RESULTS REPORT 2023
United Nations Development Programme in Cuba
US $38 million invested in Cuba’s sustainable development.

The highest investment in 50 years of UNDP cooperation with Cuba.

- 106 socio-economic initiatives contribute to boosting local development and create employment opportunities.
- 105 entrepreneurs trained to become part of the territorial production network.
- 86.4% of people living with HIV receive antiretroviral therapy.
- 23 legal counselling services help to reduce gender and legal barriers.
- 1 pilot route of Havana’s public bike system contributes to the reduction of polluting emissions and provides an alternative public transportation system.
- 90 000 people ensured habitable conditions in homes and shelters after Hurricane Ian.
- The coverage of the hydrological surveillance system was increased by 90% in Ciego de Avila and 40% in Camagüey to ensure the monitoring of water supply sources.
- 1 Multidimensional Vulnerability Index pilot study is conducted in 21 communities.
- 35 private-public partnership facilitate better jobs and services for 14 556 people.
- 8 Unión Eléctrica brigades were trained and equipped to ensure the sustainability of autonomous photovoltaic systems in remote communities.
- In summary: 86.4% of people living with HIV receive antiretroviral therapy.
In 2023, we reached the half-century milestone of cooperation with Cuba, since our permanent office was established in the country in 1973. It has been 50 years of coordinated work with institutions, social organizations, and individuals in support of national strategic priorities. A summary of the impact of these partnerships and our commitment to moving towards the horizon of sustainable development throughout these years is available on our website.
WHAT IS UNDP AND HOW DOES IT OPERATE IN CUBA?

The United Nations Development Programme (UNDP) is present in 170 countries and territories, where it aims to:

- facilitate countries’ access to knowledge, experience and resources to improve the well-being of their people;
- build resilience and support the eradication of poverty, inequality and exclusion;
- promote a multidimensional approach to development by creating integrated and innovative solutions and linking strategic actors.

UNDP has had a permanent presence in Cuba since 1973. Since then, it has accompanied the country’s strategic priorities for sustainable development, in close collaboration with Cuban institutions and international cooperation partners. The action plan that characterizes this process is included in the Country Program Document (CPD), which is designed for four- to five-year cycles, taking into account the United Nations Cooperation Framework in Cuba agreed for each period. The 2020-2025 CPD is currently being implemented.
WHAT ISSUES DOES UNDP WORK ON IN CUBA?

We address the following issues through innovative strategies, prioritizing financing for development, gender, digital transformation, and local development as cross-cutting issues.

EFFECTIVE GOVERNMENT

Supporting the decentralization process through:

- supporting the process of transfer of powers to municipal governments and strengthening their capacities to carry out new functions;
- implementing local development initiatives designed and managed by the territories.

Promoting new ways of measuring development for more effective decision-making:

- Design and calculation of new measurement indices of development.

PRODUCTIVE TRANSFORMATION

Promoting local level value chains under the leadership of provincial and municipal governments:

- agri-food chains, with an approach based on nutrition, equity and social inclusion, and multisectoral participation;
- new economic actors, especially small and medium-sized enterprises (MSMEs), in coordination with local development strategies;
- access to financing.

SUSTAINABILITY, CLIMATE CHANGE AND DISASTER RISK MANAGEMENT

Promoting:

- sustainable urban mobility;
- innovative financial solutions for the sustainable management of biodiversity and ecosystems;
- energy efficiency and the use of renewable energy sources (RES) for the benefit of families and economic sectors;
- nature-based solutions to strengthen the adaptive capacity of coastal communities and economic sectors threatened by sea-level rise;
- urban resilience to disaster risks, with a focus on large cities and the risk of building and structural collapse;
- disaster risk reduction in the face of adverse weather events and the effects of climate change, with a focus on drought resilience;
- early recovery from the effects of hurricanes.

EQUITABLE HUMAN DEVELOPMENT

Supporting for the accessibility and quality of HIV-related health services, with a focus on vulnerable groups:

- reduce gender and human rights gaps and strengthen civil society networks;
- developing the capacity of national health systems to respond to epidemics.

Support for youth access to employment.
WHAT PROJECTS DID WE WORK ON IN CUBA IN 2023?

- AdaptHabana, adaptation of coastal zones
- Agrofrutales, local fruit chains
- Local Self-Supply Project for Sustainable and Healthy Food (ALASS)
- BIOFIN II
- Climate Finance Capacities in Cuba. Phase II
- CIFRA, methodologies for program budgeting
- Ecoatlas
- Ecovalor
- Ozone depleting substances phase-out: HCFCs
- Youth Employment
- Environmental Finance
- Vocational Training for Youth and Workers (PROFET)
- Institutional Strengthening for Ozone Layer Protection (OTOZ XII)
- Local Renewable Energy Sources for Local Development (FRE local)
- Job creation and food self-sufficiency in response to COVID-19
- Comprehensive Drought and Flood Risk Management
- Sustainable Land Management
- Mi Costa
- MSMEs: enterprises contributing to sustainable, effective and inclusive local development
- Marti Municipality, sustainable development
- Neomobility, low carbon transport system
- Articulated Platform for Integrated Territorial Development (PADIT)
- PROBIOCUBA
- Local production of building materials in Guantanamo
- Coastal Resilience
- Energy resilience after Irma
- Urban Resilience (Old Havana)
- Urban Resilience (Diez de Octubre)
- Matanzas Supertanker Base Emergency Response
- Immediate response and early recovery after hurricane Ian
- Differentiated HIV Services and COVID-19 Response Support
- Engineering Solutions - Havana Seawall
- Thalassia
- Sustainable Tourism
- Marine Surveillance in Cuba
WHERE AND WITH WHOM ARE WE WORKING IN CUBA?

Explore this interactive map to find out where and with whom we work in the country.
Cuba is facing probably the most complex socio-economic scenario of the last three decades. The combination of significant challenges affects its capacity to recover after COVID-19 and return to the path of development. This complex scenario has shaped the work of the United Nations Development Programme (UNDP) office in Cuba over the past year. It has presented operational and programmatic challenges. However, it was also another opportunity to demonstrate our commitment to supporting the country’s path towards its development priorities. The enhancement of our capacities, teamwork, and solid partnerships with our counterparts and cooperation partners have allowed us to move forward and once again break the historical record of financial execution, with over 38 million dollars invested in efforts to address the country’s strategic issues.
This was also the year of the fiftieth anniversary of the UNDP Office in Cuba, (established in 1973). The occasion was an excellent opportunity to review these five decades of cooperation in support of the country’s development.

