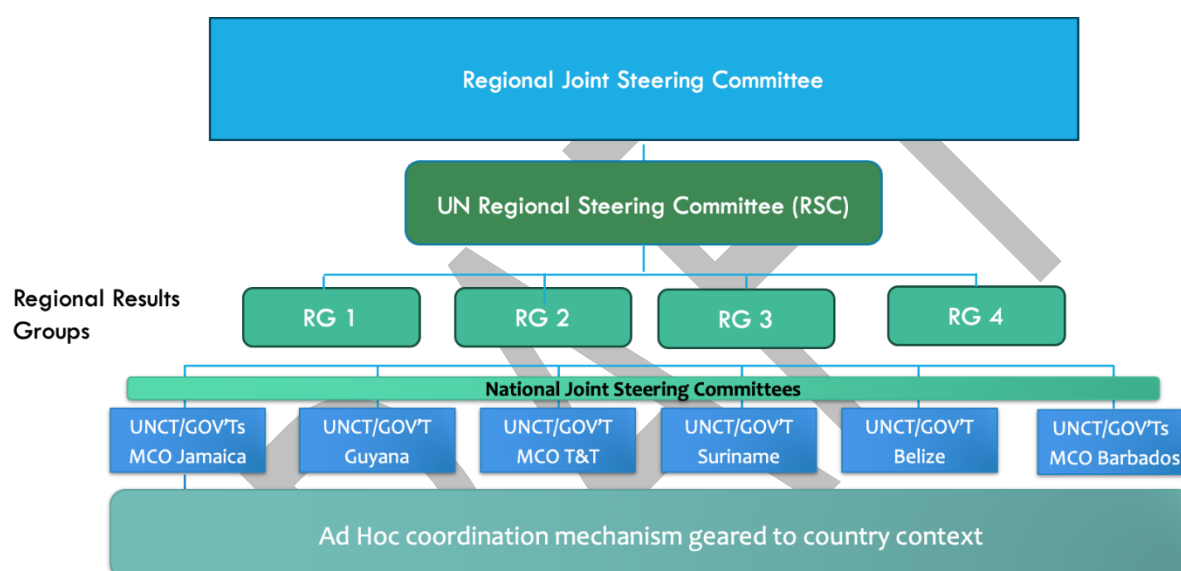
Acting as the UN system’s strategic leadership body beneath the JSC is the **Regional Steering Committee (RSC)**. This is the main regional decision-making forum on the UN side. It brings together all UN Heads of Agencies operating in the MSDCF geography and all Resident Coordinators, operating on a “one agency, one vote” principle. Chaired on a rotating basis by a Resident Coordinator, the RSC provides strategic direction, approves regional priorities and pooled resource allocations, and oversees adjustments to the MSDCF results architecture within the agreed framework. Crucially, the RSC functions as the interface with the JSC: it consolidates UN-wide analysis and lessons, prepares strategic submissions to Member States, and ensures follow-up to JSC guidance. The RSC also arbitrates what genuinely requires regional handling—such as cross-border initiatives, policy coherence, and scaling of solutions—while explicitly leaving country programming choices to national levels.

Below the RSC are the **Regional Results Groups (RRGs)**, which serve as the thematic engines of MSDCF implementation. These groups are aligned with the MSDCF’s strategic pillars and outcomes, with each RRG responsible for a single outcome or a coherent cluster of outcomes (it is the case of outcome 1 and 2 which will be under the first RRG). They are co-led by a UN agency and a Resident Coordinator (or a designated senior representative), with Resident Coordinator Offices providing secretariat support. The RRGs bring together relevant agency expertise, largely at regional level, and maintain direct links to each country through RCO focal points. Their role is practical and delivery-focused: driving implementation of regional outputs, fostering cross-country learning, identifying opportunities for replication and scale-up, and supporting joint policy dialogue and partnerships. While operational in nature, RRGs are accountable upward to the RSC for results.

At the foundation of the structure are the **UN Country Teams (UNCTs)**⁴, which ensure national ownership and contextualization of the MSDCF. Chaired by the Resident Coordinator and composed of all agencies active in a given country, UNCTs retain full authority over country-level implementation choices within the agreed MSDCF parameters. They determine how regional outputs are tailored, sequenced, and delivered in line with national priorities, decide what coordination mechanisms are appropriate locally, and manage political dialogue and national partnerships. The structure deliberately allows flexibility in how often and in what format UNCTs meet, recognizing differing country contexts and capacities.

