

The Republic of Cuba

Executive Summary

2014 was the first year of the new Cooperation Programme 2014-2018, which is directly aligned with the UNICEF Strategic Plan 2014-2017. The following are the main results achieved in 2014:

Emergency response: UNICEF Cuba fulfilled the recovery commitments made in the education and water, sanitation and hygiene (WASH) sectors after Hurricane Sandy hit Santiago de Cuba in October 2012. Notably, 227 schools, representing approximately 10 per cent of damaged schools, were permanently rehabilitated, benefitting 22,120 children, including 52 per cent girls. In addition, 40,000 people now have permanent access to safe water in remote rural areas.

Knowledge production: The Multiple Indicator Cluster Surveys – Round 5 (MICS5) was carried out, and, for the first time, included modules for protection and Early Childhood Development (ECD), as well as new nutrition indicators. In collaboration with academic centres, studies were conducted in the areas of protection, participation and adolescent development. The information collected will be used as baseline for monitoring the situation of children as the country undergoes the current process of change. It will also be used to monitor progress towards the implementation of the country programme.

Promotion of national reflection on childhood: The celebration of the 25th anniversary of the Convention on the Rights of the Child (CRC) was an opportunity to reflect on and discuss the substantial progress made so far and the remaining challenges. This large-scale debate involved national institutions, centres of excellence and the general public. Some pending issues will be included in the national plan for children that the Government is currently developing.

The following shortfalls jeopardized implementation of the country programme:

- The country's norms and regulations on cooperation continue to be revised, which has delayed and complicated important processes, such as planning and offshore supply procurement. The national market situation makes local procurement difficult.
- Although it was possible to obtain more information on children, gaps remain on key themes, making it difficult to ensure complete implementation of the equity focus or effective results-based management in all relevant areas.
- 2014 was a productive year in terms of the creation and strengthening of partnerships with public institutions and centres of excellence, particularly in the area of protection.

The partnership with the Ministry of the Interior (MININT) was consolidated. In collaboration with the regional office, MININT and UNICEF Cuba organized an international conference on the state of child protection systems, 25 years after the CRC, in which 150 national and international experts participated. As a follow-up, national authorities requested the support of UNICEF to provide technical assistance through international experts on protection systems and for the creation of services such as a helpline. Also regarding protection, the partnership with

the Ministry of Education (MINED) was deepened through first-time cooperation on children without parental care.

In the central province of Sancti Spiritus, the provincial government and MINED worked together in an innovative partnership that involved collaboration with the Red Cross, the Civil Defence and the Ministry of Science, Technology and Environment (Ministerio de Ciencia, Tecnología y Medio Ambiente or CITMA), among others, as well as the meaningful participation of students, to promote disaster risk reduction (DRR) and create more resilient communities through schools. This experience can be replicated in other vulnerable communities in Cuba.

Partnerships were established with renowned Cuban artists whose work has promoted child rights and raised awareness of current issues among adolescents, families, authorities and the general public. For example, UNICEF Cuba supported the production of the award-winning movie *Conducta*, which addresses critical issues related to the education system, the teacher-student relationship, urban migration and family. This movie has triggered an important debate in the country.

Humanitarian Assistance

UNICEF Cuba continued to support WASH and education initiatives after Hurricane Sandy hit the eastern provinces of Santiago de Cuba, Holguín and Guantánamo on 25 October 2012. The United Nations system mobilized to support and strengthen the Government's emergency response. A corresponding action plan was developed to provide UNICEF Cuba with a framework for mobilizing US\$ 2,846,748 in 2012 and 2013 for education and WASH initiatives.

In 2014, an on-going field-based follow-up process was undertaken for the different emergency projects initiated in 2013.

Support continued to be provided to improve access to safe drinking water in communities located in eight of the nine municipalities of the eastern province of Santiago de Cuba. The pumping and water purification equipment that was installed enhanced access to and quality of drinking water services, especially in remote rural communities. An estimated 40,000 people benefitted from this intervention on a permanent basis. By increasing capacity, the equipment made it possible to expand coverage and reduce water-borne diseases that had affected these areas before Hurricane Sandy hit.

During the same time period, UNICEF Cuba supported the implementation of health promotion and education actions promoting sanitation and hygiene. Training and awareness-raising actions were carried out that focused on hand washing, dehydration, acute diarrhoeal and food- and water-borne disease prevention and the use of oral rehydration salts.

In the education sector, 227 schools were rehabilitated during 2014 in seven municipalities of the eastern province of Santiago de Cuba, providing 11,574 girls and 10,546 boys with the opportunity to return to re-built school facilities.

In 2015, the rehabilitation of three day-care centres in the city of Santiago de Cuba will be completed, guaranteeing appropriate physical and learning environments for 309 boys and 287 girls, beginning in the next school year.

Equity Case Study

The Cooperation Programme 2014-2018, which is aligned with the UNICEF Strategic Plan 2014-2017 focuses on equity. National partners in Cuba actively participated in the elaboration

of the Country Programme Document (CPD) and the Country Programme Action Plan (CPAP), which resulted in the gradual exposition and integration of the equity focus. This focus was already taken into account in the Government's Economic and Social Policy Guidelines approved in 2011, which framed all of the changes currently taking place in the country. These guidelines and official documents make explicit reference to the vulnerabilities of some geographic and demographic groups.

This has created a favourable context for UNICEF assistance. Though up until now, social policies and programmes always had a universal feature, the Government has stated its intention to prioritize targeted programmes, while maintaining the principle of equality of opportunities in health, education and social assistance.

The Cooperation Programme targets the following vulnerable groups: children with disabilities; children living in rural areas, remote areas, or disaster-prone areas; children from families with socio-economic complexity; children without parental care; groups with a high prevalence of anaemia; pregnant adolescents; and persons living with HIV/AIDS. In the process of updating the Situation Analysis, a governmental group has worked to create an atlas on the geographic disparities of children in the 168 municipalities, based on indicators and census data.

Furthermore, results of the MICS5 will contribute to improving disaggregated baseline data availability and promoting the application of the Monitoring Results for Equity System (MoRES), levels two and three.

Partnerships with centres of excellence and other institutions managing information and knowledge were strengthened in order to study new themes in adolescent protection, participation and development, including assessment of bottlenecks and identification of determinants.

