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**Draft country programme document for Cuba
(2008-2012)**

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* Reissued for technical reasons.



Introduction

1. The programme for Cuba was based on the results of the 2004 Common Country Assessment (CCA); the United Nations Development Assistance Framework (UNDAF); the national Human Development Reports, and reports on progress towards achieving the Millennium Development Goals (MDGs), in addition to the principal national analytical documents, strategies and policies with regard to sustainable human development, including the document “*Cuba, Panorama económico y social*” (Cuba: Economic and Social Overview) of 2006 and Resolution No. 15/06 (26/05/2006), the country’s main normative framework for external cooperation. Similarly, consideration was given to the main results of the 2003-2007 programme. The main counterpart entities of the Government participated, under the coordination of the Ministry of Foreign Investment and Economic Collaboration (MINVEC), the lead agency for cooperation in Cuba.

I. Situation analysis

2. Cuba is a middle-income country, belonging to the group of countries with high human development (ranking 50 out of 177).¹ According to national reports, three of the eight Millennium Development Goals have already been achieved: universal primary education; gender equality; and reduction of infant mortality (Goals 2, 3 and 4). It is considered possible to reach three more Goals by 2015: eradicating extreme poverty and hunger; improving maternal health; and combating HIV/AIDS and other diseases (Goals 1, 5 and 6). The Government also considers it possible to reach the last two Goals, relating to environmental sustainability and global partnerships for development.² Nevertheless, human development indices broken down by region are somewhat uneven and the Government is therefore giving priority in development strategies to the eastern parts of the country.

3. In the 1990s Cuba’s economy and society were adversely affected by the disappearance of the socialist bloc. The stiffening of the economic, trade and financial blockade imposed by the United States of America, and its extraterritorial application, also hamper the securing of financial resources as well as access to new technologies and technical assistance from abroad. For more than four decades, the country has not had access to resources from the Bretton Woods institutions. Since 2003, as a result of not having accepted the conditions imposed by the European Union for granting funds, Cuba’s cooperation policy has not included those resources. An economic reform process has been applied since the 1990s to foster recovery of production and support the country’s participation in the world economy, including growth of tourism services, opening up to foreign investment, introducing new forms of agricultural organization, development of agricultural markets, restructuring of the sugar industry, and changes in fiscal, monetary and price policies. These policies had positive effects on the economy and social indicators.

4. Salient features of the last two years have been a dynamic tourism industry, a diversification of economic relations, particularly with Venezuela and China, and growth in nickel exports as well as in biotechnology and pharmaceuticals. The

¹ UNDP 2006: Human Development Report, www.undp.org.

² Millennium Development Goals. Cuba. First and Second Report, July 2005, www.undp.org/cu.

country also received a boost from exports of professional services and growth in construction, in particular the completion of 100,000 housing units. In 2006, according to the National Statistical Office, the economic growth rate was 12.5 per cent. The country has refined its measurements of the social services that the Government provides free of charge and includes them in its measure of GDP. Nevertheless, the shortage of external income continues to limit economic development. Further, efforts to revive agricultural production have been unsuccessful, with agriculture declining by 7 per cent for the second consecutive year in 2006, which limits recovery of supply to the population.

5. Cuba has carried out a decentralization of social services, taking up the challenge of combining efficiency, financing and quality to respond to local demand and local characteristics. Yet, it remains necessary to rationalize resource use, to develop capacities for local production and to strengthen management mechanisms. Despite measures taken to overcome disparities, differences in standards of living between regions persist. Hence the need to continue productive, social and services investments and to strengthen local and national capacities.

6. Drinking water is available to 95.6 per cent of the population. However, differences from one area to another can still be observed, water supply can be unstable, and the grid suffers from technical problems. Between 1993 and 2005, the country experienced droughts, whose growing severity from 2003 to 2005 affected water supply to the population, especially in the eastern part of the country. While 95 per cent of the population has sanitation services, outlying urban areas still have inadequate equipment that needs to be replaced and it is also necessary to address technical problems with the condition of the overburdened drainage systems.

7. In the area of housing, a national programme of construction, conservation and rehabilitation (Programa Constructivo de Viviendas) was adopted by the National Assembly of People's Power in September 2005. The programme is carried out with the help of the population and State support, and gives priority to settlements and dwellings that are most dilapidated and at risk. Nevertheless, there is still a housing shortage, compounded by the deterioration of the existing housing stock and the effect of recurrent natural phenomena.

8. Since the beginning of the 1990s, by means of a system of mixed enterprises, Cuba has been increasing oil and gas extraction and exploration of new deposits. It has also begun joint projects for refining of fossil fuels and technology transfers with external partners. After a long period of frequent electric power blackouts due to deficiencies in the national electric power grid and effects of natural phenomena, an "Energy Revolution" was begun in 2004 with a view to promoting efficiency and decentralization in electric power generation, reducing power losses during transmission, and achieving more efficient use, as well as diversifying energy sources. These measures, combined with the promotion of renewable energy sources, have had a positive impact.

