

1. National politics were marked by the 31 July proclamation of Fidel Castro, the Commander in Chief, establishing a provisional governing structure in the country, with leadership temporarily handed over to Minister of the Revolutionary Armed Forces, General Raul Castro, due to the head of state's health complications following surgery. No major changes were observed on the national and international political scenes in response. Temporary leadership of Cuba by Raul Castro prevailed for the remainder of 2006.

2. The economic blockade imposed by the US Government continued to inflict strong restrictions on the economic development of the country. According to national authorities, the accumulated economic damages incurred due to the blockade were estimated at 86 000 million USD by the end of 2005. Once again, the General Assembly of the United Nations condemned these measures, which adversely impact the development assistance provided by the UN system, in particular the importation of products for consumption, medicine, materials, technology, the exchange of experts and the mobility of Cuban UN personnel.

3. Cuba hosted the XIV Summit of the Non Aligned Movement (NAM) between September 11 and 16. Secretary General Kofi Annan gave an opening speech at the presidential session, to which delegations from 118 member countries and another 50 guests and observers attended. During his visit, the Secretary General met bilaterally with Fidel Castro and accompanied by the Chef of Cabinet Alicia Barcena, Under-Secretary Generals Vijay Nambiar and Ibrahim Gambari, and the Resident Coordinator later met with Raul Castro, Vice President Carlos Lage and the Cuban Chancellor Felipe Perez Roque. The mission presented the UNCT as well as the UN Staff with a unique opportunity to meet with the Secretary General in Cuba. The reform of the United Nations and the importance of a greater coordination in the field of development were the central themes stressed in these meetings. As the mission was not a bilateral visit to Cuba, development issues in the host country were not stressed in the SG's bilateral meetings. Cuba has now assumed the presidency of the NAM for a period of three years and as such is very important in UN reform discussions.

4. The Cuban National Statistics Office noted a growth rate of 12.5% for 2006 (to be compared to 11.8% in 2005), due to the expansion of the export of nickel and medicines, the export of services – particularly health services -, the strengthening of commercial alliances with China and Venezuela, and to a lesser extent the development of the tourism sector. The national priorities during 2006 were the development of electric energy services (2006 was designated "the year of the energy revolution"), the recuperation of the transport system, the construction of housing and the deepening of social programmes. The agricultural sector declined once again (-7%) except for fishery products. (1) The hurricane season for 2006 was less intense than foreseen. Nonetheless, the metrological conditions favored the prevalence of dengue, which reduced the availability of the work force and involved the mobilization of health services for several months. Increased rain alleviated drought conditions in the east.

5. At the macroeconomic level, Cuba is a middle income country but ranks among those with a high level of Human Development (50 out of 177 according to UNDP HDI). Six out of the eight Millennium Development Goals (MDGs) will be achieved by 2015, according to the national government, and the progress towards the other two, 7/ environmental sustainability and 8/global partnerships are still subject to strong efforts. (2) However, the results in the achievement of the MDGs show a certain degree of heterogeneity when disaggregated by province which explains the Government's decision to prioritize the five eastern provinces in the national development strategy. In some sectors, such as education, the country has established higher goals than those agreed to at the global level during the Millennium Summit.

6. The GDP per capita (PPP) was estimated at 5,700 USD in the 2006 Human Development Report. (3) The debate over the estimation of the GDP per capita, which includes an imputed value for social services, among others, has increased the interest of Cuba to be included in the International Comparison Programme with the objective to adjust to international macroeconomic comparative standards and share the domestic calculation methodology.

7. The governmental Resolution No 15 was announced on 26 May, defining the normative framework and modalities for all development assistance received in Cuba. It confirms the central role of the Ministry of Foreign Investment and Economic Collaboration (MINVEC) as coordinator for all international cooperation and it clarified the regulations for the use of international funds. It stipulates that all national expertise and domestic training costs must be paid in national non convertible currency by Cuban counterparts and limits the direct contracting of national organizations and experts by development cooperation entities. China and Venezuela are Cuba's most important economic partners. Bilateral cooperation with the European Union remains suspended and is not expected to resume within the Cuba foreign policy strategy while decentralized South-South cooperation is strongly promoted. Canada and Switzerland maintain ongoing development programmes with Cuba. Within this context, the development assistance provided by the United Nations is welcomed and administered efficiently by national authorities.

(1) ECLAC (2006): Balance Preliminar de las Economías de América Latina y el Caribe 2006, Santiago de Chile, pp. 120 -122. (2) MDGs 2/Universal primary education, 3/ Gender equality and empowerment of women and 4/ reduce child mortality have already been achieved, MDGs 1/ eradicate extreme poverty and hunger, 5/ improve maternal health and 6/ Combat HIV/AIDS, malaria and other diseases should be achieved by 2015. (3) UNDP (2006): Informe sobre Desarrollo Humano 2006: Mas alla de la escasez: Poder, pobreza y la crisis mundial del agua, New York, 422p.

Summary on progress towards UNDAF outcomes

8. The UNCT (4) prioritized the elaboration of the UNDAF using the CCA published in 2004, complementary analysis, lessons learned from the past cooperation and exchanges with MINVEC as a starting point. Committed to the "one system" principle, the specialized agencies participated in the process, showing counterparts and partners a unified UN position. The UNCT adopted a work methodology aimed at strengthening synergies between the agencies (5) through a series of 22 joint workshops, meetings and missions. The first UNDAF draft was the result of intense efforts of five interagency drafting groups which were led by two agencies each and in which 45 specialists participated (24% of the staff).