The promotion of education inclusive of children with special needs, whether associated with disabilities or not, is a specific example of the application of the equity focus. Various sectors (MINED, MININT, the Ministry of Culture (MINCULT) and the National Institute of Sports, Physical Education and Recreation (Instituto Nacional de Deportes, Educación Física y Recreación or INDER), among others) adopted a bottleneck analysis of the supply and demand sides of children with special needs.

The main barriers to inclusion are: a) availability of material, therapeutic, audio-visual, technological resources and teaching materials; b) quality of the social and psycho-pedagogical diagnosis; and c) quality of the education results of those registered in regular schools. The training and preparation of teachers is a key intervention for eliminating these barriers and is thoroughly accounted for in the cooperation programme.

From a geographic perspective, the eastern provinces (Granma, Las Tunas, Holguín, Guantánamo and Santiago de Cuba) were prioritized.

Summary Notes and Acronyms

BCP – Business Continuity Plan

C4D – Communication for Development

CENESEX – National Center for Sex Education

CITMA – Ministry of Science, Technology and Environment

CMT – Country Management Team

COHA – cash on hand

CPAP – Country Programme Action Plan
CPD – Country Programme Document
CRC – Convention on the Rights of the Child
CRING – Country Reporting on Indicators for the Goals
CUC – Convertible Cuban Pesos
DFAM – Division of Financial and Administrative Management
DRR – disaster risk reduction
ECD – Early Child Development
ERM – Enterprise Risk Management
EWEA – Early Warning Early Action
GSSC – Global Shared Services Centre
HACT – harmonized approach to cash transfer
HQ – UNICEF Headquarters
HRBA – human rights-based approach
IB – institutional budget
ICT – information and communication technology
IMEP – Integrated Monitoring and Evaluation Plan
INDER – National Institute of Sports, Physical Education and Recreation
IT – information technology
LACRO – The Latin America and Caribbean Regional Office
LTA – Long Term Agreement
MDG – Millennium Development Goal
MICS5 – Multiple Indicator Cluster Survey – Round 5
MINCULT – Ministry of Culture
MINED – Ministry of Education
MININT – Ministry of Interior
MINJUS – Ministry of Justice
MMR – measles, mumps and rubella
MoRES – Monitoring Results for Equity System
MOSS – Minimum Operating Security Standards
OHCH – Office of the Historian of Havana
OMT – Operations Management Team
OPAC – Optional Protocol on the Involvement of Children in Armed Conflict
OPSC – Optional Protocol on the Sale of Children, Child Prostitution and Child Pornography
ORE – other resources emergencies
ORR – other resources regular
PAS – Performance Appraisal System
PBR – Programme Budget Review
RAM – Results Assessment Module
RELAF – Latin American Foster Care Network
RR – regular resources
SRA – Security Risk Assessment
ToA – Table of Authority
ToR – terms of reference
UNICEF – United Nations Children’s Fund
UNSMS – United Nations Security Management System
WASH – water, sanitation and hygiene
WFP – World Food Programme

External Communication and Public Advocacy

The 25th anniversary of the CRC provided an important platform for achieving high media visibility on CRC issues and generating debates on the progress made and challenges that lie ahead. A wide range of press articles, radio and television programmes served as fora to analyse specific elements related to the rights of the child, focusing on inclusive education, gender equality, violence prevention, efforts to sustain the gains achieved and new challenges to face in the current socio-economic context. UNICEF Cuba also engaged a Cuban artist for the regional initiative, 25 Leaders, 25 Voices for Children.

Through participation in *The Round Table*, a nationally broadcasted television programme of significant importance, UNICEF Cuba publicly recognized national achievements and advocated for pursuing more ambitious goals for Cuban children and adolescents.

UNICEF Cuba also provided technical support and guidance to a range of media programmes in order to strengthen capacity to address child and adolescent issues. In addition, national counterparts organized workshops, seminars and other events to celebrate the 25th anniversary.

The use of new information and communication technology (ICT) and social media remains a challenge, due to limited internet connectivity and the poor quality of Cuban technological infrastructure. According to a recent publication, *Measuring the Information Society Report 2014*, Cuba is lagging behind other Latin American and Caribbean countries in this area, with only 3 per cent of households having internet access. It is anticipated that steps to reduce the digital divide will be taken with the resumption of dialogue between Cuba and the United States of America.

Despite limited connectivity, UNICEF Cuba created a digital database with key global, regional and local publications, and initiated a distribution process to counterparts and interested people, in order to facilitate access to relevant information.

South-South Cooperation and Triangular Cooperation

UNICEF Cuba played an important role in facilitating horizontal and triangular cooperation between and among countries, mainly in the region. This form of cooperation is deeply rooted in Cuba's commitment to other countries, especially in the fields of health, sports, DRR and education. A recent example of this was Cuba's collaboration in the fight against Ebola.

The main developments in 2014 focused on cooperation around protection issues, primarily on strengthening child protection services, birth registration, and actions for children without parental care. MININT, in coordination with UNICEF, organized a regional meeting to discuss the progress made and challenges encountered in implementing protection systems within the region, while also sharing the Cuban experience. Representatives from 20 countries attended this meeting, and all had the opportunity to share their experiences and learn more about Cuban child protection services and programmes.

UNICEF Cuba also facilitated country delegation visits for the following countries: Belize and the Dominican Republic, to learn more about Cuba's ECD experiences; the Republic of Peru for birth registration; and the Republic of El Salvador for Sports for Development (S4D). Equally, Cuban specialists and government officials visited countries like the Republic of Honduras to provide support in ECD, with UNICEF assistance.

In addition, meetings were carried out between the Office of the Historian of Havana (OHCH) and the city councils of Barcelona and Seville, Spain, to share knowledge on adolescent development and local-level child participation.

Many of the south-south and triangular initiatives that UNICEF Cuba was involved in also benefitted from the support of the Latin America and the Caribbean Regional Office (LACRO).

Human Rights-Based Approach to Cooperation

2014 was the first implementation year for the new cooperation programme. The human rights-based approach (HRBA) to programming was applied during all preparation stages, strengthening a rights, equity, participatory, and gender equality-based approach to all programme areas. Counterparts adopted this approach as their own, as reflected in work plans and programmes.