9. Health plays an important role in Cuba's development strategy. Some noteworthy developments are: measures to reduce infant mortality, leading to the lowest rates in Latin America; immunization of boys and girls against infectious diseases; elimination of preventable diseases through vaccination campaigns, and reduction of the maternal mortality rate. The prevalence of HIV/AIDS is low and a system of ongoing epidemiological monitoring has been set up, taking into account the country's geographical location in the Caribbean, one of the areas with the

highest prevalence in the world. With regard to the country's demographic composition, the ageing of the population poses a challenge to social policy.

10. In the food sector, availability and consumption of foodstuffs has been increased by the adoption of various modes of marketing and social programmes. An equitable system of rationing with subsidized prices has been introduced and special diets for vulnerable groups are provided for. Less than 2 per cent of the population is at risk of malnutrition. Nonetheless, the total volume of food available for consumption remains insufficient and there are difficulties in the supply of certain items such as meats and dairy products. Cuba remains highly dependent on food imports, which increased by 35 per cent in recent years.

11. Environmental protection and rational use of natural resources are strategic goals for Cuba, and progress is being made towards fulfilling commitments under international conventions and at the World Summit on Sustainable Development. Some of the noteworthy legislative provisions in that regard are: Environment Act (No. 81, 1997); Forestry Act (No. 85, 1998); National Environmental Strategy, 1997; National Environmental Strategy 2006-2010 (approval pending) www.medioambiente.cu. Nevertheless, soil degradation, loss of forest cover, pollution, loss of biological diversity, and water shortages continue to be the country's major environmental problems.

12. Cuba is exposed to extreme climatic and weather events, including hurricanes, torrential rains and long periods of drought. For years now, machinery for risk prevention, recovery and reconstruction has been in place.³ Cuba has an efficient prevention and rapid response system, which attaches great importance to strengthening local capacities. Nevertheless, the frequency of extreme natural events adversely affects capacity for recovery and existing mechanisms and provisions need to be further strengthened.

II. Past cooperation and lessons learned

13. The 2003-2007 Programme was organized around four goals: (a) strengthening human development capacities (local human development, information technology); (b) strengthening productive capacities (productive capacity in selected areas and in food security); (c) improvement of the quality of life (environment, energy); and (d) promotion of cooperation and innovative solutions (environmental risk management, HIV/AIDS prevention).

14. In pursuit of its mandate of cooperation for development, UNDP has forged important partnerships and mobilized resources from various sectors, bringing them to bear in support of multisectoral programmes and common results. One strong feature of the Programme was the attention paid to enhancing capacities at the local level. There are substantial counterpart resources, contributing to national ownership and sustainability of actions. Cuba maintains cordial relations of cooperation with United Nations funds, programmes and organizations. Decentralized bilateral and South-South cooperation programmes are also fostered.

³ Directive No. 1 of the Vice-President of the National Defense Council on planning, organization and preparation for disaster situations, 1 June 2005.

15. Generally speaking, the goals set for the 2003-2007 Programme have been reached and Cuba has made headway towards fulfilling the Millennium Development Goals. But programme and project follow-up, as well as systematization and dissemination of results, need to be strengthened. Limitations on implementation were encountered due to low availability of goods and services on the national market and externally imposed difficulties in making purchases from international sources, e.g. purchasing the latest generation of antiretroviral medicines, an important component of the HIV/AIDS programme and indispensable for 100 per cent coverage of those who need it. Cooperation mechanisms were established among United Nations system agencies and some projects were carried out with participation from various agencies but stronger financial backing and fuller participation in these initiatives are needed.

16. With regard to human local development, UNDP, through the Local Human Development Programme, has contributed to the creation and development of local capacities in eight provinces of the country — 48 municipalities — applying innovative working methods with a participatory, horizontal and intersectoral approach. The high level of local ownership contributes to the sustainability of results. Existing decentralized cooperation has been enhanced, articulating a network of partnerships with participation by more than 300 international entities (central, provincial and local governments, non-governmental organizations (NGOs), universities, public and private enterprises). This programme has also served as a catalyst to South-South cooperation and a model for joint programming and implementation, with participation by nine United Nations system agencies. The Programme contributes to achievement of the Goals at the local level, especially Goal 1, in view of its focus on the provinces with the lowest human development index.

17. Among the main results in this sphere are: improved living conditions for the population; creation and consolidation of credit mechanisms for local enterprises; promotion of methodologies for community participation in planning and programming; use of information and communications technology (ICT) to support local governance and services to the population (access to information, housing, legal procedures); strengthening of gender perspective in decision-making; use by municipalities of instruments to attract resources to the local area, and creation of a space for dialogue and exchange of ideas on various substantive issues.

