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PROGRAMME PLANNING

Country and intercountry programming and projects

FOURTH PROGRAMME FOR CUBA*

<u>Programme</u>	<u>Actual resources programmed</u>	<u>US dollars</u>
1987-1991	IPF 1987-1991	11 275 000

CONTENTS

	<u>Paragraphs</u>	<u>Page</u>
I. DEVELOPMENT TRENDS, STRATEGIES AND PRIORITIES	1 - 18	3
A. Current economic trends	1 - 6	3
B. National development strategies	7 - 11	4
C. Technical co-operation priorities	12 - 13	6
D. Arrangements for co-ordinating assistance	14 - 18	7

* Detailed lists of projects and other related data prepared in connection with country programming activities will be provided upon request. These lists include: (b) proposed projects; (c) breakdown of resources by objective; (e) breakdown of the new country programme by sector.

CONTENTS (continued)

	<u>Paragraphs</u>	<u>Page</u>
II. COUNTRY PROGRAMME	19 - 32	9
A. Evaluation of the ongoing country programme	19 - 28	9
B. Proposed new programme	29 - 31	11
C. Unprogrammed reserve	32	14
<u>Annex:</u> Financial summary		15

I. DEVELOPMENT TRENDS, STRATEGIES AND PRIORITIES

A. Current economic trends

1. During the five-year period 1981-1985, Cuba's economic development strategy focused on the industrialization policy. 1/ The goals for that period were to achieve an average annual rate of growth of 5 per cent with an overall increase in the global social product (GSP) of approximately 28 per cent.
2. During the first four years of the current period, the Cuban economy was again affected by the deterioration of the international economic situation characterized by a new international economic and financial crisis which affected most developing countries. The adverse impact of the crisis on the Cuban economy continues to be reflected first and foremost in the price of sugar, Cuba's principal export product. These events occurred at a time when the prices of manufactured goods exported by the market economy countries were rising; as a result it is estimated that the terms of trade between Cuba and the market economy countries deteriorated by 55.4 per cent between 1975 and 1982.
3. Despite the above-mentioned adverse external economic conditions, the Government continued to implement the industrialization programme which it had decided upon for that period due, principally, to the inflow of external financing primarily from member countries of the Council for Mutual Economic Assistance (CMEA) and by means of trade agreements which have enabled Cuba to obtain preferential treatment for the prices of its main exports and imports. These latter factors attenuated the negative impact of the crisis but left unresolved the problem of restrictions on the availability of convertible currency.
4. Despite the adverse external economic situation, Cuba's general economic development was significant during the first four years of the period: cumulative growth from 1981 to 1984 was 30 per cent - compared to the anticipated 18.6 per cent - equivalent to an average annual growth rate of 6.8 per cent - higher than the aimed-at 5 per cent.
5. It should also be pointed out that these positive results were due in large measure to the increase in labour productivity; this rose 10 per cent in 1981, 1.7 per cent in 1982, 3.5 per cent in 1983 and 5 per cent in 1984, balancing out an average annual increase of 5 per cent. It was also due to economic and management improvements which have been orchestrated since 1976 and which are geared to increasing the efficiency of the economic system by making the centralized control more flexible, increasing worker participation in the national economy and intensifying the role of supply and demand in consumer goods.
6. Bearing in mind the fact that the external economic difficulties will continue in 1985, the economic plan for that year envisages that GSP will increase between 4.5 and 5 per cent.

B. National development strategies

7. Cuba's economic and social development plans were prepared using a planning system which comprises three time frames, long term (until the year 2000), medium term (five years) and short term (the annual plan).
8. In the long term it is envisaged that the economy will gradually evolve into a more rational and industrialized production structure that will permit high and sustained growth, the development of specialization, co-operation and economic integration, both internally and externally.
9. In the medium term the single economic and social development plan for the period 1986-1990 establishes fundamental objectives; the international co-operation programmes have been planned and will be implemented within these objectives.
10. The general objectives for the five-year period 1986-1990 are as follows:
- (a) To promote increased development of exports and import substitution;
 - (b) To consolidate the savings policy and the rational use of energy and to continue cutting the indices of energy consumption;
 - (c) To guarantee proper use of material resources;
 - (d) To expand utilization of existing productive capacities;
 - (e) To execute the investment process more efficiently;
 - (f) To improve steadily the quality of production and services;
 - (g) To achieve the indicated efficiency and full utilization of the various means of transport;
 - (h) To give attention to the rural sector;
 - (i) To strengthen and extend the co-operative movement in the field;
 - (j) To improve the economic management and planning system;
 - (k) To help science and technology contribute more effectively to the country's social and economic development;
 - (l) To accelerate the introduction of scientific and technical advances in production;
 - (m) To guarantee sustained increase of the profitability of social production.
11. These objectives will be realized through the following specific operations:

(a) Promotion of an increase in exports by increasing traditional exports and widening its range of exports by adding products of better quality - both intrinsic and apparent - and greater added value. This includes finding and opening new markets;

(b) Development of the use of renewable sources of energy, particularly sugar cane bagasse;

(c) Stimulation of savings and a more rational utilization of resources of all kinds (this is a main premise for work in all spheres of society);

(d) Assignment of due importance to containers, both for the domestic market and for exports, and identification of the difficulties that they may present;

(e) Objective programming of new investments taking into account, for the purpose of fully evaluating these investments, research and planning, provision of supplies and preparations for the start of construction and its continuation and detailed examination of workmanship and budgetary control with a view to reducing costs;

(f) Improvement of the quality of production and services by systematically adopting measures relating to standard-setting, standardization, measurement, design, diversification of supplies, quality control and inspection, evaluation and certification of the quality of similar products from other countries;

(g) Honouring of commitments, at the level of resources, arising from Cuba's participation in the specific long-term multilateral co-operation programmes of the various organizations of the United Nations system;

(h) Increased attention to production in the co-operative and rural sector in general by encouraging those sectors to see to it that their production levels are more in keeping with their agricultural potential;

(i) Promotion of science and technology as an essential means of establishing the technical and material basis of socialism in Cuba. To that end it will be essential to provide the necessary linking of scientific and technical progress and the principal directions of economic and social development, to achieve greater integration between the various components of the plan for scientific and technical progress and to improve the linking of that plan with the rest of the Cuban economy and with the State budget;

(j) Accelerated introduction of scientific and technical advances and of production innovations and rationalizations as a means of increasing the real contribution of science and technology to the country's development.

C. Technical co-operation priorities

12. According to studies carried out by the State Committee for Economic Collaboration (CECE), the body responsible for external economic co-operation, overall technical co-operation needs and priorities for the various branches and industries are as follows:

(a) To guarantee implementation of scientific and technical programmes linked to economic development and those contained in the main social science and medical research programmes. To promote development of basic sciences and to give special attention to biology and its applications - for example biotechnology and genetic engineering - taking into account the repercussions it may have on various branches of science and of the economy;

(b) To guarantee the main scientific and technical tasks related to the national nutrition programme, particularly those connected with the development of genetics and plant and animal health, prawn farming, the establishment of animal feeding systems based on national sources, the development of a pharmaceutical, veterinary and microbiological industry and the securing of raw materials using natural substances indigenous to Cuba. It will also be necessary to guarantee the elaboration and development of integrated dairy and meat production techniques and the conservation, management and rational use of the soil for agricultural purposes;

(c) To achieve greater utilization of nuclear technology in various branches of the national economy, including medicine;

(d) To give priority attention to the development of the sugar cane by-product programme;

(e) To intensify the search for and exploration of metallic and non-metallic ore deposits which will guarantee the present and future development of the country's raw material base with a view to expanding and diversifying production. Particular emphasis will be given to the technological aspects and to technical and economic evaluation of deposits;

(f) To increase the production of metallic and non-metallic ores;

(g) To increase gradually the production of components for the electronics industry;

(h) To develop the acquisition and national production of raw materials and supplies with a view to producing components for the electronics industry in general;

(i) To expand national production of construction equipment and components, using assembly techniques and gradually increasing their integration;

(j) To improve the quality of production so as to satisfy the requirements of external trade and of the population. It is necessary in particular to promote design and, at the same time, to improve product presentation and packaging;

(k) To give special attention to the implementation of the programme to develop prawn farming. To continue developing aquaculture and the breeding of fish and other marine species with a view to increasing Cuba's fish production, using more appropriate techniques to raise the productivity and reduce costs;

(l) To raise the production and quality of construction materials, by stepping up projects for the exploitation of deposits of raw materials needed to produce such materials and enhancing the efficiency of extraction operations and of the development of marble;

(m) To see to the implementation of the programme to develop the pharmaceutical industry with a high degree of scientific and technical development;

(n) To preserve and utilize the soil more rationally and fully, making full use of the land and increasing its fertility, improving irrigation and drainage systems, improving the system of high-quality seeds and developing their production;

(o) To continue the search for, and development of, breeds of cattle with a high productive potential, which are adaptable, and appreciably to increase the use of breeding animals that will improve the strain;

(p) To develop the social sector by including objectives linked to the construction of housing and the improvement of health, education and various services for the population;

(q) To preserve the nation's cultural heritage.