Often with UNICEF support, most institutions reflected on progress made, challenges and lessons learned related to country-level CRC implementation during the CRC 25th anniversary celebration. An example of this was the aforementioned regional conference on protection system implementation, organized by MININT and UNICEF Cuba with strong support from LACRO. This event provided an excellent opportunity to share regional experiences and lessons learned with regards to legislation and the organization of protection systems, information systems, violence victim care programmes and services, and violence prevention strategies.

For 15 years, the Ministry of Justice (MINJUS), in collaboration with UNICEF, promoted the strengthening of a legal culture within the population and the dissemination of child rights information in the country through the For a Right World initiative. Efforts were and continue to be made to enhance this strategy through the systematization of the experience and the consolidation of a network of provincial reference centres, where people can file complaints and/or request information. The process of harmonizing national legislation with the CRC continued in 2014.

The new cooperation programme also incorporated recommendations from the Committee on the Rights of the Child related to the second periodic report, submitted in 2011. The country will follow up on the recommendations they consider appropriate, in some cases with the assistance of international cooperation agencies, as required.

In 2014, Cuba prepared the first periodic report to the Committee on the Rights of the Child on the implementation of the Optional Protocol to the Convention on the Rights of the Child on the Involvement of Children in Armed Conflict (OPAC). The Committee will review that report, as well as the report submitted in 2013 on the Optional Protocol to the Convention on the Rights of the Child on the Sale of Children, Child Prostitution and Child Pornography (OPSC) in 2015 or 2016.

Gender Mainstreaming and Equality

The current cooperation programme effectively mainstreams a gender approach, incorporating the recommendations of the gender audit prepared with LACRO support during the previous cooperation programme. This approach is applied to all programme areas in an effort to promote: responsible parenthood; parental involvement in the education of their children; and inclusive sports and adolescent participation.

As an example, UNICEF Cuba developed a gender assessment of the project, Participatory Social Development of Adolescents in Old Havana, to strengthen this dimension and provide recommendations through a concrete action plan. Training and communication activities were included. A wide range of actors was involved, including adolescents and professionals, workshop participants, communicators and specialists from different institutions. The project is funded by the European Union and implemented by UNICEF Cuba and OHCH.

UNICEF Cuba led the interagency gender group in Cuba which coordinated all actions related to the UN Secretary-General's UNiTE to End Violence against Women campaign. The Campaign assisted this effort, with increased media coverage and within artistic and academic circles, resulting in heightened public awareness. Collaboration was also initiated with the National Centre for Sexual Education (Centro Nacional de Educación Sexual or CENESEX) to train police to better address this issue in the provinces of Havana, Villa Clara (central) and Holguín (east). Local level work on violence prevention among adolescents and families was undertaken in eight Havana neighbourhoods using culture and participation. In two neighbourhoods, first steps were taken towards establishing a network of adolescent promoters.

For the first time, the module on domestic violence was included in the MICS5 cycle. Results will be published next year and will be used for evidence-based advocacy.

UNICEF Cuba has a gender focal point that is also responsible for other programme area functions.

Environmental Sustainability

UNICEF Cuba included environmental education and DRR in the new cooperation plan, focusing primarily on schools.

Within the regional multi-country initiative framework aimed at promoting DRR and environmental education at the local level, UNICEF Cuba worked with MINED to support a training strategy for school directors, teachers and children in 57 schools located in 50 vulnerable communities in the province of Sancti Spíritus (central). Actions were directed towards linking environmental education with DRR.

Community selection was based on vulnerability and risk studies undertaken by the CITMA Office in the selected province. A total of 5,371 children and adolescents were directly involved, including 3,830 in rural areas (55 per cent female). A total of 67,626 people also benefitted from this action, including directors, teachers, specialists from different institutions, and families.

This strategy built on established partnerships between various agencies involved in the emergency preparedness system: provincial and municipal governments, educational authorities at the same levels, civil defence, CITMA, the University of Pedagogical Sciences, and the Red Cross. Local authorities demonstrated their commitment to replicating this experience in other vulnerable communities.

This experience was presented as a good practice at the Regional Platform for Disaster Risk Reduction in the Americas held in Guayaquil, Ecuador. Two Cuban adolescents participated in a specific session held with/for children and adolescents.

For additional information, please see the Results Assessment Module (RAM), education component, output 4, on DRR and environmental education.

Effective Leadership

In 2014, 10 Country Management Team (CMT) meetings were held. Minutes were prepared in all meetings to support follow-up actions for the agreements reached. Recommendations from the Regional Director's letter in the 2013 Country Office Annual Report were also monitored by the CMT. The definition and use of office management indicators were and continue to be a priority.

In 2014, the UNICEF Cuba risk matrix was revised, with the following situations considered high risk:

- Funding constraints for the country programme
- Economic, commercial and financial embargo
- Shortages in the local market
- Constraints in national counterpart infrastructure and logistical mechanisms
- Natural disasters

In all cases there is a plan to mitigate the residual risk. All information was collected and maintained within ERM Insight.

The Business Continuity Plan (BCP) was updated, with an interagency crisis management exercise pending for 2015. However, UNICEF Cuba is already prepared, in terms of staff and facilities, to provide an effective response to emergency situations, mainly for hurricanes and tropical storms, the most frequent natural disasters in Cuba. The Early Warning Early Action (EWEA) system is systematically updated.

The Monitoring and Evaluation Unit regularly monitored the indicators shown in the management dashboard. This provided an early warning system for taking timely corrective actions, as appropriate.

As part of the process of preparing the Integrated Monitoring and Evaluation Plan (IMEP), undertaken in early 2014, terms of reference and staff assignments for all country office committees were revised. Similarly, the selection of focal points for each programme area/theme was updated.

The table of authority (ToA) was updated on a regular basis, with each staff member signing the document with authorized delegations. The operations officer continued to be responsible for regularly reviewing the ToA to guarantee consistency with financial and administrative regulations. Conflicts in the segregation of functions were addressed (diminished).

All donor reports were submitted on time, with the required quality. Similarly, systematic control was maintained for trip reports, as well as for the certification of each temporary appointment, within 15 days of trip return.

Financial Resources Management

UNICEF Cuba continued to use the support provided by the Division of Financial and Administrative Management (DFAM) to pay offshore suppliers. This procedure minimized bank transfer costs while reducing the replenishment of the local US\$ account. This procedure resulted in a 4 per cent loss of the transfer value, due to the fact that an intermediary bank must be used because of the existing trade embargo.