Taken together, these bodies form a vertically integrated but subsidiarity-driven system. Strategic legitimacy and accountability flow from Member States through the JSC; regional coherence, resource decisions, and system-wide

Figure 7 MSDCF Governance and Management Structure



alignment are managed by the RSC; thematic delivery and learning are driven by the RRGs; and adaptation, partnerships, and implementation rest with UNCTs at country level. The result is a single regional framework that operates at multiple scales while preserving clear decision rights and minimizing unnecessary transaction costs.

In order to maximise efficiency in the delivery of this framework, the UN will establish a line of communication and coordination at the regional level across the countries' Operations Management Teams (see section 3.5 below). Likewise, under leadership of UN Regional Information Centre (UNIC), will develop 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. The RSC will also be assisted by a **Regional Gender Theme Group (RGTG)** to coordinate, support, and strengthen the UN's collective action on gender equality and the empowerment of women and girls, ensuring that these priorities are systematically integrated into the MSDCF's implementation.

3.2. RESOURCING THE COOPERATION FRAMEWORK

⁴ There are 6 active UNCTs in the sub-region, headed by five RCs, with the RC based in Trinidad and Tobago covering also the UNCT for Suriname.

The UN development system will resource the MSDCF 2027–2031 through a **coordinated, transparent and results-oriented financing approach** that prioritizes collective outcomes over individual agency portfolios, and that reflects the increasingly **regional and multi-country nature of UN engagement** in the English- and Dutch-speaking Caribbean. In line with this framework, resourcing will be explicitly linked to MSDCF priorities, outcomes and indicators, ensuring coherence between strategy, financing and results.

Costing of the Cooperation Framework will be undertaken through an indicative, outcome-based approach. Rather than aggregating agency-specific budgets, the UNCT will estimate the financing envelope required to deliver each MSDCF outcome and its associated outputs, distinguishing between: (i) resources already programmed or expected through agency core and non-core funding; (ii) resources to be mobilized jointly at regional or multi-country level; and (iii) financing gaps requiring targeted resource-mobilization efforts. This approach supports flexibility, reduces fragmentation, and allows for periodic adjustment in response to evolving regional and national contexts.

The RSC will pursue a **joint resource-mobilization strategy**, anchored in the MSDCF theory of change and delivered through the Regional Results Groups (RRGs). RRGs will serve as the primary platforms for articulating integrated “UN offers” around each outcome—bringing together agency expertise, regional public goods, and country-level implementation pathways—and for identifying opportunities for pooled, programmatic and multi-country financing. This model reflects a deliberate shift away from parallel agency fundraising toward **fewer, larger, multi-partner initiatives** with clearer SDG impact, reduced transaction costs for partners, and stronger accountability for results.

Funding mobilized under the MSDCF will be used strategically to **leverage broader SDG financing**, including climate finance, development finance from IFIs, regional funds, philanthropic capital and, where appropriate, private sector investment. UN support will focus on strengthening enabling conditions for financing at scale—such as policy and regulatory frameworks, data and measurement systems, project preparation capacity, and risk-informed planning—so that catalytic UN resources can unlock significantly larger financial flows aligned with national priorities and regional strategies. In this sense, UN financing is positioned not only as a source of programme delivery, but as a **multiplier for sustainable development finance**.

Consistent with emerging UN reform directions, including UN80, the UN will prioritize **efficiency, coherence and value for money** in resourcing the MSDCF’s implementation. This includes increased use of joint programmes, pooled funding mechanisms, shared platforms and services, and harmonised engagement with donors and partners at regional level. The RSC and UNCTs will actively discourage duplicative resource-mobilization efforts and competition among UN entities in areas covered by the MSDCF, reinforcing the principle that financing is a means to collective results rather than an end in itself.

Finally, resource allocation and utilization under the MSDCF will be closely linked to **results monitoring, learning and adaptive management**. Through the RRGs and the UNCTs mechanisms, financing decisions will be periodically reviewed against performance, emerging risks and opportunities, and lessons learned, ensuring that resources remain aligned with the most impactful pathways to accelerate progress toward the SDGs across the Caribbean subregion.

3.3 DERIVATION OF UN ENTITY COUNTRY PROGRAMMING INSTRUMENTS FROM THE COOPERATION FRAMEWORK

The MSDCF 2027–2031 constitutes the **single overarching strategic framework** guiding all UN development system programming in the English- and Dutch-speaking Caribbean for the period of its validity. UN entities

signatory to this framework commit to **derive their country, multi-country and regional programming instruments directly from the MSDCF priorities, outcomes and outputs**, ensuring coherence, alignment and collective accountability for results.

