

1. Temporary leadership by First Vice President, Raúl Castro, prevailed all through 2007. The Commander in Chief, Fidel Castro, provisionally ceded power to Raúl Castro in July 2006 after undergoing surgery and, though not yet returned to public function, continues to strongly influence national politics.
2. The economic embargo imposed by the US Government four decades ago, and which was once again condemned by the General Assembly of the United Nations in 2007 (General Assembly Resolution 62/3 Necessity of ending the economic, commercial and financial embargo imposed by the United States of America against Cuba) continued to inflict strong restrictions on the economic development of the country. UN agencies in Cuba provided inputs to the Report of the SG noting the adverse impact of the blockade on the development assistance provided by the UN System, in particular the importation of materials, medicines, technology, the exchange of experts, international financial restrictions in banking and the mobility of UN personnel.
3. Raúl Castro, in his speech for the July 26 Commemoration, called for increasing productivity and efficiency, and the import substitution of mainly food products. In this context, the government paid farmers outstanding debts and created mechanisms to guarantee future commodity payments. The government also increased producer prices on milk and pork introducing a food sector price incentive. Production increased as a result. This speech is seen as a key milestone.
4. The European Common Position on Cuba which is reviewed every year lead the Cuban Government to suspend aid programmes financed by the EU in 2003 due to opinions expressed about the domestic human rights situation. EU programmes have remained suspended. In April 2007, after the visit of a Spanish delegation lead by the Foreign Minister Miguel Angel Moratinos to Cuba, it was announced that economic cooperation between the two countries would be reinitiated. The Mixed Commission for Development Cooperation signed on September 29 specifies the importance of Spanish cooperation with multilateral mechanisms. This opened the possibility for the UN in Cuba to apply for future rounds of the MDG-F.
5. In October 2007 torrential downpours affected the eastern Cuban provinces. In addition, the Tropical Storm Noel further hit the central and eastern regions of Cuba between October 29 and November 8, with particularly intense rains. The main consequences were extensive and serious floods, overflowing rivers and reservoirs, landslides and the resulting isolation of many towns and settlements. Considerable economic losses have been reported in seven Cuban provinces. Preliminary damages are estimated to \$499 million USD, and mainly concentrated in the agriculture and forestry sectors, housing and roads.
6. On December 10, Human Rights Day, Minister of Foreign Affairs, Felipe Pérez Roque, announced that the Cuban government would be signing the International Covenant on Economic, Social and Cultural Rights and the International Covenant on Civil and Political Rights, which are the two remaining key international human rights tools that Cuba has not signed. Cuba is also a member of the Human Rights Council and extended an invitation to the Special Rapporteur on the Right to Food, Mr. Jean Ziegler, who visited Cuba in November.
7. The Minister of Economy José Luis Rodríguez addressing the National Assembly in December 2007 reported a GDP growth of 7.5 % (to be compared to 12.5% in 2006). The projected economic growth for 2008 is 8% with major challenges being the increased prices of food and fuel resulting in continued and accelerated priority to import substitution, especially in the agricultural sector.
8. Cuba is a middle income country with a high level of human development, ranking at number 51 in the Human Development Index of 2007 . Minister of Finance, Georgina Fajardo Barreiro, noted that this put Cuba at number one of all LAC countries when compared to the income per capita, 6000 USD. The GDP per capita continues to be an estimate including an imputed value for social services, among others. However, important progress to achieve international compatibility has been made. The Cuban Government reiterated their interest in participating in an introductory assistance project with ECLAC, and draft terms of reference and work plan were elaborated. UNDP will be supporting Cuba's participation in this project. Cuban government officials reiterated "the right" to have Cuban official statistics included in UN publications.
9. Cuba continues to hold the presidency of the Non-Alignment Movement, which they took over during the summit held in Havana in September 2006. Cuba also plays an important role in the G77. Cuba will be a member of the UNDP Executive Board in 2009.

Summary on progress towards UNDAF outcomes

10. The UNDAF validation process was concluded on May 15 with the Joint Strategy Meeting, which was hosted by the Ministry of Foreign Investment and Economic Collaboration (MINVEC). All non-resident agencies were invited, although only UNEP was able to participate. Other agencies such as ECLAC, UNIFEM and UNAIDS communicated their support and

agreement with the content in writing. National ministries and institutions participated as well as civil society organizations. Very few changes to the UNDAF were suggested during this meeting.

11. The document was signed on September 7 by MINVEC Minister Marta Lomas and the Resident Coordinator, as well as all Representatives of resident agencies. The signing ceremony was covered by international and national media and both the Minister and the RC offered a few words on the process that had just concluded.

