



JOINT
SDG
FUND

Joint Programme
document:

“Productive development
policies for strengthening
export capacities in Cuba”



Joint Programme Document

Integrated Policy and Capacity Funding Track

Cover-page

MPTFO Project Reference Number	<i>(Leave blank for automatic population in Quantum)</i>
Country	Cuba
Region	Latin America and the Caribbean
Joint program title:	Productive development policies for strengthening export capacities in Cuba
Duration:	12 months
Anticipated start and end dates:	10/2024 to 09/2025
Short description:	<p>The Joint Programme aims to enhance and strengthen export-oriented value chains through value chain analysis, market integration, innovative financing, and capacity building, aligned with the Cooperation Framework and the Cuban national priorities to drive economic transformation.</p> <p>The Joint program has two key outputs: productive development policies proposal to improve national export capacities and a second on strategies for two agroindustry value chains, as a proof of concept scalable to other sectors in the economy, with attention to gender dimensions through an innovative and participatory approach.</p> <p>It is expected to contribute to the sound development of economic actors, effectively integrated into national and local priorities within policies of productive transformation that leverage Cuba's human potential and innovative financing mechanisms to boost exports like the most urgent accelerator or game changer in the current context for sustainable development.</p> <p>The project will be implemented with the expertise and commitment (and co-financing) of 2 agencies, which are closely linked to the subject: United Nations Economic Commission for Latin America and the Caribbean (ECLAC) and International Trade Centre (ITC).</p>
Joint Programme team:	ECLAC and ITC,
Resident Coordinator	Francisco Pichón, francisco.pichon@un.org
Joint Program RCO focal point	Yaima Doimeadios, Economist, yaima.doimeadiosreyes@un.org
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PUNO 2 JP Focal point	ITC, Matias Urrutigoity, Chief, Office for Latin America and The Caribbean, urrutigoity@intracen.org
Total budget:	US\$ 440,000
Source of funds:	
UN Joint SDG Fund	US\$ 250,000
PUNO 1 co-funding	US\$ 140,000 (ECLAC) in-kind
PUNO 2 co-funding	US\$ 50,000 (ITC) in-kind
Legal context	<p>The legal basis for the joint programme is the Legal Annex for the signed United Nations Sustainable Development Cooperation Framework (2020-2025). It refers to the cooperation or assistance agreements or other agreements that are the existing legal basis for the relationship between the Government of Cuba and each Participating UN Organization.</p> <p>Whereas the Government of Cuba (hereinafter referred to as “the Government”) has entered into the following relationships:</p>

- With the International Trade Centre (ITC). The existing cooperation and technical assistance to the country is framed in a Memorandum of Understanding (MoU) signed in March 2020 between the ITC and the Ministry of Foreign Trade and Foreign Investment (MINCEX by its name in Spanish).
- For all agencies: Assistance to the Government shall be made available, and it shall be provided and received in accordance with the relevant and enforceable resolutions and decisions of the competent governance structures of the United Nations system agencies [ECLAC, OCHA, UNEP, UNCTAD, UNODC, and UNOPS].

Please refer to page 80 of the Cooperation Framework Legal Annex (2020-2025) for more information.

Joint Programme Profile

Contribution to Cooperation Framework Outcome(s) and Output(s)	<p>The Joint Programme contributes to the United Nations Cooperation Framework for Sustainable Development, Cuba 2020-2024, mainly to Outcome 2: Productive Transformation, which states: “Strategic sectors of national priority achieve higher levels of economic productivity and use of human potential through diversification, technological modernization, and innovation.”</p> <p>2.1 Improved management, promoting science, technology, and innovation, and articulating sectors, territories, and actors in selected production chains.</p> <p>2.2 Strengthened capacities of key actors in Sustainable Food Systems that facilitate the increase and diversification of production, emphasizing local self-sufficiency.</p> <p>2.4 Strengthened capacities of institutions and key actors to manage financing sources, including FDI.</p>
SDG Targets directly addressed by the Joint Programme	<p>Goal 2: Zero Hunger</p> <p>Target 2.3: By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists, and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets, and opportunities for value addition and non-farm employment.</p> <p>Target 2.4: By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding, and other disasters, and that progressively improve land and soil quality.</p> <p>Goal 8: Decent Work and Economic Growth</p> <p>Target 8.2: Achieve higher levels of economic productivity through diversification, technological upgrading, and innovation, including through a focus on high-value-added and labor-intensive sectors.</p> <p>Target 8.9: By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products.</p>

	<p>Goal 9: Industry, Innovation, and Infrastructure Target 9.5: Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending.</p> <p>Goal 17: Partnerships for the Goals Target 17.3: Mobilize additional financial resources for developing countries from multiple sources. Target 17.9: Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the Sustainable Development Goals, including through North-South, South-South, and triangular cooperation. 17.11 Significantly increase the exports of developing countries, in particular with a view to doubling the least developed country's share of global exports by 2020</p>
Expected key results of the Joint Programme	<ol style="list-style-type: none"> 1. Inclusive and gender-responsive productive development policies for strengthening export capacities as a relevant source of financing for development in Cuba. 2. Innovative and participatory strategies for strengthening export capacities of two agroindustry value chains in Cuba, strengthening the attention to gender dimensions
Anticipated direct beneficiaries	<p><i>The total number/percentage of the targeted / overall populations</i></p> <ul style="list-style-type: none"> • Cuban public officials are responsible for designing and implementing productive development policies, particularly those responsible for export promotion policies. • Agroindustry producers of two selected value chains, including women related to or employed in the value chains, and considering the protection social systems in place. • Employment opportunities, including for women and youth.
Anticipated financial leverage	USD\$190,000 in-kind from the PUNOs
Localization marker score	The total score is 4

