



## **UNDP Project Document**

Government of Cuba

United Nations Development Programme

### **CPP Cuba / P5: Coordination, Monitoring and Evaluation of Cuba Country Pilot Partnership on Sustainable Land Management PIMS 3809**

#### **Brief description**

This medium-sized project, which will last for the whole duration of the CPP, will focus on the coordination of the CPP as a whole, including the establishment of a monitoring and evaluation system for the Cuba CPP. Under this project, structural, technical and material capacities will be established for the internal direction of the CPP, its orientation, development and monitoring, the supervision of its actions, the harmonization and integration of the results of the different stages of the programme and its projects, the coordination of national and international partners and the interlinking of the actions promoted in the individual projects. The other individual projects within the CPP will also have their respective management mechanisms, which will fit into this overall CPP-level system. Rather than being solely an internal management tool for the CPP, this project will also aim to support long-term monitoring and evaluation capacity for sustainable land management within Cuba, including the national level systems established in Project 1, and field level systems established at each demonstration site (in particular, in Pinar del Rio during Project 1). It will thereby permit the compatibility and integration between the results of each stage of the programme. Another objective of particular importance will be the coordination of the actions of all of the national and international partners and their linkages with the actions promoted in the projects.

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## Acronyms

ACPA	Cuban Association for Animal Production
ACTAF	Cuban Association of Agricultural and Forestry Technicians
AMA	Environment Agency
ANAP	National Association of Small Farmers
APR	Annual Programme/Project Report
ATAC	Cuban Association of Sugar Technicians
AWP	Annual Work Plan
CEDEM	Centre for Demographic Development
CIDA	Canadian International Development Agency
CIGEA	Environmental Education, Management and Information Centre
CITMA	Ministry of Science, Technology and the Environment
CO <sub>2</sub>	Carbon dioxide
CPD	Country Programme Document
CPP	Country Pilot Partnership
DESELAC	Desertification in Latin America and the Caribbean Project
DESERCUBA	Desertification in Cuba
DNRD	National Directorate of Irrigation and Drainage
EXA	Executing Agency
FAO	Food and Agriculture Organization
FMC	Cuban Women's Federation
FONADEF	National Forestry Development Fund
FSP	Full Sized Project
GEF	Global Environment Facility
GEPROP	Centre for the Management of Prioritized Programmes and Projects
IA	Implementing Agency
IES	Institute of Ecology and Systematic
IFAD	International Fund for Agricultural Development
IGA	Institute of Geophysics and Astronomy
IGT	Institute of Tropical Geography
IIF	Forestry Research Institute
IIMA	Institute of Agricultural Mechanization
IIRD	Irrigation and Drainage Research Institute
INCA	National Institute for Agricultural Sciences
INICA	National Institute for Sugar Cane Research
INIFAT	National Institute for Fundamental Research in Tropical Agriculture
INISAVE	National Institute for Plant Health
INIVIT	National Institute for Tropical Root Crop Research
INRH	National Institute for Hydrological Resources
INSMET	National Meteorological Institute
IPF	Institute for Physical Planning
IR	Inception Report
IS	Institute of Soils
IW	Inception Workshop
LAC-GEF	Latin America and the Caribbean – Global Environment Facility
LCT	Local Coordination Teams
LD	Land Degradation
m <sup>3</sup>	Cubic metres
M&E	Monitoring and Evaluation
MEP	Ministry of Economy and Planning
MES	Ministry of Higher Education
MFP	Ministry of Finance and Prices
mg/l	Milligrams/litre

MINAGRI	Ministry of Agriculture
MINAZ	Sugar Ministry
MINBAS	Ministry of Basic Industry
MINVEC	Ministry for Foreign Investment and Cooperation
MSP	Medium Sized Project
NES	National Environment Strategy
NPCDD	National Programme to Combat Desertification and Drought
NSC	National Steering Committee
ONE	National Statistics Office
OP	Operational Programme
PGOTU	General Plan for Territorial Land Use Planning and Urban Development
PIR	Project Implementation Reviews
PMU	Project Management Unit
RCU	Regional Coordinating Unit
ROAR	Results Oriented Annual Report
SLM	Sustainable Land Management
TPR	Tripartite Project/Programme Review
TTR	Terminal Tripartite Review
TUDD	Technical Unit for Desertification and Drought
UNCCD	United Nations Convention on Desertification and Drought
UNDAF	United Nations Development Assistance Framework
UNDP-CO	United Nations Development Programme Country Office
UNDP-GEF	United Nations Development Programme – Global Environment Facility
UNEP	United Nations Environment Programme

## **SECTION I: Elaboration of the Narrative**

### **PART I: Situation Analysis**

1. The National Environment Strategy (NES) 2007/2010 identifies land degradation as one of Cuba's five main environmental problems, with 76.8% of the productive land affected by processes leading to desertification, and the corresponding soils classified as having low to very low productivity (CITMA 1997). The remaining four problems identified in the NES also relate to land degradation directly or indirectly. These are factors affecting forestry coverage, pollution, loss of biological diversity and water scarcity.
2. Patterns of land use within the edapho-climatic and topographic conditions encountered in Cuba have led to increasing land degradation and desertification throughout the country. The land degradation processes described below vary widely across the country, depending largely on local variations in climate and topography which have determined both the types of land use applied and the vulnerability of land and water resources to degradation. The National Programme to Combat Desertification and Drought (NPCDD) indicates that, in 14% of the productive lands affected by desertification and drought, land degradation conditions are extreme. Additional areas have at least one of the main degradation processes significantly advanced. For example, 1.0 million hectares are affected by *salinity* (representing 14% of agricultural land); 2.9 m ha by medium to strong *erosion* (43% of agricultural land); 2.7 m ha by *bad drainage* (40% of agricultural land); 1.6 m ha by high levels of *compaction* (24% of agricultural land) 2.7m by high levels of *acidity*, pH KCL<6, (40% of agricultural land); and 4.7 m ha by *low organic material content* (70% of agricultural land) (CITMA 2000). These processes affect a range of agricultural circumstances, including mechanized and manual cultivation, irrigated and rain fed crops, permanent and shifting agriculture. Cuba has an estimated 970 reservoirs containing around 7,000 million cubic metres (m<sup>3</sup>) of water, which face ever-increasing problems of sedimentation due to the high levels of soil erosion in the hydrological basins which drain into them. A number of important aquifers are affected by nitrate buildup originating from artificial fertilizers (up to 60 milligrams/litre in parts of the Havana Matanzas plains, compared to established permissible levels of 45 mg/l) (Roque et al 2005) while superficial water bodies suffer from eutrophication of the same origin.
3. The Government of Cuba places particular priority to sustainable land management, motivated by its recognition of the severity of the processes of land degradation occurring in the country, and the practical and economic advantages of practices with SLM potential such as organic agriculture and reforestation, in terms of reduced dependency on imports. Despite the decline of the agricultural sector following the collapse the Soviet bloc, it remains of crucial importance for the country's food security and is a major focus of Government investment, as is the forestry sector, (the Government promotes private involvement in this sector). These conditions therefore make it possible for carefully targeted investments, such as those proposed through the CPP, to make a major impact on SLM, through leveraging significant quantities of resources of the Government and other investors.
4. The commitment by the Government of Cuba to environmental protection, and specifically to countering land degradation, is unequivocally stated in key policy and legal instruments. Most fundamentally, following the Río conference in 1992, the **Constitution of the Republic** was modified to strengthen its reference to the importance of environmental protection and the related responsibilities of the population. The **Environmental Law (Decree No. 81 of 1997)**, **Decree No. 179 of 1993** on the protection, use and conservation of soils, **Decree 138 of 1993 on Terrestrial Waters**, the **Mining Law of 1994** and the **Forestry Law (Law 85(L)) of 1998** are other instruments of fundamental significance which provide the legal basis for the expression of this commitment.
5. In recognition of the gravity of land degradation in the country, and as an expression of the level of priority that the GoC has placed on addressing the issue since the 1960s, a National Group was formed in 1996 which began working on the **National Programme to Combat Desertification and Drought**

(NPCDD) with the support of the CCD Secretariat, FAO, IFAD and the Global Mechanism. In 2000, the document was concluded and approved by the Government. The NPCDD includes the national strategy to combat desertification and drought and the **National Action Plan (NAP)**. The UNCCD focal point in Cuba is located in CITMA, which is a member of the National Group, is the umbrella institution for CIGEA (which will be the lead institution of this project) and whose offices will physically house the Project Implementation Unit.

6. The NPCDD identifies lines of action as follows: (i) Economical and social development of affected areas; (ii) Perfecting and application of judicial, economic and administrative instruments for the application, monitoring and control of NPCDD progress; (iii) Integration and coordination of policies and strategies; (iv) Environmental education and public participation; (v) Scientific research and technological innovation; (vi) Institutional strengthening and (vii) International cooperation.

7. The NPCDD also identifies a series of priority regions and initiatives, each covering several challenges and lines of action, composing the principal strategies that the NPCDD is built on, integrating existing national, territorial, and sectoral programmes and plans. The NPCDD is a comprehensive document that provides guidance for the implementation of the Country Pilot Partnership, which, in turn, supports the fulfillments of its long term goals and the capture of the global benefits of its implementation.

8. The commitment of Cuba to sustainable land management is shown by the [Government-driven initiatives](#) to combat land degradation which have been carried out over the last two decades and most recently under the National Programme for Soil Conservation and Improvement. These include measures to control erosion such as contour planting, live barriers, stone barriers, live ground cover and terraces; measures to correct problems of salinity and poor drainage such as control of irrigation water quality, application of gypsum, improvement of drainage systems and leveling; sub-soiling and minimum tillage; and calcareous amendments to combat soil acidity.

9. The Government has invested heavily in the establishment of forest plantations in recent years, achieving a total area of 2,696,589 ha by the end of 2006, which represented a 243% increase in the national forest area. The Cuban Forest Service receives a high level of financial support from the Government, through the National Economy Plan. The commitment of the Government to the application of planning based on the use of natural resources in water catchments is shown by the establishment in 1997 of the National Council for Hydrological Catchments, with the objective of supporting the integrated management of the eight most important catchments areas in the country.

## **PART II : Strategy**

10. The United Nations Development Assistance Framework (UNDAF) is a five-year programmatic framework (2008-2012) for the cooperation between the UN System and Cuba. The UNDAF includes the area “Energy and Environment” as one of its five priorities areas in support to the national strategies established by the Cuban government. The purpose is to contribute to the achievement of the Millennium Development Goals (MDG).

11. The United Nation Development Program (UNDP) mission is to support countries to accelerate progress on human development through policy advices, technical support and advocacy. The UNDP Strategy Plan 2008-2011 sets the overall direction for supporting countries to achieve national development objectives contributing to the MDG.

12. In this context, the GoC and UNDP have reached an agreement on the Country Programme Document (CPD) for the 2008-2012 period. The CPD includes “Environment and Energy for Sustainable Development” as one of the four areas for cooperation. In this way it is expected to contribute to the national priority of “improved environmental protection and the rational use of the national resources in order to achieve the goals of sustainable social and economic development”.

13. The five-year Project 1 of the CPP is one of the key interventions foreseen under outcome 1 of the CPD: “Capacity building for sustainable land management”. Additionally, the CPD implementation period will cover the first five years of the CPP Project 5 and the first two or three years of CPP Project 2.

14. The GEF has approved a Country Programme Partnership (CPP) as a Programming Framework for Sustainable Land Management in Cuba. The CPP has an overall GEF budget of \$10,000,000 (accompanied by \$79,437,499 co-financing) and 10 year duration. Its vertical logic is shown in Table 1.

**Table 1. CPP Vertical Logic**

<b>Goal:</b> <i>The reduction of land degradation will allow Cuba to achieve its goals for sustainable development and increased food security</i>	
<b>Purpose:</b> <i>Cuba has the capacities and conditions for sustainable managing land in a manner that contributes to maintaining ecosystem productivity and functions</i>	
<b>Intermediate Objective 1:</b> National capacity for integrated SLM is established, ensuring inter-sectoral coordination and effective implementation of land management plans and activities	<b>Intermediate Objective 2:</b> Field level demonstrations of sustainable land management practices have halted, prevented and remedied land degradation in critical landscapes within Cuba, and produced effective models for replication
Outcome 1.1. Planning structures and processes for land use and regulation take into account SLM principles, and facilitate the implementation of practices compatible with the conservation of ecosystem integrity	Outcome 2.1. Land use decisions in the project intervention areas are based on updated information
Outcome 1.2 Increased resources are available for effective investments in SLM	Outcome 2.2. Local stakeholders (resource users, extension workers, decision-makers) in project intervention areas have the knowledge and skills to undertake SLM
Outcome 1.3 Individuals and institutions have the capacities (human and material) to undertake sustainable land management	Outcome 2.3. SLM solutions (technologies, practices, incentive systems, planning structures and regulations) have been demonstrated and validated at specific pilot sites in 5 intervention areas*
Outcome 1.4. Rural populations, resource managers and other stakeholders are aware of the environmental, social and economic benefits of sustainable land management and options for its application	Outcome 2.4. Best practices in SLM have been replicated at diverse sites throughout the 5 intervention areas and effective processes are in place for replication throughout Cuba
Outcome 1.5. Information on land resource conditions and trends throughout Cuba is being applied by planners in decision making	

15. It is foreseen in the CPP Project Document that the CPP will comprise 5 projects:

- Project 1: (Years 1-5): Capacity Building for Planning, Decision Making and Regulatory Systems & Awareness Building/Sustainable Land Management in Severely Degraded Ecosystems
- Project 2: (Years 3-7): Capacity Building for Information Coordination and Monitoring Systems/SLM in Areas with Water Resource Management Problems
- Project 3: Years (5-8): Capacity Building for Sustainable Financing Mechanisms / Sustainable Land Management in Dry land Forest Ecosystems and Cattle Ranching Areas
- Project 4: (Years 7-10): Validation of SLM Models at Landscape Scale
- Project 5 (Years 1-10): Coordination, Monitoring and Evaluation of Cuba CPP

16. Projects 1-4, which will all be Full Sized Projects, will each work at two levels, on developing capacities at an institutional level and carrying out concrete field level activities in pilot sites spread throughout the country. **The present proposal is for Project 5.** This Medium-Sized Project will last for the duration of the CPP, and will focus on the coordination of the CPP and the establishment of a monitoring and evaluation system for the CPP. Its system boundary will coincide with the territorial limits of the Republic of Cuba, given that the SLM models to be promoted by the different projects in the CPP (which the project will support) will be replicated nationwide. The Project 5 of the CPP is one of the key interventions foreseen under outcome 1 of the UNDP Cuba CPD: “Capacity building for sustainable land management”. The CPD implementation period will cover the first five years of the CPP Project 5, the whole duration of the CPP Project 1 and the first two or three years of CPP Project 2.

17. The project is essential to the success of the CPP as a whole as it will ensure that the four other projects operate in a complementary and integrated manner, responding to programmatic issues at national level, rather than solely project-based or site-specific concerns. The other individual projects within the CPP will also have their respective management mechanisms, which will fit into this overall CPP-level system.

18. Rather than being solely an internal management tool for the CPP, this project will in addition aim to support long-term monitoring and evaluation capacity for sustainable land management within Cuba, including the national level systems established in Project 1 and field level systems established at each demonstration site (particularly, in Pinar del Rio during Project 1).

19. Cuba’s 10-year Country Pilot Partnership (CPP) on Sustainable Land Management will include four Full Sized Projects, focusing successively on different thematic aspects of land degradation and working in a total of 5 different intervention areas throughout the country. **The Medium Sized Project proposed here will be essential for ensuring the effective coordination and monitoring of the CPP and its constituent projects,** and for the CPP thereby to realize its potential to function as a coherent programmatic framework, under which successive investments in SLM will complement and build upon each other. In accordance with emerging GEF guidance on SLM under GEF 4, this model represents an important change from the typically piecemeal approaches to SLM applied to date, and has enormous potential for replication worldwide. The impacts of this project will go beyond the CPP itself, as it will result in the installation of durable capacities which will enable the country to continue effectively and efficiently to address land degradation issues from a programmatic perspective in the long term. Given its limited budget and major strategic impact, the project therefore offers very good value for money.

20. By maximizing the effectiveness of the CPP, this MSP will indirectly contribute to addressing all of the barriers to SLM identified in the CPP document, namely: i) limited inter-sector integration and inter-institutional coordination; ii) inadequate incorporation of SLM considerations into extension and environmental education programmes; iii) limited development of financing and incentive mechanisms for SLM; iv) inadequacy of systems for monitoring of LD and management of related information; v) planners have limited tools and knowledge for incorporating SLM considerations into plans, programmes and policies and vi) inadequate development of regulatory framework for combating LD. It will directly contribute to the removal of Barriers i) and iv), related to limited inter-sector integration and inter-institutional coordination and inadequate systems for monitoring of LD.



21. The first Outcome of the project will be that **institutions coordinate their SLM initiatives effectively programme-wide**. The project will establish a *Coordination Unit* for the CPP as a whole, which will provide programmatic orientation and supervision to the implementation of its constituent projects; prepare and apply *management tools* essential for the effective coordination and integration of the multiple, overlapping and geographically dispersed FSPs; ensure that CPP staff receive necessary training in aspects such as programme-level monitoring and evaluation; establish and manage a *system for interchange of information on SLM initiatives* throughout the country; establish *Intervention Area Coordination Teams* in each of the intervention areas where the four FSPs will work; prepare and apply a *detailed CPP-level stakeholder participation plan*; develop and implement a programme-level *co-financing coordination strategy* in order to ensure that co-financing resources are used appropriately and effectively; and produce *communication and promotion materials* at the level of the CPP as a whole (*Output 1.8*), aimed at a wide range of audiences ranging from policy formulators to farmers. A draft dissemination strategy has been developed during the project preparation phase. The production of materials relating specifically to individual full scale projects within the CPP will be funded through the budgets of each; the present project will provide supervision of the production of these materials in order to ensure their consistency with the programme-level approach of the CPP.

22. The second Outcome will be that **SLM initiatives in Cuba respond to the results of monitoring and evaluation of programme-wide conditions**. The project will establish a *programmatic adaptive management system* for the CPP as a whole, which will integrate the results of the M&E systems of each of the FSPs, thereby ensuring that the startup and execution of each project responds to progress and results achieved by the others and that, as a result, the projects complement each other in the achievement of the programmatic goal. A first step will be the definition of *programmatic indicators* for SLM, through the review and validation of the indicators in the CPP logical framework. A *programmatic M&E system* will then be designed and implemented for the CPP which will define how the indicators at project and programme level (see previous paragraph) will be measured and the resulting information managed. A *multi-sector long-term strategy for M&E and adaptive management* will be developed which will detail how the programmatic M&E and adaptive management systems of the CPP will form an integral part of a broader permanent system, involving all relevant institutions with interests and roles in SLM.