12. The UNDAF was published and distributed with a cover letter from the RC to all agencies in Cuba, regional directors, UN headquarters, Cuban ministries and institutions. An electronic version of the publication was elaborated as well as a webpage specially dedicated to the UNDAF. At the end of the year, UNAIDS financially supported the translation of the document into English for further distribution. The vast distribution and the increasing requests to have copies of the UNDAF resulted in a reprinting of the publication supported by FAO.

13. As part of the UN Day celebrations MINVEC organized an official launch of the UNDAF on October 25, inviting embassies, NGOs, as well as national and international press, showing the great national ownership that the UNDAF has achieved. Satisfaction with the UNDAF has also been displayed by the fact that MINVEC Minister Marta Lomas personally circulated the UNDAF to all ministers, and Vice Minister Orlando Requeijo always carries a copy of the publication to all UN related events.

14. A new coordination mechanism for the UNDAF was set in place aligning five interagency programmatic groups according to the five cooperation areas. The UNCT complete commitment to the implementation of the UNDAF resulted in the decision that each agency Representative will personally coordinate one group. Thus, both the coordination and the alternate coordination of each UNDAF programmatic group are held by one head of agency. This new structure not only secures the linkage and feed-back between the UNCT and the interagency groups, but also reinforces the work done by UN programme officers and specialists.

15. As part of the important process of information sharing with national ministries, the RC organized two key interagency briefings: one on food security with the Vice Minister of Agriculture Mr. Alcides Lopez, and another with Vice Minister of Environment Mr. Antonio Diaz Duque who offered a presentation on the national environmental strategy. The Resident Coordinator will continue to develop these meetings in the interest of the System wide briefings.

16. Some important progress was made towards HACT implementation using the HACT micro assessment methodology to evaluate the GFATM sub beneficiaries, as well as the PDHL provincial offices. The organization of training sessions of UNCT, UN staff and national counterparts on HACT was initiated and a trainer was identified. Training is scheduled for January 2008. Discussions on if and how HACT should be implemented in Cuba will be concluded in 2008 between the UNCT and Cuban authorities.

Summary on progress in UN Reform

17. The UNCT composition changed with the incorporation of a new Representative for FAO and a new UNDP Deputy Resident Representative. For the first time ever a national Coordination Officer post was established and recruited, strengthening the long term capacities of the RCO. Given the increased interagency activities and thus increased demands on coordination, the RCO was further strengthened with a new Administrative Assistant and a part time Graphic Designer.

18. 2007 was marked by the restructuring and further systematization of the interagency work aimed at more efficient coordination and cohesion between the agencies. The number of interagency groups were downsized and strategically modified to better accommodate to the new UNDAF. Five interagency programmatic groups were established according to the five cooperation areas identified in the UNDAF and are coordinated by heads of agencies. The two interagency operational groups were strengthened by the inclusion of a group coordinator at management level (OMT and Security), as well as the transversal group on communication (UNCG). Group coordination at management level allowed for a stronger linkage between the groups and the UNCT and showed the commitment of heads of agencies to interagency work. All terms of references for the programmatic groups were revised and structured generically including special attention to gender equality. A regular UNCT calendar with meetings every two weeks was set up, as well as regular meetings for the interagency groups, summing up to approximately 100 interagency meetings over the course of the year. The RCO played a key role in supporting the new structure and the group coordinators assuring continuous follow-up and implementation of decisions.

19. Three joint programmes were further implemented: Local Human Development Programme (PDHL), the GEF funded Operational Programme 15 (OP15) and Programme Acceleration Funds (PAF). PDHL, a UNDP programme, was implemented with the participation of FAO, UN-Habitat, UNICEF and WFP using a parallel financing modality. A dialogue was also initiated with UNESCO and UNFPA about their possible participation in the future. Four project proposals within the PAF framework were elaborated by UNESCO and UNDP, these were approved by UNAIDS and signed by the end of the year and implementation will begin in 2008. Progress was made within the joint programme on desertification and drought, OP 15 financed by the Global Environmental Fund (GEF), where FAO, UNEP and UNDP participate. Two project proposals were elaborated and are now pending approval by government and GEF.

20. Special attention was given to the United Nations Core Strategy on MDGs initiating the elaboration of a joint publication in collaboration with the National Statistics Office on MDG indicator tracking at the local level. Several new indicators were jointly identified and included in the publication in an effort to show the Cuban commitment to go beyond the globally established targets. Training on the DevInfo methodology was carried out by UNICEF and was used for the elaboration of the publication.

