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**Country programmes and related matters**

**Draft country programme document for Cuba  
(2014-2018)**

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## I. Situation analysis

1. Cuba is making continued efforts to improve the human development of its people, as reflected in its 10-position rise in the Human Development Index (HDI) from 2006 to 2011, owing to its social achievements in education, health and life expectancy. With an HDI of 0.776, it stands in 51st place; however, if income were to be eliminated as a factor, its index would be 0.904. It had already achieved a number of Millennium Development Goals (MDGs), even before they were internationally agreed. Cuba is now making efforts to meet the pending goals as well as to improve the quality and sustainability of the progress already made. Nonetheless, difficulties remain with regard to maintaining the existing levels of achievement and implementing sustainable development. The international economic crisis and the persistence of the economic, commercial and financial embargo imposed by the United States of America are doing considerable harm to the country and are limiting its access to international sources of financing.

2. The Economic and Social Policy Guidelines adopted by Cuba in April 2011 form the basis for updating its development model. Progress towards change has been gradual but sustained. Special attention is being paid to boosting the economy on the basis of greater efficiency and competitiveness, making room for new types of economic management and, at the same time, preserving social advances and leaving no one unprotected. Short-term priority actions are being taken to reduce the balance-of-payments deficit, generate income from exports and replace imports. On the medium term, efforts are being focused on food and energy self-sufficiency and the efficient use of Cuba's significant human potential. Boosting economic productivity is seen as the way to improve people's quality of life in a sustainable manner.

3. Economic changes have been focused on improving planning; granting more power to public enterprises; promoting the efficient use of available resources; developing new ways to manage production and services (expansion of the cooperative sector and self-employment activities); raising the managerial level of executives; enhancing the economic awareness of the population; and effectively promoting local initiatives to support sustainable development. This process is being accompanied by a restructuring of employment and wages to ensure that labour is the main way for people to earn a living. To help make these changes possible, the credit policy is being expanded.

4. The agro-food sector, especially with regard to increasing food production, has been the major focus in implementing the Guidelines, which put forward a new vision of the State agricultural industry that includes the expansion of the cooperative sector, which is taking on a protagonistic role in food production; the leasing of land for productive use; the adoption of measures to stimulate the management of production and the development of food processing activities; and the improved use of renewable energy sources.

5. The total fertility rate, 1.7 children per woman, has remained below the replacement level for more than three decades and, at the same time, the age distribution of the population reflects a high rate of ageing (18 per cent of the population is aged 60 or over); population dynamics are thus a key factor in the development strategy. Preserving the currently high education and health indexes and ensuring social protection for those in need, as well as enhancing the

effectiveness of social services, are priority concerns. Work will continue on reversing gender inequalities and empowering women in terms of socioeconomic participation and decision-making, cultivating the existing potential for women to take a more protagonistic role in development processes.

6. Progress is being made in institutional change and the decentralized management of government, with new and greater powers being granted to local governments. "Organos del Poder Popular" (governmental structures) are being strengthened, and the political and administrative system is being modified, with two new provinces being created, in pursuit of more effective governmental management.

7. The National Environmental Strategy calls for better protection and rational use of natural resources; expands citizen awareness of environmental concerns; and improves people's quality of life, while addressing climate change and providing for early adaptation to its effects. Soil degradation, loss of forest cover, pollution, loss of biological diversity, water shortages and difficulties with the availability and quality of water, together with the impacts of climate change, constitute the country's major environmental challenges. This situation is being aggravated by extreme weather events, including hurricanes, drought and floods.

8. Guideline 112 confirms Cuba's partnership with the United Nations system in support of the ongoing changes in the national priorities indicated in the Country Programme, thereby reaffirming the possibility of supporting the country in tackling the key issues involved in promoting sustainable development.

## **II. Past cooperation and lessons learned**

9. From 2008 to 2012, 12 assessments were carried out, including: mid-term reviews of the Programme and UNDAF; two evaluations of outcomes and six of projects, which highlighted the results and outcomes achieved. The review of the Programme noted the added value of the UNDP contribution to sustainable development and to the achievement of the MDGs, drawing attention to the collaborative intersectoral and inter-agency approach that promoted capacity-building and national ownership of activities. In addition, it noted the capacity of UNDP to form and maintain partnerships under the Programme and promote cooperation at the local level. The greater visibility of the results could extend the reach of the activities.