18. The strengthening of productive capacities and food security was a topic included in local human development, and the main result was the development of innovative instruments in the process of converting the country's sugar industry towards more diversified post-harvest production and processing. There is potential for future local economic development initiatives through the Rotating Fund for Local Economic Initiatives (Fondo Rotatorio para Iniciativas Económicas Locales — FRIDEL), which serves as a source of credit and promotes modern business management practices.

19. With respect to improving the quality of life (particularly environment and energy), various activities were carried out with funding from the Global Environment Facility (GEF) and the Multilateral Fund for the Implementation of the Montreal Protocol. In the area of biological diversity, a contribution was made to conservation of nationally and internationally important ecosystems and to strengthening the capacities of the national system of protected areas (Sistema

Nacional de Áreas Protegidas — SNAP). There has been broad institutional participation in these processes. Several construction projects were undertaken in the area of sanitation systems management and UNDP contributed actively to the implementation of the programme of development, clean-up and conservation of Havana Bay. Regarding energy, studies were completed on the feasibility of using sugarcane biomass to generate electricity and heat. Important and initially unforeseen avenues of work were opened up — a Small Subsidies Programme (Programa de Pequeños Subsidios — PPS), sustainable land management, adaptation to climate change and protection of the ozone layer — which in the aggregate have contributed to the National Environmental Strategy.

20. Among the most noteworthy results with regard to biological diversity were the results of awareness-raising activities directed, inter alia, at Government officials at various levels and the replication of methodologies in Cuba's protected areas. More action is needed to set up sustainable financing mechanisms for the management of protected areas and their biological diversity, as well as to foster participation by local populations, paying greater attention to the social and economic aspects of conservation. With regard to sanitation and energy, construction and investment efforts met with difficulties due, inter alia, to weather events that required the country's scarce resources to be redirected to reconstruction. The lesson to be learned from these experiences is that projects should be framed on a scale in keeping with the country's capacity to finance them. Given intersectoral considerations and the complexity of cooperation with regard to the environment and energy, exchanges of knowledge, coordination and follow-up of activities need to be stepped up.

21. Promoting cooperation and innovative solutions (including risk reduction) was given prominence during 2003-2007. Support was given to the national risk reduction policy, strengthening local capacities in high-risk areas and creating centres for risk reduction and early warning systems. Risk management has been integrated into the housing sector, stressing local production of materials, application of sustainable technologies and improvement of local management mechanisms and of services to the population. Partnerships with regional institutions were promoted and forums established for thematic exchanges to strengthen coordination among United Nations system agencies and international cooperation in this area. In future it will be necessary to continue developing capacities for materials production, improving local management and transfer of technology and knowledge, and supporting participation by the population and enhancing promotion of a gender perspective.

22. Another focus of activity was HIV/AIDS. As part of a programme of the Global Fund to Fight AIDS, Tuberculosis and Malaria, UNDP has contributed added value by applying its intersectoral public management and human development approach, serving as the main recipient of Global Fund assistance, to strengthen the national programme against HIV/AIDS. It is noteworthy that 100 per cent of those who have been diagnosed with HIV/AIDS and need antiretroviral treatment are receiving that treatment free of charge, and additional food is supplied to persons living with HIV/AIDS, helping to increase their life expectancy. Greater awareness in society as a whole has been achieved. The recipients have participated in the design and implementation of the activities. Population groups needing special attention have been identified.

23. The gender perspective has been incorporated systematically into the Programme, particularly with respect to local human development and HIV/AIDS. Support was provided for development of statistics with a gender perspective,⁴ a time-use study was conducted, and greater participation was achieved in decision-making and creation of employment opportunities for women. Through collaboration among agencies of the United Nations system, instruments were developed to incorporate a gender perspective in programmes and projects.⁵ In projects relating to the environment and energy, greater attention to incorporating specific gender indicators will be needed.

III. Proposed programme

24. Cuba is a country with a high human development index and is on its way to achieving the Millennium Development Goals. Nevertheless, there are still geographical areas with a lower level of human development, especially in the eastern provinces, to which priority is given in cooperation efforts. In this cycle, all components of the Programme will focus on the local level to strengthen local capacities for implementation and follow-up.

25. The areas of cooperation set out in the 2008-2012 Programme correspond to the goals of the United Nations Development Assistance Framework (UNDAF), the main coordination and cooperation vehicle of United Nations agencies with the country, in keeping with the national priorities and strategies presented by the Government of Cuba. They are likewise in harmony with the Goals and other commitments assumed by the country at United Nations summits and conferences. The thematic areas defined in the Programme are: (a) Local human development; (b) Natural disasters and risk; (c) Environment and energy for sustainable development; and (d) Preventing and fighting HIV/AIDS. In addition, the Framework includes the theme of food security, an area in which UNDP cooperates by promoting local human development. Together with the Millennium Development Goals, gender has been conceived as a cross-cutting theme and is linked to each of the four areas for cooperation. All facets of the Programme are aimed at improving and equalizing the quality of life of Cuban citizens.