<p>The primary focus on SDG Transitions in the JP. <i>Select all that are incorporated into the JP strategy and results.</i></p>	<input type="checkbox"/> Digital Transformation <input checked="" type="checkbox"/> Food Systems <input checked="" type="checkbox"/> Decent Jobs and Universal Social Protection <input type="checkbox"/> Energy Access and Affordability <input type="checkbox"/> Transforming Education <input type="checkbox"/> Climate, Biodiversity, Pollution
<p>Main engine room actions that the JP supports. <i>Select all that are incorporated into the JP strategy and results.</i></p>	<input checked="" type="checkbox"/> Shifts across policy and regulatory frameworks <input checked="" type="checkbox"/> Capacity building at scale <input type="checkbox"/> Deal room (financing mix) <input type="checkbox"/> Pipeline of bankable and market-ready projects

JOINT PROGRAM DESCRIPTION

Situation analysis *(maximum of 500 words)*

A challenging economic context shapes the Cuban development landscape. From 2011 to 2022, the Cuban economy grew at an average yearly rate of just 0,9%. While this figure reflects the deep pandemic-induced contraction of 11% of GDP in 2020, the country has experienced multiple, consecutive, severe shocks over the past years. In 2023, the Cuban economy registered one of the slowest post-COVID-19 productive recoveries in the Latin American region (-1%/-2%) combined with double-digit inflation persisting for the third consecutive year. Cuba has been ranked among the countries with the region's highest inflation and is defined as a country with chronic inflation by the UN Economic Commission for Latin America (ECLAC, 2023).

Productive sectors like agriculture, fishing, the manufacturing industry, the sugar industry, mining, and commerce have experienced declines of over 25% between 2018 and 2022, with critical agro-industrial products reporting declined productions among 25-90% in the last five years. Tourism is slowly recovering, and although it grew by 50% compared to the previous year, the number of visitors by the end of December 2023 only represented 52% of the 2018 value. Exports are 62% of the pre-crisis (2019) value. Public finances are characterized by the persistence of fiscal deficits, which reached 17,7% during the pandemic and is expected to reach 18% of GDP in 2024.

Although the number of working-age people has remained relatively stable at around 7 million over the period 2011-2022, both the number of economically active and employed people has declined by about 500,000 people over the same period with lower rates of female activity and a reduction in the economic participation of women, with a sustained gap of more than 20% between men and women. Women represent more than 60 % of those graduating from universities, but account for only 38.3 % of the economically active population. Women significantly outnumber men only in economic activities related to a broader concept of care: education (67.4%) and public health and social care (71.2%). Women are much less represented than men in economic activities where the average monthly wage is higher than average (20% in mining and quarrying; 11% in construction; 18.4% in transport, storage and communications), with the only exception of science and technological innovation (53.9%). Among other aspects, women's participation is affected along all value chains by the persistence of patriarchal culture and the overload of unpaid care work. This gap opens in rural areas and the agro-industrial sector, where female participation is lower.

This current complex economic situation, mainly boosted by the impacts of US Sanctions, threatens vulnerable populations and territories, particularly at the municipal level, undermining SDG indicators accomplishments that Cuba had successfully achieved. Sustaining food security is one of the most sensitive challenges, given the contraction in producing essential food products (40%) for the fifth consecutive year (ANPP, Dec 2023).

The Cuban government has prioritized the 2030 Agenda in its ongoing National Plan for Economic and Social Development. To reverse this negative trend, it has implemented socio-economic initiatives to boost production in strategic sectors and territories, including an incipient decentralizing process for municipalities and diversification of economic actors. At the same time, multiple actions to enhance women's economic participation and empowerment will be promoted, including the design and implementation of gender strategies in various socio-economic sectors.

However, economic actors face considerable challenges. Companies are embedded in a challenging regulatory framework with mixed operating rules, limited access to financing sources, and insufficient access to inputs and capital. Many companies are also in the early stages regarding productive, commercial, and business capacities, connection to international markets, learning opportunities, and access to technology and digital resources, among other things.

In addition, they confront an inflationary macroeconomic context with outdated infrastructure and logistics. The labor market poses significant challenges as well, including demographic obstacles and underdeveloped entrepreneurial capacities. Last but not least, companies are impacted by the financial restrictions imposed on Cuba due to US sanctions, resulting in the country's exclusion from the international financial system.

The former Joint Program “Support for the development of the Integrated National Financing Framework for the SDGs in Cuba” (CIFFRA), implemented between July 2020 and March 2023, contributed to the design and development of an INFF as a tool for planning, defining, and evaluating financing policies¹The implementation of CIFFRA’s recommendations is especially relevant in the current economic situation in Cuba, which is marked, on the one hand, by macroeconomic imbalances and structural and institutional distortions of the productive model that restrict GDP growth and recovery and, on the other hand, by the intensification of the US economic, commercial, and financial blockade.

One of the activities carried out as part of (CIFFRA) was an exercise to estimate financing gaps to achieve the 2030 National Economic and Social Development Plan (PNDES 2030) targets, which is aligned with the 2030 Agenda. The assessment of financing gaps showed that critical investment needs are concentrated in the strengthening of the general and sectoral productivity of the economy (competitiveness), the development of infrastructure, and research, development, and innovation (R+D+I), which these three alone comprise the 75.6% of the overall investment demand.

