

2006 results report for CUBA

Outcome 1 of 13

<p>Linked to: Practice Area 1: Achieving the MDGs and reducing human poverty SL 1.1: MDG country reporting and poverty monitoring Core Result: Statistical capacities and analytical processes for regular MDG reporting established</p>	<p>Intended Outcome</p>	<p>Fostering debate and awareness on MDG targets and reporting</p>
	<p>Annual target for 2006</p>	<p>A report of MDGs monitoring process at the local level elaborated by 30 government authorities, academics and researchers, in a participatory way.</p>
	<p>Statement of progress in achieving annual target</p>	<p>The elaboration process of the report on the MDGs monitoring process at the local level in the five eastern provinces started in the second half of 2006. The selection of the concerned set of indicators has been done through a wide participatory process, including the UN Agencies represented in the country, academics and researchers, and the local authorities. Calculations of the corresponding indicators as well as the report production are underway, and will be finalized by mid-2007.</p>
	<p>Rating of progress</p>	<p>Partially Achieved</p>

Drivers	Questions	Answers	Details
Developing national capacities	Have efforts in this area contributed to capacity development diagnostics for effective pro-poor development responses?	Significant Effort	The process of identifying key indicators at the local level, has contributed to improve local capacities in the MDGs monitoring.
	Have efforts in this area supported the capacity of public and civil society institutions to monitor and report resource use for development results?	Significant Effort	
	Have efforts in this area supported improved capacity of national and sub-national agencies in service delivery for the poor?	Some Effort	
	Have efforts in this area influenced national, sectoral and local development strategies to incorporate MDG targets?	Significant Effort	
Enhancing national ownership	Have efforts in this area strengthened the government's role in aid coordination?	Significant Effort	Goals related to human development are already included in the national strategies. Also, the Government of Cuba has established prioritized territories to be benefited from international aid, based on human development criteria. Regarding MDG monitoring, special attention is focused now on some goals that still classify as potential and in those goals that have been already achieved but the country aims at improving to obtain a higher quality level.
	Have efforts in this area helped reduce transaction costs for national authorities in managing development finance?	No or Little Effort	

Advocating for and fostering an enabling policy environment	Have efforts in this area supported the capacity of non-state stakeholders (civil society, media, business, and academic institutions) to access information and engage proactively in development priorities?	Some Effort	The selection of a set of MDGs' indicators at the local level has been done through a wide participatory process, including the UN Agencies represented in the country, academics and researchers, and the local authorities, which has facilitated the dialogue among key stakeholders.
	Have efforts in this area facilitated policy dialogue among key state and non-state stakeholders aimed at building broad-based consensus around international, national or local development goals and targets?	Some Effort	
Seeking South-South solutions	Have efforts in this area utilized expertise, good practices, and goods and services from the South for development?	No or Little Effort	The preparation of the set of indicators has included the participation of Cuban experts in regional workshops which has helped to improve the national capacity, as well as to learn from other relevant regional experiences.
	Have efforts in this area supported sub-regional, regional and inter-regional initiatives that address country specific or shared development challenges?	Significant Effort	
Promoting gender equality	Have efforts in this area utilized gender needs analyses in development policy or programming?	Significant Effort	The experts team has developed specific gender indicators. The results of the measurement of this indicators will facilitate and improve the decision making process.
	Have efforts in this area facilitated women's increased representation and participation to influence policy decisions and resource allocation?	Some Effort	
	Have efforts in this area incorporated gender considerations into national policy frameworks, legislation and MDG processes?	Significant Effort	
	Have efforts in this area led to specific policies and programmes that benefit women in the form of dedicated interventions, financial commitments and other forms of resource allocation?	Significant Effort	
Forging partnerships for results	Have results in this area been produced by significant partnerships with: (i) civil society organizations; (ii) foundations; (iii) other United Nations agencies/organizations; (iv) local or international private sector entities; (v) IFIs; and/or (vi) bilateral partners?	Some Effort	As stated above, the selection of a set of MDGs' indicators at the local level has been done through a wide participatory process, including the UN Agencies represented in the country, academics and researchers, and the local authorities, which has facilitated the dialogue among key stakeholders and deepened the relationships among them.
	Have results in this area emphasized: (i) policy advocacy and dialogue; (ii) aid coordination and management; (iii) research and analysis; (iv) capacity development of national/local institutions; (v) formulation of legislation; strategies, policies and regulations; and/or (vi) programme implementation?	Some Effort	

<p><i>Linked to:</i> Practice Area 1: Achieving the MDGs and reducing human poverty SL 1.1: MDG country reporting and poverty monitoring Core Result: HDR prepared addressing national priority issues</p>	Intended Outcome	Increased public awareness on sustainable human development concept
	Annual target for 2006	Theme of the 4th NHDR identified, based on the opinions of 30 experts coming from national and international institutions, through their participation in a national workshop.
	Statement of progress in achieving annual target	In April 2006, 37 experts from 12 national institutions (universities and research centers) and 7 UN agencies gathered in a UNDP supported workshop to contribute to the identification of the topic for a 4th NHDR. The broad topic identified was related to Cuba and International Cooperation. A final agreement and decision has not been reached. Hence, the process is still ongoing.
	Rating of progress	Partially Achieved

Drivers	Questions	Answers	Details
Developing national capacities	Have efforts in this area contributed to capacity development diagnostics for effective pro-poor development responses?	Some Effort	The process of identification of the new NHDR's theme, has been widely participatory with a representation of the main academic, research institutions and experts on national statistics which contributed to the exchange of experiences as well as to deepen the knowledge of the human development concept and its measurement in the national/local context.
	Have efforts in this area supported the capacity of public and civil society institutions to monitor and report resource use for development results?	Some Effort	
	Have efforts in this area supported improved capacity of national and sub-national agencies in service delivery for the poor?	Some Effort	
	Have efforts in this area influenced national, sectoral and local development strategies to incorporate MDG targets?	Significant Effort	
Enhancing national ownership	Have efforts in this area strengthened the government's role in aid coordination?	Some Effort	The process of the elaboration of the NHDRs and their dissemination throughout the country has contributed to the national/local ownership. E.g. As a result of this process, local authorities in the Granma Province decided that each university at the municipal level should have a group of experts in the human development matters.
	Have efforts in this area helped reduce transaction costs for national authorities in managing development finance?	No or Little Effort	
Advocating for and fostering an enabling policy environment	Have efforts in this area supported the capacity of non-state stakeholders (civil society, media, business, and academic institutions) to access information and engage proactively in development priorities?	Some Effort	The preparation of the NHDRs mobilized capacities and raised national awareness on the need to produce up-to-date statistics on specific development themes within the context of national priorities, as well as contributed to the exchange of

ment	Have efforts in this area facilitated policy dialogue among key state and non-state stakeholders aimed at building broad-based consensus around international, national or local development goals and targets?	Significant Effort	experiences among the main institutions related to the HDI calculation.
Seeking South-South solutions	Have efforts in this area utilized expertise, good practices, and goods and services from the South for development?	Some Effort	Key information on the elaboration process of the NHDR has been shared at the national and sub-regional level, and as a result lessons learned have been exchanged and the UNDP's methodology (toolkit) has been disseminated.
	Have efforts in this area supported sub-regional, regional and inter-regional initiatives that address country specific or shared development challenges?	Some Effort	
Promoting gender equality	Have efforts in this area utilized gender needs analyses in development policy or programming?	Some Effort	The last NHDR updated the information on Gender indexes as well as showed the relevance of women's role in the Science and Technology field in Cuba. New NHDR will take into account gender approach and indexes.
	Have efforts in this area facilitated women's increased representation and participation to influence policy decisions and resource allocation?	No or Little Effort	
	Have efforts in this area incorporated gender considerations into national policy frameworks, legislation and MDG processes?	Some Effort	
	Have efforts in this area led to specific policies and programmes that benefit women in the form of dedicated interventions, financial commitments and other forms of resource allocation?	Some Effort	
Forging partnerships for results	Have results in this area been produced by significant partnerships with: (i) civil society organizations; (ii) foundations; (iii) other United Nations agencies/organizations; (iv) local or international private sector entities; (v) IFIs; and/or (vi) bilateral partners?	Significant Effort	NHDR is an analytical tool that has promoted partnerships with specialized Cuban institutions at the national and local level.
	Have results in this area emphasized: (i) policy advocacy and dialogue; (ii) aid coordination and management; (iii) research and analysis; (iv) capacity development of national/local institutions; (v) formulation of legislation; strategies, policies and regulations; and/or (vi) programme implementation?	Some Effort	