All UN entities will adopt the MSDCF **outcomes and relevant monitoring indicators verbatim**, as appropriate, in the formulation or revision of their Country Programme Documents (CPDs), multi-country programmes or regional strategies. These programming instruments will clearly articulate how agency-specific outputs and interventions contribute to the achievement of MSDCF results and associated SDG targets, avoiding fragmentation and parallel planning processes. Where agencies operate across multiple countries, programmes will explicitly reference the MSDCF as their strategic anchor, while articulating differentiated implementation pathways responsive to national contexts.

Reflecting the growing shift toward **multi-country and regional modalities** and in line with the strategic approach of this MSDCF, UN entities will increasingly design programming instruments that leverage regional public goods, shared platforms and harmonised approaches, while maintaining a strong country focus through nationally anchored implementation plans. This approach responds to the structural realities of small, interconnected SIDS, and is consistent with the MSDCF theory of change, which recognizes that many development constraints and solutions—climate risks, mobility, violence, food systems, data and digital infrastructure—transcend national borders.

UN entity programming instruments will be systematically informed by the **three MSDCF enablers—digitalization and data intelligence, effective institutions, and regional solutions—which constitute the core pathways through which UN support is expected to accelerate and sustain results**. Agencies will integrate these enablers into programme design and implementation by: embedding digital and data-driven approaches to improve targeting, efficiency, inclusion and accountability but also to apply foresight lenses on the impact (and potential) of innovative tools; strengthening institutional capacities, governance arrangements and policy coherence to sustain impact at scale; and leveraging regional and multi-country solutions to address structural constraints, generate regional public goods and tackle transboundary challenges. These enablers are not treated as standalone thematic areas, but as **cross-cutting design principles** shaping how UN interventions are conceived, delivered and evaluated.

In addition, UN programming will be explicitly grounded in the **shared analysis of regional mega-trends** identified in the MSDCF—namely **demographic shifts, climate change, and violence and crime, including organised crime**—which define the operating environment and risk landscape for sustainable development in the Caribbean. Agency programmes will reflect an understanding of demographic dynamics such as ageing, youth labour market pressures and migration; integrate climate and environmental risk considerations across sectors and investments; and address violence and insecurity as both development constraints and cross-cutting risk factors that affect human capital, institutions and economic performance. Programming instruments will therefore incorporate anticipatory, preventive and resilience-building approaches that respond to these trends, rather than addressing them in isolation or solely through sector-specific interventions. All UN programmes and projects derived from the MSDCF will be implemented in line with the **cross-cutting programming principles** of the UN development system, including human rights-based approaches, gender equality and women's empowerment, leaving no one behind, sustainability, resilience and accountability. Together with the MSDCF enablers and mega-trend analysis, these principles form a **common UN value proposition for the region** and will be reflected in programme objectives, partnerships, implementation modalities, monitoring frameworks and evaluations.

Coherence across programming instruments will be promoted through the **Regional Results Groups (RRGs)**, which replace the former Regional Programme Management Team's role in facilitating alignment and collective action at outcome level. RRGs will serve as joint platforms for strategic guidance, peer review and learning, supporting UN entities—whether physically present in countries or operating remotely—to ensure that their programming

instruments remain aligned with MSDCF priorities, results logic and agreed indicators. The RRGs will also facilitate interface between regional and country levels, strengthening consistency between multi-country initiatives and Country Implementation Plans.

At country level, **UN Country Teams**, under the leadership of Resident Coordinators, will ensure that agency programming instruments are coherently aligned with the MSDCF through Country Implementation Plans and national coordination mechanisms. These plans will translate regional outcomes into nationally relevant priorities, sequencing and partnerships, while preserving fidelity to the MSDCF results framework. This ensures that national programming remains both context-responsive and regionally coherent.

In line with ongoing UN system reform efforts, including UN80, the derivation of programming instruments from the MSDCF aims to **simplify planning architectures, reduce transaction costs for governments and partners, and strengthen collective impact**. By anchoring all UN programming to a shared results framework, the UN development system enhances strategic clarity, improves accountability for outcomes, and reinforces its ability to deliver integrated, large-scale and transformational support to accelerate progress toward the SDGs across the Caribbean.