Another key finding is that exports of goods and services and foreign direct investment should be the main sources of development financing, considering the limited availability of other financing sources (both in terms of volume and timeliness). Through a participatory process, CIFFRA identified diverse strategies to promote Cuban exports, such as strengthening technological and productive capacities of domestic producers, fostering market diversification and promoting new sources of financing. In the last stage, funded by the Development Emergency Modality, CIFFRA proposed new mechanisms for financing small actors in Cuba, such as crowdfunding, blended financing and remittances investment fund.

In coherence to this scenario, the Cuban authorities have requested ECLAC support to implement CIFFRA’s recommendations, related to productive development, including technical support for “fostering, strengthening and developing export-oriented agroindustry value chains”. The following Joint Program proposal is responsive to this request.

¹ It was jointly implemented by the UN System and the Cuban government. From the United Nations, the execution was led by the Economic Commission for Latin America and the Caribbean (ECLAC), the United Nations Development Program (UNDP) in Cuba and the Resident Coordinator Office (RCO) of the United Nations System in Cuba. On the Cuban side, it was led by the Ministry of Economy and Planning (MEP) and the Ministry of Finance and Prices (MFP), the Central Bank of Cuba (BCC), the Ministry of Foreign Trade and Foreign Investment (MINCEX) and the National Office of Statistics and Information (ONEI).

Programme Strategy and theory of change *(maximum of 1500 words)*

The Program strategy is aligned with the Cooperation Framework and the national priorities set by the Cuban government. The program seeks to trigger catalytic changes for achieving economic transformation by enabling a more effective articulation among economic actors both from the local and national levels and the productive performance of companies with export potential, including state-owned companies, SMEs, and cooperatives that comprise an essential part of the total workforce and are particularly relevant in territories with large agro-industrial vocations.

It is expected to contribute to the sound development of economic actors, effectively integrated into national and local priorities within policies of productive transformation that leverage Cuba's human potential and innovative financing mechanisms to boost exports like the most urgent accelerator or game changer in the current context for sustainable development. Productive transformation policies in Cuba should address structural constraints through an active industrial policy towards strategic sectors, but also enable a sound macroeconomic environment; microeconomic foundations like economic regulations; effective price system; and the role of public-private partnerships as well as export-oriented productions specific challenges.

The objective of the JP is to support the design of public policies and detailed strategies for their implementation, oriented to enable higher levels of production, productivity, competitiveness, and environmental and financial sustainability of agri-food production chains to maximize their export potential and contribute to food security, employment, and national income. While ensuring the participation of women's organizations in the design and implementation of policies and strategies, it will also enhance their economic empowerment at different levels of value chains.

It will be required to advance in designing and successfully implementing productive development policies emphasizing fostering, strengthening, and developing export-oriented agroindustry value chains and recognizing the role of local and national stakeholders. To leverage the potential of export-oriented agroindustry value chains, the JP will include value chain analysis, integration into international markets tools, innovative mechanisms for financing the chain processes and actors at national and local levels and strengthening institutional capacities at all levels to support export policies. All these processes will include a gender-responsive and intersectional approach.

The program builds on two expected outputs:

Output 1. Inclusive and gender-responsive productive development policies to strengthen export capacities as a relevant source of financing for development in Cuba.

Output 2. Innovative and participatory strategies for strengthening export capacities of two agroindustry value chains in Cuba, strengthening the attention to gender dimensions.

Theory of change

Several challenges exist to achieving the expected change. First, the need for more effective promotion of productive development is identified as a key obstacle, along with the lack of a comprehensive export strategy that leverages the country's comparative advantages and recognizes the local stakeholders' roles and contributions. Additionally, due to Cuba's international financial exclusion, there is a lack of financial

resources to fund basic investments and input supplies. Export capacities in agroindustry actors must be strengthened.

To address these challenges, Cuba will develop an integrated and innovative productive transformation policy. Capacities at local and national levels to design and implement export strategies will be strengthened, and new financial resources will be obtained through export-oriented activities. Furthermore, the production, technological, and export capacities of two selected agro-industry value chains will be improved. The JP will seek to integrate the gender and inclusion dimension in all policy and strategy design processes, including the participation of women's organizations in capacity building and dialogue.

Current issues	Solution
Need of national policies to promote productive development	Strengthened integrated and innovative productive transformation policies in Cuba, with gender-responsive and intersectional approach
Absence of a comprehensive export strategy that leverages the country's comparative advantages recognizing the local stakeholders role and contributions	Strengthened capacities at local and national levels to design and implement export strategies
Lack of financial resources to fund national development programme	New financial resources to fund Cuba's development strategy are obtained through export-oriented agroindustry activities
Weak production, technological and export capacities of agroindustry activities in Cuba	Improved production, technological and export capacities of two selected agroindustry value chains
Innovative and participatory strategies for strengthening export capacities of two agroindustry value chains in Cuba, strengthening the attention to gender dimensions	Gender mainstreaming in all actions, including affirmative measures to promote women's economic participation in selected value chains.

The project's main activities are expected to include:

Output 1. Inclusive and gender-responsive productive development policies to strengthen export capacities as a relevant source of financing for development in Cuba.

- High-level strategic dialogue among national officers, experts, national mechanisms for women's advance and UN agencies is needed to ensure local and national appropriateness and a shared vision in the implementation process.
- Conduct assessments of the main challenges of the productive system at local and national levels in Cuba and the main bottlenecks of export-oriented agro-industrial value chains, including gender and intersectional assessment
- Hold dialogue tables involving representatives from the national and local governments, public and non-public actors, local/regional buyers, academia and women's and youth organisations and

other groups at risk of being left behind. These discussions aim to establish guidelines and key components of a productive development policy for Cuba, taking into account international experiences.