**In 2023, work was consolidated in several areas where UNDP continues to support the implementation of Cuban policies and laws that are essential for the country to continue on the path towards the 2030 goals.**

These include the Territorial Development Policy, the Environmental Law, the Task Life, the Food Sovereignty and Security Law, the Policy for the Promotion of Renewable Energy Sources, the Strategy for the Transition to a Circular Economy, the National Response Plan for HIV, the National Platform for Disaster Risk Reduction, the Environmental Finance Enabling Framework, among others.

The socio-economic development of the country also created new opportunities to contribute to innovative areas. UNDP continues to accompany Cuba in the design of policies to promote new economic actors, to encourage their presence in the business network and to address the development strategies of the territories where they are located. In this sense, we continued to support the decentralization of the functions of local governments and the local management of socio-economic development and food systems. We also contributed to the articulation of strategic institutional actors to increase resource mobilization and financial alignment with the country’s development priorities.

In addition, we supported the implementation of technological solutions for the efficient use of renewable energy sources (RES) in isolated rural communities and the promotion of innovative low-carbon urban mobility solutions, including a public bicycle system, tactical urban planning measures, and electric mobility. At the same time, we participated in the design of the country’s digital transformation policy, transferring tools and methodologies for capabilities assessment with an impact on processes such as social inclusion, promotion of innovation, and management of a number of development initiatives.

At national and local levels, we continued to support the implementation of the “National Program for the Advancement of Women” and the “Integral Strategy for the Prevention and Attention to Gender Violence and in the Family Scenario”. Our efforts towards gender equality were recognized with the recertification of the UNDP Gender Equality Gold Seal.
Given the complex economic context and the financial gaps to achieve the goals of the National Economic and Social Development Plan 2030, the Office prioritized the mobilization of new resources during the year, signing agreements for more than 30 million dollars. Of this amount, the new grant from the Global Fund for more than 19 million dollars stands out, which will allow UNDP to continue supporting the National HIV Response Programme to accelerate the differentiation approach in the provision of HIV services to key populations affected by the epidemic in Cuba.

The contributions listed in this report have been made possible thanks to the strategic dialogue and joint efforts with the Cuban authorities and national institutions, as well as the collaboration of international partners and their commitment to the sustainable development of Cuba.

After half a century of work in the country, and notwithstanding the current challenges and opportunities presented by the context, the results, stories, and experiences reported here are a testament to our commitment to the sustainable development of Cuba and its people.

In line with national priorities, we will continue to serve as a gateway to knowledge, technology and innovation, facilitating the integration of actors, fostering dialogues and partnerships, anticipating needs for cooperation, and providing flexible, agile and context-specific responses.

Let this report serve to join all possible efforts to invest in a better future.
KEY MILESTONES OF THE COUNTRY OFFICE’S WORK IN 2023

Another record of investment in Cuba’s sustainable development

In recent years, Cuba has faced the intersection of different complex processes that affect its path towards the Sustainable Development Goals (SDGs). In response to this challenge, for four consecutive years, UNDP Cuba, together with Cuban institutions, has increased the financial execution of funds entrusted to it by donors to implement projects aimed at supporting the country in overcoming its challenges.

- TOTAL EXECUTION OF OFFICE FUNDS
- EXECUTION ASSOCIATED WITH ACQUISITIONS OF GOODS AND SERVICES BY THE COUNTRY OFFICE

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Execution</th>
<th>Execution Acquisitions</th>
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<tr>
<td>2022</td>
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<tr>
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<tr>
<td>2020</td>
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- Growth in the Office’s fund execution and acquisitions.

Increased funding for innovative and essential issues

In 2023, more than 30 million dollars were successfully allocated to projects addressing innovative and essential issues such as:
- sustainable tourism,
- sustainable use of Thalassia testudinum,
- the use of renewable energy sources at the local level,
- strengthening fruit production chains
- and the national response to HIV.
UNDP Cuba’s commitment and results in gender equality and women’s empowerment have been recognized by UNDP’s Global Gender Team with the Gold Seal, the highest certification that recognizes this paradigm as an essential part of the office’s work. UNDP Cuba was one of the first offices in the world to receive this recognition (2013-2014). Since then, the Gold Seal has been maintained in each new renewal cycle (2018 and 2023).

The re-certification of the Seal recognizes the meaningful integration of gender into the programmatic and operational management of the Office, which fosters an institutional culture that promotes equality and a zero-tolerance environment for discrimination, gender-based violence, sexist norms and stereotypes, as well as harassment and sexual exploitation in the workplace. At the same time, the certification highlights the positive results the country has achieved in its projects, with UNDP support, in terms of gender equality and women’s empowerment.
Financing for development

The country office has included financing for development as a cross-cutting issue on its agenda and is in dialogue with the main national actors: the Central Bank of Cuba (BCC), the Ministry of Economy and Planning (MEP) and the Ministry of Finance and Prices (MFP). During the year, the team’s programmatic capacity was strengthened through the implementation of a Sustainable Finance Academy.

In collaboration with the Cuban government, progress is being made to identify priority issues, including:

- the introduction of program-based budgeting;
- designing an enabling framework for environmental finance as an accelerator for the Sustainable Development Goals (SDGs);
- green banking capacity building for key players throughout the national banking system;
- financing for productive transformation, especially for micro, small and medium-sized enterprises (MSMEs);
- access to international financial institutions (IFIs), such as the Central American Bank for Economic Integration (CABEI), for the formulation and implementation of high-impact development projects;
- thematic bonds that contribute to the energy transition;
- and support for the formulation of a financing strategy for climate change mitigation in the transport sector.

“The exercise of articulation and innovation, of closing the gaps and facing the challenges, towards a horizon of sustainable development, is the commitment that UNDP plans to undertake with the country from now on, in partnership with national institutions and international partners who share the day-to-day efforts to achieve results”.