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Linked to: Practice Area 1: Achieving the MDGs and reducing human poverty SL 1.3: Local poverty initiatives, including microfinance Core Result: Outcome not	Intended Outcome	Improved quality and sustainability of basic social services and housing and Increased capacity of least developed areas to reduce poverty through innovative local economic development.
	Annual target for 2006	1.- 140 actions related to economic development implemented by trained local authorities and technicians. Additionally, 2.- Improved the quality of 15 social services in 8 provinces (measured through surveys), as well as increased in 50% the number of users 3.- Strengthened the local capacities for building houses. As a result, 100 new houses will be built.

associated with core result	Statement of progress in achieving annual target	1. In total more than 150 actions related to local economic development implemented by trained local authorities and technicians, related to sugar industrial reconversion, food security, social inclusion, local industries and micro-credits at the 8 provinces where the Human Development Programme at the Local Level (PDHL) are implemented. 2. The quality of 20 social services have been improved in 8 provinces.3.- Strengthened the local capacities for building houses in 8 Building Local Center. As a result, more that 100 new houses will be built.
	Rating of progress	Fully Achieved

Drivers	Questions	Answers	Details
Developing national capacities	Have efforts in this area contributed to capacity development diagnostics for effective pro-poor development responses?	Substantial Ongoing Efforts	This result has been achieved within the framework of the Human Development Programme at the Local Level, which supports and develops the local planning process, the provision of social services at the local level and the development of local economic initiatives, using the exchange of experiences between the international and the local actors as a primary tool of work.
	Have efforts in this area supported the capacity of public and civil society institutions to monitor and report resource use for development results?	Significant Effort	
	Have efforts in this area supported improved capacity of national and sub-national agencies in service delivery for the poor?	Substantial Ongoing Efforts	
	Have efforts in this area influenced national, sectoral and local development strategies to incorporate MDG targets?	Substantial Ongoing Efforts	
Enhancing national ownership	Have efforts in this area strengthened the government's role in aid coordination?	Substantial Ongoing Efforts	The ongoing initiatives have been developed through the local working groups mechanism. The local working group is composed by local experts representing the main sector and national institutions at the local level. This mechanisms has fostered local ownership and strengthened the direct intervention of the local authorities in the local planning and decision making process.
	Have efforts in this area helped reduce transaction costs for national authorities in managing development finance?	Substantial Ongoing Efforts	
Advocating for and fostering an enabling policy environment	Have efforts in this area supported the capacity of non-state stakeholders (civil society, media, business, and academic institutions) to access information and engage proactively in development priorities?	Some Effort	The 150 actions have been implemented as part of the action plan emanating from the local strategy on human development.
	Have efforts in this area facilitated policy dialogue among key state and non-state stakeholders aimed at building broad-based consensus around international, national or local development goals and targets?	Some Effort	

Seeking South-South solutions	Have efforts in this area utilized expertise, good practices, and goods and services from the South for development?	Substantial Ongoing Efforts	The program promotes the experience exchange from and to developing countries, e.g. During 2006 the Human Development Programme at Local Level received different missions of specialists from 7 South countries with the purpose of share experience and transfer innovations; Also 6 South countries received missions from PDHL local experts.
	Have efforts in this area supported sub-regional, regional and inter-regional initiatives that address country specific or shared development challenges?	Significant Effort	
Promoting gender equality	Have efforts in this area utilized gender needs analyses in development policy or programming?	Substantial Ongoing Efforts	The human development programme at the local level has promoted and supported the implementation of the gender mainstreaming approach. For example: A pilot statistical data base related to environmental issues at two provinces was produced with a gender perspective for the first time in Cuba and within the framework of this programme.
	Have efforts in this area facilitated women's increased representation and participation to influence policy decisions and resource allocation?	Some Effort	
	Have efforts in this area incorporated gender considerations into national policy frameworks, legislation and MDG processes?	No or Little Effort	
	Have efforts in this area led to specific policies and programmes that benefit women in the form of dedicated interventions, financial commitments and other forms of resource allocation?	Substantial Ongoing Efforts	
Forging partnerships for results	Have results in this area been produced by significant partnerships with: (i) civil society organizations; (ii) foundations; (iii) other United Nations agencies/organizations; (iv) local or international private sector entities; (v) IFIs; and/or (vi) bilateral partners?	Substantial Ongoing Efforts	The implementation of the local working group mechanism has promoted and facilitated the interaction of multiple actors ranging the local to the international level. Refer to Goal 2 SL 2.6 Outcome.
	Have results in this area emphasized: (i) policy advocacy and dialogue; (ii) aid coordination and management; (iii) research and analysis; (iv) capacity development of national/local institutions; (v) formulation of legislation; strategies, policies and regulations; and/or (vi) programme implementation?	Substantial Ongoing Efforts	

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<i>Linked to:</i> Practice Area 1: Achieving the MDGs	Intended Outcome	Improved gender mainstreaming and increased gender balance in decision making processes.
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Practice Area 1: Achieving the MDGs and reducing human poverty SL 1.6: Gender mainstreaming Core Result: Gender analysis and sex-disaggregated data integrated in MDG reporting and in the design of policies, programmes and operations	Annual target for 2006	1. Women and Men in Cuba publication updated by the National Statistics Office, (ONE). 2. Ten new local on-going projects including gender mainstreaming 3. Five projects which formulation involves the Cuban Women Federation (FMC). Other foreseen targets are : a) The UNDP Gender Strategy elaborated on the basis of the Gender Diagnosis at Interagency level, b) The first CPP project designed with gender approach and c) A gender strategy prepared to support local development.
	Statement of progress in achieving annual target	Eleven new projects at local level that included gender mainstreaming were identified, elaborated, approved and its present status is under implementation. 11 of the eleven projects involved in their formulation phase the Cuban Women Federation (FMC). A gender strategy supporting local development is already elaborated. The UNDP gender strategy is finalized pending final approval. The CPP first project is currently being designed taking into account gender consideration.
	Rating of progress	Partially Achieved

Drivers	Questions	Answers	Details
Developing national capacities	Have efforts in this area contributed to capacity development diagnostics for effective pro-poor development responses?	Some Effort	This programme supports and develops the local planning process, the provision of social services and local economic initiatives.
	Have efforts in this area supported the capacity of public and civil society institutions to monitor and report resource use for development results?	Significant Effort	
	Have efforts in this area supported improved capacity of national and sub-national agencies in service delivery for the poor?	Some Effort	
	Have efforts in this area influenced national, sectoral and local development strategies to incorporate MDG targets?	Some Effort	
Enhancing national ownership	Have efforts in this area strengthened the government's role in aid coordination?	Significant Effort	The local working groups has carried out several initiatives and has strengthened the direct intervention of local authorities in the planning and decision making process.
	Have efforts in this area helped reduce transaction costs for national authorities in managing development finance?	Significant Effort	
Advocating for and fostering an enabling policy environment	Have efforts in this area supported the capacity of non-state stakeholders (civil society, media, business, and academic institutions) to access information and engage proactively in development priorities?	Significant Effort	Several projects have been implemented as a part of the action plan emanated from the local strategy of human development
	Have efforts in this area facilitated policy dialogue among key state and non-state stakeholders aimed at building broad-based consensus around international, national or local development goals and targets?	Significant Effort	
Seeking South-South solutions	Have efforts in this area utilized expertise, good practices, and goods and services from the South for development?	Significant Effort	The programme promotes the exchange of experience with other developing countries
	Have efforts in this area supported sub-regional, regional and inter-regional initiatives that address country specific or shared development challenges?	Significant Effort	

Promoting gender equality	Have efforts in this area utilized gender needs analyses in development policy or programming?	Significant Effort	This programme has promoted and supported the implementation of the gender mainstreaming in its own projects
	Have efforts in this area facilitated women's increased representation and participation to influence policy decisions and resource allocation?	Significant Effort	
	Have efforts in this area incorporated gender considerations into national policy frameworks, legislation and MDG processes?	Significant Effort	
	Have efforts in this area led to specific policies and programmes that benefit women in the form of dedicated interventions, financial commitments and other forms of resource allocation?	Significant Effort	
Forging partnerships for results	Have results in this area been produced by significant partnerships with: (i) civil society organizations; (ii) foundations; (iii) other United Nations agencies/organizations; (iv) local or international private sector entities; (v) IFIs; and/or (vi) bilateral partners?	Substantial Ongoing Efforts	The local working group mechanism established in different areas of the programme has promoted and facilitated the interaction of different cooperation actors
	Have results in this area emphasized: (i) policy advocacy and dialogue; (ii) aid coordination and management; (iii) research and analysis; (iv) capacity development of national/local institutions; (v) formulation of legislation; strategies, policies and regulations; and/or (vi) programme implementation?	Substantial Ongoing Efforts	