3.4. COUNTRY IMPLEMENTATION PLANS

The MSDCF 2027–2031 will be operationalized through **Country Implementation Plans (CIPs)**, which serve as the primary joint planning and delivery instruments at country level. The CIPs replace traditional joint workplans in the multi-country context and provide a **coherent, results-oriented structure** through which UN entities collectively translate MSDCF priorities and outcomes into nationally relevant action.

Each CIP will articulate how UN entities—individually and jointly—contribute to the achievement of the MSDCF outcomes at country level, taking into account national development priorities, capacities, and implementation arrangements. CIPs will reflect both **country-specific interventions** and **multi-country or regional programmes** that address shared bottlenecks and generate regional public goods, ensuring that the MSDCF's regional theory of change is effectively anchored at national level.

CIPs will be developed under the leadership of the UNCTs, in close partnership with national counterparts and under the guidance of the relevant national joint steering or coordination mechanisms. While nationally grounded, CIPs will maintain explicit alignment with the MSDCF results framework by referencing the agreed outcomes, outputs and indicators, thereby reinforcing vertical coherence between regional strategy and country-level implementation.

Each CIP will define clear, measurable sub-outputs, indicative resource contributions, partnerships and implementation responsibilities for which UN entities will be jointly or individually accountable. This approach strengthens transparency, facilitates joint monitoring and reporting, and enables governments and partners to engage with the UN development system through a streamlined interface.

Coherence across countries and alignment with regional and multi-country initiatives will be supported through the **Regional Results Groups (RRGs)**. The RRGs will facilitate coordination, peer learning and strategic guidance across CIPs at outcome level, helping ensure consistency in approaches, use of harmonised indicators, and alignment with the MSDCF theory of change. They will also support the integration of regional and cross-border initiatives into CIPs, clarifying complementarities between country-level and multi-country programming.

CIPs will be developed on a **multi-year basis**, covering the full MSDCF cycle or defined sub-periods, and will be **reviewed annually** as part of the MSDCF performance review and learning process. Annual reviews will assess progress against planned outputs and outcomes, identify emerging risks and opportunities, and inform

adjustments required to remain responsive to evolving national and regional contexts, while preserving alignment with the MSDCF's strategic direction.

All CIPs will be recorded and maintained in **UN INFO** as the common planning, monitoring and reporting platform. UN entities commit to ensuring timely and accurate input of programme, partnership and financial information to enable joint monitoring, aggregated reporting and evidence-based decision-making at country and regional levels.

Through the systematic use of CIPs, the UN development system reinforces a **disciplined, collective and adaptive mode of implementation**, consistent with ongoing UN system reforms. CIPs enable the UN to deliver fewer, more integrated and higher-impact interventions, strengthen accountability for shared results, and effectively mobilize partnerships in support of accelerated SDG progress across the English- and Dutch-speaking Caribbean.

3.5. BUSINESS OPERATIONS STRATEGY IN SUPPORT OF THE COOPERATION FRAMEWORK

Efficient and coherent business operations are a prerequisite for effective programme delivery under the MSDCF 2027–2031. In a multi-country architecture spanning 22 countries and territories and six distinct UN Country Teams, operational coherence will be both regionally coordinated and nationally grounded. Accordingly, each of the six UN Country Teams covered by this framework will establish or maintain its own **Business Operations Strategy (BOS)**, tailored to the specific operational environment, agency footprint, and programmatic priorities of the countries concerned. These country-level BOS documents constitute the primary operational planning instruments at national level and will be reviewed and updated on a cycle consistent with the MSDCF period.

In a context of declining Official Development Assistance, constrained climate finance, and tightening UN system resources, the BOS is not simply an administrative instrument, but also a strategic enabler of the MSDCF's theory of change. In line with UN80 Workstream 14, UNCTs will target continued growth in efficiency gains. Cost efficiencies generated through common services, shared operational platforms and improved cost-benefit analysis methodologies will be systematically tracked and, where possible, redirected toward programmatic delivery.

Services that have demonstrated strong performance—including common premises-related services, travel, Long Term Agreements (LTAs), security, and ICT support—will continue to underpin programme delivery across the sub-region. New common service areas to be taken forward include conference and event management, outsourced accommodation, catering, consumables procurement, and furniture and fittings through collaborative LTA arrangements. Where feasible, UNCTs will explore the establishment of Common Back Office arrangements to consolidate selected location-dependent services, strengthen accountability, and improve cost-effectiveness in support of MSDCF delivery.