10. The activities carried out through agricultural projects showed support for the implementation and improvement of the National Food Security Strategy in 40 municipalities and more than 366 cooperatives. UNDP helped with the transfer of technologies, the use of innovative measures and the promotion of a culture of cooperation. UNDP supported the improvement of the human resources training system at the national and local levels, including production and entrepreneurial techniques, appropriate technologies and measures for soil conservation and sustainable use, in addition to laying the foundations for a gender strategy in this sector. With the help of this cooperation, production was increased in the priority areas of dairy products, grains and beef, with a potential for growth based on greater productivity and food processing. Although attention was given to promoting the rational use of energy, challenges remain with regard to raising the level of efficiency and making better use of renewable energy sources in programmes and

projects. An important factor in decision-making and the use of innovative measures has been the raising of awareness about experiences in other countries, through South-South cooperation.

11. UNDP cooperation promoted the development of partnerships between entities in charge of environmental matters and the productive sectors, especially agriculture, forestry, fisheries and tourism. The assessments pointed out the following as important lessons learned in terms of sustainability: the introduction of the idea of sustainable land management through awareness-raising and the revision of regulatory frameworks; the institutionalization, at national level, of a procedure for the certification of programmes under integrated management of coastal zones; the assimilation of new technologies for the production of CFC-free drugs; support for fulfilment of the commitments made under the Montreal Protocol; studies on impacts, vulnerability and adaptation capacity in specific sectors and geographical areas; and the launch of innovative programmes for applying climate change mitigation and adaptation in priority ecosystems, including agricultural and coastal systems, and in the energy sector.

12. The Programme supported the process of decentralization through the Municipal Initiative for Local Development. The reviews of the joint programmes (PC), financed by the MDG Achievement Fund, revealed that six pilot territories have diagnostic studies and development strategies that have been updated on a participatory basis and complemented by self-sufficiency plans, human resource training strategies and activities aimed at empowering rural women. The local planning methodology promoted by the PCs encourages empowerment, active participation and ownership by State and non-State entities. This process is being complemented by a pilot experiment that relates increases in productivity with import substitution.

13. Support for the implementation of the National Environmental Strategy has been aimed, among other things, at building institutional capacities and regulatory frameworks and carrying out demonstration activities at the ecosystems and community levels, while promoting better economic management in key sectors such as tourism, fisheries, agriculture and livestock, and ensuring that measures to protect and conserve natural resources were considered as part of management. The Second National Communication supported the design and implementation of the national programme and policy dialogue to address climate change, thereby laying the foundation for better cooperation and the improvement of adaptation measures in various economic sectors, in particular the agro-food industry.

14. In a country like Cuba, which has a high risk management capacity, the use of local risk-reduction management tools and of interdisciplinary linkages under the leadership of local governments has been promoted. An assessment of the results has shown that six provinces and 63 municipalities have been benefited by the establishment of centres for risk reduction and early warning systems (CGRR), which have already been institutionalized and systematized. UNDP is promoting their replication in other countries of the region through South-South cooperation activities.

15. In support of the National Programme in Response to HIV/AIDS, UNDP helped to provide care to vulnerable groups, to promote respect for diversity and to reduce the existing stigma and discrimination. In addition, it made a contribution to improving the quality of life of people living with HIV/AIDS (PLWHA), expanding

access to ARV treatment to 100 per cent of PLWHA who needed it and creating greater awareness among the public and relevant officials. The prevalence rate fell from 0.07 per cent (2001) to 0.06 per cent (2010). Likewise, UNDP supported the elaboration of the National Gender Strategy for the educational component of the sector.

### III. Proposed programme

16. The Cooperation Programme was prepared in close strategic dialogue with the Government of Cuba and in accordance with UNDAF, with the participation of the stakeholders. Its general objective is to support the implementation of the Guidelines in priority areas on the basis of cooperation and to promote sustainable development, using a comprehensive interpretation of the concept of development. Although a thematic approach was taken to the planning phase, priority will be given to an integral approach that links the empowerment of economic and social sectors with the well-being of individuals, protection of the environment, adaptation to climate change and risk management. Key cross-cutting issues will be incorporating gender mainstreaming and the empowerment of women, generational topics, capacity-building and promotion of local development. In addition, innovation and the transfer of experience will be cornerstones of the Programme, and South-South cooperation will continue to be promoted for the transfer of experience and practices.

