

PDHL PROGRAMME LOCAL HUMAN DEVELOPMENT IN CUBA

THE PDHL, a cooperation programme between the government and UNDP in Cuba, started in 1998 as a United Nations strategy to support the efforts of national authorities in promoting coordinated action for international cooperation, through a territorial approach, in support of the following development processes: technical and administrative decentralisation, local economic development; service coverage, sustainability and quality. The Italian government



supported the early stages, and following the political tensions between Cuba and Europe, decentralised cooperation actors from Italy and other countries have continued to support the PDHL, together with the Canadian government and other donors.

The PDHL currently represents an important frame of reference for international cooperation organisations to coordinate efforts in support of local development, increasing the effectiveness and impact of interventions. To achieve these objectives, the PDHL has developed a working methodology adopted and approved by mutual agreement between the government and UNDP, which allows for effective decentralisation in decision-making, facilitating direct action and exchanges with Cuban organisations and institutions.

The PDHL started operating in the provinces of Granma and Pinar del Rio and the Municipality of Old Havana. After making a specific assessment of the programme, the government recognised the validity of the methodology and the results achieved, and took the decision to extend it to other provinces. The PDHL currently operates in 8 of the country's 14 provinces and involves 57 of the country's 169 municipalities.

Through participatory and inter-sectoral methodologies and activities, the PDHL has contributed to the development of local capacities and encouraged decentralisation. More than 970 development initiatives have been undertaken at local and national levels, also promoting a substantial exchange of cooperation experiences. The PDHL has also acted as a catalyst for South-South cooperation and a model of interagency action, through the involvement of 11 specialised United Nations agencies.

Local human development, using the PDHL Programme as an implementation mechanism, has been identified as one of five priorities of the United Nations strategy in Cuba (UNDAF-MANUD 2008-12), and as one of the four priorities of the UNDP strategy in Cuba for the 2008-2012 period, approved by the government and the UNDP Executive Committee.

The PDHL was recognised by the Council of Ministers as an effective tool to support local development and decentralisation, to facilitate innovation and strengthen local capacity within the framework of national strategies. Similarly, it was regarded as a good example of how to facilitate joint programming among UN agencies. In 2007 UNICEF recognised the joint programme developed with PDHL on governance and the rights of children as one of the best interventions in Latin America.

Overview

Duration:	10 years, starting in 1998
Operation and coordination at the national level	<p>The Ministry for Foreign Investment and Economic Cooperation (MINVEC) is the national institution responsible for coordinating the PDHL. Other national institutions involved are: the Ministry of Sugar (MINAZ), the Ministry of Higher Education (MES), the Institute for Physical Planning (IPF), the Ministry of Economy and Planning (MEP), the Ministry of Agriculture (MINAGRI), the Office for Information, the Ministry of Communications (MIC), the University of Havana, and the Federation of Cuban Women (FMC).</p> <p>The National Coordination Committee (NCC) is the national tool for consultation and approval of initiatives identified at the local level. The NCC includes MINVEC and UNDP, local actors, ministries and UN agencies involved in the Programme. The NCC has met over 200 times.</p> <p>From an operational point of view, the PDHL is managed through a national coordination office. The International PDHL Coordinator is responsible for institutional relations with the various national and international partners, operational management and management of national level activities.</p>
Operation and coordination at the provincial and municipal level	<p>The PDHL is coordinated locally by provincial and municipal governments, and involves the participation of economic, social and cultural actors in the areas.</p> <p>In the provinces, the operations are headed by the presidents of the provincial assemblies. Each province has an operational structure for coordination, the provincial working group, consisting of permanent delegates, who ensure compliance with public sector priorities, and delegates participating to solve specific problems. In municipalities, the PDHL is coordinated by municipal working groups, whose structure and functions correspond to those of provincial working groups.</p> <p>The working groups make sure the programme is implemented, through shared decisions and ensuring the active participation of the population. They represent a mechanism for local planning and management to articulate the action of external cooperation with jointly agreed local development processes.</p>
Cooperation Actors	<p>UN Agencies: UNICEF, WFP, OPS/WHO, UNESCO, FAO, UNIFEM, UNOPS, UN-Habitat, ILO, UNFPA UNEP.</p> <p>Bilateral Cooperation: Belgium, Brazil, Canada, England, Italy, Spain, Sweden, Switzerland.</p> <p>Decentralised cooperation The PDHL is supported by over 300 decentralised cooperation actors. It has involved 56 decentralised cooperation committees from 12 countries (Spain, France, Italy, Belgium, Switzerland, Germany, Sweden, England, Canada, Mexico and Brazil). The PDHL has also involved numerous cooperation actors such as associations, foundations, public and private companies, multinational companies, cooperatives, local development agencies.</p>
Funding	50 million U.S. \$ mobilised over 10 years, 25 million of which in cash, 13 in donations, and 12 in technical assistance.