23. The third Outcome will be that the MSP itself is subject to **adaptive management, monitoring, and evaluation**, including the measurement of the indicators in the project's logical framework and the resulting adaptation of project management as necessary, and the documentation and dissemination of lessons learnt regarding the CPP as a whole, enabling effective feedback into GEF programming.

24. Each FSP within the CPP will have a budget for its own specific communication, promotion, coordination, monitoring, and evaluation activities. Under the present project, budgetary provision will be made for those programme-level activities whose benefits will not be specific to any one project, but rather are essential for ensuring the success of the CPP as whole.

## KEY INDICATORS, ASSUMPTIONS AND RISKS

### Key Indicators

Element of vertical logic	Indicators
Objective: the effectiveness and efficiency of SLM initiatives in Cuba are maximized programme-wide	<ul style="list-style-type: none"> <li>- The level of adoption of SLM principles by key institutions in the core target group.</li> <li>- The level of application of agreements and systems for coordination between national, provincial and municipal authorities for the use of lands, based on SLM principles</li> </ul>
Outcome 1: Institutions coordinate their SLM initiatives effectively programme-wide	<ul style="list-style-type: none"> <li>- The number of CPP projects whose startup responds to the achievement of milestones identified in the CPP document</li> <li>- The number of constituent projects within the CPP which meet their impact targets in a cost-effective manner</li> <li>- The degree of coincidence between financial targets established in annual budgets of CPP and constituent projects, and actual execution</li> <li>- The degree of coincidence between activity targets established in annual work plans of CPP and constituent projects, and actual execution</li> <li>- The proportion of planned CPP and project staff members in place and satisfying performance requirements</li> <li>- The number of national and international institutions (both within and outside the CPP), which take into account GEF-financed investments in the CPP in their initiatives and plans</li> <li>- The number of institutional stakeholders and interest groups with awareness of CPP objectives and achievements</li> <li>- The proportion of decisions on CPP implementation which take into account stakeholders' interests</li> </ul>
Outcome 2: SLM initiatives respond to results of M&E of programme-wide conditions	<ul style="list-style-type: none"> <li>- The number of programme-level indicators related to SLM being measured in accordance with plans</li> <li>- The number of programme-level indicators related to SLM with results transmitted effectively to target institutions</li> <li>- The number of institutions which take into account programme-level indicators in their management of initiatives contributing to SLM</li> </ul>
Outcome 3: Monitoring, learning, adaptive feedback & evaluation	<ul style="list-style-type: none"> <li>- The numbers of documents on lessons learnt produced and disseminated within the GEF system</li> <li>- The numbers of annual work plans and budgets which adequately take into account the results of monitoring and evaluation</li> </ul>

## Key Assumptions and Risks

Assumption	Level of associated risk	Rationale/Strategy
<b>Objective:</b> the effectiveness and efficiency of SLM initiatives in Cuba are maximized programme-wide		
The existence of continued high level policy commitment to SLM in Cuba	Low	Awareness raising of the importance of LD and the benefits of SLM (largely under Project 1)
The appropriate and timely delivery of co-financing	Low	Development and implementation of a co-financing coordination strategy (Output 1.7)
<b>Outcome 1:</b> Institutions coordinate their SLM initiatives effectively programme-wide		
GEF resources flow in a timely manner to the project	Low	Proven administrative capacity of UNDP and Government of Cuba
Co-financing support for the establishment of the Coordination Unit is provided in a timely manner	Low	Early identification and involvement of co-financed staff and resources
Stability of staff in key institutions involved in the CPP	Low	Proven institutional stability of Government of Cuba
<b>Outcome 2:</b> SLM initiatives in Cuba respond to the results of monitoring and evaluation of programme-wide conditions		
Reliable assignment of recurrent funds to monitoring and evaluation in the long term	Low	Awareness raising of the importance of LD and the benefits of SLM (largely under Project 1)
Stability of staff in key institutions	Low	Proven institutional stability of Government of Cuba

## PART III : Management Arrangements

25. The GEF Implementing Agency for Project 5 will be UNDP, which will also be the lead implementing agency for the CPP as a whole, reflecting its role in developing and coordinating the CPP formulation process. UNDP will also be the Implementing Agency for Projects 1, 3 and 4. In this sense, UNDP will be responsible for project oversight, including the achievement of project results, financial execution and the submission of reports according to UNDP and GEF requirements.

26. The Project will be executed under NEX modality, according to the standards and regulations for UNDP cooperation. The Ministry for Foreign Cooperation and Investment (MINVEC) is the national public authority in charge of coordinating international cooperation in Cuba, as mandated under Resolution 15/2006.

27. The Ministry of Science, Technology and the Environment (CITMA) is the Focal Point for GEF and for the UNCCD in Cuba. CITMA is the public institution responsible for implementation of the national environmental policy and strategy. During execution of CPP Project 5, CITMA will have the lead responsibility for overall implementation of the activities and results. The Environment Education, Management and Information Center (CIGEA) represents CITMA as National Coordinator of the CPP in all of its phases and projects.

28. The Steering Committee of this Project 5 will be chaired by CITMA jointly with MINVEC and UNDP and will include representatives of ANAP, MINAZ, MINAGRI, INRH and MEP. In contrast to the CPP NSC, which is made up of high level actors, the representatives of each of these national institutions participating in the Project 5 Steering Committee will be of operational level (intermediate between the technical level which will make up the PMU itself, and the strategic level which makes up the CPP NSC). The responsibilities of the Steering Committee will include the approval of strategic activities of the project; checking and control of the use of funds; and the evaluation and approval of reports and annual plans of expenditure and activities.

29. The Executive Group is charged with supporting and advising the NSC in relation to the decisions to be adopted in the meetings. It is made up of technical representatives of MINVEC, CITMA, MINAGRI, MINAZ, INRH, GEPROP, IPF, CGB, ANAP, FMC, UNDP, as well of Project Coordinators 1-4. Its role is to review periodic financial plans and activities and reports and to present them to the NSC for approval; control and monitor financial and administrative implementation of the Project.

30. Along with the four full-sized projects included in the CPP (Projects 1-4), the Project Management Unit (PMU) of this project will be integrated within the Programme Management Unit of the CPP as a whole. The CPP Programme Management Unit and the PMUs for each of Projects 1-5 will be composed of members of the Technical Unit for Desertification and Drought (TUDD), under the direction of CITMA. The Coordinators of each of the projects in the CPP (Projects 1-5) will also be supported by technical personnel from other institutions. The Project 5 PMU will therefore be made up of the members shown in Table 3.

**Table 3. Members of the PMU for Project 5**

<b>Position in Project 5</b>	<b>Profile</b>	<b>Possible Source Institution</b>
<b>Coordinator Project 5</b> (full time)	Sustainable Land Management	CIGEA
Financial administrator (full time)	Economics and finance	CIGEA
Full time specialist	Special data infrastructure and GIS	CIGEA
Part time specialists	Programmatic M&E	GEPROP, CITMA
	Biodiversity	IES, Forest Guard Corps
	Soils	Soils Institute, MINAGRI
	Water resource management	CIGEA

31. The Project 5 PMU will be based in CIGEA/CITMA. It will function under the direction of the Coordinator of Project 5. The PMU Project 5 Coordinator will be a representative of the Environmental Education, Management and Information Centre (CIGEA) of the Ministry of Science, Technology and the Environment (CITMA), which will be the lead institution both of the CPP as a whole and of this project. In common with the Coordinators of the other projects within the CPP, he/she will respond to CPP Director, and will have the following specific tasks (in addition to the generic terms of reference for all Project Coordinators):

- To liaise with and facilitate the incorporation of national and local institutions, as well as governmental and non-governmental entities, fundamental for the application of SLM;
- To direct the functioning of the Technical Advisory Committee Group charged with evaluating and certifying quality at national and local levels;
- To participate in annual Programme reviews, in tripartite reviews, and in decisions regarding the ongoing financing and the startup of individual projects, based on their progress indicators.

32. An organizational diagram of the project, in relation to the CPP as a whole, is provided in page 45. Terms of reference for key CPP and project staff are presented page 46.

33. The TUDD will have its legal base in the Centre for Environmental Information, Management and Education (CITMA). The Government of Cuba, through the Ministry of Science, Technology and Environment, will provide the funds needed for the establishment and maintenance of the offices and the technical, administrative and support staff. Project funds will be used to equip the work places of the specialists, and to provide the required communication and transport resources.

34. In order to accord proper acknowledgement to GEF for providing funding, a GEF should appear on all relevant GEF project publications, including among others, project hardware and vehicles purchased with GEF funds. Any citation on publications regarding projects funded by GEF should also accord proper acknowledgment to GEF. The [UNDP logo](#) should be more prominent -- and separated from the [GEF logo](#) if possible, as UN visibility is important for security purposes.

## **PART IV: Monitoring and Evaluation Plan and Budget**

### a) MONITORING AND EVALUATION

35. Monitoring and evaluation of the project will be adapted from procedures established by UNDP and GEF for Medium Size Projects and will be provided by the CPP team and the UNDP Country Office (UNDP-CO) with support from UNDP-GEF. The Logical Framework Matrix provides *performance* and *impact* indicators for project implementation along with their corresponding *means of verification*. These will form the basis on which the project Monitoring and Evaluation system will be built.

36. The following sections outline the principal components of the Monitoring and Evaluation Plan and indicative cost estimates related to M&E activities. The *Monitoring and Evaluation Plan* of the project and the CPP will be finalized and presented in the *CPP Inception Report* following a collective fine-tuning of indicators, means of verification, and the full definition of CPP staff M&E responsibilities.

37. Given that Project 5 is a central component of the CPP as a whole, that it will be implemented by the staff of the CPP, and that its commencement will mark the operational commencement of the CPP, there will be close integration between the Monitoring and Reporting procedures of the two.

### **MONITORING AND REPORTING**

#### Project Inception Phase

38. A joint Inception Workshop (IW) will be carried out for the CPP and Project 5. This will involve the full CPP team, relevant government counterparts, co-financing partners, the UNDP-CO and representation from the UNDP-GEF Regional Coordinating Unit, as well as UNDP-GEF headquarters as appropriate.

39. A fundamental objective of the *Inception Workshop* will be to assist the coordination team to understand and take ownership of the goals and objectives of the CPP and Project 5, as well as finalize preparation of their respective first *Annual Work Plans* (AWP), based on their respective log frame matrices. This will include reviewing the log frames (indicators, means of verification, assumptions), imparting additional detail as needed, and on the basis of this exercise finalize the *Annual Work Plans* with precise and measurable performance indicators, in a manner fully consistent with expected programme and project outcomes and established intermediate and final indicator targets, as depicted in the log frames.

40. Additionally, the purpose and objective of the Inception Workshop will be to: (i) introduce project staff with the UNDP-GEF *expanded team* which will support the project during its implementation, namely the CO and responsible Regional Coordinating Unit (RCU) staff; (ii) detail the roles, support services and complementary responsibilities of UNDP-CO and RCU staff vis à vis the CPP team; (iii) provide a detailed overview of UNDP-GEF reporting and monitoring and evaluation (M&E) requirements, with particular

emphasis on the Annual Programme and Project Implementation Reviews/Annual Programme and Project Report (PIR/APRs), Tripartite Review Meetings, as well as intermediate and final evaluations. Equally, the IW will provide an opportunity to inform the team on UNDP budgetary planning, budget reviews, and mandatory budget re-phrasings.

41. The IW will also provide an opportunity for all parties to understand their roles, functions, and responsibilities within the project's decision-making structures, including reporting and communication lines, and programme- and project- based conflict resolution mechanisms. The Terms of Reference for project staff and decision-making structures will be discussed again, as needed in order to clarify for all, each party's responsibilities and expected deliverables during the CPP and project's implementation phase.

#### Monitoring responsibilities and events

42. A detailed schedule of project review meetings will be developed by project management, in consultation with project implementation partners and stakeholder representatives and incorporated in the *Inception Report for the CPP and Project 5*. Such a schedule will include: (i) tentative time frames for Tripartite Reviews, Steering Committee Meetings, (or relevant advisory and/or coordination mechanisms) and (ii) programme-related Monitoring and Evaluation activities.

43. Day to day monitoring of implementation progress will be the responsibility of the Project Coordinator, based on the project's Annual Work Plan and its indicators. The CPP Team will inform the UNDP-CO of any delays or difficulties faced during implementation so that the appropriate support or corrective measures can be adopted in a timely and remedial fashion.

44. The Project *Coordinator* will fine-tune the progress and performance/impact indicators of the project in consultation with the full project team at the Inception Workshop with support from UNDP-CO and assisted by the UNDP-GEF Regional Coordinating Unit. Specific targets for implementation progress indicators in year one, together with their means of verification, will be developed at this Workshop. These will be used to assess whether implementation is proceeding at the intended pace and in the right direction and will form part of the Annual Work Plan. The local implementing agencies will also take part in the Inception Workshop in which a common vision of overall project goals will be established. Targets and indicators for subsequent years are to be defined annually as part of the internal evaluation and planning processes undertaken by the CPP team.

45. Measurement of impact indicators related to global benefits of the CPP as a whole, and Project 5 in particular, will occur according to the schedules defined in the CPP/Project 5 Inception Workshop and tentatively outlined in the indicative *Impact Measurement Template* of the CPP. The flow of information between the components and levels of the CPP, to be promoted through this project, is shown in Annex 4. The measurement of indicators specific to Project 5 will be coordinated by a monitoring and evaluation specialist within the CPP Coordination Unit. Projects 1-4 within the CPP will also have their own respective M&E and reporting procedures, which will be described in more detail in the Project Documents of each respective project.

46. Periodic monitoring of implementation progress will be undertaken by the UNDP-CO through quarterly meetings with the programme proponent, or more frequently as deemed necessary. This will allow parties to take stock and to troubleshoot any problems pertaining to the project in a timely fashion to ensure smooth implementation of project activities.

47. Annual Monitoring will occur through joint CPP/Project 5 *Tripartite Programme/Project Review (TPR) meetings*, which will occur at least once every year. The first such meeting will be held within the first twelve months of the start of full implementation. The programme proponent will prepare an Annual

Project Report (APR/PIR) (separate to that of the CPP) and submit it to UNDP-CO and the UNDP-GEF Regional Coordination Unit at least two weeks prior to the TPR for review and comments.

48. The programme and project level APRs will be used as the basic documents for discussions in the TPR meeting. The programme proponents will present the APRs to the TPR, highlighting policy issues and recommendations for the decision of the TPR participants. The proponent will also inform the participants of any agreement reached by stakeholders during the APR preparation on how to resolve operational issues. Separate reviews of each component of the project may also be conducted if necessary. The TPR has the authority to suspend disbursement of the project if performance benchmarks are not met.

49. A joint terminal tripartite review for the CPP and Project 5 will be held in the last month of the CPP period. The project proponent will prepare a Terminal Report for the project (separate from that of the CPP as a whole) and submitting it to UNDP-CO and LAC-GEF's Regional Coordinating Unit (RCU). It shall be prepared in draft at least two months in advance of the TTR in order to allow review, and will serve as the basis for discussions in the TTR. The terminal tripartite review considers the implementation of the project as a whole, paying particular attention to whether it has achieved its stated objectives and contributed to the broader environmental objective. It decides whether any actions are still necessary, particularly in relation to sustainability of project results, and acts as a vehicle through which lessons learnt can be captured to feed into other projects under implementation or formulation.

50. The Project Coordinator in conjunction with the UNDP-GEF extended team will be responsible for the preparation and submission of the following reports that form part of the monitoring process.

**(a) Inception Report (IR)**

51. An Inception Report for the project will be prepared immediately by the Project team following the Inception Workshop. This will include a detailed First Year/Annual Work Plan divided in quarterly time-frames detailing the activities and progress indicators that will guide implementation during the first year of the project. This Annual Work Plan would include the dates of support missions from the UNDP-CO or the Regional Coordinating Unit (RCU) or consultants, as well as time-frames for meetings of the decision making structures of the project. The Report will also include the detailed budget of the project, for the first full year of implementation, prepared on the basis of the Annual Work Plan, and including any monitoring and evaluation requirements to effectively measure project performance during the targeted 12 months time-frame.

52. The Inception Report (IR) will include a more detailed narrative on the institutional roles, responsibilities, coordinating actions and feedback mechanisms of project related partners, in complement to those stated in the Project Document, as needed. In addition, a section will be included on progress to date on project establishment and start-up activities and an update of any changed external conditions that may effect project implementation.

53. When finalized, the IR will be circulated to programme partners who will be given a period of one calendar month in which to respond with comments or queries. Prior to this circulation of the IR, the UNDP Country Office and UNDP-GEF Regional Coordinating Unit will review the document.

54. The GEF M&E Unit provides the scope and content of the PIR. In light of the similarities of both APR and PIR, UNDP/GEF has prepared a harmonized format for reference, to avoid duplication of efforts.

**(b) Project Implementation Review (PIR)**

55. The PIR is an annual monitoring process mandated by the GEF. It has become an essential management and monitoring tool for project managers and offers the main vehicle for extracting lessons

from ongoing projects. Once the project has been under implementation for a year, an independent PIR will be completed for the CPP and another for the Project 5 by the programme team. The PIR should be sent to the RCU for final revision between June and July each year. The PIR will then be discussed in the TPR so that the result would be a PIR that has been agreed upon by the project, the executing agency, UNDP CO and the concerned RCU staff member.

56. The PIRs will be collected, reviewed and analyzed by the RCU prior to sending them to the focal area clusters at the UNDP/GEF headquarters. The focal area clusters supported by the UNDP/GEF M&E Unit will analyze the PIRs by focal area, theme and region for common issues/results and lessons. The Technical Advisors and Principal Technical Advisors will play a key role in this consolidating analysis.

57. The focal area PIRs will then be discussed in the GEF Interagency Focal Area Task Forces in or around November each year and consolidated reports by focal area are collated by the GEF Independent M&E Unit based on the Task Force findings.

**(c) *Quarterly Progress Reports***

58. Short reports (100 words) outlining main updates in project progress including financial implementation will be provided quarterly to the local UNDP Country Office and the UNDP-GEF Regional Coordination Unit by the project team.

**(d) *Periodic Thematic Reports***

59. As and when called for by UNDP or UNDP-GEF, the project team will prepare Specific Thematic Reports, focusing on specific issues or areas of activity. The request for a Thematic Report will be provided to the project team in written form by UNDP and will clearly state the issue or activities that need to be reported on. These reports can be used as a form of lessons learnt exercise, specific oversight in key areas, or as troubleshooting exercises to evaluate and overcome obstacles and difficulties encountered.