#### *Population dynamics and quality, development and sustainability of social and cultural services*

17. UNDP will support capacity-building among selected stakeholders and programmes, encouraging the use of an inclusive approach in terms of gender equality and rights in the areas selected for cooperation on this topic, and it will strengthen its partnership with local governments and key institutions in the implementation of public policies aimed at preserving past social advances on the basis of greater efficiency in the use of resources; attention to the differentiated needs of the population, including activities aimed at the empowerment of women and respect for diversity; and the maintenance of levels of social coverage, ensuring equality of access and differentiated attention to given groups.

#### *Sustainable economic development*

18. UNDP will help develop capacities and participate in the implementation of new management models that stimulate a business culture and generate entrepreneurship, together with efficient, environmentally sustainable and socially responsible economic initiatives; and it will encourage innovation and productive, competitive and sustainable management in sectoral and local settings. In this connection, it will promote value chains and technology transfer, as well as intersectoral relations that will help generate more income at the local level and increase production in those sectors and products which stimulate exports and/or replace imports. The planned activities and processes will promote greater gender equity, taking into consideration generational aspects, and will include environmentally sustainable and risk management-based practices.

19. National and local capacities will be strengthened in connection with the use of the new powers granted to local governments in the processes of decentralizing governmental management. Cooperation with selected provincial and municipal governments will support more efficient management by making innovative working tools and methodologies available to them in the local Cuban context. Backing will be given to improving information management in response to the challenges posed by a changing context and the needs of executive staff. Other priority topics relating to governmental management will include the empowerment of women and attention to young people. In response to the priority being given to energy self-sufficiency, UNDP will help build the capacities of public and productive enterprises to promote greater use and better management of renewable energy sources and improve the rational use of energy.

*Food and nutritional security*

20. Given that food production is one of the country's strategic priorities, support will be given to the building of institutional and productive capacities, including a gender approach, in the cooperative sector in particular, in order to better integrate the potential of each part of the country, giving priority to import-substitution products.

*Environmental sustainability and disaster risk management*

21. UNDP will help improve the integration of environmental concerns, including energy, adaptation to climate change and risk management, into development plans. To achieve this, it will promote the protection and rational use of natural resources, with a focus on ecosystems, while enhancing the education, communication and environmental awareness of the key stakeholders. It will continue to assist national institutions in completing their regulatory frameworks for environmental protection and will reinforce community initiatives to promote innovative environmental solutions for sustainable development at the local level, thereby helping to improve the quality of life of the people in a context of gender equality. UNDP will also support national capacity-building with regard to adaptation to climate change, with special attention being given to coastal zones and agricultural and forestry activities.

22. Even though Cuba's experience has been widely recognized in the field, disaster risk management continues to be a national priority. UNDP will help ensure that governmental bodies and key sectors strengthen their disaster risk management capacity at the local level. Studies, tools and methodologies for managing risk in an integrated, inclusive, sustainable and gender-based manner will be promoted in order to support local governments and their linkages with national offices. Efforts will be made to raise awareness among the public and key stakeholders about existing risks and threats, bearing in mind the features of each part of the country, through education, consciousness-raising and community work. Promoting South-South cooperation will continue to have priority.

#### **IV. Programme management, monitoring and evaluation**

23. The Programme will be executed under the coordination of the Ministry of Foreign Trade and Foreign Investment (MINCEX), primarily under the national execution modality. The national institutions and stakeholders participating in the

Programme will take on the main responsibility for the outcome, to which UNDP will contribute. The projects will be implemented by various national and local institutions. A large number of stakeholders will be encouraged to participate. At the Government's request, UNDP may support the implementation of specific projects or activities. By mutual agreement, UNDP and the Government may use other implementation modalities.

24. UNDP will work in coordination with other participants from the United Nations system to take advantage of comparative advantages, and it will also combine its efforts with other participants to achieve greater internal cooperation and align efforts in response to national priorities. A follow-up and evaluation plan will be put in place to combine the assessments of the Programme and the expected results of various projects, all of which are aimed at evaluating UNDP contributions to sustainable development.

25. National institutions have the required capacity to execute the Programme. At the Cuban Government's request, however, the Programme may support any capacities required in order to strengthen the follow-up, evaluation and acquisition processes.