BOS implementation will be supported by clear agency accountability within each OMT, the reactivation and strengthening of BOS Working Groups, broader and more consistent agency participation, and strengthened data collection for efficiency reporting. OMT leads will report on BOS performance through the relevant UNCT governance mechanisms, ensuring that operational efficiency remains visible and linked to strategic resource allocation decisions under the MSDCF. At the regional level, the Operations Management Teams (OMTs) across the sub-region will maintain a line of communication and coordination, facilitated by the oversight of the Regional Steering Committee, to share learning, identify opportunities for harmonised approaches, and avoid duplication in operational investments. This regional operational coherence layer complements, rather than replaces, national BOS processes, reflecting the subsidiarity principle that governs the MSDCF governance architecture more broadly.

Taken together, the BOS for each UNCT, coordinated at regional level through the OMT network, will ensure that operational efficiency is not treated as a back-office concern but as an integral dimension of the MSDCF's collective commitment to deliver more impact per dollar for Caribbean SIDS over the 2027–2031 period.

CHAPTER 4: MCA UPDATE, MONITORING, EVALUATION AND LEARNING PLAN

4.1. UPDATES OF THE UN MULTI COUNTRY ANALYSIS

The MSDCF 2027–2031 is anchored in a two-tier analytical architecture that distinguishes between the long-horizon, structural intelligence captured in the Multi-Country Analysis (MCA) and the shorter-cycle, nationally grounded insights generated through specific UN Country Analyses (UNCAs). Each tier serves a distinct purpose in keeping implementation responsive to a rapidly evolving regional and national context.

The MCA underpinning this framework was designed as a deep, systems-level analysis of the structural drivers shaping the English- and Dutch-speaking Caribbean over the medium to long term: demographic transformation, climate change, economic concentration, crime and violence, and the digital transition. Because these mega-trends evolve gradually and their structural logic does not shift with every annual development cycle, the MCA will not be routinely updated on a fixed annual schedule. Instead, it will serve as a durable strategic reference for the full MSDCF 2027–2031 cycle, providing the shared analytical foundation that underpins the theory of change, the selection of priorities, and the MSDCF results architecture.

A formal update of the MCA will be triggered only should there be a substantial and sustained shift in the regional context that materially alters the structural drivers of development in the sub-region. Such triggers may include a major geopolitical or economic shock with region-wide implications. The RSC, informed by the Regional Results Groups, will be responsible for assessing whether such thresholds have been crossed and for commissioning a targeted or full MCA revision as appropriate. Any MCA update will be conducted in a participatory manner, engaging governments, civil society, and development partners, consistent with the process that produced the original analysis.

While the MCA provides the long-term strategic anchor, the country-specific Common Country Analyses will be updated on a bi-annual basis to ensure that Country Implementation Plans (CIPs) remain responsive to evolving national contexts. Each UNCT, under the leadership of the Resident Coordinator, will conduct a structured annual review of its UNCA, drawing on the latest available national data, Voluntary National Reviews, sector reports, and emerging evidence from programme monitoring. This review will assess whether key assumptions underlying the country-level theory of change remains valid, identify new or intensifying risks and vulnerabilities, and surface emerging opportunities for accelerated SDG progress. The annual UNCA update process will be deliberately light and iterative rather than a full analytical exercise, building on the existing UNCA rather than replacing it.

This two-tier approach—a stable MCA as the structural foundation, refreshed annually by living country analyses—ensures that the MSDCF remains both strategically coherent over its five-year cycle and operationally adaptive to the dynamic realities of Caribbean SIDS. It also reflects a deliberate effort to reduce transaction costs: rather than subjecting all 22 countries and territories to a full analytical cycle each year, the architecture concentrates analytical investment where it adds the greatest value—at the country level, where implementation decisions are made.

4.2. MONITORING IMPLEMENTATION OF COUNTRY IMPLEMENTATION PLANS

Monitoring implementation of the MSDCF 2027–2031 at country level will be organised through a coherent, regionally harmonised system anchored in the Country Implementation Plans (CIPs). While CIPs are nationally grounded and context-responsive, their planning, monitoring, and reporting architecture will follow a common regional framework—aligned timelines, shared structures, and standardized formats—so that progress can be meaningfully aggregated, compared, and learned from across the six UNCTs. This regional coherence is not an administrative convenience; it is a structural requirement of a multi-country framework whose theory of change depends on the UN system's ability to demonstrate collective, sub-regional impact.