A. Local human development

26. The UNDP Office will support the creation and consolidation of innovative methodologies and practices through international cooperation mechanisms for local development. Priority will be given to the eastern provinces of the country, where the level of human development is lower. The capacity of local governments and communities to pursue their development goals will be strengthened, promoting institutional coordination and citizen participation. Initiatives will be developed to support the processes of decentralization and promotion of local economies, including increase in the coverage, quality and sustainability of services, housing, food security, and sugar-industry conversion, adopting a cross-cutting gender approach. Transfer of best practices will be promoted through South-South

⁴ Cuba, women, men and sustainable development. ONE/PNUD/PDHL. April 2006.

⁵ Guide to Tools, Incorporating the gender perspective in initiatives, programmes and projects. December 2005.

cooperation. This area of cooperation will continue contributing to fulfilment of the commitments assumed by the Government pursuant to the Goals.

27. Working with a broad array of national and international actors, the Programme will strive to achieve the following results: (a) Strengthening the management capacities of local governments and the efficiency of entities that provide basic social services; (b) Enhancing the economic management capacity of territorial governments as well as productive entities and services; (c) Strengthening community participation in the planning and implementation of local development activities; and (d) Supporting and promoting national strategies conducive to local development. The strengthening of capacities for research, exchange and transfer of knowledge for human development includes the preparation of the National Human Development Report. As regards gender issues, strategies have been drawn up pertaining to: capacity-building, demonstration projects, research, statistics, and dissemination. All projects are measured using gender-disaggregated indicators.

B. Natural disasters and risk reduction

28. Cuba has a proven immediate response capacity which is why UNDP will support national measures to strengthen prevention and recovery. Priority will be given to local capacity-building for the integrated management of risk reduction, focusing on the most vulnerable regions and municipalities, with priority placed on the 53 of the country's 169 municipalities determined to be the most vulnerable in this area. All the interventions will be consistent with Millennium Development Goals 1 and 7, thus incorporating risk management into the country's development process. The mainstreaming of a gender perspective will be ensured through the training of women and the incorporation of indicators on gender-specific issues. Furthermore, all contingency plans are gender-disaggregated.

29. Cuba's experience will be systematized and disseminated. South-South cooperation will be used to share its experience with the countries of the region and thus contribute to enhancing regional capacity for risk management. For effective management in this area, a programme approach to the interventions will be promoted using existing coordination mechanisms. It is planned to: (a) enhance disaster prevention and post-disaster recovery capacity at all levels, with special emphasis on local aspects and the most vulnerable territories; and (b) strengthen knowledge management, the transfer of experience and partnerships for risk-reduction management at the national and international levels.

C. Environment and energy for sustainable development

30. UNDP will support national capacity-building for the implementation of environmental and sustainable energy policies and strategies. It will continue to promote access by Cuba to multilateral sources of funding for the environment (GEF, Multilateral Fund for the Implementation of the Montreal Protocol) and will provide support in securing additional resources from the Special Climate Change Fund and other related financial mechanisms. Collaboration among agencies of the United Nations system will be promoted within the framework of the partnership to combat desertification and drought. Regular UNDP resources and Government resources will continue to be used to supplement GEF-financed initiatives; activities

that improve the standard of living of communities and promote environmental protection and the sustainable use of natural resources will continue to be promoted. In order to maximize cooperation outcomes in the area of the environment and energy, coordination and coherence will be enhanced in line with national priorities.

31. The following outcomes are expected: (a) national capacity-building for the sustainable use of land, helping to maintain productivity and conserving ecosystem functions; (b) strengthening national capacity for promoting access to sustainable energy services, including measures for mitigating and adapting to climate change; (c) promotion of strategies for the conservation and sustainable use of biological diversity in protected ecosystems and productive sectors; (d) building national capacity for promoting environmental clean-up and the sustainable use of water; (e) strengthen national capacity for the handling of chemicals without risks to the environment, paying special attention to substances that deplete the ozone layer. Local capacity-building, awareness raising and environmental education and a gender perspective will be cross-cutting targets designed to contribute to strengthening civic actions committed to the environmental sustainability of the development process.

D. Preventing and combating HIV/AIDS

32. There is a low prevalence of HIV/AIDS in Cuba. However, the island is located in the Caribbean region, which, after Africa, has the highest incidence of the disease, and risks therefore exist. As part of its work in the health sector, UNDP will continue to support efforts to combat the pandemic, in line with UNDAF and through a new programme financed by the Global Fund to Fight AIDS, Tuberculosis and Malaria. To that end, and in its capacity as principal recipient, it will continue to provide the Government with fund management services. A holistic approach to preventing and combating HIV/AIDS has been adopted, which provides for capacity-building in the area of public administration at the territorial level, a special focus on vulnerable groups and regions and the participation of those groups in the implementation of activities. Qualified personnel are available, as well as a network of technological services, which will ensure that participating institutions take ownership of the issue. In short, the new programme seeks to build local capacity to combat HIV/AIDS.