- Develop the first draft of the productive development policy through a participatory process. Government officials from the national and local levels, national mechanisms for women's advance national and international experts, and UN officials will collaborate in teams to design the plan. This includes the rationale, sector prioritization criteria, and implementation instruments.
- Organize workshops to train government officials on international best practices for implementing productive industrial policies, including sharing experiences of National Trade Strategies developed by other Caribbean countries and tools for the design and implementation of gender-responsive trade policies.

Output 2. Innovative and participatory strategies for strengthening export capacities of two agroindustry value chains in Cuba, strengthening the attention to gender dimensions.

- Analyze competitive constraints at both local and national scales to the export of agroindustry value chains.
- Conduct an in-depth and gender analysis of the current strengths and weaknesses of two selected agroindustry value chains.
- Facilitate roundtable discussions with stakeholders at local and national levels for each value chain to share the diagnostic study's findings.
- Conduct an analysis of successful international practices to enhance the capabilities of similar agroindustry value chains in other countries for each value chain, including gender-responsive good practices.
- Develop in a participatory way an action plan for each value chain, outlining specific measures, allocating responsibilities, and specifying targets and resources required for each territorial level towards strengthening production, technological, export capabilities, and measures to reduce gender gaps along the value chain. The action plans will aim to improve the performance of small and medium-sized enterprises (SMEs) and producer organizations in terms of productivity, managerial competencies, product diversification and export capacities.
- Organize roundtable discussions in target countries to discuss and receive feedback on the action plan recommendations for each value chain.
- Provide direct support to selected agricultural producers and cooperatives for improved competitiveness, including implementing the capacity-building plan and compliance framework, prioritizing capacity building for women and youth.
- Facilitate direct business linkages between producers, processors, and inclusive buyers (at national and regional levels), ensuring the participation of women and young people.
- Identify new sources of financial resources for selected value chains. As a starting point, funds from the public sector and international organizations will be targeted. In addition, a mid- and long-term financing strategy will be designed so selected value chains have access to financial resources needed to achieve economic and export targets.
- Provide capacity building and direct support to farmer organizations and service providers, in coordination with the national mechanism for women's advance and the Cuban network of entrepreneurial women, so that they can tailor their interventions on value addition, product diversification, and climate-smart agriculture.

The Joint Programme contributes to the United Nations Cooperation Framework for Sustainable Development, Cuba 2020-2025, mainly to Outcome 2: Productive Transformation, which states: “Strategic sectors of national priority achieve higher levels of economic productivity and use of human potential through diversification, technological modernization, and innovation.”

Specifically, the program contributes to 2.1 Improved management, promoting science, technology, and innovation, and articulating sectors, territories, and actors in selected production chains; and 2.2 Strengthened capacities of key actors in Sustainable Food Systems that facilitate the increase and diversification of production, emphasizing local self-sufficiency.

ECLAC has long experience on the analysis of challenges and opportunities to strengthen productive and technological capabilities in Latin American and Caribbean countries. It has elaborated a wide array of recommendations for designing and implementing productive development policies. It has provided assistance to several countries to design collaborative strategies to strengthen value chains, clusters and export-oriented activities. ECLAC has collaborated with the Cuban government to design a comprehensive strategy to strengthen two value chains: shrimps and canned tomatoes. It has also collaborated with the UNDP and the Cuban government to promote economic upgrading in the papaya value chain. ECLAC has provided technical assistance to strengthen value chains to more than 10 countries in Latin America and the Caribbean. In addition, ECLAC led the implementation of CIFFRA and has built a solid reputation as a trusted partner with the Cuban government. In 2025-2026, ECLAC will be implementing technical assistance projects in other Latin American and Caribbean countries aimed to strengthen value chains, with particular attention to climate-smart agriculture. Lessons from other countries and good international practices will be transferred to the selected Cuban value chains.

ITC is a UN/WTO joint agency committed to empowering governments and companies for trade in developing nations by providing direct support to small producers, services extended to Business Support Organizations (BSOs), assistance to governments in creating a favorable policy environment, and the provision of global public goods related to trade and market intelligence. ITC has designed over a hundred trade strategies in more than 70 countries – including several small island developing states and countries in the Caribbean. In addition, ITC implements a range of value chain projects creating commercial and productive alliances that enhance resilience of farmer cooperatives, fishers and agri-processors through capacity development and market linkages support. Also, ITC launched the SheTrades initiative to support the removal of barriers to women’s participation in trade, collaborating with governments, the private sector and entrepreneurs to strengthen women’s business capacities and create a fairer and more sustainable global economy. This includes the ITC SheTrades Outlook which helps stakeholders to assess, monitor and improve the policy ecosystem to support women’s participation in business and international trade across six pillars: trade policy, legal and regulatory framework, business environment, access to skills, access to finance, and work and society.

Main national counterparts of the project would be the Ministry of Foreign Trade and Foreign Investment, Ministry of Economics and Planning, Chamber of Commerce, Ministry of Agriculture and Ministry of Food Industry.

Transitions: food systems and decent jobs

This JP supports mainly two transitions: food systems and decent jobs. First, strengthening productive, technological and export capacities in two selected agroindustry value chains will result in economic and social upgrading. The former results from introducing product and process innovations in the value chain. The latter is related to improving job quality in the value chain and increasing the income of local producers.