Ivan Zverzhanovski
UNDP Deputy Resident Representative in Cuba.
The experience of the UNDP Sustainable Finance Academy in Cuba

For one week in November, the entire program team of our country office participated in a workshop organized by the UNDP Sustainable Finance Hub to enhance capacities to expand resource mobilization, create spaces to leverage investment opportunities with the support of traditional non-reimbursable cooperation, and support the alignment of financing with the country’s sustainable development priorities.
The Workshop on Smart and Sustainable Cities, which brought together eighty participants and initiatives from all over the country, connected people, organizations, institutions and companies that contribute with different proposals to digitalize solutions to achieve the country’s sustainable development goals.

During this year, the programmatic capacity of the country Office team was enhanced with the development of training on the “En Forma Digital” tools, to expand the transformation processes in programs and projects.

The Neomobility project adopted digital tools for the Public Bicycle System and Mobility Management Center operations.

In 2023, progress was made in the development and implementation of digital systems that will improve the management, monitoring and evaluation of the National HIV Response by health institutions and key community organizations that provide health services at the community level.

“I think there are still many challenges, but there are also many opportunities for young people to contribute to the development of the country. It is very rewarding for me to feel that I am helping to open doors to innovative solutions for development”.

Jessica León
UNDP Program Coordinator in Cuba
Main topics

- HIV prevention and diagnosis in primary health care and community settings.
- HIV treatment and care.
- Reducing gender and rights gaps.
- Information systems to strengthen HIV-related services.
- Pandemic preparedness.
- Quality youth employment training.

National partners

- Ministry of Public Health (MINSAP).
- Ministry of Education (MINED).

Donors

- The Global Fund to Fight AIDS, Tuberculosis and Malaria (Global Fund),
- Swiss Agency for Development and Cooperation (SDC).

“As part of our support to the National HIV Response, we are working to ensure that discriminatory norms and attitudes towards those most vulnerable to HIV are eliminated. We are proud of our work to enhance the capacity of civil society organizations that have traditionally been involved in the response to HIV in Cuba”.

Katia Cobarrubias
Health and Development Project Manager
In a context of significant challenges for the country to provide universal health care with the required quality, UNDP, in partnership with the Ministry of Public Health (MINSAP) and the Global Fund to Fight AIDS, Tuberculosis and Malaria (Global Fund), has supported the primary health care level with training, technical assistance, medical supplies and the most innovative tools available for HIV care: recommended antiretroviral drugs, pre-exposure prophylaxis (PrEP) and post-exposure prophylaxis (PEP), rapid tests for HIV and other sexually transmitted infections (STIs), and HIV self-testing, among others.

In addition, we continued to support differentiated HIV prevention and care services in 30 communities to provide comprehensive care to the entire population living with or at risk of HIV infection, with an increasingly person-centered approach that focuses on their needs and expectations.

In summary:

- **86.4%** of people living with HIV receive **ANTIRETROVIRAL THERAPY**.
- **197 digitalizadores** para equipos de RAYOS X se incorporaron a servicios de atención de la salud.
- **3 digital information systems** are being installed to improve the quality of HIV-related services.
- **23 legal counselling services** help to reduce GENDER AND LEGAL BARRIERS.
- **107 curricula for vocational technical education specialties** have been updated to provide the necessary skills for better access to the labor market.
- **30 municipalities** in the country have POST-EXPOSURE PROPHYLAXIS (PEP) SERVICES.
- **30 municipalidades** in the country have POST-EXPOSURE PROPHYLAXIS (PEP) SERVICES.

In summary:
Key outcomes of the 2023 collaboration in support of the National Response to HIV include:

**HIV Treatment and Care**

- Of the 32,808 people living with HIV (PLHIV), 86.4% are on antiretroviral therapy (84.4% of men who have sex with men (MSM) and 87.3% of transgender people).
- 88.7% of people on treatment are virally suppressed (90% of MSM and 87% of transgender people).
- 1,268 individuals trained as adherence managers provide care services that have improved the quality of life of 469 PLHIV by restoring adherence to treatment.
- Five molecular biology laboratories with regional scope were equipped and supplied, located at the Provincial Centers of Hygiene, Epidemiology and Microbiology in Havana, Villa Clara and Santiago de Cuba, at the Pedro Kouri Institute of Tropical Medicine (IPK) and at the AIDS Research Laboratory (LISIDA).

- Key population networks are leading organizations in the response to HIV in Cuba.
HIV prevention and diagnosis in primary health care and community spaces

- MINSAP and the civil society networks: Network of Men who Have Sex with Men (Red HSH-Cuba) and Transcuba, the Network of Transgender People, Couples and Families, provided prevention services to 146,458 people from key populations (144,288 MSM and 2,170 transgender people) and diagnostic services to 168,492 people (166,057 MSM and 2,435 transgender people).
- 1380 key populations (1142 MSM, 110 transgender people and 128 transactional sex workers) receive pre-exposure prophylaxis (PrEP), a highly effective HIV prevention method.
- HIV post-exposure prophylaxis (PEP) is available in 30 municipalities across the country.
- 14,400 people have access to HIV self-testing.

Civil society organizations support HIV prevention and diagnosis services at the community level, with gender and rights approaches.
Bringing the prevention, diagnosis and treatment of HIV and other sexually transmitted infections (STIs) into people’s homes is the goal of Visitador@s, a new service provided on a voluntary basis by key population networks in Havana, targeting those most at risk of contracting the virus and other STIs.

It consists of a system of visitors who, from the privacy of their homes, facilitates prevention services through counseling on safe sex and condom use, testing for HIV and other STIs, and referrals to services such as pre-exposure prophylaxis (PrEP).
• **Reducing gender and rights gaps**
  
  - The National HIV Program and civil society networks have a Gender Strategy for the Response to HIV, which includes an integrated monitoring and evaluation system and a toolbox to streamline its implementation.
  
  - Likewise, community and health environments that favor the reduction of barriers to HIV services have been promoted, with the training and assessment of 178 health care providers (117 women and 61 men) to be certified in gender and rights, and the strengthening of twenty-three Legal Counseling Services for key populations of the National Response to HIV.

  ![Image: Women laughing]

  • Civil society organizations support HIV prevention and diagnosis services at the community level, with gender and rights approaches.

• **Information systems to strengthen HIV services**
  
  - Progress has been made in the implementation of digital systems for the registration and monitoring of people receiving HIV prevention, diagnosis, treatment and care services (Datasoft, Genesys-VIH, Medisys) to improve the efficiency and quality of services and access to health care for vulnerable populations.
  