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<p><i>Linked to:</i> Practice Area 2: Fostering democratic governance SL 2.6: Decentralization, local governance and urban/rural development Core Result: Capacities and partnerships developed of local governance actors in urban/rural areas for policy formulation, service delivery and resource management</p>	Intended Outcome	Creation and/or consolidation of capacities at community and municipal level and strengthening of the local planning agreed upon among key stakeholders. Local governments and community services strengthened introducing the use of ICTs.
	Annual target for 2006	1. Three provincials and 15 municipals strategies elaborated (Provinces: Guantanamo, Las Tunas and Cienfuegos). 2. 100 local stakeholders and 140 international stakeholders participating in the elaboration and implementation of local planning and strategy. 3. Three Reference Centers for local management functioning using ICTs. 4. Five new Community Services Centers functioning using ICTs.
	Statement of progress in achieving annual target	1.-Three provincial strategies elaborated at Guantanamo, Cienfuegos & Pinar del Rio provinces. Two out of the three strategies are under the approval process and 18 municipal strategies were elaborated and approved. 2.- More than 100 local stakeholders (Local governments, Local Offices representing the Main Ministries - Health, Education, Environment, Physical Planning, Sugar-, Academic Institutions, NGOs, community representatives) and 150 international stakeholders (Bilateral and Multilateral Partners, Decentralized Cooperation entities) participated in the elaboration and implementation of local planning and strategy.3.- 4 Reference Centers for local management functioning using ICTs.4.- 4 new Community Services Centers in process of functioning using ICTs.

	Rating of progress	Fully Achieved
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Drivers	Questions	Answers	Details
Developing national capacities	Have efforts in this area contributed to capacity development diagnostics for effective pro-poor development responses?	Significant Effort	This result has been achieved under the Human Development Programme at the Local Level, which supports and develops the local planning process, the provision of social services at the local level and the development of local economic initiatives, using the exchange of experiences between the international and the local actors as a primary tool of work.
	Have efforts in this area supported the capacity of public and civil society institutions to monitor and report resource use for development results?	Some Effort	
	Have efforts in this area supported improved capacity of national and sub-national agencies in service delivery for the poor?	Significant Effort	
	Have efforts in this area influenced national, sectoral and local development strategies to incorporate MDG targets?	Some Effort	
Enhancing national ownership	Have efforts in this area strengthened the government's role in aid coordination?	Substantial Ongoing Efforts	The ongoing initiatives have been developed through the local working groups mechanism. The local working group is composed by local experts representing the main sector and Cuban institutions at the local level. This mechanism has fostered the ownership and strengthened the direct intervention of the local authorities in the local planning and decision making process.
	Have efforts in this area helped reduce transaction costs for national authorities in managing development finance?	Substantial Ongoing Efforts	
Advocating for and fostering an enabling policy environment	Have efforts in this area supported the capacity of non-state stakeholders (civil society, media, business, and academic institutions) to access information and engage proactively in development priorities?	No or Little Effort	The 150 actions have been implemented as a part of the action plan emanated from the local strategy of human development.
	Have efforts in this area facilitated policy dialogue among key state and non-state stakeholders aimed at building broad-based consensus around international, national or local development goals and targets?	Some Effort	
Seeking South-South solutions	Have efforts in this area utilized expertise, good practices, and goods and services from the South for development?	Significant Effort	The program promotes the experience exchange from and to developing countries, e.g. During 2006 the Human Development Programme at Local Level received different missions of specialists from 7 South countries with the purpose of share experience and transfer innovations; Also 6 South countries received missions from PDHL local experts.
	Have efforts in this area supported sub-regional, regional and inter-regional initiatives that address country specific or shared development challenges?	Some Effort	
	Have efforts in this area utilized gender needs analyses in development policy or programming?	Some Effort	

Promoting gender equality	Have efforts in this area facilitated women's increased representation and participation to influence policy decisions and resource allocation?	No or Little Effort	The human development programme at the local level has promoted and supported the implementation of the gender mainstreaming approach. For example: A pilot statistical data base related to environmental issues at two provinces was produced with a gender perspective for the first time in Cuba and within the framework of this programme.
	Have efforts in this area incorporated gender considerations into national policy frameworks, legislation and MDG processes?	No or Little Effort	
	Have efforts in this area led to specific policies and programmes that benefit women in the form of dedicated interventions, financial commitments and other forms of resource allocation?	Some Effort	
Forging partnerships for results	Have results in this area been produced by significant partnerships with: (i) civil society organizations; (ii) foundations; (iii) other United Nations agencies/organizations; (iv) local or international private sector entities; (v) IFIs; and/or (vi) bilateral partners?	Substantial Ongoing Efforts	The implementation of the local working group mechanism has promoted and facilitated the interaction of multiple actors coming from the local to the international level.
	Have results in this area emphasized: (i) policy advocacy and dialogue; (ii) aid coordination and management; (iii) research and analysis; (iv) capacity development of national/local institutions; (v) formulation of legislation; strategies, policies and regulations; and/or (vi) programme implementation?	Substantial Ongoing Efforts	

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<p><i>Linked to:</i> Practice Area 3: Energy and environment for sustainable development SL 3.2: Effective water governance Core Result: Water governance considerations incorporated into national sustainable development frameworks, and efficient and equitable water resources management and water supply and</p>	Intended Outcome	3.2 Improve sanitation in heavily polluted coastal marine areas (Havana Bay).
	Annual target for 2006	"Stabilized or decreased the three waters parameters: 1. Total phosphorous, 2. Total Suspended Solid and 3. Ammoniac Nitrogen, reflecting the environmental quality of the Havana Bay watershed and coastal area. Note 1: Based on the 2005 experience and because of the high sensitivity of the parameters to natural phenomena such as hurricanes, it is difficult to foresee exact values for the three chosen indicators. Note 2: The sanitation plant is still under construction."

management and water supply and sanitation service delivery increased	Statement of progress in achieving annual target	In 2006, two of the three waters parameters continue to show a decreasing trend in regard to the baseline values reflecting the environmental quality improvement of the Habana Bay (2006 values: Total Phosphorous = 3.02 umol/L; Total Suspended Solids = 62 mg/L). The third parameter value (Ammoniac Nitrogen 7.91 umol/L) is higher than the baseline but in the range of the 2005 value. This could have been influenced by a 2006 heavy rainy season. It has to be noted that the main outputs of the UNDP's projects are still under construction but the improvement of the environmental quality of the Bay can be related to the UNDP's catalytic role in the implementation of the Sanitation, Conservation and Development Programme of Havana Bay.
	Rating of progress	Partially Achieved

Drivers	Questions	Answers	Details
Developing national capacities	Have efforts in this area contributed to capacity development diagnostics for effective pro-poor development responses?	Some Effort	The intensive and complex bidding and procurement processes conducted for the water treatment plant and collector system acquisition (GEF Project) has contributed to the strengthening of the national capacities at various levels, regarding the UN international procurement regulations, procedures and policies.
	Have efforts in this area supported the capacity of public and civil society institutions to monitor and report resource use for development results?	Some Effort	
	Have efforts in this area supported improved capacity of national and sub-national agencies in service delivery for the poor?	Some Effort	
	Have efforts in this area influenced national, sectoral and local development strategies to incorporate MDG targets?	Some Effort	
Enhancing national ownership	Have efforts in this area strengthened the government's role in aid coordination?	Significant Effort	The four ongoing UNDP initiatives currently carried out in Havana Bay form part of a comprehensive strategy implemented by the State Working Group for the Development, Sanitation and Conservation of the Havana Bay (SWG). The efforts have contributed to the consolidation of the leading role of the SWG.
	Have efforts in this area helped reduce transaction costs for national authorities in managing development finance?	Significant Effort	
Advocating for and fostering an enabling policy environment	Have efforts in this area supported the capacity of non-state stakeholders (civil society, media, business, and academic institutions) to access information and engage proactively in development priorities?	Some Effort	The efforts in the area are relevant to accomplish the objectives of the Cartagena Convention of the Marine Environment of the Wider Caribbean and its Protocol on Land Based Sources of Pollution. The projects have generated key information and have influenced the National Policy for Sanitation and Waste Management.
	Have efforts in this area facilitated policy dialogue among key state and non-state stakeholders aimed at building broad-based consensus around international, national or local development goals and targets?	Some Effort	