21. Intense rains and flooding in the Eastern provinces throughout October - November caused serious damages to the

infrastructure as well as agriculture and forestry. Under the leadership of WFP, chairing the theme group of natural disasters and risk mitigation, the System compiled a joint needs assessment and a response plan, which was presented to the Cuban government. The various UN agencies collectively proposed which sources of financing were available to respond to national needs, amounting to 1.8 million USD. The government responded very positively to this offer and accepted actively collaborating with UN agencies in the execution. Presenting a "joint offer" of assistance from the UN System proved to be more effective than awaiting a national request for assistance. The RC with the support of the UNCT requested a cash grant of 100 000 USD from OCHA which was approved for the purchase of mattresses as per the wishes of national authorities. Seven SITREPs were prepared jointly and distributed to embassies, NGOs, UN agencies and national counterparts as well as posted on the interagency webpage.

22. The Designated Official prioritized security and made significant progress towards complying with UNDSS global standards. The Security Plan was approved in November, a UN general medical physician was identified and certified and three other specialists were appointed (pediatrician, surgeon and a gynecologist). The SRA and SRM documents were successfully reviewed and approved by UNDSS in May. The Warden system was further strengthened by the two simulations that were undertaken, showing an important improvement from the previous years in terms of accurate lists, response time and percentage of the staff located. The MOSS and MORSS were reviewed and the SMT requested an extended baseline for both, including window bars in MORSS and a radio communication system for MOSS. MORSS was approved in August and MOSS in December. Steps in the avian flu contingency plan were successfully implemented; a joint purchase of flu vaccines was made early in the year and all staff and their cohabitants were offered the vaccine. Cuba still does not have a UNDSS supported officer in-country despite DO requests. The Panama based DSS officer visited Cuba twice in 2007. The DO briefed all agency focal points on DSS, MOSS, MORSS, role of DO, SMT, Security Plan, security phases, incident reports, agency roles and use of UN ID for security purposes.

23. Capacity of UN staff was strengthened through the implementation of a joint capacity plan including trainings on HIV/AIDS, English editing skills, security and disaster management. Trainings on HACT and joint programming were designed and ready to be implemented January 2008. In addition, the Resident Coordinator supported the participation of UN staff members to the regional training of facilitators for HIV/AIDS and UN Cares. The RC also sent the communications officer to participate in a regional workshop on communications in the event of natural disasters. Focus was also placed on training for the UNCT to strengthen their capacities as SMT and DMT through both OCHA and UNDSS training. The RCO coordination capacities skills were further developed through the participation of both coordination officers (CO) in the regional workshop for COs, a field visit by one CO to the Vietnam RCO, and the participation to UNCMCOORD training. The Resident Coordinator attended the Coordination and leadership skills workshop in Turin in November, which focused on negotiations skills and media.

24. Priority was also given to communications, strengthening the leadership of the UNCG through the incorporation of the new UNICEF Programme Coordinator as group leader and an intensified commitment by the RCO. The results were an increased visibility, more joint activities during international days (5 transversal days and 13 agency specific days were commemorated) and the elaboration of joint advocacy materials. More presence of the system was also seen in the Media. The RCO communications officer produced over 33 articles out of which 14 were published in the national press and the RC was interviewed 6 times by the national television and held 3 press conferences to which both national and international media was invited. The UN system was significantly more visible in 2007.

25. The new interagency website was launched midyear, including four main components: a public website promoting the System; a public website for those agencies that previously did not have a site; an intra site with access only given to UN staff; and an administrative site for the updating of information. The intra site allows staff in Cuba to share documents and information on interagency work such as meeting minutes, presentations, training materials, work drafts, etc. It also helps maintain up to date information for staff security. The experiences drawn from the creation of this site has been shared widely with the CPN network, which has shown great interest in this kind of initiative.

26. UN day was this year commemorated with 5 different events targeting a wide range of audiences including beneficiaries, civil society, national counterparts and UN staff. One main event was the inauguration of a joint exhibition on UN projects in support of the achievement of the MDGs for which the UNICEF Goodwill Ambassador, the children's theater group La Colmenita, performed and the UNDP Goodwill Ambassador, Dr. Eusebio Leal, the City Historian, offered a few words. The exhibition was displayed in the Historic Center of Havana and was later moved to the International Press Center. At the traditional UN day cocktail the MINVEC Minister Mrs. Marta Lomas joined the Resident Coordinator as the main government speaker. Her speech focused on the successful completion of the UNDAF document and the GA/RES/62/3. The UN Day celebration culminated with a new joint staff training field visit to UN projects, this time to the province of Pinar del Rio. The objective was once again to share knowledge on System projects and their impact on the population with UN staff and to facilitate teambuilding and dialogue between the agencies. Over 100 staff members participated in this one-day training including visits to FAO, WHO, UNDP and UNESCO projects. Once again the staff members showed great satisfaction with this initiative.