  - The development of the Donprosoft digital system was completed, aimed at enhancing the tracking and tracing of health products by the National Medical Supplies Company (EMSUME), which is responsible for the storage and distribution of supplies for the Cuban health system.
  
  - For the first time in Cuba, a biobehavioral study of HIV seroprevalence in key populations (MSM and transgender people) was conducted, providing strategic information for programming interventions to improve the response to HIV.
“Today I am an empowered woman,” proudly says Lili, a member of Transcuba, the network of transgender people, couples and families. She admits that her life has not always been easy, that she has had to deal with stigma and discrimination for recognizing herself as a woman.

In recent years, Cuba has updated its legal framework to promote the reduction of gender inequalities, respect for human rights and the fight against stigma and discrimination due to HIV or other human conditions that may privilege individuals or lead to socioeconomic, cultural and symbolic exclusion in patriarchal society.
Pandemic preparedness

- MINSAP’s capacity to respond to COVID-19 and future pandemics was also strengthened through the provision of health and medical equipment (13 fixed and portable x-ray machines, 12 portable ultrasound machines, 197 digitizers for x-ray machines, 20 mechanical ventilators, 30 portable aspirators, 400 infusion pumps, 2000 regulators, 400 infusion pumps, 2000 oxygen cylinder regulators, 2400 infrared thermometers, nasal cannulas and cricothyrotomy kits) distributed to more than 300 institutes, hospitals and polyclinics in all provinces of the country and the special municipality of Isla de la Juventud, useful for disease diagnosis and case management.
- More than 150 hospitals and polyclinics received 85,000 SARS-CoV-2 rapid tests for diagnosis and follow-up of suspected and confirmed COVID-19 cases.
- Thirteen molecular biology laboratories were equipped with new GenXpert systems and reagents for the diagnosis of tuberculosis, COVID-19 and other infections.

Quality education for youth employment

In partnership with the Ministry of Education (MINED) and the Swiss Agency for Development and Cooperation (SDC), we have contributed to quality training in technical vocational education to improve youth access to employment.

- As a result, in 2023, 39,227 young people (13,485 women and 1,248 students in vulnerable situations) in Technical Vocational Education have benefited from higher quality learning processes and appropriate insertion into the labor world through the provision of new teaching materials.
- On the other hand, 107 curricula of Technical and Vocational Education specialties have been redesigned with an emphasis on the development of professional skills, as well as methodological aspects and knowledge related to information and communication technologies (ICT), access to the private sector labor market and the capacity for entrepreneurship at the local level.
“I am very proud to study Agronomy. I like being at this fair because I always learn a lot in spaces like this,” says Claudia, an Agronomy student at the Enrique Noda Polytechnic School in Jagüey Grande, Matanzas, who is currently participating in the First National Fair of Knowledge and Skills of Technical Vocational Education (ETP).
Main topics

- Transfer of powers to municipal governments and developing the capacity and tools to assume new roles.
- Implementing local development initiatives designed and managed from the territories.
- Promoting new ways of measuring development for more effective decision-making.

National partners

- Ministry of Economy and Planning (MEP),
- Ministry of Labor and Social Security (MTSS),
- Ministry of Finance and Prices (MFP),
- Central Bank of Cuba (BCC),
- Ministry of Higher Education (MES),
- Ministry of Foreign Trade and Investment (MINCEX),
- National Economic Research Institute (INIE),
- National Institute of Land Use and Urban Planning (INOTU),
- Territorial and local governments,
- National academic and civil society institutions.

Donors

- Italian Agency for Development Cooperation (AICS),
- Swiss Agency for Development and Cooperation (SDC),
- Sustainable Development Goals Fund (SDG Fund).
In a context where the country is promoting decentralization to diversify development efforts, we continue to accompany this process and the territorial development policy through:

- supporting the transfer of powers to local governments;
- building capacity and providing new tools and methodologies for them to improve their ability to fulfill the new roles assigned;
- and developing economic initiatives based on public-private partnerships that contribute to local development strategies.

1 roadmap to decentralization is promoted to encourage sustainable and autonomous territorial development.

106 socio-economic initiatives contribute to boosting local development and create employment opportunities.

1 Multidimensional Vulnerability Index pilot study is conducted in 21 communities.

1 The Cuban Gender Equality Observatory was strengthened to improve statistics for decision-making and policy-making.

In summary, 106 socio-economic initiatives contribute to boosting local development and create employment opportunities.
Transfer of powers to local governments and development of capacities and tools to exercise new roles

The Articulated Platform for Comprehensive Territorial Development (PADIT), which has become a public policy for territorial development, continues to serve as a means for this support. During the year, priority support was given to the development of a decentralization roadmap based on the economic diversification of territories, their strategic planning and the promotion of digital transformation to improve services to the population. Consequently, PADIT helped Cuban local governments make progress in expanding their strategic partnerships and improving their capacities for development planning and socioeconomic management in the country’s 15 provinces.

“Promoting sustainable human development implies articulating efforts and providing solutions from a multidimensional approach. It also means working to address the challenges the country faces and, in particular, working with Cubans to improve their lives”.

The Cuban territories gradually incorporate the process of decentralization of powers.
• Currently, 13 provincial and 168 municipal development strategies are being implemented, with clear definitions of territorial socio-economic priorities.

• 106 innovative socio-economic initiatives, in line with the 2030 Agenda, are underway, contributing to the promotion of local development and the generation of employment opportunities.

• The initiative “Masculinities Complicit in Gender Equality and Nonviolence against Women in Cuba: Accelerating the transformation of sexist social norms to promote territorial development” brought together eight men of diverse origins and professions, leaders of change in their professional spaces and fields of action, with the intention of addressing structural gender inequalities, promoting the transformation of power relations, and thus contributing to the dismantling of patriarchy and its manifestations of violence and discrimination. Its participants encourage transformative initiatives in the scenarios in which they participate, promoting an inclusive leadership model with zero tolerance for expressions of discrimination and violence.

“From PADIT it is possible to cover the edges of development horizontally and to work at the municipal level to achieve the necessary autonomy.”
“Los micromachismos y violencias están en la vida cotidiana y hemos incorporado que son normales. Tenemos la responsabilidad de educar e impulsar el cambio”.