**(e) *Project Terminal Report***

60. During the last three months of the project, the project team will prepare a Terminal Report. This comprehensive report will summarize all activities, achievements and outputs of the project, lessons learnt, objectives met or not achieved structures and systems implemented, etc. and will be the definitive statement of the project's activities during its lifetime. It will also lay out recommendations for any further steps that may need to be taken to ensure sustainability and replicability of the project's activities.

**(f) *Technical Reports***

61. Technical Reports are detailed documents covering specific areas of analysis or scientific specializations within the overall project. As part of the Inception Report, the project team will prepare a draft *Reports List*, detailing the technical reports that are expected to be prepared on key areas of activity during the course of the project, and tentative due dates. Where necessary this *Reports List* will be revised and updated, and included in subsequent APRs. Technical Reports may also be prepared by external consultants and should be comprehensive, specialized analyses of clearly defined areas of research within the framework of the programme/project and its sites. These technical reports will represent, as appropriate, the project's substantive contribution to specific areas, and will be used in efforts to disseminate relevant information and best practices at local, national and international levels.

**(g) *Project Publications***

62. Project publications will form a key method of crystallizing and disseminating the results and achievements of the project. These publications may be scientific or informational texts on the activities and



achievements of the project, in the form of journal articles, multimedia publications, etc. These publications can be based on Technical Reports, depending upon the relevance, scientific worth, etc. of these Reports, or may be summaries or compilations of a series of Technical Reports and other research. The project team will determine if any of the Technical Reports merit formal publication, and will also (in consultation with UNDP, the government and other relevant stakeholder groups) plan and produce these publications in a consistent and recognizable format. Project resources will need to be defined and allocated for these activities as appropriate and in a manner commensurate with the project's budget.

## **INDEPENDENT EVALUATION**

63. The project, together with the CPP as a whole, will be subjected to at three independent external evaluations (at an average frequency of one every 2.5 years) and a final external evaluation. These will be combined, where possible, with mid-term or final evaluations of other projects within the CPP, thereby resulting in substantial cost savings (see Annex 5 for a proposed schedule of evaluations of the CPP and all of its constituent projects and Annex 6 for the distribution of indicative M&E budgets between the projects within the CPP) As the success of the CPP (and therefore of Project 5 in coordinating the CPP) will be measured partly by the sustainability of the impacts of its constituent projects, the final joint evaluation will be combined not only with the final evaluation of Project 4, but also with 'ex-post' evaluations of Projects 1-3 which will already have finished. The costs of this ex-post element will be covered by funds from Project 4, given that Project 4 will deal with the replication of the results obtained in each of Projects 1-3.

### **(i) Intermediate Evaluations**

64. Three joint Independent Evaluations of the CPP and Project 5 will be undertaken as follows:

1. Half way through year 2 (coinciding with the mid-term review of Project 1).
2. Towards the end of year 5 (coinciding with the final review of Project 1 and the mid-term review of Project 2).
3. Towards the end of year 8 (coinciding with the final review of Project 3 and the mid-term review of Project 4)

65. The Intermediate Evaluations will determine progress being made towards the achievement of outcomes and will identify course correction if needed. They will focus on the effectiveness, efficiency and timeliness of project implementation; will highlight issues requiring decisions and actions; and will present initial lessons learned about project design, implementation and management. Findings of these reviews will be incorporated as recommendations for enhanced implementation during the remainder of the project term. The organization, terms of reference and timing of the evaluations will be decided after consultation between the parties to the project document. The Terms of Reference for these evaluations will be prepared by the UNDP CO based on guidance from the Regional Coordinating Unit and UNDP-GEF and the established standards reflected in UNDP-GEF's Programming Manual.

### **(ii) Final Evaluation**

66. An independent Final Evaluation will take place three months prior to the terminal tripartite review meeting, and will focus on the same issues as the intermediate evaluation. The final evaluation will also look at impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental goals. This evaluation will be carried out jointly with the final evaluations of the CPP as a whole and of Project 1, and *ex post* evaluations of Projects 1-3 (which will be funded through the budget of Project 4). The Final Evaluation will also provide recommendations for follow-up activities. The Terms of Reference for this evaluation will be prepared by the UNDP CO based on guidance from the Regional Coordinating Unit and UNDP-GEF.

### Indicative Monitoring and Evaluation Work Plan and Corresponding Budget

Type of M&E activity	Responsible Parties	Budget US\$ <i>Excluding project team Staff time</i>	Time frame
Joint Inception Workshop for CPP and Project 5	<ul style="list-style-type: none"> <li>▪ CPP Director and Project 5 Coordinator</li> <li>▪ UNDP CO</li> <li>▪ UNDP GEF</li> </ul>	5,000*	Within first two months of CPP start up
Inception Report	<ul style="list-style-type: none"> <li>▪ Project Team</li> <li>▪ UNDP CO</li> </ul>	None	Immediately following IW
Measurement of Means of Verification for Project Purpose Indicators	<ul style="list-style-type: none"> <li>▪ Project Coordinator will oversee the hiring of specific studies and institutions, and delegate responsibilities to relevant team members</li> </ul>	To be determined in Inception Phase and Workshop. Total indicative cost 2,000**	Years 3, 5, 8 and 10
Measurement of Means of Verification for Project Progress and Performance (measured on an annual basis)	<ul style="list-style-type: none"> <li>▪ Oversight by Project Coordinator - CO and RCU</li> <li>▪ Measurements project team staff, or when so warranted specialized expertise/institutions</li> </ul>	To be determined as part of preparation of the Annual Work Plans. Indicative cost 2,000**	Annually prior to APR/PIR and to the definition of annual work plans
APR and PIR	<ul style="list-style-type: none"> <li>▪ Project Team</li> <li>▪ UNDP-CO</li> <li>▪ UNDP-GEF (RCU/HQ)</li> </ul>	None	Annually
TPR and TPR report	<ul style="list-style-type: none"> <li>▪ Government Counterparts</li> <li>▪ UNDP CO</li> <li>▪ Project team</li> <li>▪ UNDP-GEF Regional Coord. Unit</li> </ul>	None	Every year, upon receipt of APR
Periodic status reports	<ul style="list-style-type: none"> <li>▪ Project team</li> </ul>	2,000**	To be determined by CPP team and UNDP CO
Technical reports	<ul style="list-style-type: none"> <li>▪ Project team</li> <li>▪ Hired consultants as needed</li> </ul>	2,000**	To be determined by CPP Team and UNDP-CO
Intermediate Evaluations (to be combined with mid-term and final reviews of other projects as set out in Annex 5)	<ul style="list-style-type: none"> <li>▪ Project team</li> <li>▪ UNDP- CO</li> <li>▪ UNDP-GEF Regional Coord Unit</li> <li>▪ External Consultants (i.e. evaluation team)</li> </ul>	9,000*	In years 3, 5 and 8
Final External Evaluation (to be combined with those of the CPP as a whole and of Project 4, and ex-post evaluations of Projects 1-3)	<ul style="list-style-type: none"> <li>▪ Project team,</li> <li>▪ UNDP-CO</li> <li>▪ UNDP-GEF Regional Coordinating Unit</li> <li>▪ External Consultants (i.e. evaluation team)</li> </ul>	10,000* (an additional 50,000 will be covered from the budget of Project 4)	At the end of project implementation
Terminal Report	<ul style="list-style-type: none"> <li>▪ Project team</li> <li>▪ UNDP-CO</li> <li>▪ External Consultant</li> </ul>	None	At least one month before the end of the project
Lessons learned (to be integrated where possible with those learnt in the CPP as a whole and in other CPP projects)	<ul style="list-style-type: none"> <li>▪ Project team</li> <li>▪ UNDP-GEF Regional Coordinating Unit</li> <li>▪ Specialized partners/institutions</li> </ul>	2,000**	Yearly
TOTAL INDICATIVE COST - Excluding project team staff time and UNDP staff and travel expenses		US\$ 34,000	

\*GEF funded      \*\*Co-financed

#### Audit Clause

67. The Government will provide the Resident Representative with certified periodic financial statements for the project, and with annual audits of the financial statements relating to the status of UNDP (including GEF) funds according to the established procedures set out in the Programming and Finance manuals. The Audits will be conducted by the legally recognized auditor of the Government, or by a commercial auditor engaged by the Government.

#### LEARNING AND KNOWLEDGE SHARING

68. Results from the project and the CPP as a whole will be disseminated within and beyond the project intervention zone through a number of existing information sharing networks and forums. In addition:

- ◆ The project will participate, as relevant and appropriate, in UNDP/GEF sponsored networks, organized for Senior Personnel working on programmes and projects that share common characteristics. UNDP-GEF shall establish a number of networks, such as Integrated Ecosystem Management, eco-tourism, co-management, etc, that will largely function on the basis of an electronic platform.
- ◆ The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to project implementation though lessons learned.

69. The project will identify, analyze, and share lessons learned that might be beneficial in the design and implementation of similar future projects. Identifying and analyzing lessons learned is an ongoing process, and the need to communicate such lessons as one of the project's central contributions is a requirement to be delivered not less than once every 12 months. UNDP-GEF shall provide a format and assist the CPP team in categorizing, documenting and reporting on lessons learned. To this end, a percentage of CPP resources will be allocated for these activities.

### **PART V: Legal Context**

This Project Document shall be the instrument referred to as such in Article I of the Standard Basic Assistance Agreement between the Government of Cuba and the United Nations Development Programme, signed by the parties on 15/10/94 and ratified it on 13/3/97. The host country implementing agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the government co-operating agency described in that Agreement.

The UNDP Resident Representative in Cuba is authorized to effect in writing the following types of revision to this Project Document, provided that he/she has verified the agreement thereto by the UNDP-GEF Unit and is assured that the other signatories to the Project Document have no objection to the proposed changes:

- a) Revision of, or addition to, any of the annexes to the Project Document;
- b) Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of the inputs already agreed to or by cost increases due to inflation;
- c) Mandatory annual revisions which re-phase the delivery of agreed project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility; and
- d) Inclusion of additional annexes and attachments only as set out here in this Project Document.

## SECTION II: Strategic Results Framework, SRF and GEF Increment

**Table 1: Logical Framework and Objectively Verifiable Impact Indicators**

Project Strategy	Objectively verifiable indicators				
<i>Goal:</i> Cuba has the capacities and conditions for managing land in a sustainable manner that contributes to maintaining ecosystem productivity and functions					
	Indicator	Baseline	Target	Sources of verification	Assumptions
<b>Objective of the project</b> The effectiveness and efficiency of SLM initiatives in Cuba is maximized programme-wide	Proportion of the core target group of 25 key institutions nationwide which is participating in the coordinated and integrated use of lands based on sustainable land management principles	0%	18 members of the core target group by end of year 7 25 members of the core target group by end of Program	Report of the coordination organism of the CPP	Continued high level policy commitment to SLM
	Proportion of area covered by CPP where agreements for coordination between national, provincial and municipal authorities for the use of lands based on sustainable land management principles are developed and in place	No systems exist specific to SLM	50% of national territory covered by agreements by year 5, 70% by year 8 and 80% by year 10	System Reports	
<b>Outcome 1</b> Institutions coordinate their SLM initiatives effectively programme-wide	Number of CPP projects whose startup responds to the achievement of milestones identified in the CPP document	0	5 (100%), throughout the life of the CPP	Reports of the Implementation Units	Timely flow of GEF resources to the project
	Number of constituent projects within the CPP which meet their impact targets in a cost-effective manner	0	80%, throughout the life of the CPP	Reports of the Implementation Units	
	Degree of coincidence between activity targets established in annual work plans of CPP and constituent projects, and actual execution	0	90%, throughout the life of the CPP	Reports of the Implementation Units	Timely provision of co-financed support to the Coordination Unit
	Degree of coincidence between financial targets established in annual budgets of CPP and constituent projects, and actual execution.	0	90%, throughout the life of the CPP	Reports of the Implementation Units	
	Proportion of planned CPP staff and institutional staff seconded to projects in place and satisfying performance requirements	5 full time and 3 part time members of the central team	100% (6 full time and 3 part time staff of the central team, 4 project leaders and 5 intervention area staff)	Reports of the Implementation Units	Stability of staff in key institutions
	Number of national and international institutions (both within and outside the CPP), which coordinate with and complement GEF-funded investments in the CPP in their initiatives and plans related to SLM	0	All 25 members of the core target group, all 46 key collaborating institutions and 4 international agencies	Reports of the Implementation Units	
	Proportion of local stakeholders in area covered by CPP who are satisfied with CPP decisions, results and products	0	50% in year 3, 60% in year 5, 80% from year 7 on.	Reports of the Implementation Units	
<b>Outcome 2</b> SLM initiatives in Cuba respond to the results of monitoring and evaluation of programme-wide conditions	Number of programme-level indicators related to SLM being measured in accordance with plans	Zero	80% of CPP indicators and Purpose and Intermediate Objective levels	Review of CPP M&E system	Assignment of recurrent funds to monitoring and evaluation.
	Number of target institutions receiving regular and up to date information on programme-level CPP indicators	Zero	The 25 members of the core target group receive information on 100% of indicators within 6 months of measure	Interviews with members of institutions	
	Number of institutions which take into account programme-level indicators in their management of initiatives contributing to SLM	None	The 25 members of the core target group	Interviews with members of institutions	Stability of staff in key institutions
<b>Outcome 3</b> Monitoring, learning, adaptive feedback & evaluation	Proportion of annual work plans and budgets which adequately take into account the results of monitoring and evaluation	0	100% throughout the life of the CPP	Review of AWPBs and PIRs	
	Numbers of documents on lessons learnt produced and disseminated within the GEF system, based on project final evaluation reports	0	5, during the life of the CPP	Review of documents	

### SECTION III : Total Budget and Work Plan

<b>Award ID:</b>	00049286
<b>Award Title:</b>	PIMS 3809 LD MSP Cuba CPP P5: Coordination, M &E
<b>Business Unit:</b>	CUB10
<b>Project Title:</b>	CPP Cuba: Coordination, Monitoring and Evaluation of Cuba CPP on Sustainable Land Management
<b>Project ID:</b>	00059994

#### YEARS 1-5

GEF Outcome/Atlas Activity	Responsible Party	Fund	Donor	Atlas Budget Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Amount Year 5 (USD)
<b>Outcome 1</b> Institutions coordinate their SLM initiatives	MINVEC CITMA	62000	GEF	71600	Travel	10,000	10,200	10,500	10,200	10,900
				72100	Contractual Services	10,000	10,000	12,300	10,300	13,200
				72200	Equipment and Furniture	16,000	14,000	15,000	15,000	11,500
				72300	Materials and Goods	4,555	5,500	4,000	4,000	3,700
				72400	Comm. & Audio Visual Equip	2,000	1,600	1,700	2,100	1,400
				72500	Supplies	2,000	2,000	2,200	2,200	2,200
				72800	Information Tech Equipment	6,500	6,100	6,770	7,100	7,200
				73300	Rental/Maint Info Tech Equip.	2,000	2,000	2,250	2,050	2,250
				73400	Rental/Maint Other Equipment	2,000	2,250	2,550	2,750	3,250
				74100	Professional Services	1,500	1,500	1,500	1,000	1,500
				74200	Audio Visual And Print Costs	5,000	5,000	4,250	5,250	4,250
74500	Miscellaneous	5,000	4,219	4,000	6,000	6,500				
				<b>Sub - Total GEF</b>	<b>66,555</b>	<b>64,369</b>	<b>67,020</b>	<b>67,950</b>	<b>67,850</b>	
				<b>Total Outcome 1</b>	<b>66,555</b>	<b>64,369</b>	<b>67,020</b>	<b>67,950</b>	<b>67,850</b>	
<b>Outcome 2</b> SLM initiatives respond to programme wide monitoring and evaluation	MINVEC CITMA	62000	GEF	71200	International Consultants	0	0	0	0	0
				71600	Travel	1,000	1,000	1,000	1,000	1,000
				72100	Contractual Servs Companies	2,000	1,000	1,061	1,000	1,400
				72200	Equipment and Furniture	1,000	1,000	1,500	1,000	1,000
				72300	Material and Goods	1,000	900	1,190	900	1,000
				72400	Comm. & Audio Visual Equip	1,000	1,000	1,000	1,000	1,000
				72500	Supplies	1,000	1,000	1,000	1,000	1,000
				72800	Information Tech Equipment	1,000	1,000	1,000	700	1,000
				73300	Rental/Maint Info Tech Equip.	1,000	770	1,000	700	1,100
				73400	Rental/Maint Other Equipment	976	500	1,000	500	1,000
				74200	Audio Visual And Print Costs	1,000	500	1,000	500	1,000
74500	Miscellaneous	1,000	700	1,000	1,000	1,100				
				<b>Sub - Total GEF</b>	<b>11,976</b>	<b>9,370</b>	<b>11,751</b>	<b>9,300</b>	<b>11,600</b>	
				<b>Total Outcome 2</b>	<b>11,976</b>	<b>9,370</b>	<b>11,751</b>	<b>9,300</b>	<b>11,600</b>	
<b>Outcome 3</b> Monitoring, learning, adaptative feedback and evaluation	MINVEC CITMA	62000	GEF	71200	International Consultants	430	0	1,773	0	1,856
				71600	Travel	578	0	1,227	0	1,144
				72500	Supplies	1,000	0	0	0	0
				74200	Audio Visual And Print Costs	1,000	0	0	0	0
				74500	Miscellaneous	1,992	0	0	0	0
								<b>Sub - Total GEF</b>	<b>5,000</b>	<b>0</b>
				<b>Total Outcome 3</b>	<b>5,000</b>	<b>0</b>	<b>3,000</b>	<b>0</b>	<b>3,000</b>	
<b>Project</b>	MINVEC	62000	GEF	71600	Travel	300	800	1600	800	1,800

<b>Management Unit</b>	CITMA		72100	Contractual Servs Companies	200	600	700	700	800		
			72200	Equipment and Furniture	300	1,000	2,500	1,000	2,500		
			72300	Material and Goods	100	100	1,100	1,000	1,000		
			72400	Comm. & Audio Visual Equip	200	600	800	800	800		
			72500	Supplies	300	800	800	800	800		
			72800	Information Tech Equipment	200	800	900	900	800		
			73300	Rental/Maint. Info Tech Equip.	100	300	750	750	750		
			73400	Rental/Maint. other Equipment	100	700	750	750	750		
			74200	Audio Visual And Print Costs	100	600	750	750	750		
			74500	Miscellaneous	300	500	500	500	500		
			<b>Sub - Total GEF</b>				<b>2,200</b>	<b>6,800</b>	<b>11,150</b>	<b>8,750</b>	<b>11,250</b>
			<b>Total Project Management</b>				<b>2,200</b>	<b>6,800</b>	<b>11,150</b>	<b>8,750</b>	<b>11,250</b>