List of marginalized and vulnerable groups ²	Dedicated Output
Women and girls	Output 2
Youth	Output 2

JP expected outputs are in line with accepted recommendations of Cuba during the fourth cycle of the **Universal Periodic Review (UPR)** of the United Nations Human Rights Council (November 2023):

44.261 Continue updating the Cuban model of economic and social development despite the effects of the blockade imposed by the United States of America against Cuba;

44.265 Continue taking effective measures for economic and social development in accordance with national development plans and priorities.

Also, the JP will support the implementation of the Convention monitored by the **Committee on the Elimination of Discrimination against Women (CEDAW)**, particularly its article 11.1 on taking all appropriate measures to eliminate discrimination against women in the field of employment, and article 14.1. taking into account the particular problems faced by rural women and the significant roles rural women play in the economic survival of their families, and 4.2 in taking measures to eliminate discrimination against women in rural areas in order to ensure, based on equality of men and women, that they participate in and benefit from rural development.

Sustainability and Exit Strategy *(maximum 500 words)*

The JP team will focus on delivering substantive and relevant outputs and plan sustainability through a strong appropriateness. The planned phase-out and phase-over processes will contribute to government efforts to build conditions to deliver a nation-wide and sectoral policy. To do so, throughout the program's implementation, the program will seek high-national stakeholder ownership.

The program will actively engage with the government and public institutions, and the economic actors to promote meaningful participation and voice during the implementation phase, but also when delivering

² The other marginalized and vulnerable groups include, amongst other, minorities (incl. Ethnic, religious, linguistic...), people of African Descent, persons deprived of their liberty, peasants and rural workers, human rights defenders (incl. NGOs, journalists, union leaders, whistleblowers...), migrants, stateless persons, LGBTQ+ persons (sexual orientation and gender identity), persons living with (HIV/AIDS, leprosy...), persons with albinism, victims or relatives of victims of enforced disappearances, victims of (slavery, torture, trafficking, sexual exploitation and abuse...). List as per the standard 20 LNOB groups according to the Implementation Guide for the Output Indicator Framework for measuring the United Nations contribution towards the Sustainable Development Goals: https://1102656428-files.gitbook.io/~files/v0/b/gitbook-x-prod.appspot.com/o/spaces%2F-MbDdHe_y0zwBb9YTe4W%2Fuploads%2F4114YgYQuQo7qKb5ycL%2FG%20-%2020221031-%20Implementation%20Guide.pdf?alt=media&token=e54c735a-c0a6-4984-8025-2f8b777d1d89.

results, particularly the policy proposal that will serve as a foundation for institutional advancement of productive transformation in Cuba. The strategies to boost exports in Cuba are also critical in achieving long-lasting results since they will be designed to be replicated in other chains, agro-industrial but also related to other industries and services.

Ultimately, a crucial element in achieving sustainability factors involves showcasing the public advantages of productive transformation to key stakeholders. This includes ensuring active participation from sectorial ministries, local governments, academia/universities as well as Civil society organizations, particularly the Federation of Cuban Women (FMC), the Centre for Youth Studies (CESJ), the National Association of Economists of Cuba (ANEC) and the Cuban network of women entrepreneurs, among others. They can play a role in transferring appropriate methods and good practices, providing advisory services, facilitating training processes, and contributing to promote innovation, which will, on an inclusive basis, strengthen results sustainability.

Steering and management arrangements *(maximum 500 words)*

Joint Programme Steering Committee and JP Team

The steering and management arrangements are consistent with the UNSDG Guidance Note:

- Joint Programme Steering Committee comprised of governmental representation through the Ministry of Foreign Trade and Foreign Investment, Ministry of Economics and Planning, Chamber of Commerce and Ministry of Food Industry, the RC, and a representative of the two Participants UN Organizations.
- A Joint Programme Team involving specialists from the participants' agencies, government, and relevant stakeholders.

The JP Steering Committee is accountable for results and provides strategic oversight and guidance; therefore, through the leadership of the Resident Coordinator's Office, the strategic coordination of this project will be ensured, contributing to informed and timely decision-making by the agencies and actors involved in this initiative.

The Joint Programme Steering Committee will facilitate coordination and decision-making in implementation. The JP Team will be formed with representation from the involved agencies and main national institutions, which will monitor the work plan, budget execution, risk matrix associated with this intervention, and proposed mitigation actions.

Budget allocation among implementing agencies will be made according to the cost of the activities that each will lead, and these activities will be distributed according to each agency's mandate.

ECLAC will act as the lead PUNO and technical coordination body and, together with the representatives and technical team of ITC, will collaboratively and complementarily develop the planning, implementation, monitoring, and accountability phases throughout the intervention, thus ensuring synergy, effectiveness, and efficiency in actions and resource utilization.

Together, the RCO and the JP Team will encourage the participation of other relevant and indispensable actors for the development and success of the proposed activities, such as other UN agencies or thematic

groups, governmental institutions, civil society, organizations, and the private sector. This broad involvement, in addition to enhancing impact, will facilitate the sustainability of its reach, leveraging existing interinstitutional coordination structures and spaces both within and outside the United Nations system.

The management, monitoring, and reporting processes will incorporate a gender and perspective participatory approaches.