Julio César Cardona works as a doctor in the Maternal and Infant Program in the Cerro municipality of Havana. In his daily professional and personal life, he has witnessed micromachismo practices that serve as the basis for forms of violence and discrimination. The experience of sharing with other men led him to take action to change them.
New ways to measure development

As part of our accompaniment to the country to promote the 2030 Agenda’s principle of leaving no one behind, we continued to strengthen the capacity of national actors for multidimensional measurement of development, improving statistics and monitoring of the SDGs.

During the year, key institutions responsible for measurement, such as the National Office of Statistics and Information (ONEI) and the Ministry of Labor and Social Security (MTSS), were encouraged to access new methodologies and technical advice. This enabled work to be carried out to improve the Multidimensional Community Vulnerability Index (MVI-C) and to develop a roadmap for the application of this analysis at the household level.

The pilot study of the MVI at the community level was carried out in 21 communities identified as vulnerable to obtain the necessary data. The experience gained from this measurement has determined the design of a comprehensive pilot in five municipalities to apply both the community MVI and the tool developed for households, with a view to consolidating these measurement tools. The collaborating institutions have recognized the relevance of these tools in promoting the targeting of Cuban social and labor policies.

Also, as part of efforts to further strengthen statistics for decision-making and public policy design, the creation of the Cuban Gender Equality Observatory was supported. The initiative is led by the Federation of Cuban Women (FMC), the Center for Women’s Studies (CEM), ONEI and PADIT. It is also supported by the United Nations Population Fund (UNFPA) and the Economic Commission for Latin America and the Caribbean (ECLAC). The Observatory’s functions include providing reliable, high-quality, gender-sensitive information disaggregated by province and skin color.
Main topics
Territorial value chains led by provincial and municipal governments:
- Agri-food chains
- New economic actors
- Access to finance.

Main partners
- Ministry of Agriculture (MINAG),
- Ministry of Economy and Planning (MEP),
- Territorial and local governments,
- Central Bank of Cuba (BCC),
- Ministry of Higher Education (MES).

Donors
- European Union (EU),
- Government of Canada,
- Swedish International Development Agency (SIDA).

“Our goal is to develop a more efficient and sovereign agricultural sector. An opportunity in the farmers, a sector with the capacity to adopt new practices and a commitment to the future”. 

Aymara Hernández
Program Officer, Productive Transformation
The agrifood sector is one of the priorities for the productive transformation of the country. Accordingly, we have supported the transfer of technology to develop participatory, sustainable and nutrition-sensitive local food systems.

In this way, we have promoted changes in the way food self-sufficiency is managed at the municipal level. Under the leadership of local governments, new territorial actors were engaged to strengthen the territorial chain strategy, adopt environmentally sustainable practices based on the use of renewable energy sources (RES), and promote social inclusion, with a focus on women’s empowerment.

With this work, UNDP continued to accompany the country in the implementation of the Law on Food Sovereignty and Food and Nutritional Security and the Agriculture Gender Strategy, promoting the introduction of methodologies for community food diagnostics with a nutritional approach and the characterization of value chains; as well as supporting the implementation of positive actions in favor of the participation and empowerment of women.

6 local governments have been supported to lead the decentralization of the small livestock chain.

105 entrepreneurs trained to become part of the territorial production network.

35 private-public partnership facilitate better jobs and services for 14 556 people.

10 provincial governments received courses to improve the contribution of MSMEs to territorial development.

In summary:

- 6 local governments
- 105 entrepreneurs trained to become part of the territorial production network.
- 35 private-public partnership
- 10 provincial governments
- 14 556 people
**Territorial development initiatives and agri-food value chains**

- Some 800,000 people in 24 municipalities have benefited from increased food availability as a result of the support provided to 99 cooperatives and 81 state institutions related to agricultural production and value addition.
- Six municipalities have received support to enhance their local food systems through the implementation of 105 local enterprises that strengthen small livestock, vegetable, root vegetables and fruit chains. This result is financially supported by the territories.
- Six local governments have been supported to lead the decentralization of the small livestock chain and contribute to municipal food self-sufficiency, with a focus on popular councils and vulnerable communities.
- 14,556 people (4,037 women) have gained access to new and better jobs and services as a result of the local initiatives that have been supported, including the promotion of 35 public-private partnerships.
- Seventy-two women involved in fruit chains have had access to opportunities and training for their empowerment. This includes the creation of networks, access to non-traditional roles, and an increase in their productive capacities.

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"We support the country to introduce innovative approaches focused on food security, involving actors at national and local levels.”

*Kresla Brutau*

UNDP Project Analyst in Cuba
In six municipalities in central Cuba, the ALASS project is promoting a paradigm shift in food production, focusing on the nutritional needs of territories and local governance of food systems, and strengthening local value chains that contribute to promoting self-sufficiency in a sustainable, resilient, and equitable manner.

Learn about four experiences of how ALASS connects local governments with food system actors to promote food sovereignty and security in fifteen popular councils across the country.
New economic actors

As part of its contribution to productive transformation, ALASS also supports actions to foster an enabling environment for new economic actors, especially MSMEs.

To this end, spaces for dialogue and public-private partnerships have been created that contribute to territorial development priorities, in particular the creation of new jobs and the dynamization of local economies.

Among the actions carried out, it is worth noting the progress made in the design of a new financial product (microcredit) for financing MSMEs, as well as the strengthening of capacities for business formulation and management of MSMEs, cooperatives and Local Development Projects (LDP).

- Ten provincial governments attended courses to enhance the contribution of MSMEs to territorial development.
- One hundred and five entrepreneurs have been trained for their productive inclusion in development strategies.

The articulation of the new economic actors with the development priorities of the Cuban territories is promoted by several projects accompanied by the UNDP.

“We support the strengthening of partnerships and entrepreneurial capacities at the territorial level to promote the use of the potential of new economic actors in terms of sustainable development”.

Henry Colina
Coordinator of the MSMEs and Entrepreneurship Project
Since the approval of the regulations on new economic actors in 2021, UNDP has accompanied their implementation, generating partnerships from existing or new projects that support the insertion of MSMEs in the country’s productive ecosystem and according to their priorities.
Main topics

- Financial solutions for sustainable management of biodiversity and ecosystems.
- Use of renewable energy sources (RES).
- Sustainable urban mobility.
- Urban resilience to disaster risks in large cities.
- Early response and recovery from the effects of extreme weather events.
- Disaster risk prevention and adaptation to adverse weather events.