### YEARS 6-10

GEF Outcome/Atlas Activity	Responsible Party	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 6 (USD)	Amount Year 7 (USD)	Amount Year 8 (USD)	Amount Year 9 (USD)	Amount Year 10 (USD)	Total Year 1-10
<b>Outcome 1</b> Institutions coordinate their SLM initiatives	MINVEC CITMA	62000	GEF	71600	Travel	7,800	10,400	11,700	9,400	1,500	92,600
				72100	Contractual Services	9,000	12,000	12,200	9,000	1,000	99,000
				72200	Equipment and Furniture	10,000	12,000	11,500	9,000	1,000	115,000
				72300	Material and Goods	7,000	6,000	8,000	7,000	1,000	50,755
				72400	Comm. & Audio Visual Equip	1,960	1,400	1,400	1,300	800	15,660
				72500	Supplies	1,000	2,000	2,100	2,000	1,000	18,700
				72800	Information Tech Equipment	6,100	7,000	6,200	5,000	1,200	59,170
				73300	Rental/Maint Info Tech Equip.	2,000	1,200	2,200	1,200	750	17,900
				73400	Rental/Maint Other Equipment	4,000	2,050	3,200	1,400	1,000	24,450
				74100	Professional Services	1,500	1,500	1,500	1,500	500	13,500
				74200	Audio Visual And Print Costs	4,750	2,950	7,105	1,801	700	41,056
				74500	Miscellaneous	5,000	2,760	4,000	1,860	1,000	40,339
				<b>Sub - Total GEF</b>	<b>60,110</b>	<b>61,260</b>	<b>71,105</b>	<b>50,461</b>	<b>11,450</b>	<b>588,130</b>	
				<b>Total Outcome 1</b>	<b>60,110</b>	<b>61,260</b>	<b>71,105</b>	<b>50,461</b>	<b>11,450</b>	<b>588,130</b>	
<b>Outcome 2</b> SLM initiatives respond to programme wide monitoring and evaluation	MINVEC CITMA	62000	GEF	71200	International Consultants	2,150	2,150	-	2,150	-	6,450
				71600	Travel	1,000	1,000	1,100	900	933	9,933
				72100	Contractual Servcs Companies	1,010	1,100	1,500	950	900	11,921
				72200	Equipment and Furniture	800	1,100	1,000	800	800	10,000
				72300	Material and Goods	1,000	1,000	1,000	800	800	9,590
				72400	Comm & Audio V Equipment	1,000	1,000	1,000	700	700	9,400
				72500	Supplies	500	700	800	600	700	8,300
				72800	Information Tech Equipment	700	800	900	800	700	8,600
				73300	Rental/MaintInfo Tech Equip.	200	940	1,000	500	600	7,810
				73400	Rental/Maint other Equipments	600	1,000	1,000	800	1,000	8,376
				74200	Audio Visual And Print Costs	700	800	1,300	640	400	7,840
				74500	Miscellaneous	1,000	1,000	1,000	850	1,000	9,650
				<b>Sub - Total GEF</b>	<b>10,660</b>	<b>12,590</b>	<b>11,600</b>	<b>10,490</b>	<b>8,533</b>	<b>107,870</b>	
				<b>Total Outcome 2</b>	<b>10,660</b>	<b>12,590</b>	<b>11,600</b>	<b>10,490</b>	<b>8,533</b>	<b>107,870</b>	
<b>Outcome 3</b> Monitoring,	MINVEC CITMA	62000	GEF	71200	International Consultants	-	-	1,856	-	6,226	12,141
				71600	Travel	-	-	1,144	-	3,774	7,867
				72500	Supplies	-	-	-	-	-	1,000

learning, adaptative feedback and evaluation				74200	Audio Visual And Print Costs	-	-	-	-	-	-	1,000	
				74500	Miscellaneous	-	-	-	-	-	-	-	1,992
				<b>Sub - Total GEF</b>		-	-	<b>3,000</b>	-	<b>10,000</b>	<b>24,000</b>		
				<b>Total Outcome 3</b>		-	-	<b>3,000</b>	-	<b>10,000</b>	<b>24,000</b>		
Project Management Unit	MINVEC CITMA	62000	GEF	71600	Travel	800	800	1,800	800	1,500	11,000		
				72100	Contractual Servcs Companies	500	400	700	400	200	5,200		
				72200	Equipment and Furniture	1,000	1,000	2,500	1,000	1,000	13,800		
				72300	Material and Goods	100	400	1,200	400	500	5,900		
				72400	Comm & Audio V Equipment	600	600	800	700	800	6,700		
				72500	Supplies	800	700	900	700	700	7,300		
				72800	Information Tech Equipment	800	700	800	700	800	7,400		
				73300	Rental/Maint Info Tech Equip.	300	600	800	600	750	5,700		
				73400	Rental/Maint Other Equipments	700	750	800	800	800	6,900		
				74200	Audio Visual And Print Costs	600	200	750	200	400	5,100		
				74500	Miscellaneous	600	500	600	500	500	5,000		
				<b>Sub - Total GEF</b>		<b>6,800</b>	<b>6,650</b>	<b>11,650</b>	<b>6,800</b>	<b>7,950</b>	<b>80,000</b>		
				<b>Total Project Management</b>		<b>6,800</b>	<b>6,650</b>	<b>11,650</b>	<b>6,800</b>	<b>7,950</b>	<b>80,000</b>		

**Note:** Years 1 to 10 in the above table correspond to the following schedule: Year 1 → Nov. 2008 - Jul. 2009; Year 2 → Ago. 2009 - Jul. 2010; Year 3 → Ago. 2010 - Jul. 2011; Year 4 → Ago. 2011 - Jul. 2012; Year 5 → Ago. 2012 - Jul. 2013; Year 6 → Ago. 2013 - Jul. 2014; Year 7 → Ago. 2014 - Jul. 2015; Year 8 → Ago. 2015 - Jul. 2016; Year 9 → Ago. 2016 - Jul. 2017 and Year 10 → Ago. 2017 - Jul. 2018. In Atlas there will be 11 sequences: 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017 and 2018.

#### Totals

		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	TOTAL
TOTAL BY SOURCE OF FUND	GEF	85,731	80,539	92,921	86,000	93,700	77,570	80,500	97,355	67,751	37,933	800,000
	GoC	284,772	255,593	304,132	285,061	359,111	281,952	279,857	317,490	255,349	203,612	2,826,929
Grand Total		370,503	336,132	397,053	371,061	452,811	359,522	360,357	414,845	323,100	241,545	3,626,929

#### Budget notes:

This medium-sized project is ground-breaking inasmuch as it provides programmatic oversight to four separate full-sized projects covering the length of the country over a 10 year period. The **Project Management Unit** therefore requires a sufficient level of funding to permit significant amounts of travel by the CPP/Project 5 Director and support staff within the country, to the regional offices and sites of each of these other projects, and associated equipment and supplies to support this oversight role.

**International consultants** will be contracted, under Outcomes 1 and 2, to provide specialist inputs on specific themes, such as programmatic monitoring and finance, and bringing together at programmatic level the lessons learnt from the different CPP projects. It is foreseen that these consultancies will be largely desk-based in order to keep consultancy costs as low as possible. The international consultants budgeted under Outcome 3 will participate in the inception workshop and the external evaluations of this project (as shown in Annex 6, Project 5 will bear a proportional share of the costs of these external evaluations, each of which will cover two or more projects).

**Local Consultants:** According to national regulations for international cooperation in Cuba, no external funding is utilized for local consultancies remuneration. Expenditures related to local consultancies are covered by co financing of the Government of Cuba.

The **travel** budgeted under Outcomes 1 and 2 will principally be for technical staff carrying out specific technical tasks and interchanges within the country. That budgeted under Outcome 3 is for the international consultants' participation in the inception workshop and external evaluations. That budgeted under Outcome 4 is for national travel by members of the Project Management Unit to provide essential programmatic supervision and support to the different CPP projects, and by regional stakeholders for participation in workshops and interchanges in support of the programme-level participation strategy of the CPP.

**Contractual services** will be required for diverse tasks, including the preparation and maintenance of the project website and the translation of key documents.



## Annual Work Plan

Cuba - Havana

Award Id: 00049286

Report Date: 17/11/2008

Award Title: PIMS 3809 LD MSP: CUBA CPP P5, COORD. M & E

Year: 2008

Project ID	Expected Outputs	Key Activities	Timeframe		Responsible Party	Planned Budget				
			Start	End		Fund	Donor	Budget Descr	Amount US\$	
00059994	PIMS 3809 LD MSP: CUBA CPP P-5	INSTIT. COORD. SLM INIT.	1/8/08	31/12/18					19,444.80	
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72300	Materials & Goods	4,555.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72400	Communic & Audio Visual Equip	2,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72800	Information Technology Equipm	6,500.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	73400	Rental & Maint of Other Equip	1,555.20
										3,500.00
		M&E	1/8/08	31/12/18						3,560.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	71200	International Consultants	430.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	71600	Travel	578.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72500	Supplies	432.00
		PMU	1/8/08	31/12/18						1,700.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72300	Materials & Goods	100.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72400	Communic & Audio Visual Equip	200.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72800	Information Technology Equipm	200.00
		SLM INITIATIVES RESPON	1/8/08	31/12/18						6,766.32
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	71600	Travel	319.68
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72100	Contractual Services-Companie	1,890.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72300	Materials & Goods	1,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72400	Communic & Audio Visual Equip	1,000.00
										1,000.00
<b>TOTAL</b>									<b>56,731.00</b>	
<b>GRAND TOTAL</b>									<b>56,731.00</b>	





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Year: 2009

Project ID	Expected Outputs	Key Activities	Timeframe		Responsible Party	Planned Budget				
			Start	End		Fund	Donor	Budget Descr	Amount US\$	
00059994	PIMS 3809 LD MSP: CUBA CPP P-5	INSTIT. COORD. SLM INIT.	1/8/08	31/12/18	CUB-Ministerio Inversión Extra	62000	GEFTrustee	71600	Travel	10,200.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72100	Contractual Services-Companie	10,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72200	Equipment and Furniture	22,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72300	Materials & Goods	5,500.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72400	Communic & Audio Visual Equip	1,600.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72500	Supplies	2,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72800	Information Technology Equipm	6,100.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	73300	Rental & Maint of Info Tech Eq	2,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	73400	Rental & Maint of Other Equip	2,250.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	74100	Professional Services	1,500.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	74200	Audio Visual&Print Prod Costs	5,000.00
		CUB-Ministerio Inversión Extra	62000	GEFTrustee	74500	Miscellaneous Expenses	4,219.00			
		PMU	1/8/08	31/12/18	CUB-Ministerio Inversión Extra	62000	GEFTrustee	71600	Travel	800.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72100	Contractual Services-Companie	600.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72200	Equipment and Furniture	1,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72300	Materials & Goods	100.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72400	Communic & Audio Visual Equip	600.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72500	Supplies	800.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72800	Information Technology Equipm	800.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	73300	Rental & Maint of Info Tech Eq	300.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	73400	Rental & Maint of Other Equip	700.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	74200	Audio Visual&Print Prod Costs	600.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	74500	Miscellaneous Expenses	500.00
		SLM INITIATIVES RESPON	1/8/08	31/12/18	CUB-Ministerio Inversión Extra	62000	GEFTrustee	71600	Travel	1,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72100	Contractual Services-Companie	1,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72200	Equipment and Furniture	1,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72300	Materials & Goods	900.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72400	Communic & Audio Visual Equip	1,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72500	Supplies	1,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72800	Information Technology Equipm	1,000.00



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Year: 2009

Project ID	Expected Outputs	Key Activities	Timeframe		Responsible Party	Planned Budget				
			Start	End		Fund	Donor	Budget Descr	Amount US\$	
		SLM INITIATIVES RESPON	1/8/08	31/12/18	CUB-Ministerio Inversión Extra	62000	GEFTrustee	73300	Rental & Maint of Info Tech Eq	770.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	73400	Rental & Maint of Other Equip	500.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	74200	Audio Visual&Print Prod Costs	500.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	74500	Miscellaneous Expenses	700.00
<b>TOTAL</b>										<b>88,539.00</b>
<b>GRAND TOTAL</b>										<b>88,539.00</b>



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Year: 2010

Project ID	Expected Outputs	Key Activities	Timeframe		Responsible Party	Planned Budget				
			Start	End		Fund	Donor	Budget Descr	Amount US\$	
00059994	PIMS 3809 LD MSP: CUBA CPP P-5	INSTIT. COORD. SLM INIT.	1/8/08	31/12/18	CUB-Ministerio Inversión Extra	62000	GEFTrustee	71600	Travel	13,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72100	Contractual Services-Companie	15,300.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72200	Equipment and Furniture	17,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72300	Materials & Goods	4,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72400	Communic & Audio Visual Equip	1,700.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72500	Supplies	2,200.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72800	Information Technology Equipm	6,770.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	73300	Rental & Maint of Info Tech Eq	2,250.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	73400	Rental & Maint of Other Equip	2,550.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	74100	Professional Services	1,500.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	74200	Audio Visual&Print Prod Costs	4,250.00
		CUB-Ministerio Inversión Extra	62000	GEFTrustee	74500	Miscellaneous Expenses	4,000.00			
		M&E	1/8/08	31/12/18	CUB-Ministerio Inversión Extra	62000	GEFTrustee	71200	International Consultants	1,773.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	71600	Travel	1,227.00
		PMU	1/8/08	31/12/18	CUB-Ministerio Inversión Extra	62000	GEFTrustee	71600	Travel	1,600.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72100	Contractual Services-Companie	700.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72200	Equipment and Furniture	2,500.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72300	Materials & Goods	1,100.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72400	Communic & Audio Visual Equip	800.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72500	Supplies	800.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72800	Information Technology Equipm	900.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	73300	Rental & Maint of Info Tech Eq	750.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	73400	Rental & Maint of Other Equip	750.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	74200	Audio Visual&Print Prod Costs	750.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	74500	Miscellaneous Expenses	500.00
		SLM INITIATIVES RESPON	1/8/08	31/12/18	CUB-Ministerio Inversión Extra	62000	GEFTrustee	71600	Travel	1,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72100	Contractual Services-Companie	1,061.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72200	Equipment and Furniture	1,500.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72300	Materials & Goods	1,190.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72400	Communic & Audio Visual Equip	1,000.00



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Year: 2010

Project ID	Expected Outputs	Key Activities	Timeframe		Responsible Party	Planned Budget				
			Start	End		Fund	Donor	Budget Descr	Amount US\$	
		SLM INITIATIVES RESPON	1/8/08	31/12/18	CUB-Ministerio Inversión Extra	62000	GEFTrustee	72500	Supplies	1,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72800	Information Technology Equipm	1,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	73300	Rental & Maint of Info Tech Eq	1,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	73400	Rental & Maint of Other Equip	1,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	74200	Audio Visual&Print Prod Costs	1,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	74500	Miscellaneous Expenses	1,000.00
<b>TOTAL</b>										<b>100,421.00</b>
<b>GRAND TOTAL</b>										<b>100,421.00</b>



## Annual Work Plan

Cuba - Havana

Award Id: 00049286

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Award Title: PIMS 3809 LD MSP: CUBA CPP P5, COORD. M & E

Year: 2011

Project ID	Expected Outputs	Key Activities	Timeframe		Responsible Party	Planned Budget				
			Start	End		Fund	Donor	Budget Descr	Amount US\$	
00059994	PIMS 3809 LD MSP: CUBA CPP P-5	INSTIT. COORD. SLM INIT.	1/8/08	31/12/18	CUB-Ministerio Inversión Extra	62000	GEFTrustee	71600	Travel	12,700.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72100	Contractual Services-Companie	14,300.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72200	Equipment and Furniture	17,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72300	Materials & Goods	4,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72400	Communic & Audio Visual Equip	2,100.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72500	Supplies	2,200.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72800	Information Technology Equipm	7,100.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	73300	Rental & Maint of Info Tech Eq	2,050.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	73400	Rental & Maint of Other Equip	2,750.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	74100	Professional Services	1,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	74200	Audio Visual&Print Prod Costs	5,250.00
		CUB-Ministerio Inversión Extra	62000	GEFTrustee	74500	Miscellaneous Expenses	6,000.00			
		PMU	1/8/08	31/12/18	CUB-Ministerio Inversión Extra	62000	GEFTrustee	71600	Travel	800.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72100	Contractual Services-Companie	700.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72200	Equipment and Furniture	1,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72300	Materials & Goods	1,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72400	Communic & Audio Visual Equip	800.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72500	Supplies	800.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72800	Information Technology Equipm	900.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	73300	Rental & Maint of Info Tech Eq	750.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	73400	Rental & Maint of Other Equip	750.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	74200	Audio Visual&Print Prod Costs	750.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	74500	Miscellaneous Expenses	500.00
		SLM INITIATIVES RESPON	1/8/08	31/12/18	CUB-Ministerio Inversión Extra	62000	GEFTrustee	71600	Travel	1,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72100	Contractual Services-Companie	1,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72200	Equipment and Furniture	1,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72300	Materials & Goods	900.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72400	Communic & Audio Visual Equip	1,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72500	Supplies	1,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72800	Information Technology Equipm	700.00



## Annual Work Plan

Cuba - Havana

Award Id: 00049286

Report Date: 17/11/2008

Award Title: PIMS 3809 LD MSP: CUBA CPP P5, COORD. M & E

Year: 2011

Project ID	Expected Outputs	Key Activities	Timeframe		Responsible Party	Planned Budget				
			Start	End		Fund	Donor	Budget Descr	Amount US\$	
		SLM INITIATIVES RESPON	1/8/08	31/12/18	CUB-Ministerio Inversión Extra	62000	GEFTrustee	73300	Rental & Maint of Info Tech Eq	700.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	73400	Rental & Maint of Other Equip	500.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	74200	Audio Visual&Print Prod Costs	500.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	74500	Miscellaneous Expenses	1,000.00
<b>TOTAL</b>										<b>94,500.00</b>
<b>GRAND TOTAL</b>										<b>94,500.00</b>