All six UNCTs will develop and review their CIPs according to a harmonised annual planning cycle, coordinated by the Regional Steering Committee (RSC) and facilitated through the Regional Results Groups (RRGs). A common CIP template, implemented through UN INFO will be used across all countries, enabling the RRGs to consolidate country-level data into coherent regional progress reports. CIPs will be prepared and reviewed on a synchronized schedule, with annual review windows timed to feed into the RSC's strategic performance review and the Joint Steering Committee's oversight cycle. CIP monitoring will be designed to complement and reinforce—rather than duplicate—national monitoring systems. This synchronized rhythm reduces fragmentation, supports peer learning across UNCTs, and ensures that course corrections at country level are visible and actionable at regional level.

CIPs are the primary instrument through which regional MSDCF outcomes are translated into nationally relevant action. Each CIP will be explicitly structured around the four MSDCF outcomes and the regional common outputs agreed under each outcome, ensuring vertical coherence between the regional results architecture and country-level programming. Country-level sub-outputs and activities will be mapped against the relevant regional common output, and each CIP will report against the regional output indicators included in the MSDCF results framework. Outcome level indicators will be based on SDGs and ABAS indicators and monitored at regional level to assess progress across the sub-region. Where indicator-level data is not yet available, UNCTs will apply agreed proxy

Clause on Sexual Exploitation and Abuse

Protection from Sexual Exploitation and Abuse (PSEA) is a key priority for the UNCT entities, with a special focus on prioritizing victims' rights and creating an environment in which sexual exploitation and abuse (SEA) do not occur. SEA is unacceptable behaviour and is prohibited for UN personnel and UN implementing partners. The UNCTs entities will therefore pursue all appropriate means to protect against, prevent and respond to SEA, and will require a similar commitment from its partners. In delivering on the obligations articulated in the present Cooperation Framework, the UNCTs and the governments of the English- and Dutch-speaking Caribbean countries and territories affirm their commitment to preventing and responding to reports of SEA in connection with their personnel involved in common/joint projects. It is understood that this would entail the need to: (i) adhere to common values on PSEA, (ii) take preventative measures against SEA, (iii) investigate allegations, and (iv) take appropriate corrective action when incidents occur, including providing support to victims in accordance with a victim-centred approach.

measures or qualitative assessments, with a clear plan for closing data gaps over the MSDCF cycle.

Data gaps are a structural challenge across Caribbean SIDS, particularly for disaggregated data on vulnerable groups, environmental indicators, and real-time economic metrics. UNCTs will develop country-specific data gap strategies as part of the CIP, identifying where non-traditional data sources—including geospatial data, mobile and digital administrative data, community-based monitoring, and private sector data partnerships—can complement official national statistics. UN entities will actively support the strengthening of

national statistical systems as a programme output in its own right, consistent with MSDCF Outcome 3 on integrated social services and the cross-cutting enabler on digitalization and data intelligence. The Regional Monitoring and Evaluation Team (RMET) will coordinate across UNCTs to harmonise approaches to data collection

and gap-filling, and to ensure that innovations in one country context are systematically shared and adapted across the sub-region.

Lessons and good practices captured through CIP monitoring will feed into a structured learning cycle managed by the RRGs. Each RRG will maintain a shared knowledge base of what is working across the sub-region, organised by outcome and output area, and will dedicate time in its regular meetings to reflective learning discussions. Good practices identified at country level will be documented in a standardized format and shared across UNCTs through the RSC, enabling deliberate replication and adaptation. This learning architecture ensures that the MSDCF's monitoring system generates not only accountability data but also the practical intelligence needed to continuously improve implementation quality across all six UNCTs.

4.3. ANNUAL PERFORMANCE REVIEW AND COUNTRY RESULTS REPORTING

The UN system will be held accountable for the MSDCF 2027–2031 implementation through a two-tier reporting architecture: six UN Country Team Annual Results Reports (ARRs), one per UNCT, and a consolidated Regional Results Report (RRR) prepared annually for the Annual Coordination Meeting (ACM) of the Joint Steering Committee.

The annual performance review cycle will be opened by the CA update process described in section 4.1. Each UNCT will complete its country-level CA refresh ahead of the CIP annual review, so that the performance review is grounded in the latest available evidence. Where the CA update reveals evident shifts—new relevant risks, emerging opportunities, or significant changes in the assumptions—these will be explicitly flagged in the ARR as context for CIP adjustments. At regional level, the RMET will consolidate CA update findings, ensuring that the RRR situates collective results within an up-to-date understanding of the regional operating environment.