26. The UNDP Office in Cuba has taken the necessary steps to meet the requirements of the new Cooperation Programme and has the required human and technical capacity in substantive and operational terms. It will also take advantage of the organization's global and regional capacity and the experience that has been systematized and established in other countries. Moreover, it will apply the lessons it has learned during the previous cycle.

27. UNDP will continue to back the existing and new partnerships and will contribute its core resources, which will be used by mutual agreement between UNDP and the Government as a catalyst for strategic initiatives, in which bilateral and multilateral partners will participate. For the period 2014-2018 it expects to contribute US\$ 1,584,000 in core resources (TRAC 1.1.1) and additional amounts of an estimated US\$ 91,474,708 are also expected to be obtained. The Government has also shown interest in reinforcing its partnership with UNDP, because of the value added by its programmes and projects, which will continue to systematically incorporate a gender approach.

## Outcomes and resources framework of the country programme for Cuba (2014-2018)

**NATIONAL PRIORITY OR GOAL: Sustainable economic development**

**COUNTRY PROGRAMME/DIRECT UNDAF OUTCOME: Key productive sectors increase their productivity, efficiency and competitiveness, and activate value chains to support an increase in exports and replacement of imports**

<i>National partners contribution</i>	<i>Other partners contribution</i>	<i>UNDP contribution</i>	<i>Indicator(s), baselines and target(s) for UNDP contributions</i>	<i>Indicative country programme outputs</i>	<i>Indicative resources by outcome (US\$)</i>
Local governments, the Ministry of the Economy and sectoral agencies, in particular in the agro-food sector, will be key stakeholders responsible for boosting production and contributing resources.	United Nations agencies and other bilateral partners have shown interest in cooperation in this area, in particular in boosting production, technology transfer and linkages.	UNDP will help build capacities and new management models to promote a business culture, encourage entrepreneurship and stimulate productive, competitive and sustainable management in the various sectors and regions, in better conditions of gender and generational equity, including risk management and environmentally sustainable practices.	<p><b>Indicator 1:</b> # of sectors where value added index has increased. <b>Baseline:</b> 0. <b>Target:</b> In at least 5 selected sectors, the value added index has increased. <b>Means of verification:</b> ONEI Statistical Yearbook</p> <p><b>Indicator 2:</b> # of selected productive sectors showing a percentage increase in women employed. <b>Baseline:</b> 0. <b>Target:</b> In at least 3 productive sectors the percentage of women employed has increased. <b>Means of verification:</b> ONEI Statistical Yearbook</p> <p><b>Indicator 3:</b> # of job categories where the percentage of young people (aged 20 to 39, disaggregated by sex) has increased. <b>Baseline:</b> 0. <b>Target:</b> In at least two job categories, the percentage of young people has increased. <b>Means of verification:</b> ONEI Statistical Yearbook.</p>	<p>- Methodologies, inter-agency and intersectoral instruments and innovative technologies are promoted and disseminated, including improved performance of local and national linkages, prioritizing production to replace imports and/or stimulate exports.</p> <p>-Development of knowledge management process that take advantage of the benefits of South-South cooperation to activate human capital, and promotion of a cooperative culture and other forms of management that favour young people and the economic empowerment of women.</p>	<p>Regular: US\$ 330,000 Other: US\$ 11,000,000</p>



**NATIONAL PRIORITY OR GOAL: Sustainable economic development****COUNTRY PROGRAMME/DIRECT UNDAF OUTCOME: Governments and other local stakeholders improve their management of socioeconomic and cultural development, with an emphasis on young people and women**