Similarly, starting from the second semester, UNICEF Cuba began to use the LACRO Long Term Agreement (LTA) with Travel Agencies to purchase air tickets. Payments were posted by UNICEF Cuba and paid for by LACRO on a monthly basis. This improved office management given that airlines did not give credit to the United Nations in Cuba, and any reservation had to be paid within 72 hours.

The reconciliations of the two bank accounts and the cash on hand (COHA) account were performed within the established timeframes.

The concentration of operations parking and posting functions is a strategy that was further implemented by qualified personnel. This measure made it possible to minimize errors, resulting in just a few reverse operations and cancelled checks.

The Audit Committee was activated in preparation for the upcoming audit of UNICEF Cuba in 2015.

Likewise, LACRO supported an assessment of supplies and institutional contract areas. The relevant recommendations will be implemented in 2015.

Planned financial resources were implemented as follows:

- Institutional budget (IB): 100 per cent
- Regular resources (RR): 92 per cent
- Other resources regular (ORR): 98 per cent
- Other resources emergency (ORE): 99 per cent

Fundraising and Donor Relations

UNICEF Cuba developed a new fundraising strategy in line with the new country programme document that accounted for the current development aid situation for Cuba. During 2014, contacts with embassies and bilateral cooperation agencies in the country were intensified to establish new partnerships.

Funding proposals were prepared for governments, national committees and private sector companies, and attention was given to internal opportunities such as thematic or set-aside funds, on issues pertaining to: child protection, ECD, vaccination, WASH and social inclusion of children with disabilities. Thematic funds were obtained for WASH and education.

Collaboration with the Spanish Committee for UNICEF was strengthened in 2014, with two visits undertaken by Spanish companies (such as the Axa Group). An agreement was signed with the Iberostar Foundation for US\$ 171,215 for ECD, and negotiations are underway for an additional US\$ 342,431 for disability initiatives. Initial contacts were also established with the German Committee for UNICEF.

Relations with the European Union delegation were further strengthened to seek additional cooperation on issues of mutual interest and build on existing funding for an adolescent development and participation programme totalling US\$ 2,282,870.

For the first time, UNICEF Cuba participated at the local level in a multi-country programme initiative on DRR funded by Belgium and led by LACRO.

In 2014, six donor reports were prepared within UNICEF quality standards, including a consolidated emergency report on the UNICEF Cuba response to Hurricane Sandy. In some cases, there were discrepancies between the timeframes in the manager dashboard and counterpart demands.

All other resources grants and set-aside funds with 2014 expiration dates were completely spent, in accordance with UNICEF procedures and policies.

Fundraising efforts will be intensified next year, considering the changing country situation and new potential donors who could be interested in collaborating with UNICEF Cuba.

Evaluation

In early 2014, LACRO supported UNICEF Cuba in the preparation of the annual IMEP based on the multi-annual IMEP adopted for the new cooperation programme cycle. During 2014, progress was made towards the identification of next steps for programme activities and management mechanisms.

Cuba developed the institutional capacities and expertise required to conduct independent evaluations using an equity approach. However, evaluation activities were not fully implemented due to some differences between national approaches and UNICEF policies and standards, including specific requirements.

Progress was made towards identifying thematic studies and research initiatives. Terms of reference were developed for a bottleneck analysis of each country programme component.

UNICEF Cuba carried out further advocacy and technical work with national counterparts and partners on data collection systems and mechanisms, indicator harmonization and the production of valid reference sources on children and adolescents in vulnerable situations.

In addition, work was undertaken to train national counterparts in results-based management.

Efficiency Gains and Cost Savings

In 2014, efforts were made to reduce payments lower than US\$ 500; further implementation will be carried out in 2015. Similarly, UNICEF Cuba worked towards the future incorporation of the Global Shared Services Centre (GSSC) and conducted the relevant planning process to reduce weekly payments.

Promotion of interagency purchases continued. During 2014 materials were procured under this modality to improve office security (first-aid kits and emergency lamps).

Efficiency indicators were monitored periodically, and more often than the average frequency for similar offices.

LACRO LTAs were used to procure supplies and services, which accelerated office procedures.

During a November visit, the Regional Operations Adviser recommended raising the Contract Review Committee CRC ceiling from US\$ 10,000 to US\$ 20,000. In 2015 this measure will be implemented and will help expedite the procurement process for goods and services.

The increased use of UNICEF Headquarters (HQ) and LACRO to make payments to suppliers with offshore accounts reduced bank transfer costs. Electricity and water consumption and telephone services were closely monitored to keep operational costs down.

Supply Management

In 2014, a mechanism was established to review all supply requests to ensure that all procurements were substantive and resulted in an added value for each programme.

The strategy used to manage supply procurements continued to be the donation modality (so called by the Government). Under this modality, UNICEF Cuba implemented the entire bidding and contracting processes, while EMED, the company that handles the imports of international cooperation agencies, was responsible for supply removal from customs and distribution to primary recipients (with storage facilities under the umbrella of various ministries).

Supply management is still considered a high risk due to the lengthy customs processing and removal, which prevented supplies from reaching final recipients within the established timeframe.

Similarly, the integrity of supplies at storage facilities was not always preserved and losses occurred. Although missing items have not been significant to date, actions should be taken to set a precedent.

The only supplies delivered on time were materials purchased to support training workshops. They were procured directly from the UNICEF Copenhagen Supply Centre and were removed from customs and distributed by UNICEF Cuba.

In 2014, the values of supply and service management results were as follows:

- Contract value – programmes: US\$ 1,732,507
- Contract value – operations: US\$ 27,197
- Contract value – services: US\$ 154,245
- Contract value – total: US\$ 1,913,949

As a result of the strategies implemented this year, the number of sales orders was reduced significantly as compared to 2013. A total of 57 sales orders and 75 associated purchase orders were issued.

UNICEF Cuba has no storage facility for receiving and storing supplies.

In coordination with LACRO, UNICEF Cuba engaged with the Supply Division to organize a business seminar for national entities producing vaccines, drugs, and medical equipment, which will take place in 2015.

Security for Staff and Premises

Public security in Cuba continued to be recognized as among the best in Latin America and the Caribbean.

UNICEF Cuba has good structural and security conditions that enabled staff to work in a safe environment. During non-office hours, a guard system is in place to ensure office security. This is supported by a system of security cameras and barriers against potential intruders.