Each of the six UNCTs will prepare an ARR covering progress against CIP outputs, resource utilization, partnerships, and lessons learned. ARR will be prepared under the leadership of the respective Resident Coordinator, with contributions from all UN entities active in the country—including non-resident agencies - which are required to submit their results data through UN Info ahead of consolidation. ARR will be validated by UNCT members and shared with national counterparts, reinforcing government ownership and transparency. Building on the six ARR, the RSC will prepare an annual RRR for presentation to the JSC at the ACM. The RRR constitutes a strategic synthesis, rather than a simple aggregation, of key findings. It consolidates headline results by MSDCF outcome, with a particular emphasis on regional solutions and multi-country interventions, highlights cross-country learning, and presents the RSC's assessment of the continued validity of the MSDCF theory of change, as well as the need for any strategic adjustments

All reporting will flow through UN Info as the single common platform, with the RSC holding final oversight over the integrity, coherence, and timeliness of MSDCF-wide reporting. The RSC, supported by the RMET, will enforce minimum standards for data quality, timeliness, and completeness, while UNCTs will conduct an annual data quality review ahead of ARR consolidation. Agency reporting should be aligned with MSDCF common output indicators and supported by standardized methodologies. The indicator custodians listed in the results framework will ensure consistency, comparability, and aggregation across countries. This harmonised approach eliminates parallel reporting systems and ensures that both ARR and the RRR draw from a common, verified evidence-base.

The Joint Steering Committee (JSC), co-chaired by a member state and a UN Resident Coordinator on a rotating basis, provides strategic oversight through annual meetings. These meetings review the previous year's performance and set the tone for UNs operations in the next CIP cycle.

The annual performance review cycle is aligned with national monitoring timelines. By drawing evidence from national statistical systems and thematic sector reports during the October/November review phase, the UN

Country Results Report provides evidence base for the Governments' Voluntary National Reviews (VNRs). This alignment ensures that UN-supported results are integrated into the national development narratives, reinforcing the use of national systems for monitoring the 2030 Agenda. The process should also strengthen the use of official statistics and SDG reporting mechanisms to improve data credibility and ensure outcome-level progress is measured using nationally owned data systems.

4.4. EVALUATION PLAN

The evaluation of the MSDCF is a fundamental component of evidence-based strategy, policymaking, and implementation. As mandated by the UNSDG, an independent evaluation will be conducted during the penultimate year of the MSDCF implementation.

The evaluation will examine progress toward MSDCF outcomes and contributions to national priorities and the SDGs using the UNEG evaluation criteria of relevance, effectiveness, efficiency, coherence, sustainability, and orientation towards impact, while also assessing the integration of gender equality and the Leave No One Behind (LNOB) principle.

Evaluation's findings and recommendations will directly inform the preparation of the next Cooperation Framework and the Multi-Country Analysis (MCA). The evaluation will assess the collective contribution of the UN system to regional and national development priorities and the SDGs, with a focus on results achieved, partnerships, coherence, and the added value of joint programming and resource mobilization.

UN entities' programme evaluations will serve as the primary building blocks of evidence for the overall Cooperation Framework evaluation. To ensure sequencing and alignment, UN entities will schedule programme evaluations so that they are completed prior to, or during, the penultimate year of the MSDCF cycle. Findings from these evaluations will be synthesized into the Cooperation Framework evaluation to provide sector-specific performance evidence, assess contributions to higher-level outcomes, and determine the extent to which agencies worked collaboratively through joint workplans and coordinated implementation approaches. This sequencing will reduce duplication of data collection and ensure that entity-level evidence systematically informs the broader assessment of collective UN results.

The RSC will reduce the burden and duplication associated with evaluation processes by coordinating evaluation planning across agencies. This will include combining stakeholder consultations, harmonizing data collection approaches, and, where feasible, using the same independent evaluation team for both the midterm and final evaluations to ensure continuity and institutional learning. Joint stakeholder engagement processes will include government counterparts, civil society organizations, development partners, beneficiaries, the private sector, academia, and UN entities. While efficiencies will be pursued, accountability requirements of individual agencies and the overall Cooperation Framework evaluation will continue to be maintained through governance arrangements, transparent methodologies, and adherence to agency-specific evaluation requirements.