9. The Resident Coordinator and the UNCT emphasized a practice of continuous training during the process and experimented with new coordination mechanisms. After a joint mission by the UNCT on the UNDAF held in Panama, a workshop gathering all Programme Officers from all agencies to initiate the work process was organized. The objective of this workshop was for the agencies to share information and experiences on their ongoing programmes and projects and concluded with a mapping of the areas of intervention of the UN system in Cuba. Two interagency workshops were organized to share information on UN reforms, joint programming and the UNDAF process. The first one strengthened the dialogue with national specialists and counterparts by inviting them to participate. The second one was for the System only, explaining the HRBA and gender mainstreaming as transversal themes in United Nations cooperation.

10. The dialogue with Cuban authorities resulted in the identification in November of five cooperation areas for the UNDAF: (i) local human development, (ii) natural disasters and risk mitigation, (iii) environment and energy, (iv) health, (v) food security. The achievement of the eight Millennium Development Goals (MDGs), HRBA (Human Rights Based Approach) and gender equality are transversal themes in the UNDAF for all five programme areas. A practical tool developed was the publication of Guidebook on Tools to Mainstream Gender in Initiatives, Programmes and Projects of the UN System in Cuba (6), as a result of an interagency effort. A training session on gender mainstreaming was organized in collaboration with COSUDE, the Swiss cooperation agency.

11. The UNDAF process should be finalized during the second semester of 2007, enriched by inputs from non-resident agencies, specialized Cuban institutions and feed-back from the donor community and partners. By the end of 2006, the ExCom agencies UNFPA, UNICEF, UNDP and WFP began the elaboration of their Country Programme Documents (CPDs), which will be presented to their respective Executive Boards in June 2007, thus initiating the first harmonized programme cycle in Cuba. The UNDAF and the CPDs will cover the period of 2008-2012.

(4) The UNCT (United Nations Country Team) is the interagency group for the representatives of the agencies, funds and programmes resident in the country. The UNCT in Cuba is constituted by the representatives of: 1.FAO, 2. PAHO/WHO, 3.WFP, 4.UNDP, 5.UNESCO and 6.UNICEF. Additionally the Resident Coordinator also represents the non-resident agencies: 7.UNIDO, 8.UN-Habitat, 9.UNFPA. ECLAC, OACI, UNAIDS, UNEP, UNIFEM and UNV also cooperate with Cuba. All in all 20 agencies implemented projects in the country. (5) Those who are not members of the Executive Committee for the United Nations Development Group (UNDG ExCom). The members are: UNFPA, UNDP, UNICEF and WFP. (6) Guía de herramientas para la incorporación del enfoque de género en iniciativas, programas y proyectos del Sistema en Cuba, UN Cuba, 2005.

Summary on progress in UN Reform

12. The composition of the UNCT was modified by the incorporation of a new Resident Coordinator (RC) and new Representatives for UNESCO and UNICEF in 2006. For the first time ever a Junior Professional Officer (JPO) was assigned to the Office of the Resident Coordinator with funding from Sweden. In total 189 staff members (7) worked in the system, of which 12% were international staff. For the second year in a row the interagency provincial office, in the city of Bayamo, Granma facilitated the coordination of the cooperation in the eastern zone of the country. For the first time the UNCT participated in the 360 degree evaluation, which will improve the issue of accountability for coordination. UNCT members noted the need to improve the evaluation tool.

13. Interagency collaboration continued to be systemized in order to achieve better results and to experiment with more efficient teamwork mechanisms. The UNCT met 21 times during 2006 (as UNCT, UNDMT or SMT). It was supported by 10 permanent interagency groups and seven ad hoc groups who organized a total of 112 meetings. A record participation of 40% of the staff (80 employees) in interagency groups was achieved. FAO, PAHO/WHO and UNESCO chaired many of the groups. More than half of the personnel of FAO, UNDP, WFP and UNICEF participated in them. (8) The Office of the Resident Coordinator fulfilled a key role in coordination, enrichment and technical support to the groups. It also supported the creation of a Latin-American network for exchange of experiences and practices among coordination officers, for which it is organizing a regional workshop to take place in 2007.

14. During the reassignment of the outgoing RC, during new Resident Coordinator's maternity leave, and on several other occasions, the Representative of FAO assumed leadership of the UNCT as acting RC for extended periods including during the simulation test of the warden system. This support was key in order to guarantee the continuity of the UNCT.

15. Four joint programmes/projects were identified or implemented:

a. Eight agencies (9) participated in the Local Human Development Programme (PDHL), five bilateral donors (10) and over 300 decentralized entities – including from the private sector and from developing countries – (3.4 million USD were

executed by UNDP which provides the leadership of the programme). It supported local capacity building on public policies management in nine provinces in the country. It implemented about 180 projects managed in a participatory way – of which 44 had an interagency content- promoting innovative experiences in the achievement of the MDGs at the local level. The ability to replicate some of the initiatives at the national level reflected the success of the programme and the collected experience offered a reference for a participatory methodology in several global forums (in Canada, Spain and Venezuela).

b. As a follow up to the approval of the programme Support for the Implementation of Cuba 's National Programme to Fight Desertification and Drought (CPP) in 2005, three agencies (FAO, UNDP and UNEP), in collaboration with the Global Environment Facility (GEF) and national institutions, worked on the design of two of the five projects that constitute the CPP. The programme – which will receive 10 million USD from GEF – is an original experience at the global level, by incorporating the new focus of the GEF programme and thus promoting a long term cooperation (10 years). It enables tight collaboration between partners and a combination of programme initiatives to strengthen national institutions with demonstrative pilot interventions. The execution of this programme will be initiated in 2007.

c. The UNAIDS interagency group advised the National Prevention Center (CPN) in the preparation of the second proposal for the PAF (Programme Acceleration Fund) projects, which were approved for a sum of 100 000 USD. The involvement of four agencies (UNDP, PAHO/WHO, UNESCO, UNFPA) –instead of two in the previous phase - reflected the increased interagency focus adopted in the prevention and fight against HIV/AIDS, and will achieve results through capacity building, attention to vulnerable groups and territories and the inclusion of the socio cultural focus into national HIV AIDS policies. The UNAIDS groups benefited from the good practices of the implementation of the Global Fund for HIV/AIDS tuberculosis and malaria (GFATM) project, whose second phase was recently approved for a sum of 36 million USD (2007-1012). The Global Fund programme is managed by a multi actor steering committee which includes all UN Agencies in Cuba.