During 2014, interagency training actions were implemented to prepare for and cope with natural disasters such as hurricanes and seismic events. In this regard, 250 square metres of shatter resistant film were procured to protect all office glass structures. Similarly, the World Food Programme (WFP) organized a training course for drivers.

The procedure for receiving office visitors was reviewed, and all United Nations system receptionists were trained. This course was later replicated for security guards.

No security incidents were reported by UNICEF Cuba in 2014 (this was the same for all United Nations agencies in Cuba). The quality of the procedures implemented by the UN Security Management System (UNSMS) helped raise awareness and reduced personnel exposure and vulnerability.

The warden system was updated on a regular basis, and practice exercises were conducted to test its operational efficiency.

The Interagency Group of Security Focal Points remained active and held regular meetings to formulate recommendations that were subsequently approved by the Security Management Team. Recommendations adopted this year included conducting a study to identify vulnerabilities to lightning. Protective actions identified in the study will be implemented in 2015.

In May, the Regional Security Adviser reviewed the Office Minimum Operating Security Standards (MOSS) and provided a 95 per cent rating.

The Security Risk Assessment (SRA) for Cuba was approved on 2 December 2014. The assessment identified the lack of a reliable emergency communication system as the main vulnerability. In emergency situations, the office satellite communication systems would need to be switched off for protection purposes, thus making communications with individuals or agencies outside the country impossible.

A study is underway to use a very high frequency (VHF) radio network for the United Nations system in Cuba. Once the study is completed, it will be submitted to the Government for approval. The use of amateur radio networks was considered appropriate for country emergency situations.

Human Resources

The UNICEF Cuba human resources structure was developed to meet the needs of the 2014-2018 Cooperation Programme and was approved by the Programme Budget Review (PBR) in July 2013.

In 2014, the finance/supply assistant post was filled after a process that began in 2013, following the retirement of the incumbent staff member. Likewise, the UNICEF Cuba representative post had also been vacant since 2013, but has been occupied since June 2014. Thus, all vacancies were filled by the end of 2014.

UNICEF Cuba did not have to cut any posts as part of the process of migrating to the regional hub and the GSSC because it already had a simplified human resources structure. In this regard, the Regional Operations Adviser and the Hub Operations Manager in Panama visited UNICEF Cuba in November. They met with all staff members and explained the current situation for the migration process to GSSC. They reassured staff members regarding the changes that will be introduced in the coming years.

In 2014, a main staff concern was related to a government announcement regarding the unification of local currencies (there are currently two currencies in circulation). United Nations staff salaries are paid in the currency identified for elimination. LACRO Operations and Human Resources was informed and they, in turn, communicated this to HQ. This will require taking appropriate action to prevent UNICEF Cuba staff from losing purchasing power.

The process of finalizing the Performance Appraisal System (PAS) 2013 and plan the PAS 2014 was concluded in February. The midterm review was fully completed in August.

The staff learning and development plan was approved, and the relevant funds received. All planned activities were conducted and funds utilized. In 2014, in addition to activities initially planned, four operations area staff members participated in regional training courses at LACRO on supplies, contracts, and finance.

Recruitment processes were supported, including participation in interview panels for other in-country agencies and for LACRO.

UNICEF Cuba continued to provide comfortable and enjoyable working areas for staff members, including appropriate space, furniture and equipment. The Action Plan on HIV/AIDS Prevention in the Workplace was updated, and the 10 minimum standards were observed. All staff members were aware of the counselling services available in the country. Support for UN Cares was included in the Operations Management Team (OMT) work plan. The Pep Kits Protocol was updated as set forth in the new module received.

The working environment continued to be good. Follow-up was provided on the activities implemented under the Action Plan that resulted from the Global Staff Survey.

Effective Use of Information and Communication Technology

The migration to Microsoft Office 365 cloud-based services was successfully implemented and all users were pleased and quickly adapted to the new working environment. The new features made it possible to effectively use information technology (IT), as they provided more comfortable and efficient settings. Those mentioned were: a friendly interface, managing calendars, and accessing emails in different ways and from different devices, increasing mailbox and attachment capacity, and making OneDrive available for storing and sharing files online.

Due to poor connectivity in the country, only a small number of people have internet access, with limited functioning social networks. Therefore, UNICEF Cuba cannot make use of mobile tools to increase its social/digital presence.

Server virtualization based on the Microsoft Hyper-V platform and migration to Microsoft Office 365 cloud-based services reduced the number of physical servers required, resulting in resource savings for UNICEF Cuba.

The Very Small Aperture Terminal (VSAT) remains the only existing communication link, with the absence of a secondary backup link, which would be the most significant IT vulnerability in a disaster situation. Alternative options in emergency situations include voice communication using portable satellite devices and data communication using the Food and Agriculture Organization (FAO) office internet through VSAT. FAO is located close to the UNICEF Cuba

office. Both agencies signed a Memorandum of Understanding for the provision of mutual technical support in the IT area and for the backup system.

Programme Components from RAM

ANALYSIS BY OUTCOME AND OUTPUT RESULTS

OUTCOME 1: Effective and efficient programme management and operations support to programme delivery

Analytical Statement of Progress:

Due to its geographical position, the country is highly vulnerable to hurricanes and tropical storms. Therefore one of the important areas of work for the office has been emergency preparedness and the update of the BCP.

OUTPUT 1: Effective and efficient Governance and Systems

Analytical Statement of Progress:

The CMT met periodically to monitor compliance with the Annual Management Plan (AMP) priorities. The other committees established functions according to the terms of reference.

The financial resources' implementation has been carried out according as planned for the year 2014.

OUTPUT 2: Effective and efficient management and stewardship of financial resources

Analytical Statement of Progress:

The Table of Authorities (ToA) is 100 per cent compatible with the UNICEF financial policy. Both cash flow and payments were made on time. Bank reconciliation of the two bank accounts and COHA were done on time. Operations personnel were properly prepared in VISION and all transactions were processed accordingly. The use of VISION has been concentrated on more experienced and learning-oriented users.

Bank reconciliations of the two bank accounts of the office and COHA were carried out according to schedule.

Funds were always made available in the bank account. The analysis to ensure availability of cash was made on time and with the required quality.

There is a ToA that complies with UNICEF policies in terms of segregation of duties. Role conflicts were eliminated or mitigated from the beginning of VISION implementation.