Monitoring, accountability, financial management, and public disclosure

Standard text – do not change

Reporting on the Joint SDG Fund will be focused on concrete results and grounded in evidence. The RCO focal point and lead PUNO is responsible for coordinating and drafting a concise annual report (using the Fund Secretariat template/guidance), which is submitted to the Joint SDG Fund Secretariat through the RC by January 31st of the following year. Additionally, a final narrative report must be prepared and submitted to the Joint SDG Fund Secretariat through the RC no later than two (2) months after the operational closure of the Joint Programme activities.

The JP Steering Committee, co-chaired by the RC, is mandated to oversee and monitor the implementation of the joint programme, with the involvement of Joint SDG Fund Secretariat to which it must submit data and information upon requested. Additionally, the Joint SDG Fund Secretariat may request additional insights, such as policy papers, value-for-money analysis, case studies, infographics, or blogs/articles, as needed.

PUNOs will be required to include information on complementary funding received from other sources (both UN cost sharing, and external sources of funding/financing) for the activities supported by the Fund, including in kind contributions and/or South-South Cooperation initiatives, in the report.

PUNOs at Headquarters level shall provide the Administrative Agent with the following statements and reports prepared in accordance with its accounting and reporting procedures, consolidate the financial reports, as follows:

- Annual financial reports as of 31st December each year with respect to the funds disbursed to it from the Joint SDG Fund Account, to be provided no later than four months after the end of the applicable reporting period; and
- A final financial report, after the completion of the activities financed by the Joint SDG Fund and including the final year of the activities, to be provided no later than 30 April of the year following the operational closing of the project activities.

The JP will be using a pass-through fund management modality where UNDP Multi-Partner Trust Fund Office will act as the Administrative Agent. The programmatic UN entity of the Facility shall assume full programmatic and financial accountability for the funds disbursed to it by the Administrative Agent of the Joint SDG Fund (Multi-Partner Trust Fund Office). Such funds will be administered by each UN Agency, Fund, and Project in accordance with its own regulations, rules, directives and procedures. The entity shall establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent.

A minimum of 5% of the JP budget is allocated for monitoring, reporting, evaluation, audit and communications. Indirect costs of the Participating Organizations recovered through project support costs will be 7%, with exception of WFP and UNHCR which should be 6,5%. All other costs incurred by each PUNO in carrying out the activities for which it is responsible under the Fund will be recovered as direct costs. Procedures on financial transfers, extensions, financial and operational closure, and related

administrative issues are stipulated in the Operational Guidance of the Joint SDG Fund. PUNOs and partners must comply with Joint SDG Fund brand guidelines, which includes information on donor visibility requirements.

The JP will be accompanied from the outset by an inclusive communication strategy, which will take into account the differentiated needs and contributions of women and men, as well as other groups at risk of being left behind.

Annex 1: Integrated results framework and workplan

JP Outputs

Output 1. Inclusive and gender-responsive productive development policies to strengthen export capacities as a relevant source of financing for development in Cuba			
Output indicator 1.1: Cuba has a proposal of a Inclusive and gender-responsive productive development policy to enable improved national export capacities as source of financing for development.	Baseline: 0	Target: 1 policy proposal	Means of verification: -Project results report -One document that presents the policy proposal to enable national exports capacities
Output indicator 1.2: Number of people (disaggregate by sex and age groups) participating in strategic dialogues, workshops and trainings.	Baselines: 0	Target: 40% women and 20% young people	Means of verification: -Project results report - Participant's list
Output 2. Innovative and participatory strategies for strengthening export capacities of two agroindustry value chains in Cuba, strengthening the attention to gender dimensions			
Output indicator 2.1: Strategy for strengthening export capacities for agroindustry value chains in Cuba.	Baseline: 0	Target: 2 gender-responsive strategies for agroindustry value chains (one each)	Means of verification: -Project results report -Two documents that presents the strategy for each value chain each
Output 2.3: Number of producers (disaggregated by sex and age groups) strengthening their capacities to improve their competitiveness.	Baseline: 0	Target: 40% women and 20% young people	Means of verification: -Project results report
Output 3. Joint programme management, monitoring and reporting, and communications			
Output 3. Systematization and final report	Baseline: 0	Target: 1 Systematization and final project results report	Means of verification: -One document that presents the project systematization and final report

JP contribution to Joint SDG Fund global indicators (select only relevant indicators for the JP)

Engine room 1. Shifting policy/regulatory frameworks			
Number of new or enhanced the integrated policy solutions and regulatory changes formulated to accelerate SDGs with Joint SDG Fund support.	Baseline: 0	Target: 1	MOV: Document: “Policies proposal to enable improved national export capacities as source of financing for development”
Engine room 2. Capacity building at scale			
Number of governmental (both at central and sub-central levels) and non-governmental organizations with enhanced capacity to design, implement and finance integrated policies, regulations and innovative solutions for SDG acceleration, with Joint SDG Fund support.	Baseline: 0	Target: 10	MOV: Systematization document and final report
Number of tools, procedures and mechanisms (e.g. SOPs, training module, incentive structures) developed or implemented, focused on building capacities for SDG acceleration with Joint SDG Fund support (disaggregated by central and local actors).	Baseline: 0	Target: 5	MOV: 2 Documents: “Strategy for strengthening export capacities for an agroindustry value chain in Cuba.”