27. The OMT complemented the intra site with a common services database where all service and product vendors used by the different agencies are registered aiming at a better coherence when it comes to cost levels and benefits offered to the agencies. Advances were also made in the identification and provision of common services especially on negotiations with suppliers, contractors, hotel services and travel agencies, resulting in the signature of three system wide contracts to reduce actual and transaction costs. Discussions were advanced on internet services, personnel issues, and use of UN id at all UN offices.

28. The RC invited the donors to three coordination meetings with the UNCT during which the UNDAF and two of its cooperation areas were presented and discussed. One meeting was on the area of local human development during which a presentation on the PDHL was offered followed by an exchange of experiences with the donors who collaborate with this programme, including Canada, Belgium, Switzerland and Spain. During the last meeting the RC explained the UN coordination mechanism in the area of natural disasters and risk mitigation and how the SITREPs are elaborated. She

updated the donors on the situation in the Eastern provinces, after the intense rains and flooding, and the response of the UN in support of the country. In the spirit of promoting South-South cooperation the invitation list for the last meeting was expanded to include not only the traditional OECD countries but also other important development partners: Brazil, Chile, China, Mexico and Venezuela. A fourth meeting on the national environmental strategy was convened by the government.

29. The Resident Coordinator met regularly with MINVEC Vice Minister Orlando Requeijo to discuss issues on the System at large including the UNDAF, resource mobilization, personnel policies, security, communications and donor relations. She also met with MINREX Vice Minister Abelardo Moreno on UN reform, the US embargo, the UNHCHR mission and other issues.

30. The UNCT met with the regional directors team (RDT) in Panama in November, including the participation of the regional directors of UNDP, UNEP, UNFPA, UNOCHA and UNIFEM as well as the deputy regional directors of WFP and DGO. During this meeting the topics of UN reform and the three ones were discussed from the perspective of each agency, as well as the UNDAF and the initiation of its implementation.

31. The UNCT prepared for and received a total amount of 10 high level visits. Starting the year with the visit of Mr. Kemal Dervis UNDP Administrator in January and culminating with Mr. Jean Ziegler, Special Rapporteur on the Right to Food in November. Visits included: Mr. Achim Steiner, UNEP Executive Director; Mrs. Anna Tibaijuka, UN-HABITAT Executive Director; Mrs. Sheila Sisulu, WFP Deputy Executive Director; Mr. Jean Jaques Graisse WFP Deputy Executive Director; Mr. Nils Kastberg, UNICEF Regional Director; Mr. Ricardo Sanchez, UNEP Regional Director; Mr. Jean Fabre, UNHCR Regional Director, and Mr. Pedro Medrano, WFP Regional Director. The RCO supported the preparation of several of these missions and UNCT meetings were arranged with all visitors. The RC accompanied the full visits of Kemal Dervis, Achim Steiner and Jean Ziegler

32. The first regional workshop for coordination officers organized by the officers themselves was hosted by Cuba in April. The Cuba RCO had a leading role in the organization and implementation of this workshop, with the support of Mexico, Peru and Venezuela. The Resident Coordinator fully supported and actively promoted this initiative. Fourteen (14) offices participated in this event with a total of 20 participants including DGO and the regional capacity development center SURF. A set of recommendations directed to DGO, Regional Directors, UNCTs and Coordination Officers, were identified and distributed both in the region and on the global CPN network. DGO took the recommendations under consideration and prepared a response. A CDROM with reference material was compiled and sent out to all coordination officers in Latin America.

33. Progress towards a possible application to the MDG-F was made even though Cuba was not able to apply for the first four thematic windows pending the new Mixed Commission for Development Cooperation between Spain and Cuba, which was signed on September 29. The UNCT has been continuously updated on developments of the MDG-F by the RC and possible suitable topics were discussed on several occasions. A joint meeting between the UNCT and the Spanish embassy was also held to discuss different funding options offered by Spain, among others the MDG-F. The RC also visited the Spanish Government jointly with MINVEC Vice Minister Orlando Requeijo in November to discuss Spanish development assistance to Cuba, areas of collaboration with the UN and to request Spanish support for the WFP country project. In addition, the RC has kept close contact with specialists in the steering committee on new developments and thematic windows of the fund. There is currently no AECID representative posted in Cuba.

Key aspects of the proposed 2008 workplan

34. A successful first year implementation of the UNDAF will be the focus of the UNCT in 2008. The interagency programmatic groups will be further consolidated with the task of identifying at least two new joint programme opportunities. A monitoring and evaluation plan will be elaborated and implemented by the groups to give appropriate follow up to the progress of the UNDAF. The RC will also facilitate a more structured dialogue with the government on the five cooperation areas. The RC has commissioned baseline situation reports from the National Institute of Economics (INIE) on the 5 UNDAF development areas using funds from UNDP.

