

Final report



International Federation
of Red Cross and Red Crescent Societies

Cuba: Hurricane Season 2008

Interim Final report
Emergency appeal n° MDRCU0001
GLIDE n° [2008-000143](#)
31 May 2010

Period covered by this Interim Final Report: 8 September 2008 to 8 September 2009;
Appeal target (current): CHF 6,412,000 (USD 5,929,461 or EUR 4,222,032);
Final Appeal coverage: 96%; [<click here to go directly to the final financial report, or here to view the contact details>](#)

Appeal history:

- CHF 150,000 was initially allocated from the Federation's Disaster Relief Emergency Fund (DREF) to support the Cuban Red Cross (CRC) in starting early damage and needs assessments following Hurricane Gustav.
- An Emergency Appeal was launched on a preliminary basis on 8 September 2008 for CHF **6,417,524 (USD 5,834,112 or EUR 3,973,699)** to assist 40,000 people for a period of nine months.
- Given the levels of affectation and the impact of subsequent hurricanes, the Emergency Appeal was increased on 25 September 2008 to CHF **10,106,348 (USD 9,187,600 or EUR 6,257,800)** to assist 60,000 beneficiaries for nine months.
- The Appeal budget was revised on 30 October 2008 to CHF **9,604,366 (USD 8,811,345 or EUR 6,156,645)** with a reduction in the quantity of relief items and the same number of beneficiaries.
- With Appeal coverage standing at 64 per cent, the operational activities were revised at the time of the publication of Operations Update no. 4, including a reduced budget of CHF **6,412,000 (USD 5,929,461 or EUR 4,222,032)** to assist 35,000 people (7,000 families) over a period of twelve months.



A lady in the municipality of Consolación Sur was able to repair the roof of her house with new zinc sheets through the support of the Cuban Red Cross. The National Society provided much needed shelter assistance to 10,186 families in 13 municipalities in the Pinar del Río province. Source: Cuban Red Cross.

Summary:

Overall, the Cuban Red Cross and the International Federation were able to respond well to the high level

of need that arose from the 2008 Hurricane Season. Of particular note was the crucial role undertaken by the Cuban authorities and the Cuban Red Cross in emergency preparedness and response prior to the impact of the hurricanes. Widespread early warning and the evacuation of nearly three million people ensured that no lives were lost, despite the high impact of the storms.

Although the original appeal target was underfunded, in large part due to the number of other emergency response operations in the region, the relief efforts undertaken to support the CRC were significant. Subsequent appeal budgets were drawn up in-line with the funds available. Additional support, such as in-kind contributions from the Finnish Red Cross and the Spanish Red Cross, along with careful beneficiary selection and distribution processes, ensured that assistance reached those who needed it most and allowed the relief operation to reach a greater number of beneficiaries. In addition, the operation was able to incur savings in the purchase of zinc sheets, which allowed additional sheets to be purchased so that more families could benefit from new roofs. As a result, **25,161 families received emergency non-food items**, while **10,186 families received much needed shelter assistance**. Furthermore, important groundwork has been laid in supporting the efficacy of farming and fishing cooperatives, which is assisting in the long-term recovery from the devastating effects of the hurricanes and ensuring that local residents will be less vulnerable to future disasters. The distribution of informative materials on disaster preparedness to families during relief and recovery activities has additionally sought to ensure that local populations are strengthened in the face of future emergency situations.

Finally, the capacity of the Cuban Red Cross was enhanced through this relief operation, as the National Society improved its coordination with the government, and additional volunteers were recruited. Through increased experience in disaster response, as well as through the purchase of much needed items for the CRC, such as visibility items and vehicles, the National Society is better prepared to respond to future emergencies.

The final financial report reflects a balance of 171,696 Swiss francs. The remaining funds for this operation will be allocated to the Annual Plan for the Latin Caribbean region to support actions in the Cuban Red Cross.

Lessons learnt:

The response to the 2008 hurricane season was the largest emergency response operation conducted by the National Society in the last 15 years, and as such has had a notable impact on the institution, strengthening existing processes and highlighting capacity-building areas for future emergency response operations.