Provincial and municipal governments, the Office of Statistics and its local branches and the Ministry of the Economy will contribute to the empowerment of local development management	International bilateral partners and United Nations bodies will be interested in continuing their support for local development through a coordinated, joint programme with the national development strategy	UNDP will help strengthen national and local capacities in the context of implementation of the new powers granted to local governments in the updated model, and in support of the empowerment of women and young people in governmental management	<b>Indicator 1:</b> # of completed local development projects resulting from local development strategies incorporating young people and women. <b>Baseline:</b> Elaborated in 2013 by MEP. <b>Target:</b> At least 20 new projects. <b>Means of verification:</b> Information provided by MEP. <b>Indicator 2:</b> # of women employed in decision-making posts. <b>Baseline:</b> 1,159,000 (2010). <b>Target:</b> To be defined in 2013. <b>Means of verification:</b> Information provided by ONEI.	-Participatory methodologies and instruments are promoted, and capacities are built for planning, strategic management and integrated, inclusive and sustainable management of statistics and data, in the context of implementing the territorial development strategy including the economic participation of women and young people together with risk management.	Regular: US\$ 330,000 Other: US\$ 7,000,000
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**NATIONAL PRIORITY OR GOAL: Sustainable economic development****COUNTRY PROGRAMME/DIRECT UNDAF OUTCOME: Communities and key sectors develop and increase energy efficiency and the use of renewable energy.**

The recently established Ministry of Energy and Mines, local governments and the statistical system will provide resources for implementing the Guidelines in the area of renewable energy	International partners interested in the topic and in implementing climate change mitigation measures will support actions in this area of work.	UNDP will support the strengthening of public capacities and productive entities to promote the use and management of renewable energy in response to Guideline 113, and will promote greater energy efficiency.	<b>Indicator 1:</b> Renewability of energy consumption (up to provincial level). <b>Baseline:</b> To be defined by ONEI in 2013. <b>Target:</b> 5 % increase by 2018. <b>Means of verification:</b> Information provided by ONEI.	- Strengthened institutional mechanisms for efficient and sustainable management of energy at local level including knowledge management, and a system of information on production and consumption of renewable energy for decision-making purposes.  -Implemented, systematized and disseminated community initiatives promoting the use of renewable sources of energy and contributing to gender equality and the quality of life of the population.	Regular: US\$ 198,000 Other: US\$ 4,499,747
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**NATIONAL PRIORITY OR GOAL: Food and nutritional security**
**COUNTRY PROGRAMME/DIRECT UNDAF OUTCOME: The food chain increases in efficiency and sustainability, with a satisfactory level of hygiene, and an intergenerational and gender-based approach is taken in order to boost the consumption of nutritionally adequate food and replace imports**


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The Ministry of Agriculture, productive entities and sectoral support services and the Ministry of Food Industries will be key stakeholders in stimulating production, contributing their own resources.	United Nations bodies and other partners will support the boosting of food production and processing, as well as people's access to food, complementing other actions taken.	UNDP will support the strengthening of institutional and productive capacities with a gender-based approach, giving priority to import-substitution industries, in response to the strategic priority set out in the Guidelines.	<b>Indicator 1:</b> # of import-substitution food crops for which yield has increased, per hectare, by province and municipality. <b>Baseline:</b> Data from ONEI 2013 <b>Target:</b> At least 4 import-substitution crops having increased yields per hectare. <b>Means of verification:</b> ONEI and MINAG	- Initiatives are developed to support increased production on the basis of competitiveness and capitalization of the agricultural sector in pursuit of greater energy efficiency, better risk management and environmental sustainability, with a gender-based approach, prioritizing import-substitution crops.	Regular: US\$ 198,000 Other: US\$ 16,686,923
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**NATIONAL PRIORITY OR GOAL: Population dynamics and the quality, development and sustainability of social and cultural services**
**COUNTRY PROGRAMME/DIRECT UNDAF OUTCOME: Development programmes enhance the integration of gender-based and generational population dynamics with specific local features**


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National institutions and local governments, committed to preserving past social achievements, will support the implementation of the Guidelines and take steps to deal with priority matters.	International and United Nations partners will complement actions targeted at specific population groups.	UNDP will support the strengthening of capacities of selected stakeholders and programmes, with an inclusive, rights-based approach, upholding public policies aimed at preserving social achievements and prioritizing attention to specific groups, in particular in partnership with local governments and institutions	<b>Indicator 1:</b> # of institutions that enhance the incorporation of population dynamics and a gender-based approach into their development programmes. <b>Baseline:</b> 0. <b>Target:</b> At least 5 institutions enhance the incorporation of population dynamics and a gender-based approach. <b>Means of verification:</b> Information provided by ONEI. <b>Indicator 2:</b> # of recommendations for gender equality promoted in National Action Plan (PAN) for follow-up of Beijing. <b>Baseline:</b> Information available in PAN Beijing. <b>Target:</b> At least 5 recommendations promoted in PAN. <b>Means of verification:</b> Report on implementation of PAN Beijing (FMC)	-Innovative methodologies, mechanisms and tools are applied, based on management of knowledge and information to build national and local capacities, from a perspective of inclusion and equity, targeted at specific population groups, bearing in mind needs, gender differences and respect for diversity. - Mechanisms, tools and initiatives are developed to promote local and national management, with a focus on rights and gender equality, for the prevention of gender violence, including shared responsibilities.	Regular: US\$ 198,000 Other: US\$ 11,100,000
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**NATIONAL PRIORITY OR GOAL: Environmental sustainability and disaster risk management**
**COUNTRY PROGRAMME/DIRECT UNDAF OUTCOME: Productive and services sectors strengthen the integration of environmental considerations, including energy and adaptation to climate change, into their development plans**