33. The aim is to promote less risky sexual behaviour among vulnerable groups and the population at large, prevent sexually transmitted infections and HIV/AIDS and decentralize comprehensive health care, as well as to improve the quality of life of those living with HIV/AIDS, contribute to the elimination of stigma and discrimination and strengthen diagnostic, monitoring and dissemination capacities through a multisectoral and participatory approach.

IV. Programme management, monitoring and evaluation

34. UNDAF is the overall framework for cooperation between United Nations system entities and the country. The Ministry of Foreign Investment and Economic Collaboration, as the lead agency and cooperation coordinator, is the principal counterpart for donors. UNDP's current programme with the Government of Cuba is

part of that framework and is based on national priorities and the strengths identified in previous cooperation exercises.

35. UNDP will support Government measures designed to use resources in a strategic and streamlined manner. Coordination mechanisms will be strengthened, and the programme approach will highlight substantive areas in order to achieve a more efficient and streamlined use of resources. Coordination among agencies of the United Nations system in respect of the UNDAF objectives will be facilitated.

36. The programme management tools include the country programme action plan, the annual workplans and results-based management. To achieve the latter, the monitoring and evaluation capacities of the UNDP Office and the principal counterparts — at the national and local levels — will be strengthened. An evaluation plan accompanies the programme document. As well as programme component evaluations, there will be a midterm review and, at the end of the cycle, an assessment of the lessons learned.

37. In addition to strengthening monitoring and evaluation, mechanisms will be developed to systematize the most relevant experiences for the purposes of programme and project feedback and to disseminate information about successful experiences, both within the country itself and further afield. The programme will focus, in particular, on issues relating to dissemination, which will be used to promote specific activities, such as South-South cooperation.

38. National implementation of projects and broad-based participation and ownership by national and local institutions at all stages will ensure that programme activities are sustainable. National counterparts will continue to allocate substantial resources in national currency and professional assistance to country programme projects. During the 2008-2012 cycle, greater visibility will be given to those contributions as a way of providing a quantitative assessment of the country's commitments. Civil society participation also contributes to sustainability, and will be emphasized in the implementation of all programme components.

39. The programme's defining features include the provision of support to the Government in the following areas: (a) enhancing management and implementation capacities at the local level in order to ensure better use of available resources; (b) building capacity in the area of monitoring and evaluating international cooperation; and (c) streamlining procurement and distribution processes.

40. It is anticipated that US\$ 4,083,000 will be allocated from regular resources for the period 2008-2012. In addition, the UNDP Office, in collaboration with the Government, will endeavour to forge partnerships with a view to obtaining supplementary funding.

Annex

Results and resources framework for Cuba (2008-2012)⁶

Note: Where no year is indicated, baseline data relate to 2006

Programme component	Programme outcomes	Programme outputs	Indicators, baselines and targets	Role of partners	Resources required (US dollars)
National priority: Improve the population's standard of living and quality of life by strengthening and promoting ownership of local development processes, with special emphasis on areas with the lowest levels of human development					
UNDAF outcome 1: By 2012, the country will have strengthened local capacities and participation, thereby achieving better coordination with national development strategies and improved mobilization of local resources for human development					
Targets: Achieve MDGs and reduce poverty	Outcome 1: Improved management capacities of local governments and bodies; promotion of community participation; and use of information and communications technology (ICT)	1.1 Strengthened strategic management tools at the local level; and use of ICT for managing local information	1.1.1 Number of municipalities strengthened by local management tools (strategic planning, financial, ICT) <i>Baseline:</i> 8 municipalities <i>Target:</i> 50 municipalities	Decentralized cooperation: towns, provinces, municipalities, regions, universities, public and private enterprise, NGOs Bilateral cooperation: Belgium, Brazil, Canada, Switzerland, etc. Multilateral cooperation: UNICEF, UNFPA, WFP, UNIDO, FAO, UNESCO, UN-Habitat, WHO/PAHO	Regular resources: 1,670,000
					Other resources: 18,000,000
Achievement of all MDGs: 1 to 8		1.2 Support for strengthening the management capacity of local human resources	1.2.1 Number of municipalities with civil servants trained at municipal universities <i>Baseline:</i> Unavailable <i>Target:</i> 12 municipalities		

⁶ The regular resources indicated in the framework include around US\$ 1,400,000 from TRAC 1.1.2, which will be allocated to the programme according to the actual availability of programme resources and the quality of the projects eligible to receive such resources. In addition, it is anticipated that around US\$ 150,000 from TRAC 1.1.3 will be available from regular resources to respond to emergencies and recurring natural disasters.