Seeking South-South solutions	Have efforts in this area utilized expertise, good practices, and goods and services from the South for development?	Some Effort	An exchange of experiences among International Water/contaminated bays projects has taken place in Havana in October 2006, under the guidance of UNEP/CAR/RCU and in coordination with UNDP CO and GEF LAC RCU.
	Have efforts in this area supported sub-regional, regional and inter-regional initiatives that address country specific or shared development challenges?	Some Effort	
Promoting gender equality	Have efforts in this area utilized gender needs analyses in development policy or programming?	Some Effort	New possibilities for women participation have been developed in the actions related to waste management. Women has a key role in the implementation of some of the initiatives as project manager, in particular during the bidding and procurement process.
	Have efforts in this area facilitated women's increased representation and participation to influence policy decisions and resource allocation?	Some Effort	
	Have efforts in this area incorporated gender considerations into national policy frameworks, legislation and MDG processes?	No or Little Effort	
	Have efforts in this area led to specific policies and programmes that benefit women in the form of dedicated interventions, financial commitments and other forms of resource allocation?	No or Little Effort	
Forging partnerships for results	Have results in this area been produced by significant partnerships with: (i) civil society organizations; (ii) foundations; (iii) other United Nations agencies/organizations; (iv) local or international private sector entities; (v) IFIs; and/or (vi) bilateral partners?	Substantial Ongoing Efforts	The efforts in the area are developed within the framework of a National coordinating body (SWG), bringing together state and non-state stakeholder. A partnership between governmental organizations, a private company and UN Agencies has been consolidated for the implementation of the Water Treatment Plant Project (GEF).
	Have results in this area emphasized: (i) policy advocacy and dialogue; (ii) aid coordination and management; (iii) research and analysis; (iv) capacity development of national/local institutions; (v) formulation of legislation; strategies, policies and regulations; and/or (vi) programme implementation?	Significant Effort	

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<p><i>Linked to:</i> Practice Area 3: Energy and environment for sustainable development SL 3.3: Access to sustainable energy services Core Result: Low emissions energy technologies including renewable energy, energy efficiency and/or</p>	Intended Outcome	Development strategies for climate change mitigation. Clean energy technologies promoted through energy efficiency, renewable energy, and technology demonstration, to reduce emissions and strengthen national capacities, especially for resource mobilization
	Annual target for 2006	1 new initiative implemented, 2 new under negotiation and 2 new identified

energy, energy efficiency and/or advanced fossil fuel technologies introduced	Statement of progress in achieving annual target	Two new initiatives under implementation related to micro-hydroenergy at community level (Gallegos & Cimarrones, SGP/GEF); Three new initiatives under negotiation: one related to rural electrification (Guantánamo Province, TTF Energy) and two related to micro-hydroenergy/PV at community level (Hoyo de Padilla & Güiral, SGP/GEF); Two new initiatives identified related to micro-hydroenergy at community level (Gran Piedra & Guaso, SGP/GEF).
	Rating of progress	Fully Achieved

Drivers	Questions	Answers	Details
Developing national capacities	Have efforts in this area contributed to capacity development diagnostics for effective pro-poor development responses?	No or Little Effort	The implementation, negotiation and identification of new renewable energy initiatives at the province and community levels have complemented the nation wide programme carried out by the government on the energy sector.
	Have efforts in this area supported the capacity of public and civil society institutions to monitor and report resource use for development results?	No or Little Effort	
	Have efforts in this area supported improved capacity of national and sub-national agencies in service delivery for the poor?	No or Little Effort	
	Have efforts in this area influenced national, sectoral and local development strategies to incorporate MDG targets?	No or Little Effort	
Enhancing national ownership	Have efforts in this area strengthened the government's role in aid coordination?	No or Little Effort	Although small scale actions, the initiatives were identified by local stakeholders according to their development plans, so it can be said that they represent an example of national/local ownership.
	Have efforts in this area helped reduce transaction costs for national authorities in managing development finance?	No or Little Effort	
Advocating for and fostering an enabling policy environment	Have efforts in this area supported the capacity of non-state stakeholders (civil society, media, business, and academic institutions) to access information and engage proactively in development priorities?	No or Little Effort	During the year 2005 the Government has adopted a new energy policy with big transformations in the generation, distribution and end use of energy sector. This nation wide programme called "Energy Revolution" has been intensively implemented by the Government during 2006 with its own national resources, so the international cooperation has been requested only for a few local level initiatives
	Have efforts in this area facilitated policy dialogue among key state and non-state stakeholders aimed at building broad-based consensus around international, national or local development goals and targets?	No or Little Effort	

Seeking South-South solutions	Have efforts in this area utilized expertise, good practices, and goods and services from the South for development?	No or Little Effort	The actions developed were mainly restricted to local level initiatives
	Have efforts in this area supported sub-regional, regional and inter-regional initiatives that address country specific or shared development challenges?	No or Little Effort	
Promoting gender equality	Have efforts in this area utilized gender needs analyses in development policy or programming?	Some Effort	The community level initiatives implemented took into account the gender issues.
	Have efforts in this area facilitated women's increased representation and participation to influence policy decisions and resource allocation?	Some Effort	
	Have efforts in this area incorporated gender considerations into national policy frameworks, legislation and MDG processes?	Some Effort	
	Have efforts in this area led to specific policies and programmes that benefit women in the form of dedicated interventions, financial commitments and other forms of resource allocation?	Some Effort	
Forging partnerships for results	Have results in this area been produced by significant partnerships with: (i) civil society organizations; (ii) foundations; (iii) other United Nations agencies/organizations; (iv) local or international private sector entities; (v) IFIs; and/or (vi) bilateral partners?	Some Effort	In the case of the local initiatives, a new partnership with the Hydroenergy Enterprise in Guantanamo province was established.
	Have results in this area emphasized: (i) policy advocacy and dialogue; (ii) aid coordination and management; (iii) research and analysis; (iv) capacity development of national/local institutions; (v) formulation of legislation; strategies, policies and regulations; and/or (vi) programme implementation?	Some Effort	

Outcome 8 of 13

<i>Linked to:</i> Practice Area 3: Energy and environment for sustainable development SL 3.4: Sustainable land management to combat desertification and land degradation	Intended Outcome	Improved capacity of national/sectorial/local authorities to plan and implement approaches to sustainable land management and to develop drought adaptation strategies.
	Annual target for 2006	1) 5 new partners included in the Country Programme Partnership. 2) 400,000 US\$ mobilized for the Country Programme Partnership. 3) No target for 2006. Fully achieved during 2005 year.

<p>Core Result: Sustainable land management policy, linked to poverty reduction strategies and good governance established.</p>	<p>Statement of progress in achieving annual target</p>	<p>1) 8 partners included in the CPP: CATEDES/Guantánamo and Meteorological Center/Pinar del Rio as the main coordinators of the two intervention areas (CPP, project 1) and 6 cooperatives at the intervention sites (CPP, project 1). Additionally, at the community level, 6 partnerships were established through the SGP/GEF to address desertification and drought problems (2 cooperatives, Servicios Comunes, Instituto de Investigación Dimitrov, Universidad de Granma, Estacion Forestales); 2) \$20,853 USD (UNDP TRAC Funds), \$5145 and in kind contribution -technical staff, 40-persons building, microbus - (Cuban Government) mobilized for the CPP. Additionally 918,436.81 USD mobilized for Sustainable Land Management community level initiatives (SGP/GEF). 3) The Technical Unit on desertification and drought established in 2005 continued to be strengthened.</p>
	<p>Rating of progress</p>	<p>Fully Achieved</p>

Drivers	Questions	Answers	Details
Developing national capacities	Have efforts in this area contributed to capacity development diagnostics for effective pro-poor development responses?	Some Effort	During the year continued the support given to the strengthening of the national capacities for the implementation of the National Action Plan to Combat Desertification and Drought (NAPCDD). In the framework of the CPP preparatory phase, the process moved forward with the aim of submitting them to the GEF for final approval and implementation at the middle of 2007. The CPP will put special emphasis on the strengthening of the national capacities on sustainable land management issues. Progress continued with the drought adaptation studies in the framework of the regional GEF project and national capacities continued to be developed on this issue.
	Have efforts in this area supported the capacity of public and civil society institutions to monitor and report resource use for development results?	Some Effort	
	Have efforts in this area supported improved capacity of national and sub-national agencies in service delivery for the poor?	Some Effort	
	Have efforts in this area influenced national, sectoral and local development strategies to incorporate MDG targets?	Some Effort	
Enhancing national ownership	Have efforts in this area strengthened the government's role in aid coordination?	Some Effort	The CPP implementation arrangements foresee a high level coordination body with the main national authorities related to sustainable land management. During the year a Steering Committee had one meeting, where the main strategies for the development of the CPP were revised and approved.
	Have efforts in this area helped reduce transaction costs for national authorities in managing development finance?	No or Little Effort	