d. Benefiting from the agencies inputs and particularly the knowledge of FAO and WFP, national authorities designed a project Strengthening of the Food and Nutritional Education Through School Gardens, which should be presented to possible partners in 2007 and which will open new possibilities for collective work on the issues of education, health, food, nutrition and sustainable agriculture. The implementation of a multi-sector approach in development was also manifested in the coordination of actions between the UNDP administered GEF Small Grants Programme and UNICEF, with the objective of attending to environmental problems faced by children at the local level as a pilot experience through initiatives regarding productive development and the fight against the degradation of soils.

16. Additionally, the Resident Coordinator prioritized the development of alliances by reinforcing a mechanism of meetings between the UNCT and the donor group and maintaining over 30 bilateral meetings with Ambassadors, donors and specialized national entities. (11) She led the joint participation of the System in the dialogue process with partners and counterparts and co-hosted seven national and international workshops on development priorities in Cuba. Her participation in the National Dialogue Workshop (GEF), together with FAO, UNIDO, UNDP and UNEP, allowed for a strengthened exchange with the GEF secretariat on behalf of the UN system at large and national authorities – particularly with MINVEC and the Ministry of Science, Technology and Environment (CITMA) – and resulted in the identification of new programmatic areas with GEF support for the period of 2008-2012 reflected in the UNDAF.

17. Assuming a more active role in promoting the visibility of the United Nations and its principles, the Resident Coordinator established and systematized contacts with the Cuban national and local press through 27 interviews and press references about issues related to the MDGs, empowerment of women, sustainable development, economic and social rights based approach, among others. 2006 was marked by higher visibility of the UN in the domestic print and electronic media. She gave particular importance and supported the organization of joint activities in the occasion of seven International Days and international campaigns, such as the days of: Women, Environment, Population, Food, the 61 anniversary of the UN, Fight against AIDS and the campaign against violence against women. The creation of a new interagency homepage was financed by the RC budget as well as the participation of the UN system in the international Book Fair of Havana. The RC committed herself to enrich the unified vision of the system through the organization of over 13 meetings between the RC and the UNCT with high functionaries and regional coordinators of the United Nations. Continued effort is required to increase the role of the non-resident agencies.

18. The UNCT promoted activities in line with United Nations Core Strategy on MDGs. The project Capacity building on monitoring the achievement of the Millennium Development Goals at the local level in Cuba was launched institutionalizing the dialogue with the Cuban National Statistics Office (ONE) and the UN system. This effort focuses on analyzing the MDGs from a local point of view, using sub national statistics and indices to monitor differences in progress in achieving the MDGs. Paying attention to the territorial heterogeneity observed in the achievement of the MDGs in the country, the project supported statistical capacity building in the creation of 130 regional indicators for the progress monitoring in the five eastern provinces. It promoted the training of national specialists in the use of the data base DevInfo. UNDP organized a similar exercise in the area of environment, with the participation of several agencies.

19. An important collective effort, under the leadership of WFP, focused on strengthened coordination in the area of risk management defining and establishing a common mechanism for exchange of information with national authorities and Civil Defense before, during and after natural disasters. This process involved capacity building within the System and working sessions with Civil Defense national authorities to generate a better understanding of the advances made in the UN humanitarian reforms and the identification of a new joint work methodology in the elaboration of the Situation Reports (SITREPS). This way, the System confirmed its commitment to supporting national authorities in the prevention and recovery in risk and disaster situations.

20. The consolidation of the security and operations groups exceeded the expected results and brought significant benefits in terms of reducing duplications and costs by establishing more efficient coordination tools and mechanisms and focused on training the staff (drivers, custodians and wardens). The Designated Official requested the advice and support of the United Nations Department of Safety and Security (DSS) who dedicated three missions on the verification and achievement of the MOSS and MORSS (Minimum Operation (Residential) Security Standards) compliance. The recommendations from headquarters on the fight against the avian flue were applied. Continuing on the work initiated in 2005, the UNCT and

security focal points dedicated much time and energy on the revision and improvement of the agencies' security systems.

21. Advances were made in the identification and the provision of common services, mainly: material imports, negotiations with suppliers, contractors, hotel services and travel agencies. Common grounds were established on DSA and the Place-to-Place survey as well as other areas of interest. Furthermore, staff was informed about the advances made at the global level on the issue of Harmonized Approach to Cash Transfers (HACT).

22. A significant result achieved in 2006 was the improvement of teamwork. Jointly organized and supported actions, the wide participation of the staff and interagency groups in the UNDAF process, the joint preparation and celebration of UN Day and the first ever joint staff visit to UN assisted projects have strongly contributed to developing increased knowledge and dialogue between the agencies. Support for the SG's visit was also a result of inter-agency collaboration. These actions have led to the reinforcement of commitment of UN system members to the principles and values of the United Nations.

(7) According to the staff data base, updated October 2006. (8) In detail: 55% of UNDP staff, 53% of FAO, 50% of WFP and UNICEF, 33% of UNESCO and 26% of PAHO/WHO. (9) PAHO/WHO, WFP, UNDP, UNEP, UNFPA, UN-Habitat, UNICEF and UNIFEM (10) Brazil, Canada, Spain, Sweden and Switzerland (11) ACNU, Cenesex, Centro de Prevención VIH/SIDA de Santa Clara, Oficina del Historiador de la Ciudad de La Habana, INIE, INV, MEP, MINVEC, ONE.