<i>Programme component</i>	<i>Programme outcomes</i>	<i>Programme outputs</i>	<i>Indicators, baselines and targets</i>	<i>Role of partners</i>	<i>Resources required (US dollars)</i>
		1.3 Improved capacity of local bodies to provide basic social services	1.3.1 Number of basic services improved at the local level <i>Baseline:</i> Unavailable <i>Target:</i> 150 services in 50 municipalities		
		1.4 Use of intersectoral and comprehensive mechanisms to facilitate participation in efforts to achieve community development	1.4.1 Number of local institutions strengthened in order to facilitate public access to information and popular participation in planning exercises <i>Baseline:</i> 15 in 14 municipalities <i>Target:</i> 32 in 32 municipalities		
	Outcome 2: Improved capacity for local financial management	2.1 Support for the use of financial mechanisms to generate local resources	2.1.1 Number of municipalities with mechanisms for local financial management <i>Baseline:</i> Unavailable <i>Target:</i> 4 municipalities	National institutions: Local governments, provincial sectoral departments, universities, academies, sectoral ministries, NGOs, local bodies	
			2.2.1 Number of local businesses with access to credit under FRIDEL <i>Baseline:</i> 22 businesses <i>Target:</i> 50 new businesses		
		2.2 Improved access to mechanisms designed to enhance the efficiency of local businesses	2.2.2 Number of municipalities implementing projects funded from local resources <i>Baseline:</i> None <i>Target:</i> 4 municipalities		

<i>Programme component</i>	<i>Programme outcomes</i>	<i>Programme outputs</i>	<i>Indicators, baselines and targets</i>	<i>Role of partners</i>	<i>Resources required (US dollars)</i>
	Outcome 3: Support for and promotion of national strategies that contribute to local human development	3.1 Strengthened methodology and mechanisms for the implementation of national strategies at the local level, including capacities for research and the exchange and transfer of knowledge, with a view to achieving local human development	3.1.1 Number of methodologies and tools systematized, developed and implemented <i>Baseline:</i> Unavailable <i>Target:</i> 15 3.1.2 Human Development Report for Cuba <i>Baseline:</i> 3 Reports published as at 2006 <i>Target:</i> 1 Report for 2009 3.1.3 Number of national strategies incorporating local initiatives <i>Baseline:</i> 4 <i>Target:</i> 7		

National priority: Reduce disaster risk, in order to save lives, promote the general well-being and protect the environment and economic resources

UNDAF outcome 1: Strengthening of national and local capacities for the integrated management of risk reduction, devoting special attention to local aspects and the most vulnerable regions

Goal: Crisis prevention and recovery Contribution to MDGs: 1, 3 and 7	Outcome 1: Increased capacity to prevent disasters and recover from them, devoting special attention to the most vulnerable regions and incorporating a gender perspective	1.1 Strengthening of risk reduction centres (CGRR) and early warning systems (EWS) in the most vulnerable regions to support local government management	1.1.1 Number of CGRR and EWS created and equipped, with integral studies and staff training in vulnerable municipalities <i>Baseline:</i> 21 CGRR, 51 EWS, 21 studies <i>Target:</i> 15 CGRR, 33 EWS, 15 studies 1.1.2 Number of actions to strengthen capacities for risk reduction <i>Baseline:</i> 21 CGRR, 51 EWS, 25 training exercises (incl.	Multilateral cooperation: BCPR, OCHA, UNDP, ECLAC, WFP Bilateral cooperation: Canada Decentralized cooperation: Oxfam, municipalities National institutions: National Civil Defence Staff, municipal and provincial governments, National Housing Institute, Technical Centre for Housing and Urban Planning	Regular resources: 725,000 Other resources: 150,000
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<i>Programme component</i>	<i>Programme outcomes</i>	<i>Programme outputs</i>	<i>Indicators, baselines and targets</i>	<i>Role of partners</i>	<i>Resources required (US dollars)</i>
			1 international workshop) <i>Target:</i> 15 CGRR, 33 EWS and 18 training exercises		
		1.2 Educational activities aimed at risk prevention and management for the benefit of the general population, with emphasis on a gender perspective	1.2.1 Number and percentage of inhabitants of vulnerable regions trained in risk prevention and management <i>Baseline:</i> 30% of inhabitants <i>Target:</i> 70% of inhabitants of vulnerable regions		
		1.3 Increased management capacity in key sectors (housing, communications) to protect the population during disasters	1.3.1 Number of local bodies strengthened in their capacity for local management, including through the use of ITC <i>Baseline:</i> 43 local bodies <i>Target:</i> 20 additional local centres and 1 additional national centre		
	Outcome 2: Improved knowledge management and national and international cooperation in risk reduction	2.1 Documenting and disseminating successful practices and lessons learned in risk management	2.1.1 Number and type of successful practices and lessons learned, documented and disseminated at national and international level <i>Baseline:</i> 6 successful practices disseminated <i>Target:</i> 10 new practices 2.1.1.2 Number of documentation and dissemination activities carried out. <i>Baseline:</i> 6 activities <i>Target:</i> 15 activities		