13. The fourth country programme is tailored to reflect the above-mentioned technical co-operation priorities although it does not attempt to cover them all since some of them will be met through bilateral technical co-operation.

D. Arrangements for co-ordinating assistance

14. The Government of Cuba is co-ordinating international technical co-operation from multilateral and bilateral sources through CECE. UNDP has a central role in co-ordinating the assistance provided by the United Nations system. A total of 66 projects were identified during the programming process. Accordingly, it will be possible to use the country programme as a frame of reference for the mobilization of additional resources thus enabling UNDP to play an effective role in co-ordinating technical co-operation.

15. The technical co-operation provided by member countries of CMEA is of particular importance for Cuba. It is estimated that this assistance will continue during the period covered by the new programme and every effort will be made to co-ordinate these activities within the framework of the projects supported by the United Nations system.

16. Within the framework of the close relations of collaboration maintained by Cuba with the United Nations system and in addition to the IPF funds it is estimated that:

(a) The United Nations Fund for Population Activities (UNFPA) will continue to develop a programme of assistance to family planning activities and to complete ongoing projects until the year 1989. These projects will be in the areas of fertility control, control of the quality of oral contraceptives produced locally and sexual education; they will total \$2.4 million during the period 1986-1989;

(b) The World Food Programme (WFP) will continue to implement the dairy development project in the Jimaguayú basin, for a total value of \$35 million, in co-ordination with the objectives of the national plan in the agricultural and livestock sector. As a result of the damage caused by hurricane Kate in mid-November 1985, WFP will provide support in the form of foodstuffs valued at approximately \$1.5 million;

(c) The United Nations Children's Fund (UNICEF) will continue to develop its water, sanitation and nutritional surveillance programmes. UNICEF, with UNDP support, is trying to obtain multi-bilateral support to strengthen the National Institute of Nutrition by providing equipment, training and consultancy services;

(d) The World Health Organization/Pan American Health Organization (WHO/PAHO) will continue to support priority areas in the health sector with such projects as primary health care, environmental sanitation, maternal and child health, gerontology, hygiene and epidemiology and training of human resources. During the period 1984-1985 18 projects totalling \$1.5 million were approved;

(e) The International Fund for Agricultural Development (IFAD) will continue to give support to Cuban agriculture through the "Camalote" project which involves a loan of some \$14 million to assist co-operatives and peasants and which also includes a technical assistance component;

(f) The United Nations Educational, Scientific and Cultural Organization (UNESCO), through its regular programme and its programme concerning participation and regional projects, will execute various technical assistance activities in Cuba, in particular those related to the project "Completion of the capacities of the Restoration, Conservation and Museology Centre" (CUB/86/017);

(g) The technical co-operation programme of the Food and Agriculture Organization of the United Nations (FAO) provides consultancy services on subjects relating to coastal fishing, aquaculture, freezing of embryos, quality control of milk, microtoxins, oyster breeding and others. The value of projects approved under this FAO programme came to \$245,000 in 1984 and \$172,000 in 1985;

(h) The International Atomic Energy Agency (IAEA) will contribute funds from its regular programme to complement the activities of project CUB/86/018 with the support of experts and the training of national personnel. It is expected that, as in the previous cycle, use will be made primarily of the facilities offered by the Socialist countries;

(i) The United Nations Industrial Development Organization (UNIDO) will contribute to the programme through regional projects of the United Nations Industrial Development Fund (UNIDF) and Special Industrial Services (SIS) projects.

17. Cuba will participate actively in the global, interregional and regional projects. However, as the regional and interregional programmes for the period 1987-1991 have not yet been outlined, it is impossible to say what is the relationship between these programmes and the fourth country programme. In that connection it should be pointed out that various projects in the third and fourth country programmes clearly have a regional application and could therefore serve either as centres for regional activities or as parts of a region-wide or even broader network of specialized centres. This is particularly true of the projects relating to the sugar-cane by-products industry, the pharmaceutical industry, science and technology, agriculture/livestock and mining, since they will be executed with national institutions which already have the capacity to extend their activities to the entire region and to make available the results of their experience to other countries.