Key aspects of the proposed 2007 workplan

23. The validation of the UNDAF and the alignment of the agencies programming processes will be the focus of the UNCT's efforts. This process will represent a new opportunity to consolidate the communication and involvement of the non-resident agencies – in particular ECLAC, UNIC, OACI, UNEP, UNAIDS – and the Regional Offices. The UNCT will also facilitate the strengthening of alliances with partners and traditional and non-traditional donors, through systematic meetings and the promotion of a unified focus and common objectives. Increased UNCT meetings with the donor group are proposed.

24. Additionally, building on lessons learned from successful experiences – such as the Country Coordination Mechanism for the implementation of the Global Fund - the agencies will work jointly at improving the existing coordination mechanisms with specialized national entities in thematic areas and support the establishment of new mechanisms in the areas of cooperation highlighted in the UNDAF, such as the area of energy and environment. The Resident Coordinator will pay special attention to a joint information exchange mechanism with MINVEC – main national counterpart for the System in Cuba- taking advantage of the UNDAF adopted to strengthen the dialogue on prioritized development issues with the UNCT at large.

25. The System will detail the monitoring and evaluation plan on the results achieved within the five cooperation areas in the UNDAF and the necessary interagency mechanisms for its implementation. The UNDAF and the Country Programme Documents (CPDs) will be implemented as of 2008, for a period of five years, and they will represent the first harmonized programme cycle in the country.

26. In the implementation of the strategy United Nations for the achievement of the MDGs, the agencies will support the monitoring process on the progress achieved through the participation of the focal points in the final phase of the project Capacity building on monitoring the achievement of the Millennium Development Goals at the local level in Cuba. The UN system will support the elaboration of the next national MDG report with special emphasis on the desegregation of data by sex and territory, and by improving the analysis through case studies on the agencies diverse successful experiences in the country.

27. In light of the news of the creation of the United Nations Fund for the achievement of the MDGs (F-MDG), which will be administrated by Spain and UNDP, the UNCT showed a strong interest in applying for financial support from the fund with the objective of jointly supporting the achievement of the MDGs in Cuba. In collaboration with national authorities, the UNCT will work on the identification and formulation of a proposal that could represent an important opportunity to accelerate the progress for the most vulnerable territories and populations in the country as well as serve as an important platform for UN system joint programming.

28. In response to the System's increasing demand on coordination, the UNCT will dedicate its efforts to planning the collective work, communication between agencies and the sharing of results, within the framework of an initial retreat followed by meetings every two weeks. The Resident Coordinator will pay special attention to the strengthening of teamwork mechanisms and capacities. A reorganization of the interagency groups and the redefinition of their terms of reference will take place and capacity building will be facilitated through the support and advice of regional experts and the participation in training missions and workshops. Among other issues, the UNCT will pay special attention to the application of the recommendations of the security focal points and the finalization of the updated UN Security Plan in Cuba.

29. In their commitment to the principle of the "three ones", the UNCT will work on the identification of a joint communication strategy. The first step will be a mapping of international days and events on which a cooperative approach and joint activities were recognized as being beneficial. The Resident Coordinator will emphasize the systematization of contacts with national and local media. Internally, a second training day for all UN staff – possibly outside of Havana – with the objective of strengthening the identity of the System will be organized. It will also serve as a mechanism to share experiences between agency staff members. The content on the UN Cuba webpage will continue to be improved.

Recommendations

30. Even though the implementation of joint programmes permitted a stronger impact of the interventions and a reduction in duplicity, the available tools were not enough to adequately measure the increase in efficiency and effectiveness and the cost reduction in observed transactions. New working tools in this area would be useful.

31. The administrative costs required by each agency were a clear obstacle for joint programming. The UNCT was confronted with this problem when elaborating the proposal for the PAF projects and regretted the burden that this represented to the project. More flexible indications from headquarters on this issue would help the process.

32. With the aim of supporting the planning process of the UNCT and the Resident Coordinator, more fluid information sharing mechanisms with the non-resident agencies and the Regional Offices would permit the organization of visit and meeting agendas in advance as well as guaranteeing the participation of the System in regional events and international training workshops. Short notice of missions and events is often a barrier to this.

33. In the interest of nurturing a greater cohesion within the System, it would be of importance to share the minutes from the meetings between the regional directors with the Resident Coordinators on a regular basis, as well as the minutes from the United Nations Development Group (UNDG) meetings.

34. The Resident Coordinator's and the UNCT's play a key role in the implementation of the United Nations reforms and would benefit from better information from headquarters on meetings, debates and analysis from the General Assembly, CEB, the donor community and other important development actors such as the Group of 77.

35. The implementation of the reforms at the national level demands more in terms of coordination. Attending to the growing list of responsibilities requires human and financial resources and other additional inputs. While it is true that we should avoid the growth of coordination industries, the current growing workload for RCs is not commensurate with the human and financial resources available to undertake the job.