Joint Programme Workplan

Output	Geographic focus	Start	End	PUNO	SDG Target	Human Rights Marker	Gender Marker	QCPR function	Available Budget (US\$)
Output 1. Inclusive and gender-responsive productive development policies for strengthening export capacities as a relevant source of financing for development in Cuba.	National	Oct 2024	Oct 2025	ECLAC ITC	2.3, 2.4, 5.C, 8.9, 17.11	1	2	Policy Advice and Thought Leadership	US\$142,500
Output 2. Innovative and participatory strategies for strengthening export capacities of two agroindustry value chains in Cuba, strengthening the attention to gender dimensions	National	Oct 2024	Oct 2025	ECLAC ITC	5.5, 8.2, 9.5, 17.11	2	2	Capacity Development / Technical Assistance Convening / Partnerships / Knowledge Sharing	US\$95,000
Output 3. Joint programme management, monitoring and reporting, and communications	National	Oct 2024	Oct 2025	ECLAC		0	2	Capacity Development / Technical Assistance	US\$12,500

Annex 2: Risk Matrix

Risks	Categories	Risk Level: (Likelihood x Impact, as per instructions)	Likelihood: Certain - 5 Likely - 4 Possible - 3 Unlikely - 2 Rare - 1	Impact: Essential - 5 Major - 4 Moderate - 3 Minor - 2 Insignificant - 1	Mitigation measures	Risk owner
Social, economic and environmental	Climate change and disaster - The country is affected by extreme natural, health and/or technological events (hurricanes, floods, droughts), making it necessary to set priorities for national institutions (see MC).	12 - High	3	4	Monitoring to anticipate and implement risk management plans for these events with immediate actions.	Project steering Committee
Social economic and environmental	Economy - The international economy undergoes deterioration.	9 - High	3	3	Monitoring to anticipate and implement risk management plans for these events with immediate actions.	Project steering Committee
Social, economic and environmental	Gender - There remain gender standards and stereotypes that render it difficult to make differentiated financing needs visible and take action for increased gender awareness.	9 - High	3	3	Support advocacy and communication activities on gender.	Implementing agencies
Organizational	Procurement - The U.S. blockade is intensified, making it difficult to sign contracts with international suppliers.	15 - High	5	3	Develop a procurement plan from project inception with alternative pathways when procuring. Use the experience gained by UN Agencies in Cuba for the import of goods and services required by the project.	Project steering Committee
Organizational	Budget availability and cash flow - Disbursements are not made within established timeframes.	9 - High	3	3	Establish partnerships with national and local entities to support the set of actions that are annually agreed upon.	Project Steering Committee
Strategic	Roles and responsibilities among partners There is not enough articulation among the multiple institutions involved in the project.	12 - High	3	4	Clear definition of partners' role since design phase and involving all partners and stakeholders in the project governance mechanisms. Ensure visibility of every partner.	Project steering committee

Strategic	Roles and responsibilities among partners The representatives of institutions involved in the project change.	9 - High	3	3	Ensure institutional commitments Identify, together with the relevant institutions, the officials involved in project follow-up.	Project steering Committee
Strategic	Capacities of the partners The implementation of activities by national institutions is delayed due to external complexities	16 - High	4	4	Systematically monitor substantive progress. Incorporate key project milestones into institutional planning	National institutions and Project Steering Committee
Strategic	Roles and responsibilities among partners The PUNOs are non-resident UN Agencies limiting responsiveness and coordination	9 - High	3	3	PUNOS have previous experience working in Cuba so they are aware of the context challenges, however, the RCO will support and facilitate coordination to mitigate risks related to this.	Project steering committee

Annex 3: Localization, Gender Equality and Human Rights markers

SDG Localisation Marker

Dimensions	Criteria or eligibility	Responses	Explanation	Means of verification
Programme Design	<ul style="list-style-type: none"> Does the programme or initiative explicitly include results and/or expected outcomes directly related to advancing SDG localization? 	No		
	<ul style="list-style-type: none"> Is at least 70% or more of the programmatic budget allocated specifically to activities that enhance advocacy, actions or monitoring related to SDG localization? 	No		
	<ul style="list-style-type: none"> Were local and regional governments actively engaged and consulted during the programme design phase? 	No		
	<ul style="list-style-type: none"> Were local service providers and/or other local actors and stakeholders actively engaged and consulted during the programme design phase? 	No		
Advocacy	<ul style="list-style-type: none"> Has the programme or initiative planned to develop new knowledge material, research, publication or relevant resources related to SDG localization, specifically building on local experience? 	Yes	Project results report with a systematization on the implementation and improvement process of participatory strategies for strengthening export capacities of two agroindustry value chains in Cuba as a proof of concept for further agroindustry development that can be replicated in other value chains and territories, including an inclusive and gender-responsive approach.	Project results report
	<ul style="list-style-type: none"> Has the programme or initiative planned to develop specific events, campaigns, communications or capacity-building activities on SDG localization, especially targeted at local or regional governments, local service providers, or other local actors and stakeholders? 	No		