35. As part of the joint resource mobilization strategy the UNCT will closely follow the developments of the MDG-F and the new thematic windows. The UNCT will also be working on identifying and formulating proposals in close collaboration with national authorities. The possible MDG-F funding could represent an important platform for the UN system joint programming within the framework of the UNDAF.

36. Communications continues to be one of the Resident Coordinator's priorities and the UNCG will be given more responsibilities in the communications strategy for 2008. Given the midpoint of the MDGs to be achieved by 2015, special attention will be given to this topic. The UNCG is planning two extensive campaigns on the MDGs, one being a nationwide call for photographers to participate in a contest interpreting the MDGs. This will be concluded with an award ceremony and an exhibition of the winning contributions. The photos will then be part of the UN image database. A similar project will be developed with 18 Cuban established and upcoming artists concluding in an exhibition for UN Day.

37. The MDGs will also be the topic of some programmatic initiatives such as the launching of the publication elaborated in collaboration with the National Statistics Office on MDGs at the local level in the Eastern Provinces. This will be followed by trainings on how to use, interpret and monitor the newly identified indicators.

38. An activity strategy for the commemoration of the 60th Anniversary of the Universal Declaration of Human Rights will be elaborated and monitored by the UNCT. This will include HRBA training to UN staff, establishing a link with the OHCHR and coherent messages by the UN representatives. Each agency will continue working supporting a rights-based approach to development in their own programmatic activities in line with their mandates.

39. UN staff capacities will continue to be strengthened through a joint capacity building plan, which will include training on human rights, joint programming, HACT, risk management and a specific training aimed at the RC role in humanitarian coordination. More teambuilding within the interagency groups and between the agencies will be promoted not only through joint activities such as training, but also through all-staff meetings on different topics as well as social events.

40. A main concern of the Designated Official and the SMT is the security situation. At the end of 2007 the MOSS application including a new radio communications system was approved by UNDSS and the SMT will now dedicate their full attention on being MOSS compliant as soon as possible. The SMT has furthermore identified the need to recruit a part time Security Officer to undertake all security related tasks at hand. The main purpose of this Officer would be to monitor the impact of the recurrent natural disasters on UN staff not only in the capital but more importantly in the Eastern provinces. The Officer would also monitor the living situation of UN staff members in the Eastern provinces. The SMT has decided to follow up with UNDSS on the possibility of having a UNDSS officer in place, but will also find a short term solution aiming at cost sharing a locally recruited international Security Officer. The DO has officially requested UNDSS to assign a Security Officer to be posted in Cuba in a letter dated 22 November. Due to the growing attention to Security in the UN following the Algiers bombing such a basic level capacity is essential.

Recommendations

41. In the interest of supporting the role of the Resident Coordinator and greater cohesion within the System, the RC recommends that clarification on the responsibilities of UNCT members and the role of the RC are specified in the individual Terms of References of Agency Representatives.

42. The Designated Official and the SMT highly prioritize the need to have a Security Officer present in Cuba and conveys their request for support from UNDSS in addressing this matter.

43. Once again the Resident Coordinator recommends for more fluid information sharing mechanisms with non-resident agencies in order to permit the organization of visits and meeting agendas in advance. Short notices of missions (if any notice at all) make it difficult for the RC to support missions and obstructs the ambition of improving the dialogue with non-resident agencies. This has been the case on many occasions in particular with UNIDO and IFAD.

44. In the interest of promoting a greater unity of the system it would also be important to ensure that the RC receives the same information regarding UN reform as is circulated within individual agencies. In the same interest, the Resident Coordinator again requests the minutes of the Regional Directors meetings to be shared with the RC who can ensure distribution to the UNCT. Developing leadership skills of RCs and UNCT members through more training would further promote the three ones. More active information dissemination to the RC is requested of UNDO and RDT.

45. The Resident Coordinator also asks for a greater support to Coordination Officers in terms of career streaming. Options on career paths for coordination officers, many times serving as first time UN officers, are not clear and undervalue the essential functions performed by them.

46. The Resident Coordinator strongly feels that a strengthened link between RCs and the UNOHCR would be very helpful considering the importance of the 60th Anniversary of the Universal Declaration of Human Rights. It should be noted that the visit of the RC to Geneva in November was well received by UNOHCR, yet no outreach plan for sharing 60th Anniversary materials with Cuba had been prepared prior to the visit.