2006 Results and Use of Funds

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Key Results Area	Expected Outputs	Performance Indicators	Actual Outputs at Year End	Funds required/spent at Year End							
				SRC		Trans Fund		UN Agencies		Other	
				Req	Spt	Req	Spt	Req	Spt	Req	Spt
Progress towards UNDAF Outcomes											
UNDAF Outcome 1											
UNDAF Outcome 2											
UNDAF Outcome 3											
UNDAF Outcome 4											
UNDAF Outcome 5											
Alignment with national development processes											
Planned efforts to align UN programme cycle with national development cycle *			Draft UNDAF elaborated for harmonization of the programme cycles in 2008 (training missions with financial contribution from DGO)		\$11,500.00					\$5,000.00	
Initiatives planned for the development and/or implementation of joint programmes *	Training of the agency representatives, programme units and staff on joint programming (joint projects) and supporting the identification, articulation of joint projects, in particular in the areas of gender, local development and risk management	Execution of interagency workshops and retreats, Local Development and Risk Management Interagency Group meetings, Gender Interagency Group meetings, identification and articulation of joint projects	Joint programme implemented in area of local development (PDHL), two joint projects identified for implementation of Programme to support Cuban strategy against desertification and drought (CPD), joint project identified in area of food security. Staff capacities strengthened on joint programming, humanitarian reform, RBA and gender perspective.	\$18,000.00	\$6,000.00					\$3,400,000.00	\$20,000.00
Support to national development plans & strategies											
Planned efforts to jointly support national government in the preparation, implementation, and/or revision of MDG-based national development strategies	Support national authorities in the preparation of national policies based on the MDGs and other national priorities	Sensibility activities for local authorities on MDGs, in particular MDG 3 (Gender)	Programming workshops organized to support elaboration of MDG-based strategies at the local level (PDHL). UN support to conferences on national priorities, particularly gentrification (MDG 7). UN support to development of local level indicators to track MDGs at provincial level. Diffusion of interagency guidelines on gender focus in joint initiatives. Distribution of interagency MDGs almanacs (funds committed during 2005).	\$13,000.00	\$13,000.00						
Initiatives planned for the support of the national development plan, e.g. PRS in the areas of Advocacy	Sensibility activities for local stakeholders on MDGs and other national development priorities	Execution of sensibility activities on MDGs in Cuba and other national development priorities, in particular MDG 3 (Gender)	Joint advocacy efforts during UN day and International Days for women, environment, population, food, elimination of violence against women, AIDS, Festival of Cinema and Book Fair (funds committed during 2005). Materials developed on gender based violence and the rights of women, to support annual campaign. Support to international and national meetings on development priorities. RC press interviews on MDGs related issues and national priorities.	\$3,000.00	\$15,000.00						\$1,000.00
Initiatives planned for the support of the national development plan, e.g. PRS in the areas of Dialogue/Participation			UN joint participation in international conferences on risk management, population issues, HIV/AIDS, local development. UN support to visit of the Secretary General to the Non Aligned Movement Summit (NOAL). Dialogue intensified with policy makers and stakeholders through RC regular meetings.		\$600.00						
Initiatives planned for the support of the national development plan, e.g. PRS in the areas of Coordination	Evaluation of the support to the cooperation of the agencies and the achievements of the MDGs in Cuba	Focal Point meetings for the preparation of a draft document	Coordination mechanisms revisited with national authorities for preparedness and response to natural disasters. Collaborative work strengthened with multilateral donors, particularly GEF and Global Fund on HIV/AIDS, Tuberculosis and Malaria (GFATM). UN	\$2,000.00	\$1,000.00						

			partnership strengthened with bilateral donors and decentralized cooperation - via the local human development programme.																
Initiatives planned for the support of the national development plan, e.g. PRS in the areas of Technical assistance			National capacity developed in statistical information to identify environmental indicators, create local MDGs indicators desaggregated by sex and provinces and implement DevInfoCuba (funds committed during 2005).		\$5,100.00									\$14,000.00					
Planned efforts to develop national capacities for management of the development process, e.g. SWAps, national systems, capacity assessments and measurement of results *	Support national authorities monitoring the MDGs, in particular the disaggregation of national statistics according to gender and provinces	Implementation of an investigation project on MDGs at the local level disaggregated according to gender (project financed through RC funds from 2005: 17 985.28)																	
UN assistance to national authorities for the preparation of the national report on the implementation of the Brussels Programme of Action of LDCs *																			
Planned initiatives for the implementation of "quick impact" interventions	Support the coordination of actions in case of extreme natural phenomena in Cuba (MDG 7)	Support the identification of coordinated actions in case of extreme natural phenomena during the cyclonic period 2006. Support the organization and participation in the regional workshop on lessons learned and coordination in case of disasters	No disaster registered. UN coordination mechanisms activated three times during heavy rains and revisited to increase cohesion and effectiveness.	\$2,600.00															
UN plan to support the implementation of the UNDG Action Plan on the Development Outcome of the World Summit (MDG Action Plan) *																			
Planned efforts to elaborate and/or implement a post-crisis UN transition plan or strategy	Preparation of a draft UNDAF for the harmonization of the programme cycles in 2008 and updating of the CCA	Update the CCA. Regional workshop. Organization of strategic retreats at country level. Training in prioritized areas for joint programming within the framework of reforms and the UNDAF process. UNDAF draft completed								\$20,000.00									
Increasingly using and strengthening national systems																			
Planned efforts to making use of national systems by your agencies in order to reduce transaction costs of our programme countries in the areas of Programme/project reporting	Analysis of the possibilities of taken advantage of national systems with the objective to reduce transaction costs	Identification of cooperation areas	Training of project managers on workplanning and audit requirements.	\$1,000.00															
Planned efforts to making use of national systems by your agencies in order to reduce transaction costs of our programme countries in the areas of PRS/sectoral monitoring and evaluation systems			Use of national systems for monitoring and evaluation of NEX programmes and projects.																
Planned efforts to making use of national systems by your agencies in order to reduce transaction costs of our programme countries in the areas of Annual PRS/sectoral performance reviews																			
Planned efforts to making use of national systems by your agencies in order to reduce transaction costs of our programme countries in the areas of PRS/sectoral progress reports																			
Planned efforts to making use of national systems by your agencies in order to reduce transaction costs of our programme countries in the areas of National procurement systems			Use of national procurement systems in programmes and projects NEX (Joint purchasing committees). Training needs of ENMET/MINVEC identified in procurement norms.																
Increased efforts on HIV/AIDS																			
Planned activities to operationalise the GTT Recommendations relating to the joint UN Team on AIDS and the UN Programme of Support including ISP	Strengthening the activities of the thematic, technical and interagency groups	Preparation of project proposals and production of distribution material on the fight against and prevention of HIV/AIDS in Cuba and the inclusion of the fight and prevention of HIV/AIDS into the project cycle	New interagency proposal approved for implementation of second phase of UNAIDS Fund (PAF) of \$100,000.00.	\$3,000.00															
Planned activities to operationalise the GTT Recommendations relating to the joint UN Team on AIDS and the UN Programme of Support including ISP	Finalization of the UNAIDS project: Funds for the acceleration of UNAIDS programme, support to national projects, UNDP/UNESCO, administrative agent UNDP	Implementation of the project activities	First phase UNAIDS project: Funds for acceleration of programme (PAF) finalized. New funding for HIV/AIDS secured for Cuba from GFATM of 36 millions with interagency support.							\$100,000.00				\$100,000.00					
Planned efforts to support the national response to AIDS through strengthening the Three Ones	Implementation of the ongoing project activities supporting a better implementation of the Three Ones	Increased participation by the interagency groups	Joint campaigning activities, preparation of UN learning day, dialogue strengthened among UN, national authorities and donors, particularly UNAIDS and Global Fund.	\$3,000.00	\$2,200.00														
Increased efficient and cost-effective operational coordination																			
Planned initiatives to move forward on common premises & services and cost sharing (including Joint Office initiative)	Process and service harmonization	Creation of online instruments in support of the OTM activities	Joint procurements carried out to achieve economies of scales in areas of: travel services, seminars organization, office supplies, medical services, communication. Uniformity implemented in	\$5,000.00	\$6,500.00														