## Annual Work Plan

Cuba - Havana

Award Id: 00049286

Report Date: 17/11/2008

Award Title: PIMS 3809 LD MSP: CUBA CPP P5, COORD. M & E

Year: 2012

Project ID	Expected Outputs	Key Activities	Timeframe		Responsible Party	Planned Budget				
			Start	End		Fund	Donor	Budget Descr	Amount US\$	
00059994	PIMS 3809 LD MSP: CUBA CPP P-5	INSTIT. COORD. SLM INIT.	1/8/08	31/12/18	CUB-Ministerio Inversión Extra	62000	GEFTrustee	71600	Travel	13,400.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72100	Contractual Services-Companie	14,200.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72200	Equipment and Furniture	13,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72300	Materials & Goods	3,700.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72400	Communic & Audio Visual Equip	1,400.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72500	Supplies	2,200.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72800	Information Technology Equipm	7,200.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	73300	Rental & Maint of Info Tech Eq	2,250.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	73400	Rental & Maint of Other Equip	3,250.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	74100	Professional Services	1,500.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	74200	Audio Visual&Print Prod Costs	4,250.00
		CUB-Ministerio Inversión Extra	62000	GEFTrustee	74500	Miscellaneous Expenses	6,500.00			
		M&E	1/8/08	31/12/18	CUB-Ministerio Inversión Extra	62000	GEFTrustee	71200	International Consultants	1,856.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	71600	Travel	1,144.00
		PMU	1/8/08	31/12/18	CUB-Ministerio Inversión Extra	62000	GEFTrustee	71600	Travel	1,800.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72100	Contractual Services-Companie	800.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72200	Equipment and Furniture	2,500.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72300	Materials & Goods	1,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72400	Communic & Audio Visual Equip	800.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72500	Supplies	800.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72800	Information Technology Equipm	800.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	73300	Rental & Maint of Info Tech Eq	750.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	73400	Rental & Maint of Other Equip	750.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	74200	Audio Visual&Print Prod Costs	750.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	74500	Miscellaneous Expenses	500.00
		SLM INITIATIVES RESPON	1/8/08	31/12/18	CUB-Ministerio Inversión Extra	62000	GEFTrustee	71600	Travel	1,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72100	Contractual Services-Companie	1,400.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72200	Equipment and Furniture	1,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72300	Materials & Goods	1,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72400	Communic & Audio Visual Equip	1,000.00



## Annual Work Plan

Cuba - Havana

Award Id: 00049286

Report Date: 17/11/2008

Award Title: PIMS 3809 LD MSP: CUBA CPP P5, COORD. M & E

Year: 2012

Project ID	Expected Outputs	Key Activities	Timeframe		Responsible Party	Planned Budget				
			Start	End		Fund	Donor	Budget Descr	Amount US\$	
		SLM INITIATIVES RESPON	1/8/08	31/12/18	CUB-Ministerio Inversión Extra	62000	GEFTrustee	72500	Supplies	1,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72800	Information Technology Equipm	1,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	73300	Rental & Maint of Info Tech Eq	1,100.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	73400	Rental & Maint of Other Equip	1,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	74200	Audio Visual&Print Prod Costs	1,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	74500	Miscellaneous Expenses	1,100.00
<b>TOTAL</b>										<b>98,700.00</b>
<b>GRAND TOTAL</b>										<b>98,700.00</b>





## Annual Work Plan

Cuba - Havana

Award Id: 00049286

Report Date: 17/11/2008

Award Title: PIMS 3809 LD MSP: CUBA CPP P5, COORD. M & E

Year: 2013

Project ID	Expected Outputs	Key Activities	Timeframe		Responsible Party	Planned Budget				
			Start	End		Fund	Donor	Budget Descr	Amount US\$	
00059994	PIMS 3809 LD MSP: CUBA CPP P-5	INSTIT. COORD. SLM INIT.	1/8/08	31/12/18	CUB-Ministerio Inversión Extra	62000	GEFTrustee	71200	International Consultants	1,290.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	71600	Travel	7,800.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72100	Contractual Services-Companie	9,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72200	Equipment and Furniture	10,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72300	Materials & Goods	7,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72400	Communic & Audio Visual Equip	1,960.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72500	Supplies	1,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72800	Information Technology Equipm	6,100.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	73300	Rental & Maint of Info Tech Eq	2,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	73400	Rental & Maint of Other Equip	4,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	74100	Professional Services	1,500.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	74200	Audio Visual&Print Prod Costs	4,750.00
		CUB-Ministerio Inversión Extra	62000	GEFTrustee	74500	Miscellaneous Expenses	5,000.00			
		PMU	1/8/08	31/12/18	CUB-Ministerio Inversión Extra	62000	GEFTrustee	71600	Travel	800.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72100	Contractual Services-Companie	500.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72200	Equipment and Furniture	1,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72300	Materials & Goods	100.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72400	Communic & Audio Visual Equip	600.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72500	Supplies	800.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72800	Information Technology Equipm	800.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	73300	Rental & Maint of Info Tech Eq	300.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	73400	Rental & Maint of Other Equip	700.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	74200	Audio Visual&Print Prod Costs	600.00
		SLM INITIATIVES RESPON	1/8/08	31/12/18	CUB-Ministerio Inversión Extra	62000	GEFTrustee	71200	International Consultants	860.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	71600	Travel	1,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72100	Contractual Services-Companie	1,010.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72200	Equipment and Furniture	800.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72300	Materials & Goods	1,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72400	Communic & Audio Visual Equip	1,000.00



## Annual Work Plan

Cuba - Havana

Award Id: 00049286

Report Date: 17/11/2008

Award Title: PIMS 3809 LD MSP: CUBA CPP P5, COORD. M & E

Year: 2013

Project ID	Expected Outputs	Key Activities	Timeframe		Responsible Party	Planned Budget				
			Start	End		Fund	Donor	Budget Descr	Amount US\$	
		SLM INITIATIVES RESPON	1/8/08	31/12/18	CUB-Ministerio Inversión Extra	62000	GEFTrustee	72500	Supplies	500.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72800	Information Technology Equipm	700.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	73300	Rental & Maint of Info Tech Eq	200.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	73400	Rental & Maint of Other Equip	600.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	74200	Audio Visual&Print Prod Costs	700.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	74500	Miscellaneous Expenses	1,000.00
<b>TOTAL</b>										<b>77,570.00</b>
<b>GRAND TOTAL</b>										<b>77,570.00</b>



## Annual Work Plan

Cuba - Havana

Award Id: 00049286

Report Date: 17/11/2008

Award Title: PIMS 3809 LD MSP: CUBA CPP P5, COORD. M & E

Year: 2014

Project ID	Expected Outputs	Key Activities	Timeframe		Responsible Party	Planned Budget				
			Start	End		Fund	Donor	Budget Descr	Amount US\$	
00059994	PIMS 3809 LD MSP: CUBA CPP P-5	INSTIT. COORD. SLM INIT.	1/8/08	31/12/18	CUB-Ministerio Inversión Extra	62000	GEFTrustee	71200	International Consultants	1,290.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	71600	Travel	10,400.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72100	Contractual Services-Companie	12,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72200	Equipment and Furniture	12,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72300	Materials & Goods	6,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72400	Communic & Audio Visual Equip	1,400.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72500	Supplies	2,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72800	Information Technology Equipm	7,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	73300	Rental & Maint of Info Tech Eq	1,200.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	73400	Rental & Maint of Other Equip	2,050.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	74100	Professional Services	1,500.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	74200	Audio Visual&Print Prod Costs	2,950.00
		CUB-Ministerio Inversión Extra	62000	GEFTrustee	74500	Miscellaneous Expenses	2,760.00			
		PMU	1/8/08	31/12/18	CUB-Ministerio Inversión Extra	62000	GEFTrustee	71600	Travel	800.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72100	Contractual Services-Companie	400.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72200	Equipment and Furniture	1,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72300	Materials & Goods	400.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72400	Communic & Audio Visual Equip	600.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72500	Supplies	700.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72800	Information Technology Equipm	700.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	73300	Rental & Maint of Info Tech Eq	600.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	73400	Rental & Maint of Other Equip	750.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	74200	Audio Visual&Print Prod Costs	200.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	74500	Miscellaneous Expenses	500.00
					SLM INITIATIVES RESPON	1/8/08	31/12/18	CUB-Ministerio Inversión Extra	62000	GEFTrustee
		CUB-Ministerio Inversión Extra	62000	GEFTrustee				71600	Travel	1,000.00
		CUB-Ministerio Inversión Extra	62000	GEFTrustee				72100	Contractual Services-Companie	1,100.00
		CUB-Ministerio Inversión Extra	62000	GEFTrustee				72200	Equipment and Furniture	1,100.00
		CUB-Ministerio Inversión Extra	62000	GEFTrustee				72300	Materials & Goods	1,000.00
		CUB-Ministerio Inversión Extra	62000	GEFTrustee				72400	Communic & Audio Visual Equip	1,000.00



## Annual Work Plan

Cuba - Havana

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Report Date: 17/11/2008

Award Title: PIMS 3809 LD MSP: CUBA CPP P5, COORD. M & E

Year: 2014

Project ID	Expected Outputs	Key Activities	Timeframe		Responsible Party	Planned Budget				
			Start	End		Fund	Donor	Budget Descr	Amount US\$	
		SLM INITIATIVES RESPON	1/8/08	31/12/18	CUB-Ministerio Inversión Extra	62000	GEFTrustee	72500	Supplies	700.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72800	Information Technology Equipm	800.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	73300	Rental & Maint of Info Tech Eq	940.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	73400	Rental & Maint of Other Equip	1,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	74200	Audio Visual&Print Prod Costs	800.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	74500	Miscellaneous Expenses	1,000.00
<b>TOTAL</b>										<b>80,500.00</b>
<b>GRAND TOTAL</b>										<b>80,500.00</b>



## Annual Work Plan

Cuba - Havana

Award Id: 00049286

Report Date: 17/11/2008

Award Title: PIMS 3809 LD MSP: CUBA CPP P5, COORD. M & E

Year: 2015

Project ID	Expected Outputs	Key Activities	Timeframe		Responsible Party	Planned Budget				
			Start	End		Fund	Donor	Budget Descr	Amount US\$	
00059994	PIMS 3809 LD MSP: CUBA CPP P-5	INSTIT. COORD. SLM INIT.	1/8/08	31/12/18	CUB-Ministerio Inversión Extra	62000	GEFTrustee	71600	Travel	11,700.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72100	Contractual Services-Companie	12,200.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72200	Equipment and Furniture	11,500.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72300	Materials & Goods	8,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72400	Communic & Audio Visual Equip	1,400.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72500	Supplies	2,100.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72800	Information Technology Equipm	6,200.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	73300	Rental & Maint of Info Tech Eq	2,200.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	73400	Rental & Maint of Other Equip	3,200.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	74100	Professional Services	1,500.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	74200	Audio Visual&Print Prod Costs	7,105.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	74500	Miscellaneous Expenses	4,000.00
		M&E	1/8/08	31/12/18	CUB-Ministerio Inversión Extra	62000	GEFTrustee	71200	International Consultants	1,856.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	71600	Travel	1,144.00
		PMU	1/8/08	31/12/18	CUB-Ministerio Inversión Extra	62000	GEFTrustee	71600	Travel	1,800.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72100	Contractual Services-Companie	700.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72200	Equipment and Furniture	2,500.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72300	Materials & Goods	1,200.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72400	Communic & Audio Visual Equip	800.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72500	Supplies	900.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72800	Information Technology Equipm	800.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	73300	Rental & Maint of Info Tech Eq	800.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	73400	Rental & Maint of Other Equip	800.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	74200	Audio Visual&Print Prod Costs	750.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	74500	Miscellaneous Expenses	600.00
					SLM INITIATIVES RESPON	1/8/08	31/12/18	CUB-Ministerio Inversión Extra	62000	GEFTrustee
		CUB-Ministerio Inversión Extra	62000	GEFTrustee				72100	Contractual Services-Companie	1,500.00
		CUB-Ministerio Inversión Extra	62000	GEFTrustee				72200	Equipment and Furniture	1,000.00
		CUB-Ministerio Inversión Extra	62000	GEFTrustee				72300	Materials & Goods	1,000.00
		CUB-Ministerio Inversión Extra	62000	GEFTrustee				72400	Communic & Audio Visual Equip	1,000.00



## Annual Work Plan

Cuba - Havana

Award Id: 00049286

Report Date: 17/11/2008

Award Title: PIMS 3809 LD MSP: CUBA CPP P5, COORD. M & E

Year: 2015

Project ID	Expected Outputs	Key Activities	Timeframe		Responsible Party	Planned Budget				
			Start	End		Fund	Donor	Budget Descr	Amount US\$	
		SLM INITIATIVES RESPON	1/8/08	31/12/18	CUB-Ministerio Inversión Extra	62000	GEFTrustee	72500	Supplies	800.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72800	Information Technology Equipm	900.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	73300	Rental & Maint of Info Tech Eq	1,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	73400	Rental & Maint of Other Equip	1,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	74200	Audio Visual&Print Prod Costs	1,300.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	74500	Miscellaneous Expenses	1,000.00
<b>TOTAL</b>										<b>97,355.00</b>
<b>GRAND TOTAL</b>										<b>97,355.00</b>



## Annual Work Plan

Cuba - Havana

Award Id: 00049286

Report Date: 17/11/2008

Award Title: PIMS 3809 LD MSP: CUBA CPP P5, COORD. M & E

Year: 2016

Project ID	Expected Outputs	Key Activities	Timeframe		Responsible Party	Planned Budget				
			Start	End		Fund	Donor	Budget Descr	Amount US\$	
00059994	PIMS 3809 LD MSP: CUBA CPP P-5	INSTIT. COORD. SLM INIT.	1/8/08	31/12/18	CUB-Ministerio Inversión Extra	62000	GEFTrustee	71200	International Consultants	1,290.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	71600	Travel	9,400.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72100	Contractual Services-Companie	9,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72200	Equipment and Furniture	9,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72300	Materials & Goods	7,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72400	Communic & Audio Visual Equip	1,300.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72500	Supplies	2,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72800	Information Technology Equipm	5,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	73300	Rental & Maint of Info Tech Eq	1,200.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	73400	Rental & Maint of Other Equip	1,400.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	74100	Professional Services	1,500.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	74200	Audio Visual&Print Prod Costs	1,801.00
		CUB-Ministerio Inversión Extra	62000	GEFTrustee	74500	Miscellaneous Expenses	1,860.00			
		PMU	1/8/08	31/12/18	CUB-Ministerio Inversión Extra	62000	GEFTrustee	71600	Travel	800.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72100	Contractual Services-Companie	400.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72200	Equipment and Furniture	1,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72300	Materials & Goods	400.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72400	Communic & Audio Visual Equip	700.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72500	Supplies	700.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72800	Information Technology Equipm	700.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	73300	Rental & Maint of Info Tech Eq	600.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	73400	Rental & Maint of Other Equip	800.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	74200	Audio Visual&Print Prod Costs	200.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	74500	Miscellaneous Expenses	500.00
					SLM INITIATIVES RESPON	1/8/08	31/12/18	CUB-Ministerio Inversión Extra	62000	GEFTrustee
		CUB-Ministerio Inversión Extra	62000	GEFTrustee				71600	Travel	900.00
		CUB-Ministerio Inversión Extra	62000	GEFTrustee				72100	Contractual Services-Companie	950.00
		CUB-Ministerio Inversión Extra	62000	GEFTrustee				72200	Equipment and Furniture	800.00
		CUB-Ministerio Inversión Extra	62000	GEFTrustee				72300	Materials & Goods	800.00
		CUB-Ministerio Inversión Extra	62000	GEFTrustee				72400	Communic & Audio Visual Equip	700.00



## Annual Work Plan

Cuba - Havana

Award Id: 00049286

Report Date: 17/11/2008

Award Title: PIMS 3809 LD MSP: CUBA CPP P5, COORD. M & E

Year: 2016

Project ID	Expected Outputs	Key Activities	Timeframe		Responsible Party	Planned Budget				
			Start	End		Fund	Donor	Budget Descr	Amount US\$	
		SLM INITIATIVES RESPON	1/8/08	31/12/18	CUB-Ministerio Inversión Extra	62000	GEFTrustee	72500	Supplies	600.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72800	Information Technology Equipm	800.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	73300	Rental & Maint of Info Tech Eq	500.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	73400	Rental & Maint of Other Equip	800.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	74200	Audio Visual&Print Prod Costs	640.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	74500	Miscellaneous Expenses	850.00
<b>TOTAL</b>										<b>67,751.00</b>
<b>GRAND TOTAL</b>										<b>67,751.00</b>





## Annual Work Plan

Cuba - Havana

Award Id: 00049286

Report Date: 17/11/2008

Award Title: PIMS 3809 LD MSP: CUBA CPP P5, COORD. M & E

Year: 2017

Project ID	Expected Outputs	Key Activities	Timeframe		Responsible Party	Planned Budget				
			Start	End		Fund	Donor	Budget Descr	Amount US\$	
00059994	PIMS 3809 LD MSP: CUBA CPP P-5	INSTIT. COORD. SLM INIT.	1/8/08	31/12/18	CUB-Ministerio Inversión Extra	62000	GEFTrustee	71600	Travel	1,500.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72100	Contractual Services-Companie	1,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72200	Equipment and Furniture	1,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72300	Materials & Goods	1,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72400	Communic & Audio Visual Equip	800.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72500	Supplies	1,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72800	Information Technology Equipm	1,200.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	73300	Rental & Maint of Info Tech Eq	750.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	73400	Rental & Maint of Other Equip	1,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	74100	Professional Services	500.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	74200	Audio Visual&Print Prod Costs	700.00
		CUB-Ministerio Inversión Extra	62000	GEFTrustee	74500	Miscellaneous Expenses	1,000.00			
		M&E	1/8/08	31/12/18	CUB-Ministerio Inversión Extra	62000	GEFTrustee	71200	International Consultants	6,226.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	71600	Travel	3,774.00
		PMU	1/8/08	31/12/18	CUB-Ministerio Inversión Extra	62000	GEFTrustee	71600	Travel	1,500.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72100	Contractual Services-Companie	200.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72200	Equipment and Furniture	1,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72300	Materials & Goods	500.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72400	Communic & Audio Visual Equip	800.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72500	Supplies	700.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72800	Information Technology Equipm	800.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	73300	Rental & Maint of Info Tech Eq	750.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	73400	Rental & Maint of Other Equip	800.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	74200	Audio Visual&Print Prod Costs	400.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	74500	Miscellaneous Expenses	500.00
		SLM INITIATIVES RESPON	1/8/08	31/12/18	CUB-Ministerio Inversión Extra	62000	GEFTrustee	71600	Travel	933.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72100	Contractual Services-Companie	900.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72200	Equipment and Furniture	800.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72300	Materials & Goods	800.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72400	Communic & Audio Visual Equip	700.00



## Annual Work Plan

Cuba - Havana

Award Id: 00049286

Report Date: 17/11/2008

Award Title: PIMS 3809 LD MSP: CUBA CPP P5, COORD. M & E

Year: 2017

Project ID	Expected Outputs	Key Activities	Timeframe		Responsible Party	Planned Budget				
			Start	End		Fund	Donor	Budget Descr	Amount US\$	
		SLM INITIATIVES RESPON	1/8/08	31/12/18	CUB-Ministerio Inversión Extra	62000	GEFTrustee	72500	Supplies	700.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	72800	Information Technology Equipm	700.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	73300	Rental & Maint of Info Tech Eq	600.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	73400	Rental & Maint of Other Equip	1,000.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	74200	Audio Visual&Print Prod Costs	400.00
					CUB-Ministerio Inversión Extra	62000	GEFTrustee	74500	Miscellaneous Expenses	1,000.00
<b>TOTAL</b>										<b>37,933.00</b>
<b>GRAND TOTAL</b>										<b>37,933.00</b>

**SECTION IV: Additional Information**

**PART I : Other Agreements**

Note: attach endorsement letter(s).