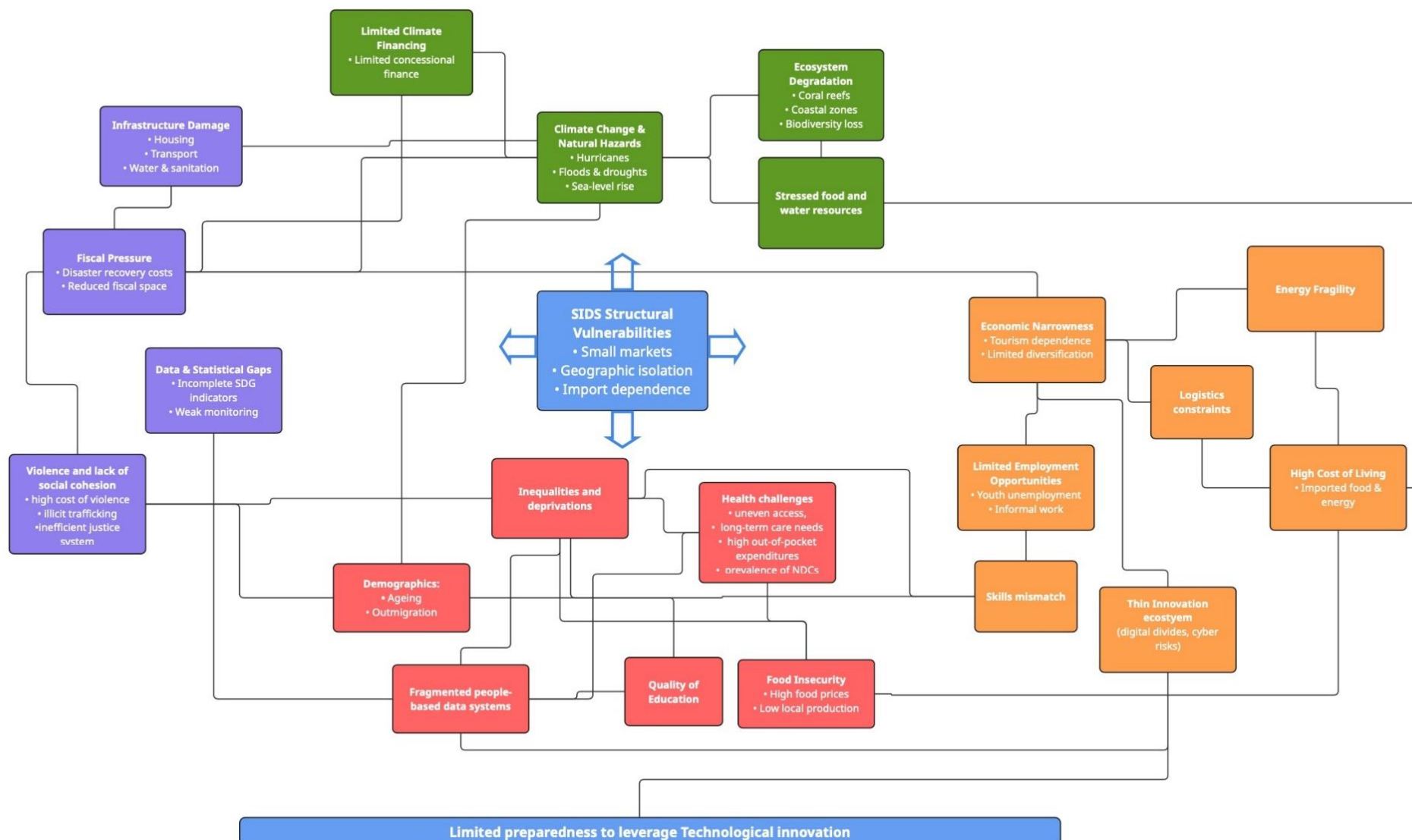
Quality and independence will be guaranteed in accordance with UNEG norms and standards. The evaluation process will be managed independently from programme implementation functions and conducted by external evaluators. It will apply transparent methodologies, robust quality assurance mechanisms, and participatory approaches to ensure credibility, impartiality, and utility of findings. Terms of reference, evaluation design, and final reports will undergo peer review and quality assessment in line with UNEG guidance.

The operational insights, lessons learned, and recommendations generated through entity-level and MSDCF evaluations will be systematically used to strengthen organizational learning and inform future programming.

Evaluation findings will support evidence-based decision-making, adaptive management, and strategic planning throughout implementation. Lessons learned will also feed directly into the preparation of the subsequent Multi-Country Analysis and the design of the next Cooperation Framework cycle to strengthen the relevance, effectiveness, and sustainability of future UN contributions.

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ANNEX 1: MAP OF MAIN INTERCONNECTED CHALLENGES (BASED ON THE MCA)



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