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The Ministry of the Environment in coordination with local governments and other national institutions will implement the National Environmental Strategy, into which the proposed actions will be incorporated.	International entities and bilateral partners concerned with environmental sustainability will support cooperation in the area and mainstreaming of the Strategy.	UNDP will help enhance the harmonization of environmental and risk-reduction considerations with economic development and will promote integrated management of ecosystems to increase their resilience to climate change impacts, in support of the National Environmental Strategy.	<p><b>Indicator:</b> Investment expenditure in environmental protection activities in each environmental area and productive sector. <b>Baseline:</b> Described in 2013 ONEI. <b>Target:</b> To be established in 2013 CITMA-ONEI. <b>Means of verification:</b> Information provided by ONEI (<i>Indicator available beginning in 2013</i>)</p> <p><b>Indicator:</b> Investment expenditures related to climate change mitigation and adaptation in each environmental area and productive sector. <b>Baseline:</b> Described in 2013 ONEI. <b>Target:</b> To be defined in 2013 CITMA-ONEI. <b>Means of verification:</b> Information provided by ONEI (<i>Indicator available beginning in 2013</i>)</p>	<p>-Support for incorporation of environmental considerations, including energy and climate change adaptation, into sectoral regulatory frameworks and local planning tools.</p> <p>-Support for design and implementation of Environmental Information and Monitoring System; systematized and disseminated community initiatives offering innovative environmental solutions; and transfer of sustainable technologies to promote gender equality and people's quality of life.</p>	Regular: US\$ 66,000 Other: US\$ 39,488,038
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**NATIONAL PRIORITY OR GOAL: Environmental sustainability and disaster risk management**
**COUNTRY PROGRAMME/DIRECT UNDAF OUTCOME: Governments and key sectors improve their capacity for disaster risk management at territorial level**


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The civil defence system and its general staff, together with local governments, will contribute their own resources to the implementation of Guideline 1.	International partners concerned with prevention and resilience will complement existing interventions.	UNDP will support management in governments, sectoral institutions and communities, with emphasis on prevention capabilities and incorporating gender aspects.	<p><b>Indicator 1:</b> Increased number of strengthened multi-risk early warning systems (EWS), including at local level. <b>Baseline:</b> 180. <b>Target:</b> 60 new EWS. <b>Means of verification:</b> Information from provincial governments, EMNDC</p>	- Promotion of South-South cooperation, knowledge and information management and technology transfer to enhance resilience of socioeconomic environments in local areas and communities in the face of climate change impacts and increasing risks, which represent multiple threats to the population.	Regular: US\$ 264,000 Other: US\$ 1,700,000
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**Annex II****Acronyms**

ARV	Antiretroviral
CFC	Chlorofluorocarbon
CGRR	Centres for Risk Reduction Management
CITMA	Ministry of Science, Technology and Environment
CPD	Country Programme Document
EMNDC	High Command for National Civil Defence
EWS	Early warning systems
FMC	Federation of Cuban Women
HDI	Human Development Index
HIV/AIDS	Human immunodeficiency virus/Acquired immunodeficiency syndrome
MDG	Millennium Development Goals
MEP	Ministry of the Economy and Planning
MINAG	Ministry of Agriculture
MINCEX	Ministry of Foreign Trade and Foreign Investment
ONEI	National Office of Statistics and Information
PAN	National Action Plan for follow-up of the recommendations of the Beijing Platform for Action
PC	Joint programmes financed by the MDG Achievement Fund
PLWHA	People living with HIV/AIDS
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNS	United Nations system

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