Letters of financial commitment are provided in a separate document.

## Annex 1. CPP projects

### **Project 1. (Years 1-5): Capacity Building for Planning, Decision Making and Regulatory Systems & Awareness Building/Sustainable Land Management in Severely Degraded Ecosystems**

*GEF implementing agency: UNDP*

*Technical cooperation agency: FAO*

*Funding for implementation: GEF \$3,500,000<sup>1</sup>, GoC \$21,181,000*

1. The primary focus of this initial 5-year project will be on the promotion of a model of integration and cooperation between stakeholders at institutional and local levels. This will be achieved through **capacity building** at the national, provincial and local levels, which will support national planning and coordination needs and demonstration activities within this project and other projects of the CPP. This project will thereby contribute directly to *Outcome 1.4* of the CPP, which relates to the development of institutional capacities, and support *Outcome 1.1*, which relates to the development of planning frameworks. Key areas of emphasis of the project at national level will be on promoting inter-sector planning, monitoring and evaluation systems (which is also the focus of Project 2), drought surveillance, land use enforcement systems, and education and awareness building (thereby contributing to *Outcome 1.4*).

2. The project will support the development and implementation of frameworks for institutional coordination in order to ensure the integration of planning processes, at national, regional and local levels. This will address the problem of limited inter-sector and inter-institutional planning which currently results in, for example, incompatibilities between short-term goals of agricultural production in order to meet food security needs and longer-term goals of sustainable land management (CPP Barrier 5). This support will also facilitate the flow of integrated information, from ground level, on diverse parameters of soil and water quality, to decision-makers, thereby contributing to addressing CPP Barrier 4 and supporting Project 2. Support will be provided for the preparation of outstanding planning instruments and technical regulations, to ensure that they adequately incorporate SLM considerations, thereby addressing CPP Barrier 6. Technicians in key institutions will be trained in extension methodologies suited to the promotion of SLM, which for example include livelihood aspects, integrated consideration of biophysical and socioeconomic aspects and participatory evaluation of traditional land management practices, thereby addressing CPP Barrier 1. This process will be made more sustainable by investing in the training of trainers, specifically the staff of technical agricultural colleges and agricultural universities (such as the National Institute for Agricultural Sciences, the Animal Science Institute, the José Antonio Echeverría Superior Polytechnic Institute and the Universities of Havana, Bayamo, Pinar del Río and Ciego de Ávila) which produce field technicians and those involved in the formulation of extension programmes. In addition, advice will be provided on the content of environmental education programmes (including syllabi of educational institutions), specifically to promote the incorporation of SLM messages.

3. At the **field level**, the project will focus on two intervention areas: *Guantánamo* and *Pinar del Río*. In both of these areas, the project will work in small scale landscapes.

4. *Guantánamo* has been selected for attention at the beginning of the Programme as it is characterized by particularly severe problems of soil erosion, which is one of the aspects of LD which is of greatest concern in Cuba. The project will focus here on halt land degradation and rehabilitating salinized and eroded areas in dry lands and xeric scrub regions. It will establish a series of pilot projects that would implement different suites of actions and technologies to test and validate best approaches for addressing the main forms of LD in this scenario and the most appropriate land uses to prevent the aggravation of existing degradation processes. Using pilots the project will also strengthen capacities of local level resource managers and extension agents in SLM practices, extension work and environmental awareness, and of the experts/agencies with responsibility for soil erosion (e.g. Soils Institute), as well as water resource managers and other agencies. Field level work will also develop and test local level (municipal) planning systems, decision making tools, and regulations, with a focus on landscapes with severe soil erosion problems

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<sup>1</sup> Project preparation was funded by a GEF PDF-B grant of \$347,500 which also covered the preparation of the CPP Document as a whole and of Project 5.

and of a small scale, thus validating the related actions under taken at the national level and fine tuning them to the specific conditions of this LD/environmental and production scenario.

5. The *Pinar del Río* area, meanwhile, provides the opportunity to address the barrier to SLM (which is particularly strongly represented there) of inadequate monitoring and information management related to climatic events, with which the soil erosion processes found there are closely linked. The project will focus there on the development and implementation of a monitoring system for severe climatic events, including an early warning system for droughts and a long-term monitoring system for the effects of climate change.

#### ***Key partner agencies***

6. The principal institutional partner with which this project will work will be the Institute of Soils of MINAGRI, particularly in relation to the monitoring of soil conditions. However, there will be a high degree of collaboration and integrated actions in between different institutions. For example in the region of Pinar del Río, the Institute of Meteorology (INSMET) is responsible for the developing of a monitoring system for extreme climatic events, but the responses to this will be applied in the agricultural land by the other institutions (ANAP, MINAGRI, MINAZ). Other important institutional partners will include national and provincial coordinating authorities, in relation to inter-institutional coordination; the National Association of Small Farmers (ANAP), the Ministry of Agriculture (MINAGRI) and the Ministry of Sugar (MINAZ), in relation to agricultural extension messages and methods; the Institute of Physical Planning (IPF) in relation to the incorporation of SLM into plans and programmes; as mentioned above the INSMET in relation to monitoring of meteorological phenomena and the National Institute of Hydrological Resources (INRH) in relation to the monitoring and management of water resources.

#### ***Timing of Activities:***

- During **years 1-5**, this project will undertake capacity building at the systemic (inter-institutional) level, with particular initial focus on developing receptivity for the introduction of information management systems during Project 2.
- During **years 1-2**, the institutional and individual capacity building will focus primarily on capacity for sustainable management of severely degraded ecosystems, to support the demonstration activities in Guantánamo and the monitoring system for early alert to extreme climatic events in Pinar del Río.
- During **years 3-5**, the institutional and individual capacity building will extend its focus to include other resource areas (water, forests etc.), to support the demonstration activities of the other projects.

#### ***Results***

7. This project will be of fundamental importance in establishing the conditions for the success and sustainability of the CPP as a whole. At its end (**year 5**):

- **systems for planning, decision making and coordination** will be operational at national, provincial and local level;
- **education and awareness activities** will have been developed, implemented, and tested/validated at national and local levels;
- an **integrated model for sustainable land management** of severely degraded dry land ecosystems, for application in small scale landscapes, will have been tested and implemented, with potential replication at many other sites within Cuba; and
- A **model for monitoring of severe climatic change and land degradation** will have been implemented and tested, with potential replication at many other sites within Cuba.

## **Project 2. (Years 3-7): Capacity Building for Information Coordination and Monitoring Systems/SLM in Areas with Water Resource Management Problems**

*GEF implementing agency: UNEP*

*Technical cooperation Agency: FAO*

*Funding for implementation: GEF \$2,375,000, GoC \$18,538,000*

*Funding for preparation: GEF \$125,000*

8. This 5-year project will build upon the advances achieved in Project 1 in satisfying fundamental capacity needs, focusing more specifically on the development of the capacities required to ensure that decision-makers have adequate access to useful information on the conditions of soil and water resources. It will thereby address CPP Barrier 4.

9. At the **national level**, capacity building activities will focus on supporting the definition of information requirements for decision-making related to SLM in Cuba; the provision of equipment and materials (hardware, software, images, databases, monitoring stations, etc.) and training necessary to ensure the availability of the information needed by decision makers; and the provision of support to the establishment of a system for the management of the information generated, in order for it to be used by the diverse institutions involved in activities related to SLM in a way that permits integrated (inter-sector) decision-making.

10. This project will include significant activities at both the national and local levels, including pilot activities on M&E in the pilot sites. It would benefit as well from the M&E activities for the CPP as a whole that constitute Project 5, as well as the initial testing of site level M&E for severe climatic events that constitute a part of Project 1 (Pinar del Rio province).

11. At the **local level**, the project will continue and complement the work initiated under Project 1 in *Guantánamo* and *Pinar del Río*. In both of these sites, the project will work at medium scale, in contrast to the small scale of Project 1. In *Guantánamo*, the project will replicate activities demonstrated during Project 1, with additional integration of sustainable water management practices, and will test and implement newly developed M&E and information management activities in degraded landscapes. In *Pinar del Río*, it will build on the monitoring and evaluation system for severe climatic events established in Project 1 to establish an overall land degradation monitoring system that incorporates national and local level information systems, on agricultural lands of small scale; and will implement sustainable land management practices that integrate soil and water management practices.

12. In addition, two new intervention areas will be incorporated into this project: *Matanzas* and *Cauto River Basin*. The southern part of *Matanzas* is of vital importance for the production of food to supply the capital, Havana. Its selection provides the opportunity to demonstrate how to address problems of soil compaction and the use of low efficiency irrigation with associated soil impacts. *Cauto* was also selected for inclusion in this project due to the importance there of water management issues; its inclusion also allows the project to address additional factors including the excessive use of monocultures and the use of crops and livestock which are inappropriate for local conditions, that include slopes of more than 15 % (not recommended for livestock); high levels for salinity that are unsuitable for low saline resistant crops; and water quality not suitable for irrigation. In *Matanzas*, operations will focus on medium scale landscapes whereas in *Cauto* they will commence at the small scale.

13. In *Matanzas*, the project will implement sustainable land management practices that integrate soil and water management practices, with emphasis on conserving subterranean water reserves, and developing models for their sustainable management. It will also test and implement M&E and information management practices newly developed during Project 1. Likewise, actions in the *Cauto* river basin will focus on sustainable management of water resources and limitation of the consequences of drought.

### ***Key partner agencies***

14. Given the focus of this project on the sustainable management of water resources, the principal institutional partner will be the National Institute of Hydraulic Resources (INRH). Other institutions involved will include

MINAGRI (specifically in relation to its role in the areas of irrigation and drainage), MINAZ and the Ministry of Higher Education (MES).

### *Timing of Activities*

- During **years 3-7** of the CPP, the project will undertake activities to develop systemic (inter-institutional) capacity for monitoring and information management and dissemination at the national and local levels;
- During **years 3-5**, institutional and individual capacity building in monitoring and information management will focus on capacity for soils and water management, to support demonstration projects in Guantanamo, Pinar del Rio, Havana Matanzas and Cauto;
- During **years 6-7**, institutional and individual capacity building in monitoring and information management will extend its focus to include forests and other areas, to support demonstration activities in other projects.

### *Results*

15. By the end of this project (**year 7** of the CPP):
  - **Systems for information coordination and monitoring** at national and local levels will be operational, and tested and validated at the local level;
  - **Integrated models for sustainable management of water resources in agricultural zones at the small and medium scale** will have been tested and implemented, with potential replication at many other sites within Cuba;
  - **An integrated model for monitoring of land degradation processes** will have been implemented and tested at four sites (with the most advanced in Pinar del Rio) with potential replication at many other sites within Cuba.

### **Project 3. (Years 5-8): Capacity Building for Sustainable Financing Mechanisms/ Sustainable Land Management in Dry land Forest Ecosystems and Cattle Ranching Areas**

*GEF implementing agency: UNDP*

*Technical cooperation agency: FAO*

*Funding for implementation: GEF \$1,425,000, GoC \$18,000,000*

*Funding for preparation: GEF \$75,000*

16. At the **national level**, this four-year project will strengthen national capacity to develop and apply sustainable financing mechanisms for SLM, thereby addressing CPP Barrier 3. The project will also emphasize field level activities: at the **local level**, it will introduce into the CPP the theme of forest ecosystems, specifically those in dry land areas which are at particular risk from degradation processes. The project will work in two intervention areas, namely Cauto and Villa Clara. In demonstration, sites within both of these intervention areas, the project will develop and test sustainable land management practices (including reforestation) in dry forest regions of medium scale, and test and implement the sustainable financing mechanisms and incentives developed through the project's actions at national level. In **Cauto**, where operations commenced under Project 2, seeking to build on the SLM experiences in water management by increasing the forest cover of the watershed and demonstrating the viability of integrated forest farms for preventing LD and for supporting the reforestation of catchments, providing energy and non timber products. The forests of Villa Clara are under particular pressure through conversion to pasture, and the areas affected are subsequently subject to further degradation by soil erosion, particularly on slopes, poor pasture management and fire. In **Villa Clara**, demonstrations would include pilots of mixed forest exploitation alongside cultivation of shade coffee. They will also address ranching issues, specifically the application of livestock production technologies compatible with SLM, taking into account the sustainable financing mechanisms developed and validated through this project.

### ***Key partner agencies***

17. Given its emphasis at local level on addressing the problem of land degradation in forest ecosystems, a key partner agency will be the Forest and Livestock Department of MINAGRI. Key partners in relation to the development and validation of finance mechanisms in support of SLM will be the Ministry of Finance and Prices (MFP) and the Planning Ministry (MEP).

### ***Timing of activities***

- During **years 5-8** of the CPP, the project will undertake activities to develop systemic (inter-institutional) capacity for long-term sustainable financing mechanisms at the national and local levels;
- During **years 5-8**, institutional and individual capacity building in monitoring and information management will focus on capacity for forest management, to support demonstration projects in Villa Clara and the Cauto River Basin.

### ***Results***

18. By the end of the project (**year 8** of the CPP):
- **National and local level sustainable financing mechanisms and incentives** will have been developed and validated, to ensure long-term funding for sustainable land management activities
  - **Integrated models for sustainable management of dry land forest ecosystems and cattle ranching areas** at the medium scale will have been tested and implemented, with potential replication at many other sites within Cuba.

### **Project 4. (Years 7-10): Validation of SLM Models at Landscape Scale**

***GEF implementing agency: UNDP***

***Secondary implementing agency: UNEP***

***Technical Cooperation Agency: FAO<sup>2</sup>***

***Funding for implementation: GEF \$1,290,500, GoC \$19,063,000***

***Funding for preparation: GEF \$62,000***

19. This project will focus overwhelmingly on up scaling and validating at landscape level the models of integrated SLM demonstrated at local level in the previous three projects. As needed, the project may also further strengthen landscape level planning processes and mechanisms established in Project 1.

20. In the *Cauto River Basin* intervention area, the project will focus on replicating (and scaling-up to landscape level) best practices from Project 3 for sustainable land management in dry forest regions. It will combine actions directed at agricultural ecosystems and dry forests, and will the sustainable management of micro- or sub-catchments combining hydrological and forest resources.

21. In the *Guantánamo* intervention area, the project will develop, test and validate sustainable land management practices from Projects 1-2, including soil management and irrigation management, on agricultural lands at landscape level. The project will place strong emphasis on social factors, relating landscape level up-scaling to the important social considerations in this catchment, namely the expansion of important urban areas.

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<sup>2</sup> The position of UNEP as a GEF implementing agency and FAO as a Technical Cooperation Agency does not necessarily reflect the relative importance of the two agencies in the implementation of this project.



### ***Key partner agencies***

22. Given its emphasis on scaling-up the activities demonstrated in the other projects, this project will continue to work with many of the same institutional stakeholders, including MINAGRI, MINAZ, INRH, provincial, local and/or watershed level management agencies and coordinating authorities.

### ***Timing of activities***

- During **years 7-10** of the CPP, the project will focus on replicating and scaling-up demonstrations of sustainable land management.

### ***Results***

23. At the end of the project (**year 10** of the CPP):

- **Sustainable land management practices** from Projects 1-3 will have been replicated successfully within a landscape level management framework;
- **Integrated models for sustainable management** of various ecosystem types at the landscape scale have been tested and implemented, with potential replication at many other sites within Cuba.

### **Project 5. (Years 1-10): Coordination, Monitoring and Evaluation of Cuba CPP**

*GEF implementing agency: UNDP*

*Funding for implementation: GEF \$800,000<sup>3</sup>, GoC \$2,648,000 million*

24. This medium-sized project, which will last for the whole duration of the CPP, will focus on the coordination of the CPP as a whole, including the establishment of a monitoring and evaluation system for the Cuba CPP. Under this project, structural, technical and material capacities will be established for the internal direction of the CPP, its orientation, development and monitoring, the supervision of its actions, the harmonization and integration of the results of the different stages of the programme and its projects, the coordination of national and international partners and the interlinking of the actions promoted in the individual projects. The other individual projects within the CPP will also have their respective management mechanisms, which will fit into this overall CPP-level system. Rather than being solely an internal management tool for the CPP, this project will also aim to support long-term monitoring and evaluation capacity for sustainable land management within Cuba, including the national level systems established in Project 1, and field level systems established at each demonstration site (in particular, in Pinar del Rio during Project 1). It will thereby permit the compatibility and integration between the results of each stage of the programme. Another objective of particular importance will be the coordination of the actions of all of the national and international partners and their linkages with the actions promoted in the projects.

### ***Result***

25. By the end of the project (**year 10** of the CPP):

- An **overall coordination unit** will have successfully guided the implementation of the CPP as a whole;
- Conditions will have been created which will have allowed the **effective and efficient management** of the individual projects within the CPP;
- **Mechanisms for management and participation** will have allowed the CPP as a whole to function effectively and to respond to stakeholders' needs;
- **M&E mechanisms** will have been established which will have guided decision-making in the CPP as a whole and which will remain in place to guide ongoing SLM initiatives in Cuba.

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<sup>3</sup> Project preparation was funded by a GEF PDF-B grant of \$347,500 which also covered the preparation of the CPP Document as a whole and of Project 1.