OUTPUT 3 Effective and efficient management of human capacity

All activities planned for 2014 in the learning and development plan were fulfilled. Two extra regional activities were carried out in LACRO.

OUTCOME 2: By 2018, improved the quality of maternal, child and adolescent care, reduced nutritional problems in children and pregnant women most at risk, and integrated safe hygiene practices, with a focus on equity and gender equality.

Analytical Statement of Progress:

In the framework of the new cooperation programme, partnership with the national programme for mother and childcare was strengthened to improve the quality of mother and child health care, applying an equity approach.

The childcare medical centres were revitalized because they provide an ideal platform for promoting actions for the wellness of children and adolescents. These spaces also promote breastfeeding, unintentional injuries prevention, hygiene and health education, vaccination, healthier food consumption, etc.

Efforts to prevent unintentional injuries, which are the leading cause of death in some age groups, were furthered through the promotion of traffic education and the establishment of cross-sectorial partnerships with the participation of health and education institutions and the national traffic authority, among others.

Partnerships with the National Public Health School, especially with the mother and child wellness unit, were strengthened to foster scientific development and knowledge management in the field of health.

OUTPUT 1: By 2018, basic health services have the capacities for quality care.

Analytical Statement of Progress:

71. 3 per cent of seriously ill children in the neonatal service received pasteurized human milk through the 6 human milk banks (HMBs) established with UNICEF support.

The quality of childcare medical centres was enhanced in five central provinces: Camagüey, Sancti Spíritus, Artemisa, Mayabeque, and Matanzas.

- The coordination of different programmes, including the promotion of breastfeeding, healthier food consumption through Nutrition Guidelines, and the prevention of unintentional injuries, was encouraged to further improve quality care.
- 479,184 children and adolescents (51 per cent girls) in these provinces are receiving better care for improved growth and development.
- 551 health professionals were trained and updated on child and adolescent health standards and specialized care.

All children (100 per cent of children) over 1 year of age in all provinces and municipalities are covered with the measles, mumps, and rubella (MMR) vaccine thanks to the procurement of foreign vaccines. The country continues to be free of these diseases.

In addition, 27 hospitals in 14 provinces, including the municipality of Isla de la Juventud, are now in a better position to identify the risk of foetal health loss in early stages thanks to the procurement of specialized medical equipment.

In the central provinces of Artemisa, Cienfuegos, Villa Clara, Sancti Spíritus and Ciego de Ávila, 24 professionals, including heads of mother and perinatal care wards, heads of preterm labour and delivery units, and electro-medicine technicians, were updated on perinatal asphyxia pathophysiology and antepartum and intrapartum cardiotocography interpretation for informed decision-making.

OUTPUT 2: By 2018, families of the most vulnerable areas have knowledge and capacities on hygiene practices, responsible sexuality, HIV and unintentional injuries prevention.

Analytical Statement of Progress:

A total of 40,495 people (48 per cent women) affected by Hurricane Sandy in remote rural areas in 2012 in the eastern province of Santiago de Cuba now have permanent access to safe water, contributing to the prevention of water-related diseases that had prevailed in these areas. Hand-washing and appropriate food handling were promoted under C4D actions.

HIV/AIDS prevention actions for teenagers and young people all over the country were strengthened in municipal centres through the training of 108 STI/HIV and AIDS prevention and health promoters.

The continuous involvement of UNICEF Cuba in the fight against HIV/AIDS was officially recognized by the Government during a public event.

Unintentional injuries prevention education and health promotion actions, especially in traffic education, applying a cross-sectorial approach, were strengthened through the establishment of 744 interest clubs and thematic parks, involving 12,134 children and adolescents.

In addition, 35 health professionals were trained to improve initial care for injured paediatric patients in order to prevent disabilities within this age group in eastern Cuba.

OUTPUT 3: By 2018, families of the most vulnerable areas have knowledge and capacities on healthy nutrition of children under two and pregnant women.

Analytical Statement of Progress:

A non-nutritional risk factor study was initiated to determine the prevalence of anaemia among Cuban pre-school children, focusing on umbilical cord ligation periods for children under 1 to identify if there is any anaemia risk factor. The study was conducted in the provinces of Havana and Holguín (east).

The methodological design of Nutrition Guidelines for pregnant or breastfeeding women was supported. UNICEF Cuba developed, edited, printed and disseminated a practical guide to nutrition and food management in vulnerable groups under emergency situations.

The practical guide to food and nutrition under emergency situations was disseminated in the provinces of Pinar del Río (west) and Las Tunas (east). At the same time, UNICEF Cuba developed the baseline to assess the level of knowledge, adherence and use.

Proposals for cross-sector nutritional intervention actions were formulated to increase vitamin A intake among children under 5 in the central provinces of Mayabeque and Artemisa. The findings will provide a sound basis for future actions.

OUTCOME 3: By 2018, improved the education and development of children and adolescents, with the strengthening of the link between the school, family and community and teacher training.

Analytical Statement of Progress:

In 2014, UNICEF Cuba contributed to the implementation of curricular adjustments for the two types of early childhood education, including both the formal type in childcare centres, and the

non-formal type, through the programme Educate Your Child. Moreover, educational actors were trained, in order for children aged 0 to 6 to achieve the development results expected for their age. The curricular adjustments as well as the training emphasized children with disabilities or facing different situations of vulnerability.

Even though the first year of the cooperation cycle had already started, dialogue remained open with education authorities regarding baselines and goals.

In order to identify the determinants of bottlenecks preventing quality inclusive education, the CELAEE centre of excellence is assessing the needs of children with disabilities, and of those who live in rural areas and/or in areas with low population density.

Resilience was strengthened in communities particularly vulnerable to natural disasters through schools' involvement in disaster risk reduction, with the leadership of local governments and the participation of diverse institutions.

OUTPUT 1: By 2018, the initial education curriculum model has been updated for formal and non-formal care modalities of children under 5.

Analytical Statement of Progress:

The curriculum of formal and non-formal early childhood education is being updated as follows:

- Experimental curricular adjustments through the training of educational actors in 40 per cent of the country's provinces.
- Annual regular training updating, covering 2,564 educational actors, including 1,676 promoters of the Educate Your Child programme. They are all trained to provide quality services to 330,731 boys and 301,474 girls aged 0 to 6, including 7,727 children with disabilities.