Actions	<ul style="list-style-type: none"> Does the joint programme or initiative incorporate mechanisms, spaces or activities designed to bolster coherent policies, regulations, plans, programmes, and service-delivery approaches or models by local and regional governments and/or local service providers, facilitating their meaningful contributions to the SDGs and addressing the principles of leaving no one behind? 	No		
	<ul style="list-style-type: none"> Does the joint programme or initiative have an inclusive and participatory multi-stakeholder approach, involving civil society, academia, citizens, the private sector and/or others to jointly implement transformative initiatives toward localizing the SDGs? This could include, for example, mobilizing and sharing knowledge, expertise, technologies and financial resources to support the achievement of the SDGs at the local level. 	Yes	The JP aims to support the development of a policy proposal with sound participation of local and national stakeholders. Some actions are related to gathering information and expertise as inputs to design and implement a public policy that includes territorial sensitivity. The JP will ensure the participation of women and young people in their diversity.	Project results report Activities evidence such participants lists and reports
	<ul style="list-style-type: none"> Does the joint programme or initiative include a multi-level governance approach to address the SDG challenges through collaboration between different levels of government, as well as with international organizations, and local communities? This approach recognizes that effective action requires coordinated efforts at various scales, from local and regional to national and global. 	Yes	The JP recognized the role of different stakeholders at different levels and scales, particularly the local and national levels.	Project results report Activities evidence such participants lists and reports
	<ul style="list-style-type: none"> Does the joint programme or initiative feature mechanisms or activities aimed at improving the transparent and accountable financing of SDG localization? This may include the development of decentralized financing policies, the creation of market-ready pipeline of local actions, expansion of local fiscal space, resource mobilization by local or regional governments, participatory budgeting approaches, etc. 	No		

Accountability & Sustainability	<ul style="list-style-type: none"> Does the joint programme or initiatives include dedicated results, supported by a robust accountability framework, to systematically collect and report on contributions to SDG localization, both at the outcome and output levels? 	No		
	<ul style="list-style-type: none"> Does the joint programme or initiative include a dedicated plan to ensure the sustainability, leveraging of financial resources and replication/expansion of the SDG actions in additional localities, developed in collaboration with local and regional governments, local service providers and other local actors and stakeholders? 	Yes	The JP considers a sustainability strategy aiming to deliver a strategy that can be replicated and escalated acknowledging the local and national stakeholders roles.	
Criteria for Scoring		Total # of Yes		
<ul style="list-style-type: none"> Marker 3: Between 9 and 12 criteria marked as Yes. Marker 2: Between 4 and 8 criteria marked as Yes. Marker 1: Between 1 and 3 criteria marked as Yes. Marker 0: None of the criteria marked as Yes. 				

Gender Equality Marker

Joint Programme Outputs	GEM Score	Justification
Output 1. Inclusive and gender-responsive productive development policies for strengthening export capacities as a relevant source of financing for development in Cuba.	2	The first output is inclusive and gender-responsive since aims to advocate for inclusive and gender-responsive productive development policies to strengthen export capacities as a relevant source of financing for development in Cuba. The latter will be done considering gender analysis through a collection of sex-disaggregated data and seeks egalitarian participation and representation of women when developing policies, mainstreaming gender issues and actions.
Output 2 Innovative and participatory strategies for strengthening export capacities of two agroindustry value chains in Cuba, strengthening the attention to gender dimensions	2	The second output is gender-responsive since it reflects an understanding of gender roles and inequalities in the agroindustry chain value and encourages equal participation when developing strategies to enhance export capacities. This is accomplished through gender analysis that informs inclusiveness in the value chains and considers women's voices and roles when developing the strategies.
Output 3. Joint programme management, monitoring and reporting, and communications	2	The third output is gender-responsive since it will deliver not only lessons learned and good practices about considering gender, both roles, and inequalities but also recommendations to value and encourage equal participation when developing strategies to enhance export capacities. This output will report participation with sex-disaggregated data, inform about engagement of gender-based organizations and will highlight women contributions to the process.

Human Rights Marker

Joint Programme Outputs	HRM Score	Justification
Output 1. Inclusive and gender-responsive productive development policies for strengthening export capacities as a relevant source of financing for development in Cuba.	1	The JP Output 1 is explicitly grounded in generating participation and meaningful engagement of various stakeholders including the beneficiary groups involved in the value chains for export capacities, including producers, employees, employers, and brokers. For example, the output’s activities include dialogue tables with key stakeholders related to productive chains, and their inputs have the potential to be analyzed from a gender and Leave No One Behind perspective.
Output 2 Innovative and participatory strategies for strengthening export capacities of two agroindustry value chains in Cuba, strengthening the attention to gender dimensions	1	Output 2 pursues delivering a strategy that acknowledges the participation and meaningful engagement of various stakeholders, particularly those within the agro-industry value chains.
Output 3. Joint program management, monitoring and reporting, and communications	1	The third output is envisioned to report on how the program contributes to Human Rights advancement, informing about the inclusion of different stakeholders in the program and identifying their contribution. The output will identify lessons and practices mainstreaming human rights in export policies.

Annex 4: Budget per UNDSG Categories

Budget per UNDG Categories						
UNDSG BUDGET CATEGORIES	CEPAL		ITC		TOTAL	
	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)
1. Staff and other personnel	\$86,000.00	\$140,000.00	\$28,100.00	\$50,000.00	\$114,100.00	\$190,000.00
2. Supplies, Commodities, Materials	\$0.00		\$0.00		\$0.00	
3. Equipment, Vehicles, and Furniture (including Depreciation)	\$0.00		\$0.00		\$0.00	
4. Contractual services	\$34,570.00		\$9,975.00		\$44,545.00	
5. Travel	\$57,000.00		\$18,000.00		\$75,000.00	
6. Transfers and Grants to Counterparts	\$0.00		\$0.00		\$0.00	
7. General Operating and other Direct Costs	\$0.00		\$0.00		\$0.00	
Total Direct Costs	\$177,570.00				\$56,075.00	
8. Indirect Support Costs (7% of total direct costs – except for WFP and UNHCR which should apply 6.5% of total direct costs)	\$12,429.90		\$3,925.25		\$16,355.15	
TOTAL Costs	\$189,999.90	\$140,000.00	\$60,000.25	\$50,000.00	\$250,000.15	\$190,000.00