## Annex 2. Project Sequencing

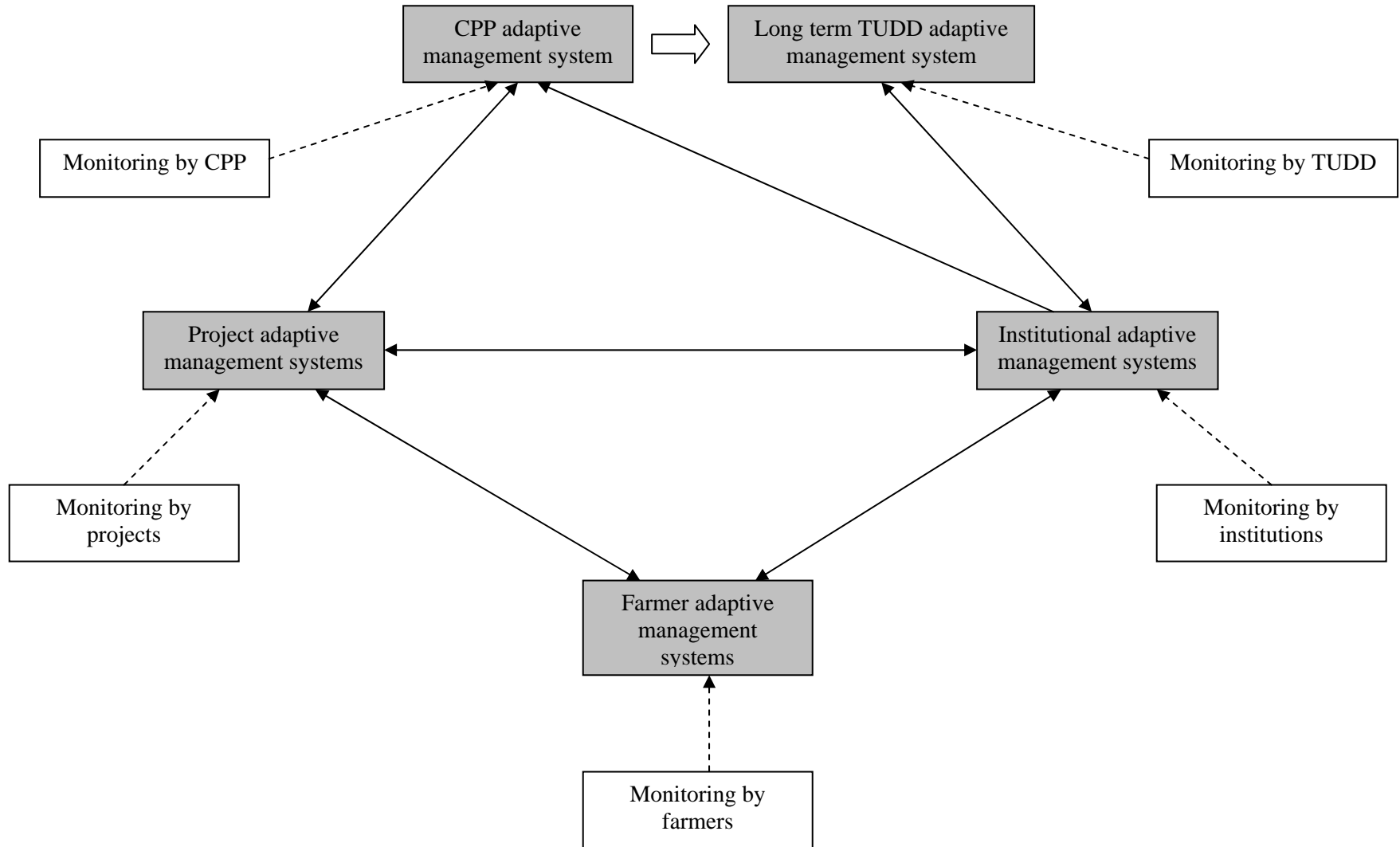
1	2	3	4	5	6	7	8	9	10
<b>Project 1:</b> Capacity building for planning, decision making & regulatory systems & awareness building / SLM in severely degraded ecosystems (UNDP-FAO: GEF US\$3,500,000)									
<b>National Level:</b> Inter-Sectoral planning; M&E systems; drought surveillance; land use enforcement systems; education and awareness building									
<b>Key Partners:</b> Institute of Soils, National and Provincial coordinating authorities; agricultural extension workers (ANAP, MINAGRI, MINAZ), IPF, INSMET, INRH.									
<b>Guantanamo</b> (small scale): Halt land degradation and rehabilitate salinized and eroded areas in dry lands and xeric scrub regions.									
<b>Pinar del Rio</b> (small scale): Monitoring of extreme climatic events (droughts, hurricanes).									
		<b>Project 2:</b> Capacity building for information coordination and monitoring systems/SLM in Areas with Water Resource Management Problems (UNEP-FAO: GEF US\$ 2,375,000)							
		<b>National Level:</b> Information management systems, awareness and education activities							
		<b>Key Partners:</b> Water management agencies INRH, (MINAGRI irrigation and drainage services), MINAZ, MES (CIH)							
		<b>Havana - Matanzas</b> (medium scale): Sustainable use of ground water							
		<b>Pinar del Rio</b> (medium scale): Strengthen resistance to drought and other extreme climatic events in agricultural lands.							
		<b>Guantanamo</b> (medium scale): Replication of demonstration activities, conservation of rainwater and testing of high efficient irrigation systems							
		<b>Cauto River Basin</b> (small scale): Sustainable management of water resources – Drought prevention and management of water reserves for SLM							
		<b>Project 3:</b> Sustainable financing mechanisms/SLM in dry land forest and cattle ranching areas (UNDP-FAO: GEF US\$ 1,425,000)							
		<b>National Level:</b> Sustainable financing mechanisms and incentives							
		<b>Key Partners:</b> Mins Finance (MFP & Planning (MEP), MINAGRI (Forest & Livestock Dept.); local foresters; Forest guards etc							
		<b>Villa Clara</b> (medium scale): Improved SLM techniques in a premountainous ecosystem (dry forest & livestock).							
		<b>Cauto River Basin</b> (medium scale): Sustainable management of dry forest resources. Integrated forest farms, water regulations forest.							
		<b>Project 4:</b> Validation of SLM Models at Landscape Scale (UNDP-UNEP-FAO: GEF US\$1,290,500)							
		<b>National Level:</b> Further strengthening and fine-tuning of landscape level planning processes and capacities							
		<b>Key Partners:</b> MINAGRI, MINAZ, INRH, Provincial, local and/or watershed level management agencies and coordinating authorities.							
		<b>Cauto River Basin</b> (landscape scale): Replication (up scaling) of demonstration activities in micro watersheds							
		<b>Guantanamo Guaso Basin</b> (landscape scale): Soil mngmt., irrigation in agricultural land							
<b>Project 5:</b> Coordination, <b>Monitoring and Evaluation</b> for CPP, which will establish the structural, technical and material capacities for the direction, development and monitoring of the CPP (UNDP - GEF US\$0.8 million): <b>Key Partner:</b> CITMA									

### Annex 3. Links between CPP projects, barriers and outcomes

Projects					
Outcomes	Project 1: Capacity Building for Planning, Decision Making & Regulatory Systems & Awareness Building / SLM in Severely Degraded Ecosystems	Project 2: Capacity Building for Information Coordination and Monitoring Systems / SLM in Areas with Water Resource Management Problems	Project 3: Sustainable Financing Mechanisms / SLM of Dry land forest and livestock ecosystems	Project 4: Validation of SLM Models at Landscape Scale	Project 5: Coordination, Monitoring and Evaluation for CPP
<b>INTERMEDIATE OBJECTIVE 1</b> National capacity for integrated SLM is established, ensuring inter-sectoral coordination and effective implementation of land management plans and activities					
<b>Outcome 1.1:</b> Planning structures and processes for land use and regulation take into account SLM principles, and facilitate the implementation of practices compatible with the conservation of ecosystem integrity	<b>Barrier 5.</b> Planners have limited tools and knowledge for incorporating SLM considerations into plans, programmes and policies			<b>Barrier 5.</b> Planners have limited tools and knowledge for incorporating SLM considerations into plans, programmes and policies	<b>Barrier 1.</b> Limited inter-sector integration and inter-institutional coordination
<b>Outcome 1.2:</b> Increased resources are available for effective investments in SLM	<b>Barrier 2.</b> Inadequate incorporation of SLM considerations into extension and environmental education programmes		<b>Barrier 3.</b> Limited development of financing and incentive mechanisms for SLM		
<b>Outcome 1.3:</b> Individuals and institutions have the capacities (human and material) to undertake sustainable land management	<b>Barrier 6.</b> Inadequate development of regulatory framework for combating LD	<b>Barrier 5.</b> Planners have limited tools and knowledge for incorporating SLM considerations into plans, programmes and policies			
<b>Outcome 1.4:</b> Rural populations, resource managers and other stakeholders are aware of the environmental, social and economic benefits of sustainable land	<b>Barrier 2.</b> Inadequate incorporation of SLM considerations into extension and				

management and options for its application	environmental education programmes				
<b>Outcome 1.5:</b> Information on land resource conditions and trends throughout Cuba is being applied by planners in decision making		<b>Barrier 4.</b> Inadequacy of systems for monitoring of LD and management of related information			<b>Barrier 4.</b> Inadequacy of systems for monitoring of LD and management of related information
<b>INTERMEDIATE OBJECTIVE 2:</b> Field level demonstrations of sustainable land management practices have halted, prevented and remedied land degradation in critical landscapes within Cuba, and produced effective models for replication					
<b>Outcome 2.1:</b> Land use decisions in the project <b>intervention areas</b> are based on updated information	<b>Barrier 4.</b> Inadequacy of systems for monitoring of LD and management of related information	<b>Barrier 4.</b> Inadequacy of systems for monitoring of LD and management of related information			
<b>Outcome 2.2:</b> Local stakeholders (resource users, extension workers, decision-makers) in project <b>intervention areas</b> have the knowledge and skills to undertake SLM			<b>Barrier 2.</b> Inadequate incorporation of SLM considerations into extension and environmental education programmes		
<b>Outcome 2.3:</b> SLM solutions (technologies, practices, incentive systems, planning structures and regulations) have been demonstrated and validated at specific pilot <u>sites</u> in 5 <b>intervention areas</b>	<b>Barrier 6.</b> Inadequate development of regulatory framework for combating LD		<b>Barrier 3.</b> Limited development of financing and incentive mechanisms for SLM		
<b>Outcome 2.4:</b> Best practices in SLM have been replicated at diverse <u>sites</u> throughout the 5 <b>intervention areas</b> and effective processes are in place for replication elsewhere throughout Cuba				<b>Barrier 2.</b> Inadequate incorporation of SLM considerations into extension and environmental education programmes	

**Annex 4. Links between M&E and adaptive management systems**



**Annex 5. Programme of external evaluations for CPP and constituent projects**

	Project 1	Project 2	Project 3	Project 4	Project 5	CPP
Mid year 3	Mid-term review				1 <sup>st</sup> intermediate review	1 <sup>st</sup> intermediate review
End year 5	Final review	Mid-term review			2 <sup>nd</sup> intermediate review	2 <sup>nd</sup> intermediate review
Mid year 7		Final review	Mid-term review			
End year 8			Final review	Mid-term review	3 <sup>rd</sup> intermediate review	3 <sup>rd</sup> intermediate review
End year 10				Final review	Final review	Final review

**Annex 6. Distribution of indicative M&E costs by project**

	Indicative total budget in CPP document	Budget by project					Revised total budget
		Project 1	Project 2	Project 3	Project 4	Project 5	
Inception workshop	10,000	10,000	10,000	10,000	10,000	5,000	<b>45,000</b>
Measurement of purpose indicators	50,000	12,000	12,000	12,000	12,000	2,000	<b>50,000</b>
Measurement of progress indicators	50,000	12,000	12,000	12,000	12,000	2,000	<b>50,000</b>
Periodic status reports	10,000	2,000	2,000	2,000	2,000	2,000	<b>10,000</b>
Technical reports	50,000	12,000	12,000	12,000	12,000	2,000	<b>50,000</b>
External evaluations:							
<i>Year 3</i>	<i>27,000</i>	<i>24,000</i>				<i>3,000</i>	<i>27,000</i>
<i>Year 5</i>	<i>52,000</i>	<i>25,000</i>	<i>24,000</i>			<i>3,000</i>	<i>52,000</i>
<i>Year 7</i>	<i>49,000</i>		<i>25,000</i>	<i>24,000</i>			<i>49,000</i>
<i>Year 8</i>	<i>52,000</i>			<i>25,000</i>	<i>24,000</i>	<i>3,000</i>	<i>52,000</i>
<b>Total</b>	<b>180,000</b>	<b>49,000</b>	<b>49,000</b>	<b>49,000</b>	<b>24,000</b>	<b>9,000</b>	<b>180,000</b>
Final external CPP evaluation	60,000				50,000	10,000	<b>60,000</b>
Lessons learned	50,000	12,000	12,000	12,000	12,000	2,000	<b>50,000</b>
<b>Total</b>	<b>460,000</b>	<b>109,000</b>	<b>109,000</b>	<b>109,000</b>	<b>134,000</b>	<b>34,000</b>	<b>495,000</b>

**UNDP-GEF LAND DEGRADATION FOCAL AREA  
MINIMUM SPECIFICATIONS FOR MSP CLEARANCE**

**Country: Cuba**

**Project title: Coordination, Monitoring and Evaluation of Cuba Country Pilot Partnership on Sustainable Land Management**

**PIMS No.: 3809**

Specification category	Minimum specification	Result of PTA/Peer Review	Responses and Revisions to document <sup>4</sup>
Eligibility under OP 15 (global benefits, portfolio outcomes)	<p>Clear description of global benefits expected from project, through a landscape approach and enhancing ecosystem services, with supporting indicators in logical framework.</p> <p>Description of national and local benefits related to poverty alleviation and sustainable livelihoods, with supporting indicators in log frame</p> <p>Analysis of overlap between global and local benefits, where relevant (i.e. what part of the local benefits is pre-condition to achieving global benefits, and without which global benefits could not be achieved ? in which case non-GEF<sup>5</sup> incremental funding should be provided to achieve the local benefits).</p>	<p>P5 focuses on Coordination and M&amp;E, thus the <i>global benefits</i> are not direct even though they are understood: success of P5 enables success of P1-4 which leads to global benefits. The indirect nature of the benefits is clearly stated.</p> <p>The terms poverty alleviation and sustainable do not appear although the ideas are communicated; you may want to use these exact terms to emphasize these benefits. Once again, the benefits are for the global CPP and not as directly for P5; thus there are no supporting indicators for these benefits in the Logical Framework.</p> <p>Again, due to the indirect and supportive nature of this project, this analysis was relevant. The umbrella CPP document already presented this analysis.</p>	<p>Specific reference has now been made to the role of the project in alleviating poverty and promoting the sustainability of rural livelihoods, through the safeguarding of human, social and natural capital, in paragraph 76 (local benefits).</p>
Fit with Strategic Objectives and Strategic Programs	<p>Clear analysis on how the project addresses OP 15 and the designated SO and SP</p> <p>Majority of indicators in log frame justify the SP designation</p>	<p>The document is clear.</p> <p>Yes; no issues here.</p>	

<sup>4</sup> Paragraph or section where changes have been made to document



Portfolio Fit	<p>No geographic duplication with other GEF projects in the country. If duplication with other Focal Areas, then justification made in terms of complementarities.</p> <p>No thematic duplication with other projects in the country, region or global, although some overlap/complementarities accepted if a case is made for bringing a new and/or innovative approach that benefits the overall portfolio.</p> <p>MSPs led by NGOs can make the case of complementarities if a large government-led project is already in the portfolio.</p>	<p>The non-geographically specific nature of this project ensures there is no geographic duplication.</p> <p>There is not thematic duplication. P5 serves as an umbrella to the entire CPP and the 4 other projects. The relationship between the 5 projects is presented well.</p> <p>Not applicable.</p>	
Country drivenness	Evidence of political commitment of government , including CCD Focal Point	The evidence of political commitment is well communicated. Reference to the CCD Focal Point could be strengthened.	The UNCCD focal point in Cuba is located in CITMA, which is a member of the National Group, is the umbrella institution for CIGEA (which will be the lead institution of this project) and whose offices will physically house the Project Implementation Unit (see new text in paragraph 10). Additional references to the status of CITMA as UNCCD focal point have been made in paragraphs 45 and 91.
Viable scope (temporal, spatial, thematic) and cost effectiveness of design	<p>Same outcomes and benefits cannot be obtained with a smaller scaled project, or a less complex design.<sup>6</sup></p> <p>Cost effectiveness of project justified in terms of savings in administrative costs.</p> <p>Viable fiduciary controls are in place to ensure cost effectiveness (rules and procedures) in administration, management and monitoring.</p>	<p>The cost-effectiveness argument is well made within the document. The cost of \$800,000 seems very reasonable.</p> <p>The umbrella nature of this project allows for savings to the overall CPP.</p> <p>These issues are covered well in the MSP document.</p>	
Reflects scientific advances and state of the art ;	Clearly identifies lessons learnt and how these are applied to project design.	As one of the first GEF projects using the CPP approach, identifying lessons learned through which to inform P5 project design is not	The statement of barriers to SLM, presented in paragraph 37, is based on a review of lessons learnt to date by institutional and other

<sup>6</sup> Note : see GEF Council paper on Cost Effectiveness for November 2005 Council

	Shows innovation and aims to advance state of the art	<p>readily apparent. More of the “lessons learned” from not using a CPP approach could be cited or referenced from the global CPP project document.</p> <p>This type of project does not lend itself to scientific innovation and advancing the state of the art. Once again, the MSP presents well its role in setting the stage for the other projects, which are aimed more directly in finding and testing SLM innovations.</p>	stakeholders involved in combating land degradation. Additional text has been added to the paragraph to make this clearer.
Logical thinking	<p>Impacts of LD, causes and root causes of LD, and barriers to SLM clearly identified within system boundary.</p> <p>Goal, objective and outcomes reflect causes and barriers analysis and are within system boundary.</p> <p>Solutions justified by showing supportive links between threats, barriers, and solutions. No solution given that has any justification.</p> <p>Each outcome has at least one quantifiable and time bound indicator and one assumption.</p>	<p>I appreciated greatly the clear presentation of the logical thinking of the project, especially the presentation of the barriers to SLM and the way in which this project responds to those barriers.</p> <p>All are clearly within the system boundary but the short sub-section on system boundary appears to be missing from the document?</p> <p>This is very clearly presented.</p> <p>Each Outcome has at least one quantifiable and time bound indicator and one assumption. I have made a few comments in the Logical Framework Matrix indicating where the indicator needs to be reviewed/edited.</p>	<p>The system boundary of the project will coincide with the territorial limits of the Republic of Cuba (see new text inserted into paragraph 19).</p> <p>The wording of the indicators of the objective has been modified to ensure that they match the targets.</p> <p>The first indicator of Outcome 1 does refer specifically to the other 4 CPP projects, as it to these that the milestones in the CPP document refer (see comment to Table on page 5).</p> <p>The targets for Indicator 2 of the Objective have been modified, with intermediate targets defined for each external review date (30, 50 and 80% in years 3, 5 and 8 respectively) leading to an eventual target of 100% by project end.</p> <p>Retention or stability of staff is an assumption (external) for Outcome 1 rather than an indicator (internal). See also paragraphs 67 and 68.</p> <p>The target proportion of stakeholders satisfied with CPP decisions, results and projects (last</p>