UNICEF Cuba ensured the implementation and monitoring of the Educate Your Child programme, which is non-formal, through visits of national multi-sectorial technical staff to communities.

Applying an equity approach, the programme distributed 25 educational kits among children of remote rural areas in the province of Matanzas (central). It also developed brochures for families of children with physical-motor disabilities, so as to stimulate their development.

OUTPUT 2: By 2018, the inclusive education process in regular education is strengthened to stimulate the learning development of children and adolescents with special educational needs.

Analytical Statement of Progress:

Thanks to the strengthening of its partnership with the Centro de Referencia Latinoamericano para la Educación Especial (CELAEE), the bottlenecks affecting quality education for children with disabilities and their inclusion were identified in two provinces: Santiago de Cuba and Granma. The key factors affecting educational service quality were highlighted and analysed in two participatory workshops gathering community actors, parents, teachers and specialists. On the supply side, challenges included poor performance by support teachers for mentally retarded and autistic children, and a lack of therapeutic resources and audio-visual and technological materials and aids. In limited access areas, mentally retarded children who complete Grade 6 (primary education) have limited possibilities to continue studying.

These workshops raised further awareness among families, school staff and communities on integration into regular schools as an alternative to special schools. In the two provinces, there are 1,506 children and adolescents with disabilities who are enrolled in regular schools at various educational levels. This accounts for 16 per cent of all students with different types of disabilities enrolled in the two provinces.

Sports provided an effective tool for social inclusiveness. With the support of UNICEF Cuba, INDER trained 166 specialists and coaches to use badminton and football as vehicles for inclusiveness.

OUTPUT 3: By 2018, mixed, boarding and rural areas primary and secondary schools have better conditions and better trained directors and teachers.

Analytical Statement of Progress:

Services were provided to 57,431 boys and 54,281 girls who study at mixed (different educational levels), boarding and rural schools. In addition, 95 directors and technicians in seven provinces were trained to provide quality education services under these conditions and replicate the knowledge acquired in their communities.

Teachers were trained on multi-grade teaching, educational inclusiveness and school management, with an emphasis on family-community articulation.

OUTPUT 4: By 2018, schools and communities of the most vulnerable areas to disasters strengthened their resilience capacities.

Analytical Statement of Progress:

Within the eight municipalities of the province of Sancti Spíritus (central), 50 communities were identified to participate in a regional DRR initiative.

In 57 schools in these communities, 5,371 children participated in training actions on disaster preparedness. A total of 67,626 people were involved in the initiative, including teachers, specialists and families.

All – 100 per cent – of the schools covered by the initiative have community risk maps and risk reduction and evacuation plans.

Creativity is promoted in schools through curricular and extracurricular activities, to put knowledge related to disaster risk reduction and environmental protection into practice.

The Government of Sancti Spíritus, the provincial division of the MINED and other agencies are committed to replicating the experience in other vulnerable communities in the province.

OUTCOME 4: By 2018, children and adolescents enjoy improved comprehensive protection, strengthening mechanisms, and implementation of innovative forms of participation, rights promotion and violence prevention and other risk behaviours.

Analytical Statement of Progress:

In 2014, baseline information was collected for all indicators of the results framework.

MICS5 data on child discipline and domestic violence provided basic information for beginning to work with social agents and families on positive socializing practices for violence prevention.

UNICEF Cuba continued to promote meaningful adolescent participation in programmes and services specifically designed for them in two municipalities of the province of Havana and three in the province of Granma.

With the support of LACRO and RELAF and in partnership with MININT and MINED, UNICEF Cuba contributed to expanding and deepening the training of MININT technical staff and of homes for children without parental care.

Partnerships with knowledge centres were strengthened through the incorporation of new themes relevant to the cooperation programme.

OUTPUT 1: By 2018, children and adolescents in Old Havana and other municipalities of the capital have spaces and services for their meaningful participation and the development of life skills.

Analytical Statement of Progress:

The project on the participation and development of adolescents from Old Havana, managed by OHCH, continued to receive UNICEF Cuba's support.

The main results were:

1. Training and coordination of local actors to provide comprehensive and friendly services to adolescents.
2. Consolidation of the programme of services and workshops for adolescents, covering 3,381 adolescents (37.5 per cent of the whole adolescent population of Old Havana), who participated in workshops (with 70 per cent of female adolescents), sports and recreational activities. In addition, 87 pregnant adolescents benefitted from counselling services in the municipality's maternal home.
3. The radio programme *With You We are More*, prepared and run by adolescents, maintained its weekly transmissions.
4. Issues related to adolescent rights and participation were thoroughly presented and debated in the quarterly publication *Adolescent Cultural Agenda* and in celebrations of Adolescent Day in public spaces in the historical centre.

OUTPUT 2: By 2018 cultural, sports and recreational spaces of different territories, have capabilities to deliver quality services that promote the meaningful participation of children and adolescents.

Analytical Statement of Progress:

With support from UNICEF Cuba, 31,351 children, 18,636 adolescents, and 5,220 adults from Havana participated in cultural activities promoting their rights in national institutions such as libraries, museums, theatres and community spaces.

In the municipalities of Jiguaní and Media Luna in the province of Granma (east), 21,211 children and 3,068 adolescents enjoyed these cultural services. All primary schools from the remote communities participated in artistic and sports initiatives. The exhibition of the winning

works of the 19th edition of the national arts competition for children, entitled *From Where the Palm Grows*, took place in the local gallery that created it.

Also supported by UNICEF, academic institutions encouraged the systematization of experiences on the role of culture in the participation and promotion of children's rights. The partial results were included in a publication and used in training actions.

The football tournament *Football for All*, organized with INDER from the local level (in 80 per cent of primary schools) to the national level, mobilized approximately 6,000 children (36 per cent of girls) who improved their knowledge about their rights as well as their life skills.

Under the responsibility of Centro de Investigaciones Psicológicas y Sociológicas (CIPS), actions for the social integration of adolescents progressed in the neighbourhood of Los Sitios in Havana and the eastern province of Guantanamo. An assessment was carried out with the participation of 276 adolescents (89 per cent females) and 29 teachers (93 per cent females). In addition, 15 per cent of adolescents participated in child-friendly services.