- **Emergency relief:** The quick response of and close coordination between the National Society and the Pan American Disaster Response Unit (PADRU) following the impact of the hurricane ensured that a coherent Plan of Action was drawn up that responded to the immediate needs of the affected population. In particular, the use of prepositioned relief items in warehouses in the region and their quick deployment to the country made it possible for the Red Cross to provide immediate relief to beneficiaries. However, the fluctuation of the prices of some relief items indicates that it may be necessary to conduct a study of the market and existing agreements with suppliers in the region, in particular for those products for which there is the greatest demand.
- **Institutional strengthening:** The operation has served to strengthen links between the Cuban Red Cross' national headquarters and the provincial and municipal branches, not only improving internal relations but also transferring capacity in the technical and operational roles of emergency management.
- **Development and integration of broader, longer-term recovery strategies:** The inclusion of an early recovery component in the CRC plan of action has provided much needed, valuable longer-term support to the affected communities in their recovery from the aftermath of the hurricanes. At the same time it is promoting and developing new skill sets within the Cuban Red Cross regional branches which will be key in providing integral response.
- **Recruitment, training and promotion of volunteers:** In total, 139 new volunteers were recruited from the affected communities, with local populations keen to support the work of the Red Cross in the development of the operation. The response also afforded the opportunity to provide training to volunteers at the local level, including specialized training in disaster response and preparedness.
- **Strengthening of inter-institutional links:** Close coordination with all actors involved in the response was required, improving relations with national and local authorities and non-governmental organizations, as well as with members of the Red Cross Red Crescent Movement.

This served to consolidate existing and new partnerships vital to respond not only to this but to future emergencies.

- **Strengthening of community links:** By its very nature, an operation such as this serves to strengthen links with affected communities, not only in the immediate response but in the early recovery and recovery phases, enhancing a greater understanding of community needs and establishing priorities for continued action in these areas. Actions developed under the operation have served to strengthen links with formal and informal community leaders, as well as in the recruitment of community volunteers.

Although the operation has officially ended, the CRC continues its work in responding to community needs and in addressing broader disaster risk reduction issues.

On behalf of Cuban Red Cross, the International Federation would like to thank all partners and donors for their generous response to this appeal. The operation received multilateral contributions from the American Red Cross, the Australian government/Australian Red Cross, the Barbados Red Cross Society, the British government/British Red Cross, the Canadian government/Canadian Red Cross, the Danish Red Cross, the European Community's Humanitarian Aid Office (ECHO), the Finnish Red Cross, the Irish government, the Italian government, the Japanese Red Cross Society, the Monaco Red Cross, the Netherlands Red Cross, the Nicaraguan Red Cross, the Norwegian government/Norwegian Red Cross, the OPEC Fund For International Development, the Spanish government/Spanish Red Cross, the Swedish government/Swedish Red Cross, the United Arab Emirates Red Crescent, the Western Union Foundation and private donors. The Cuban Red Cross response was also bilaterally supported by the Finnish Red Cross and the Spanish Red Cross.

The situation

The 2008 hurricane season had a severe impact on the island of Cuba, with cumulative damages proving the highest in many years. Between 16 August and 10 September 2008, Cuba was affected both directly and indirectly by four severe meteorological events: Tropical Storm Fay, Hurricane Gustav, Tropical Storm Hanna, and Hurricane Ike.

Swift and effective preventative measures taken by the Cuban authorities, led by the Cuban Civil Defence Command ensured that, remarkably, no lives were lost during the emergencies. Approximately 28 per cent of the population (three million people) was evacuated from areas at risk, with around 77 per cent from the city of Havana, the province of Pinar del Río, and the municipality of Isla de Juventud (Isle of Youth). Although the storms affected the entire national territory, and many areas were affected more than once, the most affected areas were Pinar del Río and the Isle of Youth where Ike's heavy rains and strong winds added to the vast destruction already caused by Gustav. The provinces of Holguín, Las Tunas and Camaguey were also severely affected, although to a lesser extent, by the cumulative impact of the storms.

Total damages have been estimated in the region of USD 10 billion, representing almost 20 per cent of the country's GDP. More than 500,000 homes were affected by the storms, including partial or total loss of roofs, while 63,249 homes were completely destroyed. Official figures indicate that more than 2 million people's homes were thus affected, 18 per cent of the total Cuban population. Damages to agriculture were acute, with 113,000 hectares of crops which were damaged leading to the loss of an estimated 53,000 tonnes of food vital to the population's daily food intake, including sugar cane, rice, beans and other essential basic items, including crops cultivated and distributed by the Ministry of Agricultural Development. Widespread damage to the country's infrastructure was also considerable, including damages to the electrical power system, transmission towers and water systems, as well as significant damages to facilities in schools and health centres. Revised figures released in early 2009, indicated that in the province of Pinar del Río alone more than 900 schools were damaged, of which 400 were partially damaged and 567 were totally destroyed, and a similar number of health centres were affected.