Advocating for and fostering an enabling policy environment	Have efforts in this area supported the capacity of non-state stakeholders (civil society, media, business, and academic institutions) to access information and engage proactively in development priorities?	Significant Effort	Through the implementation of the CPP, a strengthened support to the implementation of the NAPCDD will be achieved allowing the government to accomplish the strategy on sustainable land management as a part of the national priorities.
	Have efforts in this area facilitated policy dialogue among key state and non-state stakeholders aimed at building broad-based consensus around international, national or local development goals and targets?	Significant Effort	
Seeking South-South solutions	Have efforts in this area utilized expertise, good practices, and goods and services from the South for development?	Some Effort	As part of the regional GEF project on drought adaptation strategies, Cuba continue to exchange experiences with countries in the Caribbean and Centroamerica.
	Have efforts in this area supported sub-regional, regional and inter-regional initiatives that address country specific or shared development challenges?	Some Effort	
Promoting gender equality	Have efforts in this area utilized gender needs analyses in development policy or programming?	Some Effort	The gender approach is being taken into account in the formulation of the projects 1 and 5 of he CPP, with the involvement of several national institutions: ONE, CIPS and FMC.
	Have efforts in this area facilitated women's increased representation and participation to influence policy decisions and resource allocation?	Some Effort	
	Have efforts in this area incorporated gender considerations into national policy frameworks, legislation and MDG processes?	Some Effort	
	Have efforts in this area led to specific policies and programmes that benefit women in the form of dedicated interventions, financial commitments and other forms of resource allocation?	Some Effort	
Forging partnerships for results	Have results in this area been produced by significant partnerships with: (i) civil society organizations; (ii) foundations; (iii) other United Nations agencies/organizations; (iv) local or international private sector entities; (v) IFIs; and/or (vi) bilateral partners?	Significant Effort	The Cuban CPP by itself is a demonstration of the results achieved through a participatory and consultative process with national and international actors, which have already expressed their commitment with this long term programme. The GEF drought adaptation project was developed in a partnership with the Caribbean and centroamerican countries.
	Have results in this area emphasized: (i) policy advocacy and dialogue; (ii) aid coordination and management; (iii) research and analysis; (iv) capacity development of national/local institutions; (v) formulation of legislation; strategies, policies and regulations; and/or (vi) programme implementation?	Significant Effort	

<p><i>Linked to:</i> Practice Area 3: Energy and environment for sustainable development SL 3.5: Conservation and sustainable use of biodiversity Core Result: Contribution of biodiversity and ecosystem services to food security, health, livelihoods and reduced vulnerability to natural disasters factored into national planning for the achievement of development goals, including safeguards to protect these resources</p>	Intended Outcome	Promotion of environmental sound activities related to integrated coastal management, the strengthening of the national system of protected areas, including actions at the Local level.
	Annual target for 2006	1) No target for 2006. Fully achieved during 2005 year. 2) 30 operational plans approved, including the 5 operational plan of the 5 pilot areas. 3) Content of organic components in sea water of Sabana Camaguey Ecosystem stabilized or decreased.
	Statement of progress in achieving annual target	1) The target has been fully achieved in 2005. From the begin of the project and to date, 52 management plans (including the 5 target pilot areas) were elaborated using a new design methodology; 2) 30 Operational plans were aproved during 2006. (It has to be noted that for both indicators, the positive results have been reached through the synergy with other projects and the efficient use of financial resources allowing a high replication effect within the National System of Protected Areas). 3) As for the previous year, in 2006, the content of organic components in sea water of Sabana Camaguey Ecosystem shows a stabilization with a decreasing trend.
	Rating of progress	Fully Achieved

Drivers	Questions	Answers	Details
Developing national capacities	Have efforts in this area contributed to capacity development diagnostics for effective pro-poor development responses?	Significant Effort	The efforts in the area focused on developing capacities for the mainstreaming of biodiversity conservation when planning for development in sectors such as turism, fisheries, agriculture and livestock. The initiatives had consolidated capacities in institutions and local organizations in relation to biodiversity conservation and management.
	Have efforts in this area supported the capacity of public and civil society institutions to monitor and report resource use for development results?	Significant Effort	
	Have efforts in this area supported improved capacity of national and sub-national agencies in service delivery for the poor?	Significant Effort	
	Have efforts in this area influenced national, sectoral and local development strategies to incorporate MDG targets?	Significant Effort	
Enhancing national	Have efforts in this area strengthened the government's role in aid coordination?	Significant Effort	The activities of the projects were implemented in a participatory way that allowed a sound ownership

national ownership	Have efforts in this area helped reduce transaction costs for national authorities in managing development finance?	Significant Effort	a participatory way that allowed a sound ownership of all stakeholders.
Advocating for and fostering an enabling policy environment	Have efforts in this area supported the capacity of non-state stakeholders (civil society, media, business, and academic institutions) to access information and engage proactively in development priorities?	Significant Effort	The efforts have been directly related to the sector of forestry, tourism, fisheries and agriculture. The initiatives generated valuable information disseminated by the national media, specific web page, publications and also shared with the scientific and academic sector.
	Have efforts in this area facilitated policy dialogue among key state and non-state stakeholders aimed at building broad-based consensus around international, national or local development goals and targets?	Significant Effort	
Seeking South-South solutions	Have efforts in this area utilized expertise, good practices, and goods and services from the South for development?	Some Effort	Exchange of experts, recruiting consultants from LAC countries, study tour in Guadalupe represents examples of south-south cooperation.
	Have efforts in this area supported sub-regional, regional and inter-regional initiatives that address country specific or shared development challenges?	No or Little Effort	
Promoting gender equality	Have efforts in this area utilized gender needs analyses in development policy or programming?	Some Effort	The gender mainstreaming has been taking into account going from women inclusion and participation under these initiatives such as environmental education at community level. Women empowerment is also evident at the decision making bodies, such as the project implementation structure both at national and provincial level, thus making women participation in equal conditions.
	Have efforts in this area facilitated women's increased representation and participation to influence policy decisions and resource allocation?	Some Effort	
	Have efforts in this area incorporated gender considerations into national policy frameworks, legislation and MDG processes?	Some Effort	
	Have efforts in this area led to specific policies and programmes that benefit women in the form of dedicated interventions, financial commitments and other forms of resource allocation?	Some Effort	
Forging partnerships for results	Have results in this area been produced by significant partnerships with: (i) civil society organizations; (ii) foundations; (iii) other United Nations agencies/organizations; (iv) local or international private sector entities; (v) IFIs; and/or (vi) bilateral partners?	Significant Effort	New partnerships between environment and productive sectors (tourism, fishery, agriculture) continued to be strengthened for the implementation of the III Stage of Sabana-Camaguey Project. The alliance with FFEM was further developed for the Strengthening of the National Protected Areas System. Additionally, french private companies continued supporting local intervention in the Vinales National Park (one of the project pilot areas).
	Have results in this area emphasized: (i) policy advocacy and dialogue; (ii) aid coordination and management; (iii) research and analysis; (iv) capacity development of national/local institutions; (v) formulation of legislation; strategies, policies and regulations; and/or (vi) programme implementation?	Significant Effort	

<p><i>Linked to:</i> Practice Area 3: Energy and environment for sustainable development SL 3.6: National/sectoral policy and planning to control emissions of ozone-depleting substances and persistent organic pollutants Core Result: Compliance with Montreal Protocol ODS Phase Out calendars achieved</p>	Intended Outcome	CFC consumption reduced in an 85% for 2007
	Annual target for 2006	To reach a cumulative value of 58.4% of Ozone Depleting Potential (ODP), metric tons of CFC eliminated in respect to the baseline consumption
	Statement of progress in achieving annual target	It has to be noted that the exact % of Ozone Depleting Potential (ODP), metric tons of CFC, eliminated during 2006 will be officially reported in March/April 2007. However, the Ozone Technical Office reports that the Cuba's Montreal Protocol official target of 50% CFC elimination in 2006 will be reached. Furthermore OTOZ estimates that the target should be exceeded.
	Rating of progress	Fully Achieved