Main partners

- Ministry of Science, Technology and Environment (CITMA),
- Ministry of Agriculture (MINAG),
- National Institute of Water Resources (INRH),
- Ministry of Energy and Mines (MINEM),
- Ministry of Transport (MITRANS),
- Ministry of Tourism (MINTUR),
- Ministry of Finance and Prices (MFP),
- Central Bank of Cuba (BCC),
- Ministry of Economy and Planning (MEP),
- National Office of Statistics and Information (ONEI),
- Territorial Governments,
- Civil Defense National General Staff,
- Institute of Meteorology (INSMET),
- Environmental Agency (AMA),
Main partners

- National Institute and Provincial and Municipal Delegations of Territorial and Urban Planning,
- Ministry of Construction (MICONS),
- Provincial and Municipal Housing Departments,
- Office of the Historian of the City of Havana,
- Cuban Fire Brigade,
- Company of Specialized Construction Services (SECONS),
- National Association of the Cuban Red Cross,
- Ministry of Education (MINED),
- Ministry of Public Health (MINSAP).

Donors

- Global Environment Facility (GEF),
- Green Climate Fund (GCF),
- Multilateral Fund for the Implementation of the Montreal Protocol (MLIF),
- European Union (EU),
- European Union (EU) Euroclimate Programme,
- Directorate-General for European Civil Protection and Humanitarian Aid Operations (ECHO),
- Italian Ministry of Environment and Energy Security (MASE),
- Government of Germany,
- Spanish Agency for International Development Cooperation (AECID),
- Sustainable Development Goals Fund (SDG Fund),
- United Nations Emergency Relief Fund (CERF),
- Swiss Agency for Development and Cooperation (SDC),
- The Russian Federation,
- French Development Agency (AFD),
- Central American Bank for Economic Integration (CABEI).
In 2023, UNDP maintained its active cooperation agenda to promote the inclusion of the environmental dimension into national, territorial and sectoral development strategies.

Strengthening the capacity of institutions, sectors, governments and communities with innovative management and planning tools to improve natural resources management, resilience to climate change and disaster risk management are issues that stand out in the cooperation agenda.

**In summary:**

- **1 pilot route** of Havana’s public bike system contributes to the reduction of polluting emissions and provides an alternative public transportation system.

- **500 key players** in the national banking system were trained to apply Green Banking principles and mechanisms.

- **90 000 people** ensured habitable conditions in homes and shelters after Hurricane Ian.

- **8 Union Eléctrica brigades** were trained and equipped to ensure the sustainability of autonomous photovoltaic systems in remote communities.

- **24 mini-industries** have been created in Guantánamo for the production of building materials using local resources to contribute to housing reconstruction.

- **500 key players** in the national banking system were trained to apply Green Banking principles and mechanisms.

- **10 000 people** protected through improved diagnostic, design and construction services in municipalities vulnerable to building collapse in Havana.

- **180 entities** trained to improve coastal ecosystem protection services.

- **The coverage of the hydrological surveillance system** was increased by 90% in Ciego de Avila and 40% in Camagüey to ensure the monitoring of water supply sources.

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Nature-based solutions in coastal communities and economic sectors

- Approximately 3 million hectares can be certified as protected under sustainable land management and more than 170,000 hectares under sustainable forest management.
- The implementation of nature-based solutions for adaptation, reduction of climate risks such as drought, environmentally sustainable production practices and use of clean energy have contributed to improved livelihoods for 1.2 million people (including some 600,000 women and 5,000 rural households).
- UNPD also contributed to the improvement of coastal ecosystem protection services by strengthening the capacity of 180 entities - key actors - for the benefit of more than 4,600 hectares of coastal areas.

“Environmental finance, low-carbon mobility and nature-based solutions, addressed in connection with the economic and social dimensions, are among the innovative topics we promote, both at national and local levels”.

One of the main solutions for adaptation to climate change is based on taking advantage of the qualities of ecosystems, such as wetlands.
Financial solutions for the sustainable management of biodiversity and ecosystems

- During the year, we also continued to strengthen the capacity of key sectors at the national and territorial levels to implement financial solutions that mobilize resources for environmentally sustainable practices, with a focus on gender and social inclusion. As a result of this support, 230 territories in the country are adopting sustainable practices that contribute to local food security and the improvement of ecosystem services in agricultural, fisheries and forestry landscapes.

- Replications of sustainable practices in favor of biodiversity and adaptation to climate change have been promoted by consolidating the implementation of financial solutions, such as priority access to the Soil Improvement and Conservation National Program; soft loans; REVERDESEN Combined Insurance, preferential rates for water conservation; Payment for Environmental Services (PES) for carbon removal and the tariff bonus for the import of technologies that reduce pollution.

- A proposal was developed to improve the National Environmental Fund.

- Five hundred key players from the entire national banking system were trained to apply the principles and mechanisms of Green Banking.

“We contribute to climate change adaptation by promoting the care of the coastal zone and the creation of conditions for the development of the livelihoods of people living in coastal settlements”.

Oreste Perdomo
coordinator of the Mi Costa project
Use of renewable energy sources for the benefit of families and economic sectors

To contribute to climate change mitigation and energy resilience in isolated communities, we continued to support the identification and implementation of technological solutions for the efficient use of renewable energy sources (RES) in rural communities.

- Consequently, access to energy services through renewable energy sources and the promotion of energy resilience practices was facilitated for 6,471 inhabitants in 818 communities in 13 provinces of the country, particularly vulnerable rural populations in 113 municipalities.

- The solutions promoted included the installation of more than 2,900 autonomous photovoltaic systems, including innovative solutions with higher coverage systems for the consumption of isolated dwellings.

- Autonomus photovoltaic (PV) systems have been installed in five isolated rural communities in four provinces of the country, with the aim of strengthening their capacity to become part of the local productive network.

- The capacity of the territorial electricity companies in four provinces has been strengthened with knowledge and equipment for the maintenance of the systems. This will ensure their sustainability.