The national authorities responded quickly and effectively to address these severe levels of affectation, supported by contributions from the international donor community. Work commenced immediately to find solutions for families relocated to temporary shelters or housed with family and friends. Reconstruction of health and educational centres as well as other damaged infrastructure is underway. Government strategies focusing on the cultivation of 'quick-harvest' crops, including basic vegetables and legumes have also helped

to strengthen national food security, which was weakened following the emergencies, by reactivating local agriculture for national consumption. Immediate needs and subsequent efforts continue to focus on the housing sector with recognition that, more than one year later, much remains to be done in this area. However, national authorities estimate that rehabilitation efforts, including the building of houses to replace those destroyed by the storms, will continue through initiatives in this area over the next ten years.

Red Cross and Red Crescent action

Achievements against objectives

Overview

The Cuban Red Cross actively responded to the emergencies in the phases before, during and after the storms took place. The Cuban Red Cross supported the Civil Defence in the evacuation of families living in high risk areas to temporary shelters and to the homes of families and friends. Following the impact of the storms, the CRC mobilized 5,381 volunteers from the affected areas, as well as its specialized search and rescue teams to carry out evacuations, assist families and support the authorities in the running of temporary shelters. In addition, the CRC volunteers provided psychosocial support to children and adults suffering from stress related to the effects of the storms and for some, in their relocation to temporary shelters. Additional support was provided by the National Society in establishing communication amongst those displaced with concerned relatives living abroad.

All provinces were affected by the impact of the hurricanes during 2008, with the most affected areas including the Pinar del Río province and the Isla de Juventud municipality. Given the vast levels of affectation, the Red Cross assistance targeted the 14 municipalities of the Pinar del Río province in line with, and in coordination with, government relief and recovery plans.

Support was provided by in-country International Federation delegates in the design of the operation and the mobilization of funds under this Appeal, in the general coordination of relief activities, and in the procurement and shipment of relief and shelter items.

Coordination

From the onset of the emergencies, Red Cross actors at the national, regional and international levels coordinated actions to respond to the needs of affected families. The International Federation, through PADRU, which is based in Panama, and its Regional Representation for the Latin Caribbean countries (Cuba, Haiti and the Dominican Republic), which is based in Santo Domingo, was in regular contact with the Cuban Red Cross while providing technical and financial assistance to support the national plan of action.

At the regional level, the Federation maintained regular contact with the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) in Panama regarding operational and contextual developments. The United Nations System contributed USD 8.7 million to the response effort from agency emergency funds and OCHA's Central Emergency Response Fund (CERF). As of mid-March 2009, the UN had mobilized USD 5,231,859 funding towards its USD 30 million post-hurricane Plan of Action to fund sector specific projects in the immediate response and recovery phases of the relief effort, financing initiatives including the provision of food aid (WFP), support in health (WHO-PAHO), as well as work in shelter and risk reduction (UNDP).

At the national level, the CRC coordinated its emergency relief activities with local and national authorities, participating in regular meetings of the central commission for reconstruction, bringing together government actors working in rehabilitation efforts, including the Cuban Civil Defence, the Institute of Housing and the Ministry of Health, amongst other key national agencies. At the local level, all operational activities were coordinated with the provincial, municipal and local (community) level authorities, with direct support provided by the government in the transportation of relief and shelter items from their arrival in the port in the capital city of Habana, through to transportation at the local level.

The Spanish Red Cross made in-kind donations to the Appeal including the contribution of kitchen sets, jerry cans and zinc sheets and nails for the repair of damaged or destroyed roofs. The Finnish Red Cross also supported the appeal with in-kind donations of mosquito nets, jerry cans and kitchen sets. The Norwegian Red Cross supported the Emergency Appeal directly, and also distributed pre-positioned stocks to families in Santa Cruz del Sur affected by Paloma, the last hurricane of the 2008 season, as part of its long-term

cooperation with the Cuban Red Cross via its Preparing Communities (PRECO) disaster risk reduction project.