Drivers	Questions	Answers	Details
Developing national capacities	Have efforts in this area contributed to capacity development diagnostics for effective pro-poor development responses?	Significant Effort	Developing National Capacity has been at the heart of UNDP's support in the Ozone Layer Protection area in Cuba, supporting national authorities in the accomplishment of the Montreal Protocol International Commitments. That support has been mainly provided through the Institutional Strengthening Project which has finalized the Fourth Phase, which aims at the Institutional Strengthening of the National Ozone Unit (National Body in charge of implementing, supervising and monitoring the Ozone subject in Cuba). Also, the remaining ongoing initiatives financed by the Montreal Protocol and implemented by UNDP Cuba aim at the technology reconversion on the aerosol sector, which directly impact the accomplishment of the Cuba's international commitments.
	Have efforts in this area supported the capacity of public and civil society institutions to monitor and report resource use for development results?	No or Little Effort	
	Have efforts in this area supported improved capacity of national and sub-national agencies in service delivery for the poor?	Significant Effort	
	Have efforts in this area influenced national, sectoral and local development strategies to incorporate MDG targets?	Significant Effort	

Enhancing national ownership	Have efforts in this area strengthened the government's role in aid coordination?	Some Effort	Through the Institutional Strengthening Project which has finalized its Fourth Phase, aiming at the Institutional Strengthening of the National Ozone Unit (National Body in charge of implementing, supervising and monitoring the Ozone subject in Cuba), UNDP have significantly supported the government's role in aid coordination in this area. As a result, this Main National authority on ozone layer protection, has been in a better position to articulate the different initiatives and donors in the subject, and to use the available resources in a more efficient way.
	Have efforts in this area helped reduce transaction costs for national authorities in managing development finance?	Some Effort	
Advocating for and fostering an enabling policy environment	Have efforts in this area supported the capacity of non-state stakeholders (civil society, media, business, and academic institutions) to access information and engage proactively in development priorities?	Significant Effort	Through the Institutional Strengthening of the National Ozone Unit (National Body in charge of implementing, supervising and monitoring the Ozone subject in Cuba), we have supported the dialogue among national key actors on the subject, as well as the strengthening of the legislative body related to the Ozone layer protection.
	Have efforts in this area facilitated policy dialogue among key state and non-state stakeholders aimed at building broad-based consensus around international, national or local development goals and targets?	Significant Effort	
Seeking South-South solutions	Have efforts in this area utilized expertise, good practices, and goods and services from the South for development?	No or Little Effort	A new regional chillers proposal is under development.
	Have efforts in this area supported sub-regional, regional and inter-regional initiatives that address country specific or shared development challenges?	No or Little Effort	
Promoting gender equality	Have efforts in this area utilized gender needs analyses in development policy or programming?	No or Little Effort	Women has been benefited and has participated in the divulgative actions conducted by the Ozone Technical Unit.
	Have efforts in this area facilitated women's increased representation and participation to influence policy decisions and resource allocation?	No or Little Effort	
	Have efforts in this area incorporated gender considerations into national policy frameworks, legislation and MDG processes?	No or Little Effort	

	Have efforts in this area led to specific policies and programmes that benefit women in the form of dedicated interventions, financial commitments and other forms of resource allocation?	No or Little Effort	
Forging partnerships for results	Have results in this area been produced by significant partnerships with: (i) civil society organizations; (ii) foundations; (iii) other United Nations agencies/organizations; (iv) local or international private sector entities; (v) IFIs; and/or (vi) bilateral partners?	Some Effort	Efforts and results in this area, are produced through working alliances with institutions related to the Ozone layer protection. It includes governmental and non-governmental organizations, responsible ministries and international partners, as in the MDI project (private company Impopharma).
	Have results in this area emphasized: (i) policy advocacy and dialogue; (ii) aid coordination and management; (iii) research and analysis; (iv) capacity development of national/local institutions; (v) formulation of legislation; strategies, policies and regulations; and/or (vi) programme implementation?	Some Effort	

Outcome 11 of 13

<p><i>Linked to:</i> Practice Area 4: Crisis prevention and recovery SL 4.2: Recovery Core Result: Multi-sector frameworks and sector-specific programmes for early recovery designed, based on assessment of recovery needs, opportunities and priorities</p>	Intended Outcome	Support national housing post natural disaster recovery efforts integrating risk management measures
	Annual target for 2006	1. 1,024 families affected by hurricanes returned to their homes, resettled to secure areas: 56 families in Isabel Rubio, Pinar del Rio Province; 6 in Regla Municipality, Havana City; 946 in Pinar del Rio and La Habana Provinces and 16 families in Guama, Santiago de Cuba Province. Also, in order to build resistant and safe houses, 45 staff members from the Housing National Institute trained on Building Technologies for Housing Resistance to Meteorological Events and at least 1,5 millions persons informed through a booklet on what to do in case of a natural disaster
	Statement of progress in achieving annual target	1,549 families affected by hurricanes returned to their homes in 18 Municipalities: Pinar del Rio province: 475 in Isabel Rubio, Sandino, Guanés, Mantua, Minas de Matahambre. In Havana Province: 996 in Alquizar, Quivicán, Guanajay, Caimito, Bauta, San José de las Lajas, Guira and Artemisa. In Havana City: 62 in Playa, Marianao, La Lisa and Regla. 16 in Guama in Santiago de Cuba Province. 85 participants were trained in Building Technologies for Housing Resistance to Meteorological events, staff member from the Housing National Institute coming from 12 Cuban Provinces, 6 Information Centers and 3 Universities. Additionally a Housing Technical Forum was held, in October, in Havana City with the participation of 90 staff from the Housing National Institute. 1,5 million persons have been informed through a booklet on what to do in case of a natural disasters.
	Rating of progress	Fully Achieved

Drivers	Questions	Answers	Details
Developing national capacities	Have efforts in this area contributed to capacity development diagnostics for effective pro-poor development responses?	Significant Effort	The main contribution in this area have been addressed to support the integration of the risk management approach on the national housing interventions including locally appropriate technologies in different vulnerable areas.
	Have efforts in this area supported the capacity of public and civil society institutions to monitor and report resource use for development results?	Some Effort	
	Have efforts in this area supported improved capacity of national and sub-national agencies in service delivery for the poor?	Significant Effort	
	Have efforts in this area influenced national, sectoral and local development strategies to incorporate MDG targets?	Significant Effort	
Enhancing national ownership	Have efforts in this area strengthened the government's role in aid coordination?	Significant Effort	Efforts in this area has considerably contributed to articulate the outputs and resources from the International Cooperation with the resources of the Housing nations programme.
	Have efforts in this area helped reduce transaction costs for national authorities in managing development finance?	Significant Effort	
Advocating for and fostering an enabling policy environment	Have efforts in this area supported the capacity of non-state stakeholders (civil society, media, business, and academic institutions) to access information and engage proactively in development priorities?	Significant Effort	Two important workshops were held in order to strenght the national capacities with the participation of the local actors in the Management of Housing Technologies.
	Have efforts in this area facilitated policy dialogue among key state and non-state stakeholders aimed at building broad-based consensus around international, national or local development goals and targets?	Significant Effort	
Seeking South-South solutions	Have efforts in this area utilized expertise, good practices, and goods and services from the South for development?	Some Effort	The national authorities have a potential knowledge to share experiences in housing area, nevertheless little progress have been achieved until now.
	Have efforts in this area supported sub-regional, regional and inter-regional initiatives that address country specific or shared development challenges?	Some Effort	
Promoting gender equality	Have efforts in this area utilized gender needs analyses in development policy or programming?	Some Effort	Women have participated in the housing process as an important beneficiary of this programme.
	Have efforts in this area facilitated women's increased representation and participation to influence policy decisions and resource allocation?	Significant Effort	
	Have efforts in this area incorporated gender considerations into national policy frameworks, legislation and MDG processes?	No or Little Effort	
	Have efforts in this area led to specific policies and programmes that benefit women in the form of dedicated interventions, financial commitments and other forms of resource allocation?	Some Effort	
Forging	Have results in this area been produced by significant partnerships with: (i) civil society organizations; (ii) foundations; (iii) other United Nations agencies/organizations; (iv) local or international private sector entities; (v) IFIs; and/or (vi) bilateral partners?	Significant Effort	The coordination of different partnerships: UN Agencies, NGOs, Bilateral Cooperation jointly with

partnerships for results	Have results in this area emphasized: (i) policy advocacy and dialogue; (ii) aid coordination and management; (iii) research and analysis; (iv) capacity development of national/local institutions; (v) formulation of legislation; strategies, policies and regulations; and/or (vi) programme implementation?	Significant Effort	Agencies, NGOs, Bilateral Cooperation jointly with the National Housing authorities have produced importants achievements in this area.
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Outcome 12 of 13