			operationnal procedures: DSA, AHI contingency plan, security. Common interagency webpage and databases on staff and suppliers created (funds committed during 2005).								
Planned efforts to support implementation of the harmonized approach to cash transfers *			Increased awareness among Interagency Management Team and Office of the Resident Coordinator on HACT (training missions with financial contribution from DGO).						\$2,500.00		
Strengthened coordination capacity of the UNCT											
Considered staffing of RCS support	Financing of a Coordination Officer, arrival and training of a JPO as Coordination Officer	Coordination and support to the activities of the interagency groups, support to implement the transition plan (UNDAF)	Two Coordination Officers to assess interagency thematic groups, UNDAF process, ODM campaigning (funds committed during 2005). (With financial contribution from Sweden).	\$42,000.00	\$47,000.00						\$116,000.00
Considered training and other measures including knowledge networking, and involvement of non-resident agencies in national strategic planning processes	Sensibility training for de agency representatives and the UN staff, in particular on the fight against and prevention of HIV/AIDS and the promotion of the potential of women. Updating of the interagency homepage. Strengthening communication on the UN system in Cuba	Organization of training workshops for the agency staff on gender and the fight against and prevention of HIV/AIDS. Updating of the interagency homepage. Communication activities on the UN system in Cuba	Staff and interagency groups capacities strenghtened in areas of: joint programming, RBA, gender, risk management (funds committed during 2005). Joint activities to prepare SG's visit. UN staff first learning joint mission. Interagency intra webpage created. Equipment of Coordination Office. Meetings with Representative from non resident agencies (training missions with financial contribution from DGO).	\$3,000.00	\$19,900.00				\$5,000.00		
TOTAL				\$95,600.00	\$127,800.00				\$3,526,500.00		\$137,000.00

Joint Programmes

Joint Programmes															
Title	Theme	Linkages to MDGs and UNDAF outcomes	Duration (from/to)	Fund management Modality	Manag. agent	Admin. agent	National or local partners and donors	Total budget	Financial contribution						
Country Programme Partnership (CPP) to Support National Action Programme to combat desertification and drought	Environment	1, 3, 7, 8	2005 - 2016	Parallel Pass-through		UNDP	UN agencies: UNEP, FAO National and local partners: CITMA, MINAGRI, INRH, MINAZ, FMC, ANAP, MEP Donor: GEF	\$10,021,000.00	<table border="1"> <tr> <td>UNDP</td> <td></td> <td>\$21,000.00</td> </tr> <tr> <td>GEF</td> <td></td> <td>\$10,000,000.00</td> </tr> </table>	UNDP		\$21,000.00	GEF		\$10,000,000.00
UNDP		\$21,000.00													
GEF		\$10,000,000.00													
UNAIDS Programme Acceleration Funds	HIV/AIDS	2, 3, 4, 5, 6	2007 - 2009	Pass-through		UNDP	UN agencies: PAHO, UNESCO, UNFPA National and local partners: Cenesex, Prevention National Center, Health Ministry (MINSAP), FMC, Casa de Orientación de la Mujer y la Familia Donor: UNAIDS	\$100,000.00	<table border="1"> <tr> <td>UNAIDS</td> <td></td> <td>\$100,000.00</td> </tr> </table>	UNAIDS		\$100,000.00			
UNAIDS		\$100,000.00													
Local Human Development Programme	Governance and democracy	1, 2, 3, 4, 5, 7, 8	1998	Pass-through		UNDP	UN agencies: PAHO, UNEP, UNFPA, UN-Habitat, UNICEF, UNIFEM, WFP (2006) Bilateral donors: Brazil, Canada, Spain, Sweden, Switzerland 300 decentralised entities National and local partners: local governments, ANAP, FMC, ministries, others	\$23,968,710.00	<table border="1"> <tr> <td>UN agencies, bilateral donors, decentralised entities</td> <td></td> <td>\$23,968,710.00</td> </tr> </table>	UN agencies, bilateral donors, decentralised entities		\$23,968,710.00			
UN agencies, bilateral donors, decentralised entities		\$23,968,710.00													