Photos panels Thousands of Cuban families have access to a safe and clean source of energy in isolated communities through projects supported by the UNDP and the European Union.
The community of Alazanes in Sancti Spíritus, in the center of the country, is one of the places where the local FRE project has installed systems based on renewable energy sources to facilitate access to this resource for people from isolated communities, and thus enable the promotion with which to insert itself into the local productive network. Local FRE is one of the projects with which the European Union, the UNDP and Cuban institutions such as the University of Sancti Spíritus, the Electrical Union and the territorial governments, work to offer access to energy services through renewable energy sources and the promotion of energy efficiency practices for people from vulnerable communities in the country and environments with potential for local development.
Sustainable Urban Mobility

Innovative low-carbon development solutions and urban mobility strategies continued to be promoted during the year.

- A pilot experience of a public bike system was implemented under the Ha’Bici brand, with two bike stations in operation in the municipality of Boyeros, which already has more than 3,200 customers and 14,000 services provided. As a result of a public tender, a private operator (TCP Inteliforja) was selected to manage the system in partnership with the government of Havana.

- The Neomobility project initiatives implemented in Havana have provided services to more than 40,000 passengers (more than 1,400 per day) with an estimated annual carbon emission reduction of 74,461 t CO2eq (6.12 t CO2eq per month). It favors the employment of women and the results have encouraged the city authorities to replicate it, with the creation of new routes expected to reach a total of 52, using vehicles assembled in the national industry.

The expansion of the city’s public bicycle system contributes to the reduction of emissions and offers an alternative for urban transportation.
Urban resilience

Efforts to increase the resilience of the city of Havana to building collapse risks were particularly noteworthy:

- Support was provided to improve the diagnostic, inspection and technical capacity of buildings for intervention and efficient management of services to the population, based on the good practices of the Office of the Historian of the City of Havana (OHCH).
- The incorporation of urban risks into the city’s planning tools was promoted through a comprehensive among key institutional actors, including government, disaster risk management, housing, urban planning, and construction.
- Preventive and emergency measures can protect more than 10,000 people by strengthening the city’s specialized construction capacity with equipment needed for diagnosis, design, and emergency construction services, such as infrared scanners and debris removal equipment.
- Contributions were made to improve debris management services with specialized equipment. This enabled the removal and transfer of 39,000 cubic meters of rubble in the city, which can be used to produce materials for the reconstruction of buildings.
- The rescue and lifesaving skills of 103 members of the fire brigade, Red Cross and Civil Defense were improved through specialized training in the use of International Search and Rescue Advisory Group (INSARAG) procedures.
- The training of 161 children and teachers in elementary schools and 1,500 members of community brigades for emergency response helped raise the population’s awareness of the risk of building collapses in central areas of Havana.

• The reuse of rubble allows the reconstruction of houses.
Disaster Response and Early Recovery

As a result of early disaster response and recovery actions:

- In the province of Pinar del Rio, some 90,000 people received access to basic needs to ensure habitable conditions in homes and shelters after Hurricane Ian.
- In addition, the skills for installing safe roofs were enhanced among 162 professional and community brigades in that province, making the housing fund more resilient to new hydro-meteorological events.
- In the province of Granma, 3,000 people gained access to basic resources to create habitable conditions after flooding caused by heavy rains.
- In Guantanamo, twenty-four mini-industries of building materials were revitalized, using local resources such as clay and pebbles, with the potential to benefit some 15,000 people in the province with a greater supply of materials and contribute to the reconstruction and repair of 320 homes per month.
- In addition, thanks to the support given to these mini-industries, 144 new jobs have been created, mainly for young people.
- Also in Guantanamo, more than a thousand key actors in the livestock production chain (40% women producers, technicians and specialists) improved their working conditions with technologies such as feeding machines, animal breeding elements, among others.
- They also recovered their livelihoods as part of the socio-economic response to disasters.
- In addition, the Agriculture Gender Strategy in Guantanamo was improved.

We must invest in creating resilience, because it implies reducing vulnerabilities.”

Rosendo Mesías
Program Officer, Resilience and Risk Reduction
South of the city of Guantanamo begins more than a semi-desert area. Women and men in this community have come together to turn clay and stone chipping into an opportunity to create more housing and jobs by harnessing local skills and resources.

In recent years, several projects of the United Nations Development Programme (UNDP) in Cuba, in coordination with the authorities and companies of the province, have developed innovative solutions that have increased the production of building materials for housing and promoted local public-private initiatives that have helped to formalize employment and create new opportunities for local development.
Drought and flood risk reduction and adaptation

To face drought and other extreme hydrometeorological phenomena, we continued to strengthen management capacities for risk reduction and adaptation in the provinces of Villa Clara, Sancti Spíritus, Camagüey and Ciego de Ávila:

- The coverage of the hydrological monitoring system in the center-north of Ciego de Ávila and Camagüey was expanded by 40% to ensure monitoring and control of the main water supply sources. The monitoring of the main hydrographic basin of Ciego de Ávila has reached 90%.

- Similarly, meteorological monitoring coverage and rainfall analysis and forecasting capacity were increased by 40% in both provinces. Some 100 members of the technical staff of these services have been trained in the installation, use and maintenance of the technology transferred.

- 300,000 people are now better prepared to face extreme hydrometeorological phenomena thanks to the improvement of early warning systems in the provinces of Ciego de Ávila and Camagüey.

- Risk management and adaptation to drought and floods capacities were expanded with the support of the Disaster Risk Reduction Management Centers; the updating of the territorial drought and flood Hazard, Vulnerability and Risk (PVR) studies; and the training of 300 decision-makers, specialists and technicians from key sectors in risk management and climate change issues.

“Water management is essential for the economic and social development of a country. This is why we support measures to strengthen distribution to the population and strategic sectors, the management of supply sources, and early warning systems for droughts and floods”.

UNDP Project Analyst in Cuba

Yunyslka González
The “Strategy Tool for Integrating Disaster Risk Reduction and Climate Change Adaptation into Development” was validated at the sectoral level. This tool, promoted by UNDP at the global level, was adapted to the context of Cuba, a pilot country in the Caribbean, and is relevant for identifying existing gaps in risk management with a comprehensive approach.

We also supported the updating and validation of the National Methodology for Drought and Flood Hazard, Vulnerability and Risk Studies. With the new recommendations provided by these studies, the environmental management models and the municipal climate change adaptation plans, it was possible to improve local development plans and strategies in more than 30 municipalities and in the water sector at the national level.