<i>Programme component</i>	<i>Programme outcomes</i>	<i>Programme outputs</i>	<i>Indicators, baselines and targets</i>	<i>Role of partners</i>	<i>Resources required (US dollars)</i>
		2.2 Supporting Cuba's cooperation with vulnerable countries struck by disasters	2.2.1 Horizontal cooperation activities carried out, documented and disseminated in the region <i>Baseline:</i> 0 <i>Target:</i> 5 activities		

National priority: Improve environmental protection and the rational use of natural resources to achieve sustainable economic and social development.

UNDAF outcome 1: Strengthening of national capacities to implement environmental policies and strategies and supply energy services in order to promote sustainable development

Goal: Energy and environmentally sustainable development Contribution to MDGs: 1, 3, 7 and 8	Outcome 1: Improved national capacities for sustainable land management	1.1 Updating regulatory frameworks aimed at sustainable land management and applied to soil, water and forestry resources	1.1.1 Number of regulations aimed at sustainable land management, and applied to soil, water and forestry resources <i>Baseline:</i> Decree No. 179 and related technical standards do not incorporate sustainable land management criteria <i>Target:</i> Legislative and regulatory provisions and technical standards will incorporate sustainable land management criteria	Multilateral cooperation: Regular resources: GEF, FAO, UNEP, UNOPS, IAEA, MLF Bilateral cooperation: Belgium, Canada Decentralized cooperation: NGOs	818,938 24,100,000
		1.2 Establishing demonstration zones with a focus on sustainable land development	1.1.2 Number of hectares being sustainably managed in intervention zones of Programme partners <i>Baseline:</i> 0 ha <i>Target:</i> 640 ha 1.1.3 A national system will be set up to monitor, evaluate and coordinate the Programme partners		

<i>Programme component</i>	<i>Programme outcomes</i>	<i>Programme outputs</i>	<i>Indicators, baselines and targets</i>	<i>Role of partners</i>	<i>Resources required (US dollars)</i>
			<i>Baseline: 0</i> <i>Target: A functional system</i>		
	Outcome 2: Improved national capacities for supplying sustainable energy services and taking steps to mitigate and adapt to climate change	2.1 Preparing Cuba's Second National Communication, in accordance with the United Nations Framework Convention on Climate Change	2.1.1 Report will be prepared, issued and disseminated <i>Baseline: 0</i> <i>Target: 1 report</i>	Ministry of Tourism; Ministry of Finance and Price Control; Centre for Genetics and Biotechnology; Ministry of Construction;	
2.2 Preparing a Cuban strategy for adapting to multiple climate-related threats		2.2.1 An adaptation strategy will be prepared, with a map of vulnerabilities and adjusted early warning systems <i>Baseline: 0</i> <i>Target: 1 strategy</i>	Ministry of Transport; Ministry of Public Health; Ministry of Foreign Trade; Ministry of Domestic Trade; Customs Administration		
2.3 Launching new initiatives to improve energy efficiency and step up the use of renewable sources of energy		2.3.1 Number of initiatives launched to mitigate and adapt to climate change <i>Baseline: 0</i> <i>Target: 12</i>			
			2.3.1 Number of initiatives launched to promote energy efficiency and the use of renewable sources of energy <i>Baseline: n/d</i> <i>Target: 11</i>	National and local institutions: National Association of Small Farmers, Federation of Cuban Women, farm cooperatives, enterprises, municipal and provincial governments, communities	

<i>Programme component</i>	<i>Programme outcomes</i>	<i>Programme outputs</i>	<i>Indicators, baselines and targets</i>	<i>Role of partners</i>	<i>Resources required (US dollars)</i>
	Outcome 3: Promotion of strategies for conservation and sustainable use of biodiversity	3.1 Strengthening of the national system of protected areas (SNAP)	3.1.1 Percentage of effectively administered protected areas with operational management plans <i>Baseline:</i> 51% <i>Target:</i> 60%		
3.1.2 Approval and implementation of the SNAP financial sustainability strategy <i>Baseline:</i> 0 <i>Target:</i> 1					
3.1.3 Number of initiatives in protected areas and production sectors incorporating principles of conservation and sustainable use of biodiversity <i>Baseline:</i> 0 <i>Target:</i> 10 initiatives					
		3.2 Actions taken to conserve biodiversity in production sectors (agriculture, fisheries, tourism, forestry)	3.2.1 Number of innovative projects incorporating the concepts of conservation and sustainable use of biodiversity in production sectors <i>Baseline:</i> 0 <i>Target:</i> 10 projects		
	Outcome 4: Improved national capacities for environmental clean-up and sustainable management of water resources	4.1 Projects to demonstrate technologies for the purification of waste water and clean-up of Havana Bay and coastal regions	4.1.1 Reduction in levels of pollution in Havana Bay <i>Baseline:</i> N - 32mg/l and P - 9mg/l <i>Target:</i> N - 10mg/l and P - 4mg/l		