18. The detailed lists (see the footnote on p. 1) include a list of projects which will not be financed from IPFs. It is hoped that, since they have already been formulated, financing may be obtained from multilateral and bilateral sources for their execution. UNDP and the Government will make a joint effort to secure such resources.

II. COUNTRY PROGRAMME

A. Evaluation of the ongoing country programme

19. The country programme for the period 1982-1986 reflects the economic and social development forecasts outlined in Cuba's Single Development Plan for the five-year period 1981-1985. Accordingly, the projects, generally speaking, follow the lines drawn by that Plan, that is to say, they support the sectors of greatest strategic relevance for national development.

20. The UNDP Resident Representative, in co-ordination with CECE, prepared an evaluation of the execution of the third country programme. It is a detailed evaluation and contains an analysis of the execution of the programme by sector, the composition of the programme by executing agency and the execution of the programme from the financial standpoint, and also an analysis of project design and the programme by components.

21. The IPF for Cuba for the third cycle came to \$20.5 million. Although initially authorization was given to programme funds up to a maximum of 80 per cent of the IPF (\$16.4 million), in 1983, as a result of the financial crisis, UNDP had to cut that to 55 per cent of the total; consequently, the figure available for the period came to \$11,781,000. This substantial cut in available funds made it necessary to redefine the projects which could be included in the programme, to eliminate some and to cut the budget of nearly all those which were kept.

22. Now, three years after the reduction of earmarked funds to 55 per cent of IPF, it would appear, from the standpoint of mere efficiency, that it might have been wiser to focus on a smaller number of projects.

23. In practice, a great effort was made to keep the highest level of execution possible, even if it meant doing so with minimum funds, in the bulk of planned projects. However, this financial arrangement proved unsatisfactory in nearly every case. Only in a few instances were the budgetary cuts not damaging to the attainment of the original aims.

24. As at 31 December 1984, 70.5 per cent of the funds of the third programming cycle had been spent or were committed. In 1982 and 1983 the level of programme execution was very high, 99 per cent and 95 per cent, respectively. Estimates of funds spent and committed by the end of 1985 came to more than 90 per cent.

25. The following are some of the positive aspects of the execution of the programme:

(a) The outstanding success achieved by some projects, including the following: the Plant for the Production of Lateritic Minerals (CUB/82/004); the Central Station for Research into Irrigation and Drainage (CUB/76/005); Pasturage and Fodder (CUB/81/007); and Strengthening of the Finlay Institute for the Production of Biologicals (CUB/77/002). The lateritic minerals project has also helped determine sizeable industrial investments for the production of nickel and cobalt. In addition, project CUB/77/002 has helped the country to become self-sufficient during this decade in vaccines and re-agents required by the national health system;

(b) The relatively high execution rate, as demonstrated in the financial analysis of the preceding paragraph;

(c) The quality of the national counterpart personnel who, in most cases, have demonstrated a high level of professional competence and dedication;

(d) The significance of the advice which has contributed to the success of the Marine Pollution project (CUB/80/001) and of the Pasturage and Fodder project (CUB/81/007).

26. The principal obstacles encountered in the execution of the third country programme include the following:

(a) Delays in the completion of the engineering works required for the projects, both because of a shortage of construction materials and because not enough workers were assigned to the task; on several occasions, for example in the case of the Centre for the Development of Industrial Fermentation and Nutrition (CUB/74/011), these delays have severely affected the implementation schedule even though in the end good results were obtained;

(b) Delays in the identification and acquisition of basic equipment by the executing agencies, or by the national counterpart. On several occasions the lists of equipment were not drawn up until the end of the year so there was not enough time to acquire them by the set deadlines. That happened in the case of the pesticide project (CUB/81/004);

(c) Inadequacy of the funds earmarked compared with the goals set. This has been a serious problem in many cases and because of it project objectives have had to be redefined on more realistic assumption.

27. The Government is taking steps to ensure that these untoward events do not occur during the execution of the fourth programme. One of the aims of the plan of action is to allocate the necessary counterpart resources in such a way as to ensure that premises and personnel are available when they are needed.

28. If we add up all the above-mentioned elements, we can conclude that the execution of the third country programme can be reckoned to have been satisfactory and we can point out that before this programme is completed most of its goals will have been achieved.