Access to safe roofs after hurricanes is part of the response actions to these extreme weather events.
In Cuba, droughts are becoming more frequent, more widespread and longer in duration. They have been particularly noticeable since 2014, mainly due to a reduction in rainfall, the main source for filling the country’s reservoirs. For more than twenty-five years, the United Nations Development Programme (UNDP) in Cuba has been working on the conservation, availability and efficient use of water resources. It has also promoted the management of risks and impacts of climate change related to water management: floods, droughts, aquifer depletion and saline intrusion. This work is based on the recognition of water as a vital resource for the economic, social and environmental development of the nation.
Support material for training in rights and legal culture in the National Response to STIs, HIV and hepatitis. For gender equality and inclusion.

Guide to the operation of the housing procedures offices to serve the population in Havana.

Guide to the operation of the housing procedures offices to serve the population in Havana.

Guide for carrying out the technical inspection of buildings.
Guide for the use of the strategic tool for incorporating disaster risk reduction and adaptation to climate change in development initiatives.

Smart and sustainable cities workshop. Summary brochure.

Technical instructions for fruit producers: guava, mango and papaya.

Innovatively diagnose local food systems for municipal food self-sufficiency.
Practical manual for the protected production of vegetables in Cuba.

Practical manual for integrated pest management in tropical roots, rhizomes and tubers, plantains and bananas.

Gender strategy of the local FRE project.
Cuba has adopted a strategy for the transition to a circular economy, which will “promote efficiency in the use of resources, keeping them in natural and productive cycles as long as possible, reducing the amount of waste generated, promoting the use of renewable energy sources and eliminating the use of substances in products”. The UNDP, together with Spanish cooperation and CITMA, is working on projects and initiatives to accompany this process.

The Cuban authorities have defined the transformation of the energy matrix as a “priority and strategic”. Several resolutions were passed last year to encourage new economic actors and foreign investment to contribute to this objective through financial solutions. The country remains committed to achieving 30% of energy generation from renewable sources by 2030. Together with various donor organizations (EU, GEF), the UNDP and the Ministry of Energy and Mines have collaborated on a number of solutions to contribute to this scenario.
Recognizing civil society networks of key populations vulnerable to HIV

For 30 years, organizations such as the Network of Men who Have Sex with Men (Red HSH-Cuba), the Network of Transgender People, Couples and Families (Transcuba) and the Cuban Network of People Living with HIV (RedCub+) have been working in coordination with health authorities to provide an effective national response to the HIV pandemic. With growing leadership in strategic planning, implementation and monitoring, these networks are moving toward legal recognition of their role. With support from the Global Fund to Fight AIDS, Tuberculosis and Malaria (Global Fund), UNDP is helping to strengthen and empower these organizations in coordination with Cuban health institutions.

Financing for Development

Cuba is facing the most complex economic and social scenario of the last three decades. The combination of simultaneous crises limits its ability to recover and return to the path of economic growth. Access to finance is a key challenge in reversing this scenario. Working with a range of ministries and institutions, UNDP is supporting the mobilization of resources, the development of financial mechanisms and capacity building to support the continuity of the path towards the proposed sustainable development goals.
The 2019 Constitution directs Cuba’s territorial development towards socio-economic decentralization. Mechanisms such as the Articulated Platform for Comprehensive Territorial Development (PADIT) serve as tools for the implementation of this policy. UNDP, together with a network of donor institutions and organizations, supports efforts to define the roadmap and accompanies actions to decentralize powers in Cuban municipalities.

Building collapses are a frequent risk in areas of Havana that show a significant degree of deterioration of their buildings, with the consequent loss of human life. Initiatives to make communities more resilient to these events have been incorporated into the actions of entities responsible for managing territorial development, such as the Master Plan of Old Havana and the governments of that municipality and of Central Havana. Several successive UNDP projects, in partnership with national institutions and cooperation partners, are delivering results with organizational, knowledge, equipment and capacity development inputs.
During 2024, three new projects will be launched with the financial support of the European Union.

Although the implementation of these initiatives represents a challenge given the complexity of the economic context, it is also a great opportunity to contribute to strategic issues for the country’s development.

• **New economic actors:**
  
  A joint program with the French Development Agency that will support the design of the enabling framework for MSMEs and their contribution to territorial development strategies. It will provide technical assistance for the design of development policies.
  
  **Amount:** $9.6 million.

• **Sustainable municipalities:**
  
  Joint program with AICS to contribute to the ecological transition towards sustainable municipalities. It contributes to the territorial development policy and accompanies the strengthening of capacities for the decentralization of powers and the promotion of municipal autonomy, in dialogue with the national authorities responsible for its implementation. It will also contribute to the country’s productive transformation policy by promoting sustainable local agri-food value chains based on agro-ecological production, applying circular economy principles.
  
  **Amount:** $18.6 million.

• **Biotechnology:**
  
  This project aims to strengthen the capacity of Cuba’s biotechnology industry, a sector that has a significant impact on the national health system and drives the country’s economic growth. It will be complemented by a loan from the Central American Bank for Economic Investment (CABEI).
  
  **Amount:** $6.6 million.
A MORE DIGITAL AND SUSTAINABLE OFFICE

UNDP Cuba implements digital management system for more efficient use of means of transportation

As of December 2023, UNDP Cuba has been implementing a digital transport management system to improve the efficiency in the use of means and resources for mobility.

Clean Energy at the United Nations Headquarters in Cuba.

Thirty-one percent of the electricity consumed by United Nations Headquarters in Cuba is generated by clean, renewable solar energy, with the support of the United Nations Development Programme’s (UNDP) Office of Information Management and Technology and its Green Energy Team.
WHAT DID WE DO TO CELEBRATE THE 50TH ANNIVERSARY OF UNDP IN CUBA?
As part of the activities to commemorate the 50th anniversary of the beginning of our cooperation with Cuba, we have gathered the voices of people from our team who help to dream and accompany the efforts towards sustainable development. Learn more about our agendas and our commitment through them.
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UNDP has been collaborating with Cuba for half a century, through commitment and articulation of efforts for a better future for all people. In 2023, its work was marked by the will to accompany the country on the path to development in the face of the challenges it experiences.

In line with national priorities, UNDP has promoted access to knowledge and technologies, as well as innovation, in order to promote dialogues, alliances and offer solutions tailored to the national context, from a multidimensional vision of development and in an articulated manner with international cooperation partners, institutions and Cuban social organizations.