	<p>Level of risk of each assumption identified; if risk is medium or high, then corresponding project activity/output provided to minimize the risk.</p>	<p>All risk levels have been identified and activities and outputs aimed to minimize the risks were presented. In the document, the project is presented as a very low risk project; Is it the case? My biggest concern is the strong reliance on in kind government co-financing – the risk level indicated for this</p>	<p>indicator of Outcome 1) has been reduced to 80%. This level will be reached in an incremental manner, from 50% in year 3, 60% in year 5 and 80% from year 7 onward.</p> <p>The reduction of sedimentation of marine ecosystems (comment to paragraph 79) is not reflected in an indicator in the CPP logical framework as it does not pertain to the Land Degradation Focal Area and should therefore not be used as a direct measure of CPP success. The magnitude of this benefit will however be estimated, by extrapolating the data on erosion rates in the intervention areas which will be measured by a combination of sediment load monitoring in water courses, measurement of changes in soil levels and measurement of radioactive isotopes (see footnote to page 79 and CPP logical framework, Intermediate Objective 2). Capacities for the measurement of these indicators will be strengthened as a result of the CPP, particularly Project 2.</p> <p>Due to the unique political and institutional conditions in Cuba, the Government is able to guarantee the provision of large amounts of in-kind support from its institutions with a high level of confidence. The structures for inter-institutional coordination and integration, to be supported particularly through this project, will further ensure the coordinated and timely provision of this co-financing (see paragraph 51), which even in the absence of any significant cash co-financing will be adequate to support the project. See also response below.</p>
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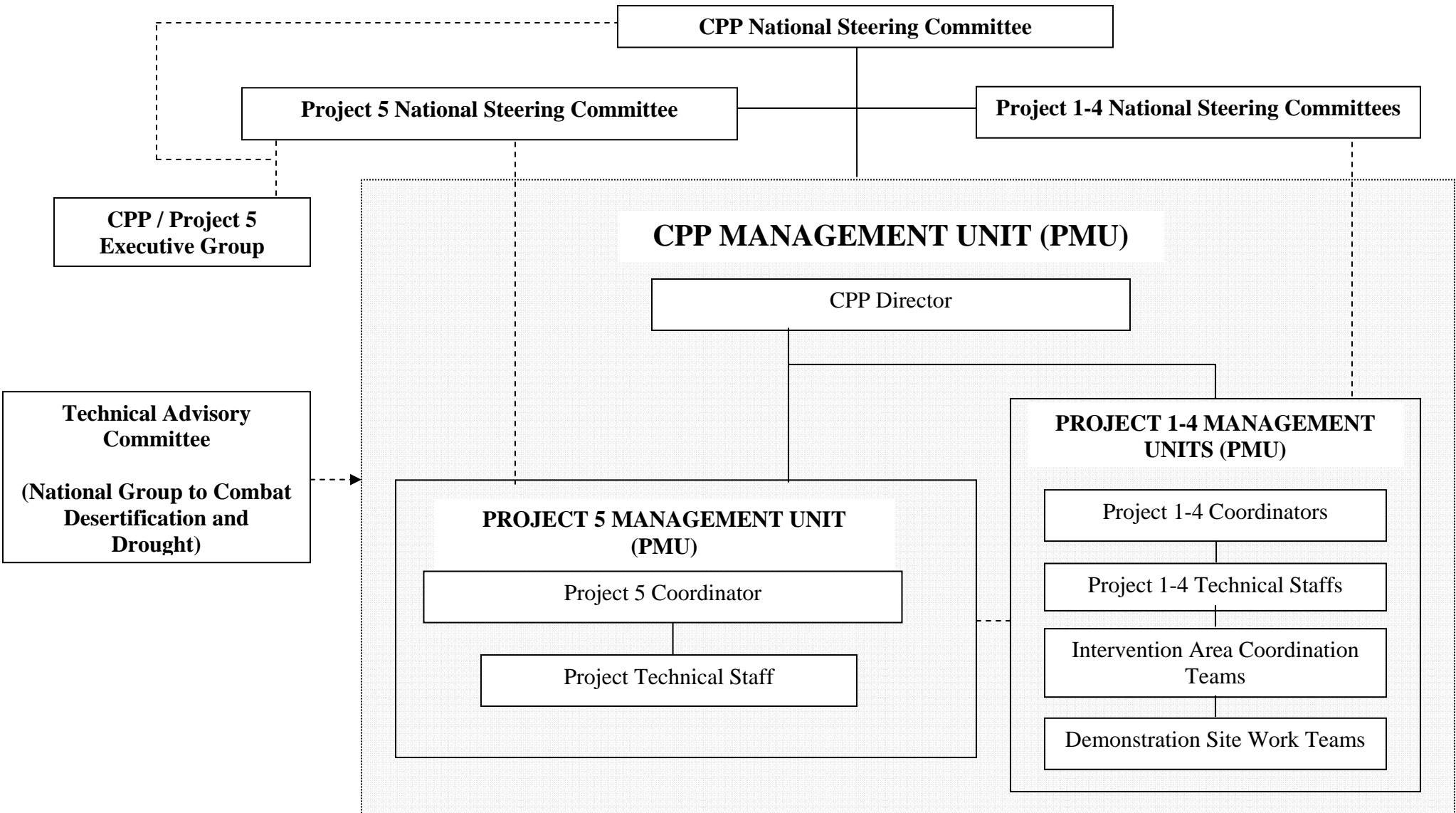
		assumption is low. There is almost no other cash to support P5 – does this aspect present any risk?	
Incremental reasoning	<p>Logical framework includes GEF Alternative (not just GEF increment)</p> <p>No ICA Annex required. However, main text should describe incremental costs and benefits which would be negotiated to justify GEF involvement based on one or more tools for LD projects : barrier removal, substitution (see Coherence Paper; new guidance on ICA).</p>	<p>The Logical Framework appears to include the GEF Alternative although this is not stated outright.</p> <p>The main text presents the incremental reasoning and justifies GEF involvement based on barrier removal.</p>	<p>The evaluator has understood correctly that the logical framework refers to the GEF alternative. This has been made more explicit by adding the words “GEF alternative” to the title of the logical framework matrix and adding text to paragraph 44 to make it doubly clear that the project objective in the logical framework will be achieved through both incremental GEF funding and co-financing.</p>
Co-finance	<p>Only that part of baseline is accepted as co-finance that clearly contributes to the log frame of the project</p> <p>At least 10% of the co-finance is in cash (more for technology transfer projects)</p> <p>Minimum 1:1 ratio of co-finance</p>	<p>The portion of CPP co-financing that clearly contributes to the Logical Framework of the project is presented in the MSP document.</p> <p>I raised this issue under the risk segment. Only 2.61% of the co-financing is in cash. This issue should be addressed within the text of the document and it may be necessary to include this as a risk for the project. The argument for the small amount of co-financing will be more easily made if co-financing for one or more of the other CPP projects is greater than 10%. The nature of the project also allows for a smaller amount of cash co-financing.</p> <p>The 1:1 ratio is met and exceeded.</p>	<p>The appropriate and timely provision of co-financing has been recognized as a risk, although this is considered to be <i>low</i>, given the particular conditions in Cuba which allow the Government to ensure the provision of co-financing, from diverse institutions, with a high degree of confidence. Likewise, the limited proportion of cash co-financing poses little risk to project sustainability given the proven abilities of stakeholders in Cuba to make good long term use of equipment purchased with external funding. See paragraph 67 and Table 3.</p>
Sustainability assured	<p>Environmental, social, financial sustainability clearly explained and justified, and reference made to outputs and outcomes that support it.</p> <p>No negative externalities expected from the project, including from the</p>	<p>All of the sustainability issues are sufficiently addressed, with specific reference to Outcomes.</p> <p>No negative externalities were identified. However, a clear statement of this fact is not</p>	<p>Additional text has been added to paragraph 79 stating clearly that no negative externalities are</p>

	technology transfers.	included in the document and should be added if this is required.	foreseen. The text on local, national and global benefits in the preceding paragraphs shows clearly that all the impacts expected from the project will be positive.
Participatory process	Clear and real evidence that the project preparation process was fully participatory  Stakeholder participation plan is comprehensive and realistic	This could be strengthened with clearer references to/links with the CPP umbrella project document  There is no Stakeholder Participation Plan in the MSP document; however, Stakeholder Involvement is adequately presented.	Additional text has been added (new paragraphs 88-90) providing more information on the provisions that were made for stakeholder participation in project design. Initial participatory formulation of this project was carried out jointly with the CPP as a whole, followed by institutional-level negotiations to fine-tune aspects such as institutional arrangements for project implementation.
Equitable sharing of benefits	Rights/needs of poorest of the poor met.  No project activity discriminates against women, indigenous peoples and other minorities, mobile peoples, or poorest of poor.	This issue is not specifically addressed in the MSP document.  The project specifies that the project is particularly beneficial to women. There is no evidence of discrimination in the MSP.	Reference is now made in paragraph 76 to the implications of the project for poverty alleviation and livelihood sustainability. The political and social context in Cuba means that very few people face the lack of 'safety nets' for their livelihoods which characterizes extreme poverty in many other developing countries.
Replicability	Description of how the project results and lessons learnt can be replicated (within or outside the system boundary).  Sufficient funding available to extract lessons learnt and disseminates it.	These items are presented well.  The budget for these items seem small, but I have a hard time knowing if the budget line reflects local costs and dissemination of lessons learned will not be a very significant aspect of this project.	One of the advantages of the CPP model is that it permits economies of scale: lessons learnt in this project will in some cases be disseminated jointly with those of other CPP projects. The relatively small budget assigned to extraction and dissemination of lessons learnt in this project (\$2,000, see Table 4) will be complemented by larger budgets in the other projects (for example \$12,000 is foreseen for lessons learnt in Project 1).
Formatting	Current MSP template used.  No spelling mistakes; grammatical mistakes kept to a basic minimum.  No font, layout or other formatting mistakes	The MSP template used is correct.  The document is very "clean." I have tracked a few changes to facilitate (since I was reading it I thought I should track the minor things I found).  See one or two issues within tracked changes.	All of the observations by the reviewer in relation to formatting mistakes are much appreciated and the document has been corrected accordingly.

		<p>List of Acronyms needs to be completed (see MSP document for tracked inserts; all highlighted acronyms need to be added to list).</p> <p>There are a number of placeholders, such as paragraph 0 to 0; I tried to highlight a number of these but this needs to be checked</p> <p>Audit is missing from M&amp;E table</p>	<p>The list of acronyms has now been completed.</p> <p>These cross-references, to paragraphs which were subsequently removed in the editing process, had erroneously been left in the document and have now been removed.</p>
Budget	<p>All numbers match, and add up properly</p> <p>All tables completed</p>	<p>Everything matches up.</p> <p>The budget presented in Annex 1 “Budget by year” seems to lack sufficient detail. Is there a more detailed budget (by Output) being prepared? This may not be necessary but it is very helpful for project management.</p>	<p>The budget table used corresponds to the MSP template. A more detailed breakdown of costs will be provided following CEO endorsement.</p>

Date of review: 20 June 2007

**PART II : Organigram of Project 5 in relation to the CPP projects 1-4**



## **PART III : Terms of References for key project staff and main sub-contracts**

### **Terms of reference for direction and project level staff in the CPP**

The Ministry of Science, Technology and Environment (CITMA), through the Centre for Environmental Information, Management and Education (CIGEA), is designated by the government as the lead institution of the Country Program Partnership (CPP) for sustainable land management (SLM) and, in conjunction with the Ministry of Overseas Investment, will represent the government of Cuba for the adoption of any decisions required, in its name. This lead institution will be represented by the CPP Director, who will be named by CITMA. The other elements of the direction will be: national project coordinators (5), and local coordinators for intervention areas (6) for the capacity development components of the project as required.

### **Responsibilities**

The CPP director will be the main person responsible to the national steering committee for the global coordination of aspects related to the CPP and to all of the projects which make up the CPP nationally. He or she will be responsible for ensuring that local level interests and indications are taken into account, control and be accountable for the use of resources and will approve reports and annual operational and financial plans, and will supervise the work of the project teams and the effective realization of all activities. At the same time, he or she will ensure the planning, direction, control and supervision of the tasks assigned to the program personnel, contracted consultants and participating institutions. He or she will work directly with the personnel designated at national and local levels, the implementation and execution agencies of the projects, potential donors, the GEF national focal point and others which are considered appropriate and necessary. The program director will be responsible for the delivery of all documentation, directive and financial reports, and for the preparation and diffusion of the results of audits and of the plans generated through these.

He or she will also have the following specific tasks:

- To ensure, with the government and international institutions, support for the execution of the CPP and its projects, as well as the opportune and effective contribution of the government;
- To approve work plans and progress reports, and to deliver them to UNDP and all necessary bodies;
- To approve all of the financial aspects of the CPP;
- To facilitate the increasing participation of national and local institutions;
- To promote the participation of local and governmental entities, in particular to the state organisms related to the application of SLM, such as MINAGRI, MINAZ, INRH, the Physical Planning Institute of the Ministry of Economy and Planning and MINVEC, among others, in order to carry out of the activities and reforms recommended by them.
- To lead and control the activities related to be foreseen objectives, with the participation of all of the institutions involved, the private sector and NGOs, ensuring the scaling up and application of lessons learnt at all levels;
- Supervise the general progress of the CPP and the projects which it includes;
- To supervise the work of the CPP Technical Group in relation to sustainable land management, and to support technical work at national and local levels;
- To facilitate the processes of Annual Program Reviews, Tripartite Reviews and the entire system of internal and external evaluation
- To participate in decisions concerning the ongoing finance of the CPP, based on progress indicators;
- To review financial plans, activities and periodic reports and to present them to the National Steering Committee;
- To supervise, approve and certify reports of results obtained through the CPP, audit reports and evaluation reports;



- Give final approval for Project reports and send them to bodies that request them, including donor institutions.

### **National Project Coordinators**

- To elaborate, control and be responsible for the integrated development of the Project, including the establishment and functioning of work groups, and coordination with the participation of all key stakeholders;
- To ensure that previously defined local interests are incorporated into the project, and that counterparts at this level participate in an effective and opportune matter;
- To report on and be accountable for technical and financial execution according to defined timeframes, and to evaluate progress, extracting from each stage corresponding lessons learnt;
- To produce work plans and reports of progress and to be responsible for the information which is generated;
- To select, direct and control the activities of personnel linked to the execution of the projects.
- To establish a mechanism for monitoring and evaluation, which will include the development and implementation of an automatic system, training of personnel in its use, and the establishment, development and maintenance of its databases;
- To define parameters, indicators and points of reference to measure the impact of the project, which will be validated and complemented by more specific indicators at the level of the Project and between the other projects of the CPP;
- To produce training plans and propose documents to be promoted and disseminated in relation to the expected products;
- To organize and participate in periodic field trips to the intervention areas of the project.
- To oversee the result evaluation teams;
- To be responsible for the technical resources made available for the development of Project activities and to give account periodically for their condition.

### **Local coordinators**

- To coordinate the integrated planning and execution of the Project at local level and to link the national and local teams;
- To guide and supervise the actions of the project in each of the demonstration sites of the intervention areas;
- To convene local entities and actors for their participation and the opportune and efficient management of the project, in both vertical and horizontal dimensions;
- To monitor, evaluate and periodically validate the implementation of the project at this level
- To organize, control and emit information generated by the Project at local level and to be accountable to authorized entities.
- To participate with the central team of the Project, in the definition of objectives, goals, stakeholders, beneficiaries, synergies and antagonisms out to evaluate local barriers;
- To register, control, oversee, administer and guarantee the appropriate use and conservation of the material resources of the project;
- To arrange the divulgation and creation of capacities, within the context of local integrated development;
- To identify and proponed actions for scaling up at the different levels foreseen;
- To produce documents for divulgation and promotion
- To propose actions for the training and awareness raising of local stakeholders
- To facilitate audits and project control procedures at this level;
- To control Project expenditures and local contributions to the activities of the Project, and to mobilize additional local funds
- To generate initiatives to stimulate local stakeholders in the implementation of SLM activities.

## **Administrative personnel**

- To participate in the elaboration of budgets and corresponding co-financing at different stages (CPP, projects and annual plans)
- To develop plans for financial execution, closely linked to financing and co-financing entities, as well as mandatory budget reviews
- To coordinate the acquisition of resources and services for the CPP and its projects;
- To control the location and use of resources and equipment, as well as their conservation, maintenance and protection;
- To control the financial execution of the projects, based on the models established for this purpose by the GEF execution agencies;
- To admit periodic information on the state of execution of the projects, for the corresponding entities.

## **Qualifications**

### **For posts at direction level, the following conditions should be applied:**

- Experience in international projects, preferably GEF;
- Familiarity with the topic of sustainable land management within the context of current agricultural policy
- Proven managerial abilities;
- Proven capacities for the coordination and planning of the CPP and its projects;
- Proven technical capacities and knowledge of the important local sites selected for the execution of the Projects, as well as experience in sustainable land management.
- Proven general knowledge of sustainable land management in the country, its trends, weaknesses and threats to its application and institutional mainstreaming, and policies related to economic trends in Cuba.

**SIGNATURE PAGE**

Country: Cuba

UNDAF Outcomes/Indicators: 3.1 Capacity building for the application of SLM principles in Cuba that contributes to maintaining ecosystems productivity and functions / Indicators: Status of the implementation of the nationwide system for the CPP coordination, monitoring and evaluation

CPD Expected Outcomes: 1. Capacity building for the sustainable land management at the national level.

CPD Expected Outputs: 1.2 A nationwide system is operational for the CPP coordination, monitoring and evaluation

Government: Ministry for Foreign Investment and Economic Collaboration (MINVEC)

National Executing institution/  
Implementing partner: Ministry of Science, Technology and Environment (CITMA)

Programme Period: 2008 - 2012  
Programme Component: Goal 3: Environment and sustainable development  
Project Title: Coordination, Monitoring and Evaluation of Cuba Country Pilot Partnership on Sustainable Land Management  
ATLAS Project ID: 00059994  
PIMS Project ID: 3809  
Project Duration: 10 years  
Management Arrangement: NEX

Budget: GEF \$ 800,000  
Allocated resources:  
• Other:  
Government: \$ 2,826,929

Agreed by  
Government / MINVEC: *Olando Regueiro* 7/10/08

Agreed by  
Implementing partner / CITMA: *José A. Díaz Duque* 08.11.13

Agreed by  
UNDP: *Norman M. Wade* 17-11-08