B. Proposed new programme

29. The fourth country programme is tailored to reflect the priorities of the Single Economic and Social Development Plan 1986-1990 and of the accelerated plan of science and technology - one of the specific plans of particular importance for the proposed country programme. In addition, the country programme aims fundamentally at complementing the Government's efforts in the principal sectors for which UNDP co-operation is requested.

30. Within the framework of the priorities established for international technical co-operation the activities of the proposed new programme will focus on the achievement of the following objectives:

(a) To help increase exports by supporting scientific and technical programmes linked to the development of technologies to make it possible to invest in the natural resources, agriculture and industry sectors. This aim will be attained by means of the following projects:

- (i) Pilot Plant for the Exploitation of Metallic and Non-Metallic Minerals (CUB/86/001) (\$1,100,000). Search for technologies which will make it possible to take decisions regarding the most advantageous investments, from the economic viewpoint, to help increase the country's range of exports;
- (ii) Assistance for the Development of Prawn Farming (CUB/86/004) (\$1,000,000). Securing of the closed circle production technology for the breeding of different species of prawn which could be exploited in Cuba and food production technologies which will permit appropriate development of prawns in their various states;
- (iii) Assistance to the National Container and Packaging Centre (CUB/86/008) (\$600,000). Expansion of laboratory facilities for designing and constructing prototypes of containers and materials;

(iv) Promotion and Development of Exports (CUB/86/0140) (\$230,000). Increase and diversification of exports and greater efficiency in management, by improving the commercial information system and introducing modern systems of administration. Expansion and improvement of quality control services, the design and improvement of containers and the raising of the qualifications of professors and technical and management personnel of exporting firms linked to the Ministry of Foreign Trade;

(b) To support the industrialization process and to diversify and improve the quality of production. This aim will be achieved through the following projects:

(i) Technical Support to the Union of Firms Engaged in Quarrying (Dry Materials) (CUB/86/002) (\$400,000). Technical support to ensure the production and proper development of dry materials in order to meet the demand for lime for agricultural use and the demand for plaster for medical purposes and to manufacture marble agglomerates using new technologies;

(ii) Pilot Plant for Lateritic Minerals (CUB/86/007) (\$1,000,000). Design and construction of the third phase of the pilot plant to process lateritic minerals, specifically acid leaching under pressure;

(iii) Installation of the Pilot Fermentation Plant (CUB/86/009) (\$1,000,000). Development and introduction of technologies for obtaining, through fermentation, substances having pharmacological application;

(iv) Technology for Producing Dissolving Pulp from Sugar-Cane Bagasse (CUB/86/010) (\$200,000). Technical assistance to extrapolate on a semi-industrial scale, from research carried out on a pilot scale, a technology for producing dissolving pulp from bagasse, for use in the textile industry;

(v) Pilot Plant for the Production of Silicone from Silica Particles (CUB/86/011) (\$500,000). Design and construction of a pilot plant for the production of polycrystalline silicon using silica particles;

(c) To support the national food programme by undertaking technical and scientific work linked to the improvement of national agricultural and food production. This goal will be achieved by means of the following project:

Development of the Bases of Agricultural Drainage (CUB/86/003) (\$500,000). Establishment of the scientific bases for developing a nation-wide agricultural drainage network;

(d) To support the research into and application of advanced technologies with a view to modernizing priority sectors. This aim will be achieved through the following projects:

- (i) Development and Consolidation of the Pasture and Fodder Research Network (CUB/86/005) (\$500,000). Increase of the existing germ plasm, with emphasis on the species Panicum, Cenchrus, Chloria, Desmodium, Stylosanthes and Teramnus. Definition of the structure of the pastureland according to the edaphological and climatic conditions in the seven main livestock-breeding regions of the country;
 - (ii) Development of the Transplant of Bovine Embryos (CUB/86/006) (\$600,000). Development of a non-surgical technique for transplanting embryos. Construction, equipment and specialization of eight transplant stations in the eight provinces which have the bulk of the livestock. Extension to the eight provinces of the transplant techniques so as to obtain, in the last two years of the project, 600 animals bred from females selected from among the best producers;
 - (iii) Industrial Design (CUB/86/012) (\$300,000). Enhancing of the design potential in computation systems and electronic equipment applied to medicine. Introduction of design technology and manufacture with the help of computers (CAD/CAM) in this field;
 - (iv) Development of the Basis for Scientific and Technical Research into Construction (CUB/86/013) (\$400,000). Provision of the technical, material and trained manpower base needed for direct and support activities in the field of scientific development in the field of construction and construction materials;
 - (v) Completion of the Application of Nuclear Technology to the National Economy (CUB/86/018) (\$600,000). Consolidation and deepening of the assimilation of nuclear technology in important sectors of Cuba's programme on the peaceful use of nuclear energy, which will guarantee social and economic development in the following areas: application of nuclear technology to the mining and metallurgical industries; nuclear bio-medicine; teaching infrastructure at the higher level;
 - (vi) Training of Researchers in the Field of Bio-Technology (CUB/86/019) (\$800,000). Training of 70 young researchers in the field of bio-technology in the spheres of nutrition of humans and animals of economic importance; diagnosis and control of major diseases affecting man and livestock; development of agriculture by establishing effective systems of nitrogen fixation using biological means; development of vaccines;
- (e) To support the national health system. This goal will be achieved by means of the following projects:
- (i) Development of the Technology for and Control of Clinical Re-Agents (CUB/86/015) (\$400,000). Development of the technology for the production and control of enzymes and substrates for diagnostic purposes. Development of the technology for the production and control of central serums. Raising of the qualifications of professional and technical staff who will carry out these objectives;

(ii) Advanced Techniques in the Early Diagnosis and Treatment of Dysfunctions of the Nervous System (CUB/86/016) (\$100,000). Assimilation of technologies for the study of the nervous system and establishment of laboratories for their development. Trial design of systems for the monitoring and early diagnosis of children at risk of dysfunctions of the nervous systems, using computer-based techniques;

(f) To support Government efforts to conserve and restore the country's cultural heritage. This aim will be achieved by means of the following project:

(i) Completion of the Capacities of the Restoration, Conservation and Museology Centre (CUB/86/017) (\$500,000). Completion of work on the restoration of the Convent of Santa Clara (the headquarters of the Centre) which contains the general laboratories of the project. To complement the research and scientific development capacity of the Centre. To develop the scientific and technical information unit. To train specialists from the Centre in modern techniques of research into, and conservation and restoration of movable and immovable property. To continue training the technical staff and workers skilled in conservation and restoration techniques on a national and regional level.

31. To complement the programme there are also plans to encourage technical co-operation among developing countries (TCDC) as the Government is firmly committed to such co-operation. In support of efforts to achieve this a TCDC project (CUB/86/020) (\$50,000) is being proposed; it will facilitate technical co-operation with other developing countries in accordance with the decisions taken at the United Nations Conference on Technical Co-operation among Developing Countries, held in Buenos Aires in 1978, and the four meetings of the High-Level Committee on the review of technical co-operation among developing countries.

C. Unprogrammed reserve

32. The Government has decided to set aside an unprogrammed reserve of \$495,000 as a way of introducing an element of flexibility into the programme.

Notes

1/ Gross investment in all sectors amounted to approximately \$2,885,400 in 1981, \$2,696,400 in 1982, \$2,979,000 in 1983 and \$3,395,700 in 1984. Between 1981 and 1984, some 36 per cent of these investments went to industry.

Annex

FINANCIAL SUMMARY

I. FUNDS TAKEN INTO ACCOUNT FOR THE PROGRAMME

<u>A. Sources administered by UNDP</u>	<u>US Dollars</u>	<u>US Dollars</u>
IPF Balance from third cycle	-	
IPF for the fourth cycle	11 275 000	
Subtotal, IPF	-	11 275 000
Special Measures Fund	-	
Special programme resources	-	
Government cost-sharing	-	
Third party cost-sharing	-	
Operational funds administered by the Administrator	-	
Special trust funds of UNDP	-	
Subtotal, UNDP funds, excluding IPF		-
 <u>B. Other sources</u>		
Funds from other specialized agencies or organizations of the United Nations definitely committed as a result of country programming activity	-	
Parallel financing from other sources outside the United Nations	-	
Subtotal, other sources		<u>-</u>
 TOTAL FUNDS TAKEN INTO ACCOUNT FOR THE PROGRAMME		<u><u>11 275 000</u></u>

II. USE OF RESOURCES

Ongoing projects	-	
Proposed new projects	10 780 000	
Programmed reserve	-	
Subtotal, programmed resources		10 780 000
Unprogrammed reserve		<u>495 000</u>
TOTAL USE OF RESOURCES		<u><u>11 275 000</u></u>