Coordination Procedures and Practices

Coordination practices and procedures		
CP	Results	Recommendations to DGO
<p>Half day training was organized for all UN staff in Havana, Cuba; it was a field visit to the 37 UN agency projects realized in Old Havana as part of the PDHL program. The objectives of this training were a) to share with all colleagues of the UN system in Cuba examples of the impact on Cuban people of the programmes and projects that the UN supports, and the quality of the work that we do by showing the results that are achieved through individual and collective efforts and b) to share and socialize among colleagues of different agencies, promoting the "one system" principle. It was overall a positive experience and a new field visit, perhaps outside of Havana, is foreseen for 2007.</p>	<p><i>Transaction costs:</i></p> <p>The event did not have any costs, transportation was provided by the agencies. The cost of staff time dedicated to this activity represents an in kind cost.</p>	<p>Encourage joint system project visits by staff, including non program staff. Consider budget provisions within RC fund allocations.</p>
	<p><i>Achievements:</i></p> <p>Increased awareness of the impact of the UN was achieved, it was of particular importance that all UN staff could see what they are contributing to through their daily work. Increased awareness among UN staff about the one system principle was achieved by emphasizing the joint effort of all agencies in development cooperation. It resulted in personal from each agency knowing about the concrete projects supported by other agencies. The local government counterparts were presented with UN staff as part of one unified whole.</p>	
	<p><i>Lessons learned:</i></p> <p>Several positive experiences should be highlighted: 1. It was an initiative from an interagency group working on the preparation the UN day celebration, the field visit was included as a staff development activities. 2. The UNCT fully supported the initiative and made the field visit mandatory for all UN staff. 3. All UN staff was included no matter what function (programmers, administrators, financial staff, technicians and drivers). 4. Projects from almost all UN agencies were visited; due to the fact that it was a guided walking tour certain agencies with projects that were not within walking distance could not be included. 5. A total of 37 projects sites were visited. 6. A total of 80 staff from 9 agencies participated.</p>	
<p>As a follow up to a consultation process in which the OMT (Operations Management Team) analyzed the amount of time, energy and resources that each agency spent in the acquisition of equipment, furniture and materials, the OMT realized a first joint procurement and importation process. In a national context characterized by limited offers on the local market and difficulties for commercial importations, the OMT identified and negotiated acquisitions with a sole supplier thus benefiting from economies of scale. The savings from this joint purchase amounted to an average of 30%. Additionally the Team evaluated a positive effect of a joint effort in terms of time saved in the bureaucratic, administrative and financial processes. The opening to the international market permitted access to products not available on the local market, of higher quality and a much faster delivery.</p>	<p><i>Transaction costs:</i></p> <p>An average of 30% of the value of the acquisitions to which the savings in time and energy spent by each agency should be added and the positive results in access to higher quality products and a faster delivery time.</p>	<p>1) Support and harmonize the standardization of administrative regulations related to purchases, payments and financial reports established by the different agencies in the system. 2) Strengthen coordination mechanisms for the development of common services, such as those related to purchase committees. 3) Facilitate the use of unified and flexible tools, for instance, consolidated models for purchase applications in each agency. 4) Promote exchange of practices and experiences between countries with similar common services, for beneficial feed back.</p>
	<p><i>Achievements:</i></p> <p>Joint identification of suppliers, efficient bidding process and a unified negotiation mechanism. Economies of scale, reduction in transportation costs and time delivery of the importations. Access to products not available on the national market and of higher quality. Beneficial payment agreements with the supplier. Satisfaction in relation to quality and guarantee of the products.</p>	
	<p><i>Lessons learned:</i></p> <p>Organizational learning during the process of identification, negotiation, delivery and payment of the merchandise. Strengthening of joint negotiation capacities. Harmonization in the area of operational processes. Financial incentives for joint negotiations on bulk purchases do exist.</p>	

2007 Workplan

2007 Workplan																		
KEY RESULTS AREA	Expected Outputs	Perf. Indicators	Actual Outputs at Year End	Funds required/spent at Year End								Additional support needed from HQ or Regional Director's Team	Target Date					
				SRC		UNCCF		UN Agencies		Other			Q1	Q2	Q3	Q4		
				Req	Spt	Req	Spt	Req	Spt	Req	Spt							
Coordination for Results																		
UNCT Contribution to the National Development Plan/Poverty Reduction Strategy	UN support to formulation/implementation of relevant national strategies or plans e.g. JAS/NDP/PRSP	1. MDG-based strategies at a local level formulated with support of UN agencies. 2. UN support to analysis and preparation of development strategies on national priorities. 3. UN support to awareness raising on national priorities.	1. UN participation in programming workshops in eastern provinces. 2. Workshops and conferences organized with collaboration and participation of UN system. 3. Campaign related initiatives supported by UN System.				\$4,000.00		\$3,000.00					Missions of UN experts to participate to national conferences and workshops. Cuban experts invited to regional workshops and trainings.				15/12/2007
	UN plan to support the implementation of the UNDG Action Plan on the Development Outcome of the World Summit (MDG Action Plan) *	1. Increased awareness on MDGs among population. 2. National capacity developed in statistical information and MDG monitoring. 3. Support to MDG reporting.	1. UN advocacy activities and participation to Book Fair and preparation for next years participation. 2. ONE-ONU-PNUD project "Strengthening of MDGs monitoring at a local level, Cuba" finalized, published and launched 2. Draft of third MDGs national report prepared.				\$15,000.00		\$5,000.00					Organization of training workshops on Dev Info.				15/12/2007
	UN support to capacity development strategies	Technical capacities developed to adjust national statistics to international standards of macroeconomic comparison.	Support to participation of Cuban experts in International Statistical Comparison Programme (ICP).								\$25,000.00							15/12/2007
	UN assistance to national authorities for the preparation of the national report on the implementation of the Brussels Programme of Action of LDCs *																	
	Formulation/implementation of a transition plan or strategy																	
Aid Coordination/Management/Paris Declaration	Planned efforts to making use of national systems in the areas such as programme/project reporting, PRS/sectoral monitoring and evaluation systems, annual PRS/sectoral performance reviews, national procurement systems, etc	National systems to use in areas of programme reporting, monitoring and evaluation, and national procurement systems identified.	Inventory of national systems prepared by Operations Management Group (OMT) and Programme Officers.															15/12/2007
	UN support to aid coordination/management	1. Dialogue intensified with bilateral and multilateral donors and partners on national priorities, including with GEF and Global Fund on HIV/AIDS, Tuberculosis and Malaria. 2. Coordination mechanisms with national counterparts established or updated, particularly in areas of sustainable development and food security.	1. RC and UNCT regular meetings with bilateral and multilateral donors and partners. 2. Dialogue workshops organized with collaboration and participation of UN system. 3. RC participation in regional seminars.				\$2,000.00							Support to dialogue with non-resident agencies and strategic partners.				15/12/2007
UNDAF/Common Programming	Efforts to align UN programme cycle with national development cycle *	1. UNDAF and CPDs completed. 2. Staff capacities strengthened on joint programming.	1. One strategy meeting executed with participation of non resident agencies. 2. Joint UN monitoring and evaluation plan identified.				\$7,000.00							Feed-back from Peer Support Group.				30/11/2007