Beneficiary selection

Greatest damages were reported in the Province of Pinar del Río and the Special Municipality of the Isle of Youth, although severe damages were reported nation-wide. The decision to focus primarily on the province of Pinar del Río was taken given the assessed level of affection (85% of the population of Pinar del Río was affected), in addition to institutional capacity of the Cuban Red Cross with provincial and regional branches to support the tasks to be undertaken. This decision was taken in coordination with local and national authorities to ensure that the humanitarian response reached those most in need at national level. Nonetheless, later shipments of relief items were distributed to additional provinces, greatly extending the operation's reach.

Within the targeted provinces, beneficiaries were selected based on their level of vulnerability defined in coordination with local authorities and community actors, with CRC volunteers and staff participating alongside community social workers, technicians from the National Institute of Housing and community leaders to prioritize individual cases according to need and vulnerability.

Households that are dependent on subsistence farming and fishing activities, as well as workers on sugar and tobacco plantations, were prioritized as they were highly affected by the hurricanes. Also priority was given to "social" cases, including the elderly, the ill, the disabled and single parent / single mother households. An existing network of neighbourhood associations carried out a census of all affected families, including detailed information on how the disaster affected each family. According to beneficiary satisfaction surveys conducted following the distribution of relief items, 28% of families interviewed were classified as "social" priority cases, with all presenting high levels of vulnerability, including those who were terminally or chronically ill, the elderly (in particular those living alone), and single mother households. This indicates that the beneficiary selection and prioritization processes were effective in targeting the most vulnerable families.

Community and family needs were further reassessed with each shipment of relief and / or shelter items to ensure that prioritized families continued to receive assistance in line with their actual vulnerability, taking into account assistance received from other sources, such as donations received from the government and NGOs.

Beneficiary Satisfaction

Beneficiary satisfaction surveys were conducted to determine the efficacy of the relief operation. According to the results of these surveys, all families reported that the relief and shelter items they received were needed. It was reported that 90 per cent of kitchen sets, 100 per cent of jerry cans and 100 per cent of water filters were used by the families that received them. Only 44 per cent of the mosquito nets distributed had been used at the time of the survey as beneficiaries were storing them for use in the rainy summer months, although later visits to the field have confirmed their utility. Furthermore, 100 per cent of laminate sheets were installed by the families that received them.

The surveys showed that 89 per cent of beneficiaries understood why their family had been selected and many acknowledged the fairness of the prioritization of the most vulnerable families. All families interviewed stated that they had been treated with respect and dignity throughout the distribution process, with 98 per cent stating that the distributions and installation of roofs were both safe and effective. In general terms overall satisfaction with the Red Cross relief programme was high, with 70 per cent of those interviewed stating that it was very good, 28 per cent stating that it was good and 2 per cent stating that it was satisfactory.

Relief distributions (food and basic non-food items)

Objective: 7,000 families (35,000 people) affected by Hurricanes Gustav and Ike will benefit from the distribution of non-food items

| Expected results | Activities planned |
|------------------|--------------------|
|------------------|--------------------|

| | |
|---|---|
| Approximately 7,000 families in the affected areas will receive essential non-food items (see detailed kit below) | <ul style="list-style-type: none"> • Conduct rapid emergency needs and capacity assessments. • Develop beneficiary targeting strategy and registration system to deliver intended assistance. • Distribute relief supplies and control supply movements from point of dispatch to end user. • Monitor and evaluate the relief activities and provide reporting on relief distributions. |
|---|---|

Progress:

The relief operation has provided 25,161 families with essential non-food relief items, greatly exceeding targets under the revised appeal. Distributions were carried out primarily in the province of Pinar del Río, with the provinces of Santiago de Cuba and Granma receiving later shipments of relief items provided by the Finnish Red Cross reaching an additional 7,835 families not contemplated in targets set under the revised Appeal.