Results in reaching the Millennium Development Goals

I. Eliminate extreme poverty and hunger

- 7,000 new jobs created (3% of the total) in PDHL AREAS.
- 1,100 houses renovated and built.
- 12 794 disabled people have benefited from economic and social integration projects.
- 15 million dollars granted by the local credit fund (FRIDEL) to 31 small, medium-sized local enterprises and cooperatives, creating 700 new jobs.
- 250.000 tonnes per year of meat, fruit and vegetable produced.
- 3,055 elderly people assisted through the creation of 21 residential homes and 18 care homes.

2. Achieve universal primary education

- 50,000 girls and boys have benefited from improvements in school conditions.
- 199 schools supported by several projects.
- 2,360 teachers trained to improve learning.
- 5 training centres created or strengthened.

3. Promote gender equality and empower women

- 30 institutions founded to strengthen the empowerment of women (e.g. Orient House for Women, Study Centres, and the Professorship of Women).
- 117 administrative and leadership posts created for women.
- 4.000 jobs created for women (almost 60% of total new jobs).
- 18 institutions specialising in technical training for women.
- 13 care centres created or supported for children of working mothers.

4. Reduce child mortality

- 110 hospitals, polyclinics, clinics and other health facilities improved in terms of equipment, infrastructure and technical assistance.
- 62,000 girls and boys guaranteed access to drinking water.
- 53 pharmacies supported.

5. Improve maternal health

- Over 5,000 women helped through the cervical cancer prevention programme.
- 23.000 pregnant women helped through 40 maternity homes.

6. Combat HIV/AIDS, malaria and other diseases

- Support for the creation of a regional centre for social and psychological integration, information and treatment to reduce sexually transmitted diseases, which provides assistance to 5 eastern provinces.
- 78 school and community services for the prevention and treatment HIV/AIDS and integration in the community.
- 16.000 doses of drugs supplied to treat patients suffering from AIDS.

7. Ensure environmental sustainability

- Better access to safe water for 20,000 people, through the construction or rehabilitation of water treatment plants, aqueducts, pumping stations and networks.
- 109 ecological farms built and regeneration of the Cauto River Basin in the eastern region.
- Electricity supplied to 8,150 people, through the installation of 106 solar panels.
- 3,306 hectares reforested through numerous initiatives.
- 55,000 tonnes per year of solid waste recycled, having a positive environmental impact on sanitation facilities.

- 79 windmills built or recovered, providing water to 420 people and 7,200 cattle, particularly in the Province of Granma.

8. Develop a global partnership for development

- The programme has involved over 300 decentralised cooperation institutions: 101 cities, 22 provinces, 16 Canadian and European regions, 40 NGOs, 20 European and Canadian universities, 17 public, private and cooperative enterprises, 60 associations, 8 local consortia, 14 organisations, 6 foundations, 8 bilateral cooperation agencies and 11 UN agencies.
- Over 500 technical exchange missions between Cuban and foreign local authorities.
- 8 Degree courses on local development organised and supported in Pinar del Rio, Havana and Holguin.

Results in action areas

Technical and administrative decentralisation

- Promotion and creation of a mechanism for local planning and management to articulate external cooperation activities with identified local development processes.
- Promotion and support of the process of programming cooperation funds in municipalities and provinces.
- Support for creating regional contingency plans and municipal and provincial Geographic Information Systems (GIS).
- Implementation of the participatory *risks and resources map* methodology, to identify and mobilise community resources in specific projects.
- Local management capacity building.
- Exchange of experiences between local and foreign technical experts to design and manage projects at the local level, through technical missions.
- Innovation and research through collaboration with universities and think tanks.
- Development of "Guiding principles for international cooperation" to help those involved in cooperation to articulate projects and direct them towards territorial priorities.

Service coverage, quality and sustainability

- Support to territorial mental health services and community centres for the reorganisation of territorial mental health systems.
- Creation and support of "day homes for pensioners", managed by the pensioners themselves.
- Support for the creation of a local training network and the implementation of joint projects in response to local educational needs.
- Promotion of the use of local knowledge to improve service quality and support for traditional medicine.
- Support for cervical cancer prevention services; training of specialists in the use of new techniques.
- Support for the creation of a network of community pharmacies and a local computerised management system to help users find medicine.

Local economic development

- Creation and support for the use of a revolving fund for local economic development (FRIDEL) in the Central Bank of Cuba, as a credit instrument for small and medium enterprises; promotion of local economic development support groups, as a mechanism to promote the local economy through international cooperation.
- Promotion of traditional crafts, through support groups and handicraft and restoration workshops.
- Support for the use of renewable and clean energy sources, through the installation of appropriate technologies.
- Support for the creation of forest farms, to strengthen forestation, food production and the use of renewable energy sources.

- Support for the process of sugar production conversion, using local development strategies and methods, within the framework of national policies to restructure the sector. Support to the Conversion Office (ODR)
- Promotion of the recycling of solid waste by the population.

Gender Focus

- Creation of gender equality committees, to ensure gender integration in all programme action.
- Promoted the creation of female employment through initiatives and projects supported by the programme.
- Defined a system of indicators using a gender perspective, at the provincial and municipal levels.
- Promoted training workshops using a gender perspective, to train managers for the planning, management and evaluation of the gender aspect to boost development.
- Classroom training for women on new technologies and skills to access skilled jobs.
- Production of audiovisual material to strengthen educational prevention of domestic violence.