			3. Coordination mechanisms identified. 4. UNDAF signed by UNCT and government. 5. UNDAF published. 6. Update of Interagency Webpage with and UNDAF site 7. At least, one training workshops on joint programming executed for UN programme officers.																			
	Progress towards UNDAF outcomes (inputs provided by theme group chairs)																					
	UNDAF Annual Review/ UNDAF Evaluation *																					
Joint Programmes	Preparation/implementation of new Joint Programmes *	1. Preparation of interagency proposal for implementation of Spanish/UNDP Fund to advance progress towards MDGs. 2. Implementation of joint programmes and projects in areas of local development (PDHL). 3. Support to Cuban strategy against desertification and drought (CPD) and food security and nutrition.	1. Preparatory work for elaboration of joint UN MDGs programme. 2. Local development projects implemented in 9 provinces. 3. First joint project implemented in framework of CPD. 4. Proposal approved for implementation of joint project on education, nutrition and food security ("Huertos escolares").		\$6,000.00					\$4,000,000.00								Guidance on joint programming, particularly on M and E plans, coordination mechanisms and fund management options - included cost recovery arrangements.				15/12/2007
	M&E of Joint Programmes																					
HACT	Plan for the roll-out/implementation of HACT in the country	1. HACT assessment completed.	2. Training and consultation with national counterparts on HACT.		\$1,000.00																	15/12/2007
	Strengthening national systems/capacities through HACT *	UN staff capacities strengthened on HACT.	Participation of OMT and UNCT in training workshops.							\$5,000.00								Organization of training workshops on HACT.				15/12/2007
Gender Equality	UN support to incorporation of gender equality in national planning processes (such as National Development Strategies; PRSPs; SWAPs; Joint Assistance Strategies, etc.)	1. Increased knowledge on gender perspective among staff and programmes and projects directors. 2. Strengthened partnership with Cuban Women Federation (FMC).	1. Distribution of materials on gender perspective. 2. Collaborative work with FMC to support national campaign related activities.		\$1,000.00																	15/12/2007
	Gender theme groups able to support enhanced effectiveness of UNCT to respond to national priorities for gender equality	1. Gender interagency group capacities strengthened.	1. Terms of references revised and draft of operational plan of Gender interagency group elaborated with support of expert consultant. 2. Participation to training activities.		\$2,500.00													Resource sharing on common UN gender strategy. Support for the implementation of "UNCT Performance Indicators for : Gender Equality and Women's Empowerment"				15/12/2007
HIV/AIDS	Operationalization of the joint UN Team on AIDS and the UN programme of Support	1. HIV/AIDS interagency group capacities strengthened.	1. Terms of references updated. 2. Participation to coordination mechanisms in the framework of GFATM programme. 3. Staff learning day.		\$2,000.00													Support from ONUSIDA.				15/12/2007
	UN support to the national response to AIDS through strengthening the Three Ones *	1. Second phase UNAIDS: Funds for acceleration of program (PAF) implemented. 2. Increased awareness of HIV/AIDS among national public.	UNAIDS joint project implemented. Joint advocacy activities.				\$1,000.00		\$100,000.00													15/12/2007
Coordination of Humanitarian/Natural Disaster Operations	Coordination of humanitarian operations *	1. Risk management interagency groups capacities strengthened. 2. Coordination mechanisms with national counterparts implemented. 3. Strengthened partnership with donors.	1. Terms of references of UNETE and UNDMT revised and updated. 2. Organization and participation to training activities. 3. Joint meetings with national counterparts (Defensa Civil). 4. Joint participation to international workshop on		\$1,000.00													Include RC in an HC training.				15/12/2007

		RC, UNCT and interagency thematic groups, UNDAF process, MDG campaigning.	and trained. 2. Interagency thematic meetings, activities and reports with support of Coordination Office. 3.Support to creation of Latin American Coordination Officers network and organization of first Latin American Coordination Officers workshop. 5. Administrative assistant hired.																	
	Materials/Equipment																			
	Training of UN staff	1. Enhanced team-spirit, knowledge sharing among UNCT, interagency groups and staff and coordination mechanisms strengthened.	1. UNCT team-building retreat. At least 12 UNCT meetings. 2. Terms of references of interagency groups revised and updated. 3. At least trimestral interagency meetings per group. 4. UN staff learning field mission. 5. Interagency intranet in use. 6. Staff capacities strengthened on gender perspective, risk management, security, human rights based approach, joint programming, other issues. 7. Staff, interagency members and UNCT participation to regional trainings.		\$8,000.00					\$10,000.00										Organization of regional trainings.
TOTAL					\$51,000.00		\$39,000.00		\$4,133,000.00		\$134,000.00									