<i>Programme component</i>	<i>Programme outcomes</i>	<i>Programme outputs</i>	<i>Indicators, baselines and targets</i>	<i>Role of partners</i>	<i>Resources required (US dollars)</i>
			4.1.2 Number of inhabitants of the tributary basin of Havana Bay served by the sewage system <i>Baseline:</i> 0 <i>Target:</i> 62,000		
			4.1.3 Number of initiatives developed for the clean-up and integrated management of basins, coastal regions and bays <i>Baseline:</i> 1 <i>Target:</i> 5		
	Outcome 5: Improved national capacities for the environmentally sound management of chemicals and for the elimination of ozone-depleting substances	5.1 Implementation of the National Plan for the Total Elimination of Chlorofluorocarbons (CFCs)	5.1.1 CFC emissions reduction as a percentage of allowable target <i>Baseline:</i> 85% reduction in relation to allowable consumption target: -625.13 t ODP <i>Target:</i> 100% reduction		
			5.1.2 Percentage of elimination of CFCs <i>Baseline:</i> 85% <i>Target:</i> 100% (2010)		
		5.2 Installation of a plant for the production of aerosols for medical use (metered-dose inhalers — MDI) with ozone-safe technologies	5.2.1 Number of non-CFC inhalers produced annually <i>Baseline:</i> 0 <i>Target:</i> 6 million annually		

<i>Programme component</i>	<i>Programme outcomes</i>	<i>Programme outputs</i>	<i>Indicators, baselines and targets</i>	<i>Role of partners</i>	<i>Resources required (US dollars)</i>
National priority: Improve the state of health of the Cuban population by 2015					
UNDAF outcome 1: By 2012 progress will be made in consolidating and reinforcing health services, including care, prevention, education and promotion, targeted at women, children, adolescents, youth and older persons					
Goal: Fight HIV/AIDS Contribution to MDGs: 6	Outcome 1: Increased scope of activities in health education and promotion, and prevention of STIs and HIV/AIDS	1.1 Increased scope of activities in health promotion and prevention of STIs and HIV/AIDS	1.1.1 Number of teaching and audio-visual materials on STI/HIV/AIDS <i>Baseline</i> (2005): 66,213 <i>Target:</i> 909,250 teaching materials and 774 audio-visual materials	Multilateral cooperation: UNAIDS, PAHO/WHO, UNFPA, UNICEF, UNESCO, GFATM National institutions: Ministry of Public Health, Ministry of Education, Ministry of Higher Education, National Sex Education Centre, Cuban Institute of Radio and Television Organizations: Groups of persons living with HIV/AIDS and homosexual men, Federation of Cuban Women, Centre for Studies on Youth	Regular resources: Other resources: 28,800,000
			1.1.2 Number of condoms distributed to the population <i>Baseline</i> (2005): 8,064,000 <i>Target:</i> 36,000,000		
			1.1.3 Incidence of HIV/AIDS in the age 15-34 population <i>Baseline</i> (2005): 17.5 per 100,000 inhabitants <i>Target:</i> 15		
		1.2 Promotion of the strategy for decentralized care of persons living with HIV/AIDS	1.2.1 Number of health centres offering specialized care and follow-up to persons living with HIV/AIDS <i>Baseline:</i> 1 <i>Target:</i> 4		
	1.3 Enhanced participation of vulnerable groups in HIV/AIDS-related community interventions	1.3.1 Percentage of persons living with HIV/AIDS diagnosed annually who receive outpatient treatment <i>Baseline:</i> 0			

<i>Programme component</i>	<i>Programme outcomes</i>	<i>Programme outputs</i>	<i>Indicators, baselines and targets</i>	<i>Role of partners</i>	<i>Resources required (US dollars)</i>
			<i>Target: 100% (676 persons)</i>		
		1.4 Improved and expanded national network for diagnosis, monitoring and dissemination of scientific and technical information on STI/HIV/AIDS	1.4.1 Percentage of municipalities with higher prevalence connected to the national HIV/AIDS network and database <i>Baseline: 16% (15/91)</i> <i>Target: 100% (91/91)</i>		
			1.4.2 HIV/AIDS mortality rate <i>Baseline: 2005: 1.1 per 100,000 inhabitants</i> <i>Target: 0.76</i>		