2007 Results and Use of Funds

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Part One: Progress towards UNDAF outcomes (Results 2007)																
Key Result Area	Outcome	Name	Comments													
UNDAF	Outcome 1															
UNDAF	Outcome 2															
UNDAF	Outcome 3															
UNDAF	Outcome 4															
UNDAF	Outcome 5															
Part Two: Coordination Results																
Key Results Area	Expected Outputs ¹	Performance Indicators ²	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
				Required	Spent	Required	Spent	Required	Spent	Required	Spent					
Result Area 1: 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.	1. Strengthened national capacities through: a) Support to the PDHL workshop on Evaluation, November 27-29. b) Support to the workshop IV international meeting on Management organized by the Office of the City Historian, December 4-6. 2. Visit by RC and MINVEC Vice Minister Requejo to PDHL project in the Eastern provinces.			\$4,000.00	\$4,000.00	\$3,000.00	\$1,000.00						15/12/2007	
UN plan to support the implementation of the Millennium Declaration and/or the UNDG Action Plan on the Development Outcome of the World Summit ³ (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.	1. Increased awareness through: a) UN participation in the annual Book Fair (exhibition made based on MDGs), 8-19 February. b) Exhibition on UN projects in support of MDGs, displayed in the Historical Centre, October, and the International Press Centre, December, open to all. c) Press conference with ACNU, MINVEC and RC to open exhibition at the International Press Centre. 2 and 3. Strengthened national capacity on statistics and MDG reporting through: a) Support to publication on MDGs at the local level in the five most vulnerable provinces in Cuba. First draft finished and graphic design of publication initiated. Printing scheduled for early 2008. b) Trainings on DevInfo made by UNICEF to ONE office and used for the preparation of the publication.			\$15,000.00	\$12,500.00	\$5,000.00	\$4,000.00			08/02/2007			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).	a) Government agreement on participation in International Statistical Comparison Programme. b) Drafts ToR completed c) Negotiations with ECLAC initiated.							\$25,000.00					31/12/2007	
UN assistance to national authorities for the preparation of the national report on the implementation of the Brussels Programme of Action of LDCs ⁴ *																
Formulation/implementation of a transition plan or strategy ⁵																
Other																
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.	Support to elaboration of manual on national procurement procedures, first draft completed.						\$40,000.00						31/12/2007	

			Coordination Officers workshop organized by Coordination Officers held in Cuba March 21-23 a) Participation 17 Coordination Officers. b) Cuba RC office leading role in the organization of the Workshop, with support of Mexico, Peru and Venezuela RCOs. c) Establishment and maintenance of regional network. d) Recommendations drafted, directed and sent to UNCTs, COs, DGO and Regional Directors, reply received by DGO. e) Recommendations and conclusions translated and circulated to the CPN. f) CD-ROM with reference material sent to all RCOs in Latin America and the Caribbean.														
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.	1. Strengthened capacities of UNCT through: a) UNCT retreat, November Panama including: - Meeting with RDT. - SMT training. - DMT training. - Team building. - Strategic planning. b) 18 UNCT meetings, 10 SMT meetings, 4 UNDMT meetings. 2. Strengthened interagency capacities through: a) introduction of Heads of agencies as group chairs b) revision of TOR of interagency groups. c) monthly scheduled interagency group meetings. 3. Staff trainings: a) Joint field visit of UN staff to UN projects in Pinar del Rio, as part of the UN day celebration. b) Coordination Officer field visit to Vietnam RCO (one of the one pilots), to strengthen coordination skills and knowledge on UN reform, April. c) Communications Officer participation in regional training on Communications in the event of Natural Disasters, Mexico. d) English editing writing skills for all UN staff, June - August. e) Coordination Officer participation in UNCMCOORD training on Civil-Military coordination during emergencies, August. f) RC participation in RC induction course, second phase on negotiation skills and media, November.	\$8,000.00	\$8,000.00			\$10,000.00	\$1,000.00	\$6,000.00	\$6,000.00						
Other																	
TOTAL				\$51,000.00	\$51,000.00	\$39,000.00	\$39,000.00	\$4,137,000.00	\$2,108,600.00	\$146,000.00	\$116,000.00						