The fifth 'International Workshop on Childhood, Adolescence and Youth' fostered an international scientific exchange on social integration and sustainable development, in the framework of the reflections for the 25th anniversary of the CRC. Various publications containing results of studies on childhood and adolescence in Cuba were presented and distributed.

OUTPUT 3: By 2018, homes for children without parental care across the country have the capacities for quality care.

Analytical Statement of Progress:

With support from LACRO and the Latin American Foster Care Network (Red Latinoamericana de Acogimiento Familiar or RELAF), technical exchanges were organized on issues recently included in the cooperation programme related to attention to children and adolescents without parental care.

1. A national training with a focus on rights included participation from 91 per cent of directors of Cuba's homes for children without parental care (a majority of these directors were women), 100 per cent of methodologists in charge of this issue, other authorities of MINED and representatives of organizations and institutions related to protection work.
2. The survey and databases were created to update the national assessment of the homes for children without parental care.

OUTPUT 4: By 2018, prevention, evaluation, treatment, rehabilitation and protection services for children and adolescents at risk, juvenile offenders or victims of crime, have the capacity to provide comprehensive care.

Analytical Statement of Progress:

Advocacy on protection issues was strengthened with the 2nd International Conference on Child Protection, organized by MININT and UNICEF Cuba. The presentation of experiences and the debate on protection systems gathered more than 150 experts from Cuba and 20 other countries, the regional protection adviser and experts from other UNICEF country offices.

Training on issues of rights and protection for MININT staff and staff at other related organizations was expanded and deepened.

The work of the comprehensive training schools (for adolescents with aggravated behaviours or who have perpetrated acts categorized by law as crimes) and the protection centres (for children victims) was supported to improve the quality of the attention provided.

Good birth registration practices from Cuba were shared through south-south cooperation actions, through the regional consultation organized in Bolivia and at a technical exchange with professionals from Peru, facilitated by UNICEF.

OUTPUT 5: By 2018, children, adolescents and adults of selected communities and prioritized groups have knowledge of the CRC and the national legislation.

Analytical Statement of Progress:

Within the framework of the MINJUS-led project, For a World of Rights, which involved wide inter-sectorial participation:

1. The usual national competition to promote child rights was organized and awards given from the local to the national level.
2. 149 study groups on child rights are operating, gathering 1,585 participants (96 per cent women).
3. 105 representatives of diverse sectors participated in reflections on the achievements and challenges in the implementation of the CRC.
4. The training of law students on child rights was extended with a course at the University of Havana.
5. The general bases for the project's systematization were agreed upon, in order to establish current achievements, challenges and opportunities.

Results from research and professional networks established by the Centre of Studies on Youth allowed:

1. The coordination, publication and distribution of the periodical Study No.17, focused on youth policies.
2. Support to training of various national institutions on issues related to rights knowledge and education.
3. International scientific exchange on these issues.

OUTCOME 5: Monitoring and evaluation, communication for development (C4D) and supplies and logistics.

OUTPUT 1: Effective and efficient management of supplies and logistics

Analytical Statement of Progress:

The 57 purchase requests (sales orders) developed by the Programme Section were processed, issuing 61 purchase orders to purchase the supplies requested.

OUTPUT 2: By 2018, communication initiatives have been implemented to promote attitudes and practices on issues related to the right to survival, development, protection and participation of children and adolescents.

Analytical Statement of Progress:

UNICEF Cuba supported national institutions, centres of excellence and the general public in the creation and development of analyses and reflections regarding achievements and

challenges related to child rights. The celebration of the 25th anniversary of the CRC improved the awareness of partners and the media on the aforementioned topics.

There is still no baseline for the indicator measuring the percentage of the targeted population with knowledge of and practices around priority issues in the new cooperation programme. First steps were undertaken to set up a collaboration with the University of Havana to collect information for the baseline. As for media positioning, UNICEF Cuba, together with its partners, goodwill ambassadors and decision leaders, supported the organization of 12 communication activities relevant for advocacy and the promotion of child and adolescent rights. These activities, mostly cultural, were celebrated in facilities and spaces with large capacities, reaching around 15,000 participants, including a majority adolescents. Cultural events were transmitted through national channels throughout the country. Radio and television news bulletins reported on UNICEF messages and news throughout the year.

Efforts were carried out to incorporate C4D elements for behaviour change within target populations on the following fundamental issues included in the cooperation programme: resilience of children and families in disaster situations; promotion of breastfeeding with health workers and families; and change of nutritional habits in families with children aged 2 or younger.

OUTPUT 3: By 2018, the country has updated statistics for the monitoring and analysis of the situation of children and adolescents.

Analytical Statement of Progress:

The reduction of Country Reporting on Indicators for the Goals (CRING) indicators reported in 2014 as compared to the 2013 baseline was due to delays in the availability of official data and primary sources for UNICEF databases.

The database entitled A Look at Statistical Data on Children, Adolescents and Women in Cuba, was developed by the National Office of Information and Statistics, using DevInfo. The database contained national data updated in 2013 for 81 Millennium Development Goal (MDG) indicators.

MICS5 data were processed and tabulated. The global MICS group and the national survey coordination group are currently reviewing the draft key findings report. MICS help fill gaps in terms of statistical and baseline data updated and disaggregated by region, for indicators that are not available at present, such as nutrition, ECD and protection.

New means of verifying data on mother and child health and education were identified to strengthen both benchmarking for CRING 2015 and evidence of the situation of children and adolescents in Cuba. Means of verification for nutrition indicators are being developed and relevant data are being collected.

Databases are being created for the mapping and qualitative analysis of the Atlas of Children and Adolescents in Cuba. This document will help improve data availability on the spatial disparities of the Cuban population under 18, according to differentiation indicators from the survey and data from the 2012 Population and Housing Census.

The terms of reference (ToRs) for three out of four assessments and studies planned in the 2014-2018 cooperation cycle were agreed upon with national partners at centres of excellence and universities.

New partnerships were established and training actions implemented to monitor data on children and manage territorial, updated and disaggregated statistics related to country programme components. These partnerships and commitments will make it possible to eliminate bottlenecks in management and coordination determinants, which prevent expected monitoring and evaluation results from being achieved. The objective is to conduct an analysis of the situation of children and adolescents in the country, focusing on equity.

Document Center

Other Publication

Title
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Manual de seguridad vial y tránsito
Manual de atención inicial al lesionado
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Folletos para familias de niños con NEE
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