<p><i>Linked to:</i> Practice Area 4: Crisis prevention and recovery SL 4.5: Natural disaster reduction Core Result: Sector-specific, national and/or regional expertise developed covering disaster preparedness planning and/or mitigation of risks and vulnerabilities</p>	Intended Outcome	"4.5 Disaster prevention and reduction strategies, recovery initiatives, and improved national and regional capacity building in risk management, linked to adaptation to climate change and sustainable development."
	Annual target for 2006	1. 11 Risk Management Centers fully equipped and activated in: 1 in Pinar del Rio Province and 5 municipalities: San Juan y Martínez, Sandino, Pinar del Rio, Mantua and Guane; 2 in the Municipalities of Mariel and Guines in Havana Province; 1 in Pílon Municipality of Granma Province. 1 in Ill Frente of Santiago de Cuba Province; 1 in Santa Cruz del Sur in Camaguey Province, and 39 Early Warning Systems activated in the most vulnerable territories of Pinar del Rio, Santiago de Cuba and Granma Provinces. In this framework, 195 responsables trained to operate the risk management systems in all the country. 2. Twenty best practices identified and three systematized on disaster preparation and risk reduction in Cuba
	Statement of progress in achieving annual target	11 Risk Management have been already equipped and activated as well as 39 Early System Warning in the most vulnerable territories of Pinar del Rio, La Habana and Santiago de Cuba, Granma and Camaguey Provinces. 220 staff member from the National Civil Defense have been trained to operated the risk managemnet center. A National Workshop was held in december 2006 to exchange experiences and good practices among different risk centers. Printed material have been elaborated for distribution to centers and population.
	Rating of progress	Fully Achieved

Drivers	Questions	Answers	Details
Developing national capacities	Have efforts in this area contributed to capacity development diagnostics for effective pro-poor development responses?	Significant Effort	The Risk Management Center is one of the national priorities considering they form part for the national strategy adopted by the Cuban Civil Defense
	Have efforts in this area supported the capacity of public and civil society institutions to monitor and report resource use for development results?	Substantial Ongoing Efforts	
	Have efforts in this area supported improved capacity of national and sub-national agencies in service delivery for the poor?	Significant Effort	

	Have efforts in this area influenced national, sectoral and local development strategies to incorporate MDG targets?	Significant Effort	
Enhancing national ownership	Have efforts in this area strengthened the government's role in aid coordination?	Significant Effort	Efforts in this areas has considerably contributed to articulate the resources from the International Cooperation. These centers are fully supported by the locally Governments.
	Have efforts in this area helped reduce transaction costs for national authorities in managing development finance?	Substantial Ongoing Efforts	
Advocating for and fostering an enabling policy environment	Have efforts in this area supported the capacity of non-state stakeholders (civil society, media, business, and academic institutions) to access information and engage proactively in development priorities?	Substantial Ongoing Efforts	Others UN Agency and NGOs are supported these initiative with the creation of new risk management centers
	Have efforts in this area facilitated policy dialogue among key state and non-state stakeholders aimed at building broad-based consensus around international, national or local development goals and targets?	Substantial Ongoing Efforts	
Seeking South-South solutions	Have efforts in this area utilized expertise, good practices, and goods and services from the South for development?	Significant Effort	Cuban expertise in this area is very relevant and the national authorities are working in order to strengthen this capacity in the region.
	Have efforts in this area supported sub-regional, regional and inter-regional initiatives that address country specific or shared development challenges?	Significant Effort	
Promoting gender equality	Have efforts in this area utilized gender needs analyses in development policy or programming?	Significant Effort	Some efforts has been initiated to incorporated women in this area considering that women and children benefitted from the prevention initiatives,
	Have efforts in this area facilitated women's increased representation and participation to influence policy decisions and resource allocation?	Some Effort	
	Have efforts in this area incorporated gender considerations into national policy frameworks, legislation and MDG processes?	Significant Effort	
	Have efforts in this area led to specific policies and programmes that benefit women in the form of dedicated interventions, financial commitments and other forms of resource allocation?	Some Effort	
Forging partnerships for results	Have results in this area been produced by significant partnerships with: (i) civil society organizations; (ii) foundations; (iii) other United Nations agencies/organizations; (iv) local or international private sector entities; (v) IFIs; and/or (vi) bilateral partners?	Substantial Ongoing Efforts	Efforts in this area have produced a closed coordination among the National Civil Defense authorities with UNDP, BCPR, WFP, NGOs and other national entities in risk reduction. The United Nations is working to improve inter-agency coordination and to mobilize resources for the prevention, emergency response and rehabilitation

	Have results in this area emphasized: (i) policy advocacy and dialogue; (ii) aid coordination and management; (iii) research and analysis; (iv) capacity development of national/local institutions; (v) formulation of legislation; strategies, policies and regulations; and/or (vi) programme implementation?	Substantial Ongoing Efforts	phases. The Risk Management Center are a good example of the coordination of cooperation at country level.
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Outcome 13 of 13

<p><i>Linked to:</i> Practice Area 5: Responding to HIV/AIDS SL 5.2: Governance of HIV/AIDS Responses Core Result: Support to the Resident Coordinator System for coordination and effective functioning of Joint UN teams on AIDS</p>	Intended Outcome	Reduction in the number of HIV infections, morbidity and mortality due to HIV/AIDS in Cuba over 4 years.
	Annual target for 2006	1. Reduction rate of infection morbidity and mortality. A) No target for 2006 B) 1.035.000 Students reached and informed about HIV/AIDS and STDs. C) 26.096,000 condoms supplied to the population through the social marketing of condoms 2) 100% PLWHA who need treatment or prophylaxis for opportunistic infection are treated and 99% of people from the ambulatory care systems that received complementary food.
	Statement of progress in achieving annual target	1 regarding the reduction of rate of infection morbidity and mortality since 2003 the prevalence number of infection in youth have been decreased from 0,07% to 0.05% there is no an annual target. B)1,035.00 Students reached and informed about HIV/AIDS and STDs C)26,096.000condoms supplied to the population through Social market condoms 2) 100% PLWHA who need treatment or prophylaxis for opportunistic infection are treated and 99% of people from the ambulatory care systems that received complementary food
	Rating of progress	Fully Achieved

Drivers	Questions	Answers	Details
Developing national capacities	Have efforts in this area contributed to capacity development diagnostics for effective pro-poor development responses?	Significant Effort	One of the five objectives of the project is to strengthen and expand the National Response to the epidemic through multi-sector and civil society participation, emphasizing aspects relating to co-existence and non-discrimination. The project has implemented a wide variety of activities aimed at creating strategies to link the National level of response to the local levels. As well the work implemented have contributed to a diagnostics for effective pro poor development response.The National Health System has published the National Program for the Control and Prevention of HIV/AIDS
	Have efforts in this area supported the capacity of public and civil society institutions to monitor and report resource use for development results?	Some Effort	

	Have efforts in this area supported improved capacity of national and sub-national agencies in service delivery for the poor?	Some Effort	Program for the Control and Prevention of HIV/AIDS which demonstrate their commitment to the MDGs.
	Have efforts in this area influenced national, sectoral and local development strategies to incorporate MDG targets?	Significant Effort	
Enhancing national ownership	Have efforts in this area strengthened the government's role in aid coordination?	Significant Effort	UNDP working together with the national project office have helped to strengthened the government role on aid coordination as well the international transaction have been reduced their costs through the purchase coordination of UNDP's regional office. That have substantially reduced the cost of bank's commission.
	Have efforts in this area helped reduce transaction costs for national authorities in managing development finance?	Significant Effort	
Advocating for and fostering an enabling policy environment	Have efforts in this area supported the capacity of non-state stakeholders (civil society, media, business, and academic institutions) to access information and engage proactively in development priorities?	Significant Effort	The Overall goal of the project financed by the GFATM is the MULTISECTORIAL response in the reduction in the number of new HIV infections, morbidity and mortality due to HIV/AIDS in Cuba over five years. That means that there are effort to facilitate the intersectorial work between the different stakeholders aimed to strengthening the strategy to tackle HIV/AIDS to local and national level. As well the project have strengthened the access to information and to participation to the vulnerable groups.
	Have efforts in this area facilitated policy dialogue among key state and non-state stakeholders aimed at building broad-based consensus around international, national or local development goals and targets?	Significant Effort	
Seeking South-South solutions	Have efforts in this area utilized expertise, good practices, and goods and services from the South for development?	Some Effort	Some experiences have been shared to regional level especially with the participation of National expert to regional workshop but more can be done for utilized expertise and good practices in the region.
	Have efforts in this area supported sub-regional, regional and inter-regional initiatives that address country specific or shared development challenges?	Some Effort	
Promoting gender equality	Have efforts in this area utilized gender needs analyses in development policy or programming?	Significant Effort	The activities of the project are focused on women empowerment especially because women are more vulnerable to the HIV/AIDS infections, many workshops and training have been realized at all country levels, educational materials have been produced and distributed between population. More women have been incorporated in the project especially in management activities. Specific programmes (for pregnant women, or for sexual reproductive rights for HIV positive women) have
	Have efforts in this area facilitated women's increased representation and participation to influence policy decisions and resource allocation?	Significant Effort	
	Have efforts in this area incorporated gender considerations into national policy frameworks, legislation and MDG processes?	Significant Effort	