Joint Programmes

*** no joint programmes reported ***

Coordination Procedures and Practices

Coordination practices and procedures		
CP	Results	Recommendations to DGO
<p>Joint Exhibition on UN projects in support of the MDGs. The joint exhibition: UN projects in support of the achievement of the MDGs, presents 25 projects of nine agencies working in Cuba. In pictures and with a brief descriptive text, it shows how the national efforts to accomplish each MDG are supported by the UN System through different projects.</p> <p>The exhibition was prepared by the UNCG, and launched as one of the UN day events. During its inauguration the UNICEF Goodwill Ambassador, the children's theater group La Colmenita performed and the UNDP Goodwill ambassador, Dr. Eusebio Leal, the City Historian offered a few words.</p> <p>The exhibition has been displayed in two important and well-attended locations: the Historic Center of Havana and in the International Press Center.</p>	<p><i>Transaction costs:</i></p> <p>The exhibition did not have any significant transaction cost and design costs were covered by the RCO.</p>	
	<p><i>Achievements:</i></p> <p>National and local authorities, international cooperation agents, national and international press and Cuban people, could appreciate the UN system contribution to achieve the MDGs in a consolidated and attractive manner. The exhibition contributed to the perception of the UN System in Cuba as one and the MDGs as a common goal.</p>	
	<p><i>Lessons learned:</i></p> <p>Strengthened One UN image by showing projects from different agencies associated to a common goal</p>	
<p>UN Website. The new interagency website was launched midyear, including four main components: a) a public website promoting the System; b) a public website for those agencies who previously did not have a site; c) an Intranet site with access only given to UN staff; d) an administrative site for the updating of the information.</p> <p>The intranet contains useful information in support of interagency work such as meeting minutes, presentations, training materials, work drafts, working papers, etc.</p> <p>It also has a common services database where all service and product vendors used by the different agencies are registered.</p>	<p><i>Transaction costs:</i></p> <p>The RCO covered the costs for the hiring of a consultant team who designed and programmed the site according to the UNCT, RCO and UNCGs needs and wishes.</p>	the need
	<p><i>Achievements:</i></p> <p>Centralized archive for all interagency work allows for more efficient information sharing. The new paperless Intranet has also allowed cost savings in terms of office supplies such as paper, toner, etc. UN staff can now access relevant information without the need for intermediaries – usually the Office of the Resident Coordinator. The common services allows for a better coherence when it comes to cost levels and benefits offered to the agencies, minimizing costs for smaller agencies.</p>	
	<p><i>Lessons learned:</i></p> <p>Intranet users need time and some training to make the best use of the intranet resources.</p>	

2008 Workplan

UNDAF Outcomes

1. By 2012, in the area of human development, the UNDAF expects to have contributed to increased local capacities and performance for greater human development in selected municipalities.
2. Strengthened national and local capacities for the integral management of risk reduction, with emphasis on the local level and on the most vulnerable territories.
3. Strengthened national capacities for the implementation of environmental policies and strategies and to provide energy services with the view to promote sustainable development.
4. By 2012, contributions will have been made to consolidate and strengthen actions in care, prevention, education and promotion of health directed towards women, children, adolescents, youth and the elderly.
5. By 2012, improved sustainable food and nutrition security for the most vulnerable groups.

2008 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 (WORKPLAN08)

UNCT Contribution to the National Development Plan/Poverty Reduction Strategy	UN support to formulation/implementation of relevant national strategies or plans e.g. JAS/MDP/PRSP	Strengthened capacities of the national local development programme	Support and participation to programming workshops in the Eastern provinces		\$4,000.00		\$0.00		\$0.00		\$0.00							
	UN plan to support the implementation of the Millennium Declaration and/or the UNDG Action Plan on the Development Outcome of the World Summit 3 (MDG Action Plan) *	1. Increased awareness on MDGs among population. 2. Strengthened national statistical and monitoring capacities at the local level on MDGs.	1. UN advocacy on MDGs: a) Participation in Book fair. b) Elaboration and distribution of communication materials. c) 2 nationwide campaigns on MDGs (photography and artists). d) Joint MDG exhibition to visit field project offices. 2. ONE-UN-MDG publication on MDGs at the local level: a) Launching of UN-ONE-MDG publication. b) Training on monitoring MDGs at the local level. 3. Development of interagency page focused on MDGs, with examples of agency project.		\$10,000.00		\$0.00		\$7,000.00		\$0.00							
	UN support to capacity development strategies	Strengthened capacities developed to adjust to international standards of macroeconomic comparison.	Participation of Cuban experts in International Statistical Comparison Programme.		\$0.00		\$0.00		\$25,000.00		\$0.00							
	UN assistance to national authorities for the preparation of the national report on the implementation of the Brussels Programme of Action of LDCs 4 *																	
	Formulation/implementation of a transition plan or strategy *																	
	Other																	
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.	Manuals on national: a) Execution procedures. b) Project supervision. c) Procurement procedures.	1. Support to national counterparts to conclude manuals. 2. Support to distribution of manuals.		\$0.00		\$0.00		\$40,000.00		\$0.00							
	UN support to aid coordination/management	Intensified dialogue with bilateral and multilateral donors and partners.	At least 4 UNCT meetings with bilateral and multilateral donors and partners to exchange information.		\$1,000.00		\$0.00		\$0.00		\$0.00							
	Other																	
UNDAF/Common Programming	Efforts to align UN programme cycle with national development cycle *	First year of UNDAF implemented.	1. Work plans for all programmatic interagency group according to the five UNDAF cooperation areas. 2. Implementation of workplans and reporting on results.		\$5,000.00		\$0.00		\$0.00		\$0.00							
	Preparation of CCA/UNDAF																	
	Implementation of UNDAF M&E framework *	UNDAF M&E framework implemented.	1. Elaboration of UNDAF baseline. 2. Elaboration of M&E framework. 3. Training on M&E.		\$5,000.00		\$0.00		\$8,000.00		\$0.00							
	UNDAF Annual Review/ UNDAF Evaluation	First annual UNDAF review.	Elaboration of first UNDAF annual review with inputs from the five programmatic interagency groups.		\$2,000.00		\$0.00		\$0.00		\$0.00							
	Other	Increase awareness on UNDAF and the five cooperation areas among population and UN staff.	UN advocacy on UNDAF and the five cooperation areas.		\$5,000.00		\$0.00		\$0.00		\$0.00							
Joint Programmes	Preparation/ implementation of new Joint Programmes *	1. MDG-F proposal prepared. 2. At least one joint programme elaborated in the framework of the UNDAF. 3. Strengthened capacities of Un staff on joint programming.	1. Proposal sent to MDG-F committee. 2. Joint programme formulated and implemented. 3. Training on Joint programming.		\$4,500.00		\$0.00		\$0.00		\$0.00							
	M&E of Joint Programmes	M&E plan of joint programmes elaborated.	1. Monitoring of joint programmes. 2. Independent evaluation of the UN PDHL programme on local human development.		\$2,000.00		\$0.00		\$0.00		\$0.00							

