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PROGRAMME PLANNING

Country and intercountry programmes and projects

FOURTH COUNTRY PROGRAMME FOR CUBA

Note by the Administrator

I. PROCESS OF THE PROGRAMMING EXERCISE

1. The programming process started in July 1984 and concluded in December 1985. The State Committee for Economic Collaboration, which is the governmental organization responsible for scientific and technological co-operation in Cuba, prepared the first draft of the country programme in close co-operation with the Central Planning Board, the Academy of Sciences, the ministries and technical institutes of the Government of Cuba and the UNDP office. For the first time all the Cuban governmental institutions participated fully in the programming exercise, and the whole process has the assistance and support of the UNDP office in Cuba. Although the Resident Representative's Note was sent to the State Committee for Economic Collaboration in June 1985, the UNDP office in Cuba had participated in the process since July 1984 through personal consultations with some key government officials such as the Minister-President and the Director of International Organizations of the State Committee for Economic Collaboration. Moreover, the Minister-President of the State Committee for Economic Collaboration visited the Regional Bureau in June 1985 in order to discuss the main issues contained in the Resident Representative's Note. In March 1985, the Associate Administrator visited Cuba and he discussed with the authorities various aspects of the fourth cycle. In

* The notes by the Administrator concerning the previous country programmes for Cuba are contained in documents DP/GC/CUB/R.1/RECOMMENDATION-DP/GC/CUB/R.3/RECOMMENDATION.

November 1985, final discussions on the country programme exercise took place at Havana with the participation of a representative of the Regional Bureau for Latin America and the Caribbean at UNDP headquarters.

2. The full participation of all the ministries and technical institutes of the Government of Cuba led to numerous requests for technical co-operation. A total of 66 projects totalling \$77 million were presented for consideration to the State Committee for Economic Collaboration, the Central Planning Board and the Academy of Sciences, which underwent a difficult process of selecting the projects that would finally be included in the country programme. The results of this process will permit the country programme to serve as a frame of reference for resource mobilization. In this context, the first activity of the programming exercise was to conduct a detailed review of the implementation of the third country programme which was jointly undertaken by the UNDP office and the State Committee for Economic Collaboration. This review was an important tool for the final decision-making process in the selection of the projects that have been included in the fourth country programme. On the basis of the recommendations made by the State Committee for Economic Collaboration the final decisions were made at the highest levels.

3. The Government of Cuba has not requested any specific sectoral programming missions, since it considers that, under the concept of continuous programming, it has maintained permanent consultations with the different agencies of the United Nations system concerned with the Cuban programme. Moreover, the UNDP office of Havana had an exchange of ideas during the programming exercise process with some of the United Nations agencies with offices at Havana, such as the Food and Agricultural Organization, the World Health Organization/Pan-American Health Organization and the United Nations Educational, Scientific and Cultural Organization. At the same time, consultations took place with the World Food Programme, the United Nations Fund for Population Activities and the United Nations Children's Fund, bearing in mind the agreement signed by these three organizations and UNDP. Moreover, consultations took place with the International Fund for Agricultural Development and the United Nations Industrial Development Organization that in the past have financed projects with their own resources.

II. ANALYTICAL COMMENTARY ON THE COUNTRY PROGRAMME

4. The areas of concentration of the country programme closely follow the priority areas established in the plan for economic and social development for 1986-1990 and not covered by bilateral technical co-operation. They also reflect the critical areas in which the Government wants to put emphasis in order to improve its economic and social development.

5. Even though the new projects appearing in the fourth country programme account for total 96 per cent of the resources, some of them in fact constitute new phases of projects already started in previous cycles, which will include new technological and management activities. One example of this is project CUB/86/007, Pilot plant for lateritic minerals, the new phase of which will research the conversion of lateritic minerals into cobalt. This is a reflection of the technical co-operation objectives of the Government to contribute, through research and the application of advanced technologies, to the industrialization of the country and to increase the exports in close co-ordination with the bilateral assistance that the country is receiving.

6. The areas of concentration of the country programme are covered by six objectives, i.e. export promotion and support to the industrialization process, to the national food and nutrition programme, to the research and application of advanced technologies, to the national health system and to Governmental efforts in the conservation and restoration of the country's cultural heritage. The Administrator is pleased to note that the Government of Cuba is requesting assistance from UNDP to support social sectors, i.e. the national food programme and national health system. On the other hand, the Government of Cuba wants to utilize part of its IPF to pursue the development of advanced technologies following the recommendations of the Regional Bureau Meeting of November 1984.

7. Since all the projects have already been identified there is no programmed reserve. In order to provide some flexibility to the programme, and to face unforeseen contingencies, the Government has decided to allocate 4 per cent of the total IPF to the unprogrammed reserve.

III. COUNTRY PROGRAMME IMPLEMENTATION

8. The fact that the fourth IPF period almost coincides with the national plan for economic and social development, 1986-1990 should facilitate the periodic review process of the country programme. The State Committee for Economic Collaboration will establish the criteria for the assessment of the country programme in close co-ordination with the UNDP office in Cuba and UNDP headquarters. A formal mid-country programme review is foreseen for 1989, in addition to the annual management reviews of the implementation of the country programme.

9. The fact that all the ministries and technical institutes of the Government of Cuba have had the opportunity of participating in the country programme exercise through the submission of proposals for technical co-operation has provided a new experience for the Government and the UNDP office. Moreover, the Government found the experience so positive that it is considering the possibility of having the country programme exercise of UNDP as an integral part of its five-year economic and social development plan. This will permit an effective linkage between country programme objectives and national development objectives. On the other hand, the Administrator notes with satisfaction that, since all the ministries and institutes that will participate in the country programme have resources allocated as counterpart contribution totalling 20 million Cuban pesos, equivalent to approximately \$22 million, this will ensure that sectoral and general objectives are achieved and will have an impact on cost-effectiveness and sound management.

10. In recent years Cuba has engaged in more active co-operation with the other countries in Latin America which is shown in the fact that a special project for technical co-operation among developing countries has been established in the country programme. This interest in the exchange of experience, both within and outside the region, is also being reflected in the fact that Cuba is taking a more active interest in the regional and global and interregional programmes.

IV. RECOMMENDATION OF THE ADMINISTRATOR

11. In the light of the foregoing, the Administrator is pleased to endorse the country programme for Cuba and recommend its approval by the Governing Council.