	Have efforts in this area led to specific policies and programmes that benefit women in the form of dedicated interventions, financial commitments and other forms of resource allocation?	Significant Effort	been implemented.
Forging partnerships for results	Have results in this area been produced by significant partnerships with: (i) civil society organizations; (ii) foundations; (iii) other United Nations agencies/organizations; (iv) local or international private sector entities; (v) IFIs; and/or (vi) bilateral partners?	Some Effort	In the implementation of the GFATM in Cuba, the coordination mechanism was created at the national level. The relevant ministry, in its role as the public authority in charge of the coordination and implementation of international cooperation, brings together a wide range of state and non-state organizations and institutions with experience working in the area of HIV/AIDS, including the Operative Group to Tackle and Fight AIDS, national and international NGOs, representatives of civil society groups such as People Living With HIV/AIDS and Men having Sex with Men and UN agencies present in Cuba including UNFPA, WHO/PAHO, UNICEF, FAO and UNESCO. UNDP is implementing HIV/AIDS prevention projects in coordination with others UN agencies like UNESCO and is coordinating a Interagencial strategies through the realization of Technical and Theme Groups.
	Have results in this area emphasized: (i) policy advocacy and dialogue; (ii) aid coordination and management; (iii) research and analysis; (iv) capacity development of national/local institutions; (v) formulation of legislation; strategies, policies and regulations; and/or (vi) programme implementation?	Significant Effort	

Part 3. Strategic outlook

1. Focus

<p>Are the intended outcomes of your programme aligned to:</p> <p>(a) (i) national development plans/ strategies; (ii) national systems (iii) national procedures (e.g. procurement)?</p>

All our intended outcomes are to a large extent aligned with national development strategies and priorities in Cuba, e.g. the Risk Management National Resolution (Directiva 1), the National Plan on Housing Construction, the National Strategy on environment, the National policy for strengthening local capacity (Municipalization) and the National HIV/AIDS programme. Our current programme focuses on improving human development, mainly at the local level, including mainstreaming gender considerations, supporting an integral and sustainable use of natural resources, preventing the spread of HIV/AIDS, and improving the lives for people living with HIV/AIDS and strengthening capacity for disaster management. UNDP Supports an enabling environment for Cuba to establish relevant partnerships for cooperation and mobilize additional resources for development activities through multi-bi programs. Our main programme execution arrangement at the country level is the NEX modality, using direct payments administered by UNDP at the request of the government. Projects are audited by national supervision agencies as well as by external auditors. All procurement follows competitive bidding procedures in line with national policies and GFATM requirements.

How strong is the association between:

- (b)
- (i) your intended outcomes and related projects, and
 - (ii) MYFF core results?

The association between our intended outcomes, related projects and the MYFF is very strong since they fully contribute to the UNDP's corporate and national priorities. Only one outcome could not be directly linked to a Core result, under the SRF Goal 1 S.L. 1.3. "Improved quality and sustainability of basic social services and housing, and increased capacity of least developed areas to reduce poverty through innovative local economic development".

2. Criticality

- (a) Which intended outcome(s), if any, are of critical importance to the country?

In fact, all the stated outcomes are of critical importance to the country, aiming at strengthening a multisectorial integrated approach for a sustainable human development, including energy-related and environmental aspects, HIV/AIDS prevention, as well as risk reduction and gender, as cross-cutting issues

3. Role in coordination and partnerships

- (a) Briefly summarize UNDP's role in the alignment, harmonization and simplification of aid and its management, in relation to international development priorities.

During 2006, the role of the joint UN sub-office in the Granma province, has been consolidated and joint programme activities further developed and implemented. Additionally, interagency groups have re-directed their strategies to ensure alignment and common focus on joint UN priority areas. During 2006, with the support of UNDP, the different thematic interagency groups have focused on joint priority areas such as local development, promotion of the MDGs at the local level and gender mainstreaming as well as increased efforts in strengthening HIV/AIDS prevention and disaster management. The Local Human Development Program area has been an important platform for bilateral donor and NGO collaboration with UNDP within an integrated program focus.

- (b) What role did UNDP play in developing or implementing a results-based UNDAF (if applicable) as the way to foster effective United Nations support to the achievement of MDG targets?

UNDP actively participated in the UNDAF's training activities carried out in 2006 and was directly involved in the preparation of the first UNDAF draft for Cuba, which was prepared in 2006, and submitted to the national counterpart in December, 2006. Five thematic areas have been identified according to national priorities and deeply related to the national advancement on the MDG's achievements. They are: Local human development; Natural disasters and vulnerability; Energy, Environment and Sustainable Development, Health and Food Security. The MDGs, human rights and gender equality are transverse themes. Final UNDAF document will be ready in 2007. In this regard, the new UNDP's CPD beginning in 2008 to be submitted to EB in 2007, will be fully aligned with those priorities.

(c) How did partnerships with UNCDF, UNIFEM, UNV and the Special Unit for South-South Cooperation help you achieve results and promote the drivers of development effectiveness, if applicable?

The partnerships with UNIFEM has been of very high importance in promoting gender equality across a wide range of sectors. UNV collaboration contributed to achieve results in the environmental area and local human development. Expressions of interest were received from CARICOM, Honduras and Uruguay requesting support on risk reduction issues as well as a Caribbean experts mission on climate change was conducted to deepen technical exchange with Cuban experts. Some missions were received in order to learn about the human development program at the local level. The Cuban government has emphasized its interest in strengthening South South collaboration through UNDP.

(d) What innovative partnership have been initiated by UNDP to support the achievement of its mandated priorities?

During 2006, UNDP strengthened the existing partnerships, building effective relations with major bilateral donors through decentralized cooperation as well as the GEF and GFATM, Caribbean Community Climate Change Centre (CCCCC), among others. Also, UNDP succeeded in promoting and exploring new partnerships with other donors such as private sector (e.g. TOTAL), ART " Apoyo a redes territoriales", and UN/UNDP trust funds.

What role did UNDP play in promoting simplification and harmonization through:

- (e)
- (i) joint programmes that meet joint programme guidelines;
 - (ii) the provision of operational support and common services;
 - (iii) operational practices and policies?

During 2006, the role of the joint UN sub-office in Bayamo, Granma, has been consolidated to conduct more effective monitoring actions. Joint programmes, led by UNDP, were implemented in the areas of local, human development, HIV/AIDS prevention and environment. In addition to the preparation of the UNDAF the UNCT, led by UNDP, has focused on the following topics: - Enhancing interagency collaboration on common administrative services in purchasing, travel, transportation and communications. - Strengthening interagency thematic groups in the areas of HIV/AIDS, MDGs, Gender, risk reduction, UN DAY and Security - Updating the UN Security Plan, ensuring MOSS compliance and the strengthening warden system - Establishment of joint training and staff development activities - Improved media engagement and communications, presentation of a consolidated vision of the UN to senior government counterparts

4. Looking forward to 2007 and beyond

(a) What are the two or three key issues to emerge from your assessment of performance that will be used in dialogue with national counterparts and target setting for 2007?

1. To promote the MDGs linked to development programmes particularly at the local level and disaggregated by gender and geographic areas. 2. To strengthen existing partnerships with major bilateral donors through decentralized cooperation, GEF & GFATM, and continue promoting new partnerships with other donors such as private sector, ART and UN/UNDP trust funds. 3. To simplify and streamline procedures in procurement to increase program effectiveness and delivery 4. To deepen alliances with other UN Agencies in the context of UNDAF process and reinforce the UNDP dual position as development agency and host of the Resident Coordinator for the wider UN system. 5. To Strengthen communication and knowledge management capacity to enhance visibility and the systematization of best practices and lessons learnt.