	Other	1. Strengthened capacities of OMT. 2. ICT workgroup conformed as a subgroup of the OMT.	1. Training of OMT. 2. ICT workgroup revision of phone systems and V-SAT.		\$2,000.00		\$0.00		\$0.00		\$0.00						
Other (specify)	Other (specify)																
UN Advocacy and Resource Mobilization (WORKPLAN08)																	
Joint UNCT Advocacy and Communications	Development/implementation of the UNCT communications/advocacy strategy & plan	1. UN communication strategy elaborated. 2. Increased awareness on UN, UNDAF, MDGs, and Human Rights. 3. Strengthened UNCG capacities.	1. Advocacy of 17 international days. 2. Campaigns on MDGs. 3. RC press interviews. 4. Trainings to UNCG on communication strategy and photography. 5. Updating of Interagency webpage. 6. Printed advocacy material available.		\$12,000.00		\$0.00		\$10,000.00		\$0.00						
	Other																
Joint UNCT Resource Mobilization Strategy	Development/implementation of RM strategy	1. Strengthened UNCT capacities on resource mobilization. 2. Mobilization strategy elaborated.	1. Training on resource mobilization. 2. Resources mobilized.		\$1,500.00		\$0.00		\$0.00		\$0.00						31/12/2007
	Other																
Non-Resident UN Agencies (WORKPLAN08)																	
Special measures to integrate non-resident UN agencies in UNCT processes	Supporting the Involvement of non-resident UN agencies in the national strategic planning processes/ UN programming	Strengthened dialogue with non-resident agencies.	1. UNCT-meeting calendar elaborated and circulated to non-resident agencies. 2. Quarterly progress letter sent to non-resident agencies. 3. Access given to interagency intra web-page.		\$0.00		\$0.00		\$0.00		\$0.00						31/12/2007
	Other	Receive and support of non-resident agency missions.	Receive and support of non-resident agency missions.		\$0.00		\$0.00		\$0.00		\$0.00						
Coordination Capacity of the UNCT (WORKPLAN08)																	
Strengthening UNCT Coordination Capacity	RCO Staffing	Fully staffed RCO.	a) 2 coordination officers. b) 1 part time executive assistant. c) 1 administrative assistant. d) 1 part time Communications Officer. e) 1 part time graphic designer.		\$34,000.00		\$0.00		\$0.00		\$0.00						31/12/2007
	Materials/Equipment	RCO office fully equipped.	Purchase of computer equipment and office supplies.		\$10,000.00		\$0.00		\$0.00		\$0.00						31/12/2007
	Training of UN staff	Strengthened capacities of UN staff.	Training of UN staff: a) Joint field visit to UN projects. b) Staff participation to regional trainings on interagency related issues and others. c) Joint UNCT field visits. d) 2 UN head of agencies trained in UN reform and coordination.		\$11,000.00		\$0.00		\$0.00		\$4,000.00						31/12/2007
	Other																
TOTAL					\$141,000.00		\$0.00		\$255,600.00		\$4,000.00						