| Municipality / province | Kitchen kits | Mosquito nets | 10 L jerry cans | 20L jerry cans | Sheets | Towels | Mattresses | Total families reached | Total people reached |
|-------------------------|--------------|---------------|-----------------|----------------|--------------|--------------|--------------|------------------------|----------------------|
| Candelaria | 97 | 500 | - | - | - | - | - | 440 | 1,540 |
| San Cristóbal | 100 | 1,360 | - | - | - | - | - | 1,095 | 3,832 |
| Los Palacios | 3,300 | 7,960 | 6,600 | - | - | - | - | 4,860 | 17,010 |
| Consolación del Sur | 100 | 1,360 | 3,000 | - | 499 | 500 | 800 | 3,212 | 11,076 |
| Bahía Honda | - | 1,360 | 1,030 | 1520 | 499 | 500 | 500 | 2,123 | 7,430 |
| La Palma | 2,095 | 1,360 | 1,520 | 2,303 | 499 | 500 | 700 | 3,915 | 13,702 |
| Viñales | 100 | 800 | - | - | - | - | - | 675 | 2,372 |
| Minas | - | 300 | - | - | 499 | 500 | 272 | 505 | 1,743 |
| Pinar del Río | 3 | 300 | - | - | 499 | 500 | 228 | 501 | 1,712 |
| Santiago de Cuba | 1,160 | 8,700 | 2850 | - | 910 | 910 | - | 4,885 | 18,207 |
| Granma | 250 | - | 2700 | - | - | - | - | 2,950 | 9,644 |
| Total | 7,205 | 24,000 | 17,700 | 3,823 | 3,405 | 3,410 | 2,500 | 25,161 | 88,268 |

There are several reasons that the relief operation was able to benefit a far higher number of families than was targeted in the Appeal. First, beneficiary selection processes in Cuba ensure that families do not necessarily receive a basic 'module' of assistance, but rather that assistance is tailor-made according to both need and family size. For example, on-going assessments undertaken during the operation indicated that many families required mattresses, but not sheets or towels, indicating that families did not necessarily receive a planned kit of items, but individual items according to actual need. Double-counting was avoided since a family receiving several items was included only once in calculations of overall numbers of families reached.

The CRC was also able to reach additional families thanks to the additional in-kind donations included in the Appeal from Partner National Societies. The **Spanish Red Cross** provided donations of kitchen sets and jerry cans (20 L), whilst the **Finnish Red Cross** donated mosquito nets, jerry cans, kitchen sets, towels and sheet sets.

Additional support provided by the Spanish Red Cross outside of the Appeal has included the bilateral donation of clothes and shoes to affected families.

Impact:

The delivery of emergency relief items clearly has had a significant impact on the lives of those affected by the hurricanes. Damages to personal property were vast, and the items have assisted families in the fulfilment of basic daily routines vital to a dignified existence and to improving living conditions following the destruction in the wake of the storms.

As indicated above, Appeal targets have been achieved and largely exceeded with a far greater number of families receiving assistance under this action.

Substantial efforts were made to ensure that the needs of the most vulnerable people were met during the CRC response, prioritizing social cases, including the terminally or chronically ill, the elderly (in particular

those living alone), and single mother households. Furthermore, on-going assessments have ensured that assistance has reached those most in need, at the same time ensuring that assistance has been tailor-made to individual family need.

Challenges:

Given limited information technology in Cuba, including access to computers, the internet and communications in general, the CRC does not maintain electronic beneficiary databases.

For that reason, it is a challenge to track total numbers of beneficiaries, where families have received more than one item and/or relief and shelter support. Beneficiary data is therefore assessed and cross-checked manually by the CRC regional and central relief personnel, supported by the Regional Intervention Team (RIT) member during and after the operation's close.

Shelter

| Objective: To provide adequate shelter for 7,000 families. | |
|---|--|
| Expected results | Activities planned |
| 6,000 families will receive materials for roofing and 1,000 families will receive shelter kits. | <ul style="list-style-type: none"> • Identification of communities and specific beneficiaries coordinating with local government authorities. • Procurement of materials (zinc sheeting, nails and wood) for the reconstruction of damaged roofs. • Supervision in the repairing of the damaged houses by CRC staff and volunteers. |

Progress:

Shelter materials were procured through the International Federation's Regional Logistics Unit (RLU) in Panama and sent by sea freight to Cuba, in-line with national specifications defined by the Cuban Red Cross in close coordination with the National Institute of Housing.

Transportation was provided by the national authorities, with the CRC working in close coordination with community actors to prioritize vulnerable families. Zinc sheets, nails and galvanized steel beams were distributed to families with partially or totally destroyed roofs, salvaging existing materials from the affected homes.

Zinc sheets were distributed in 13 municipalities in the province of Pinar del Rio. Each family received on average 37 zinc sheets, taking into consideration the needs, level of affectation and size of each house. Galvanized steel beams and cement were also distributed to affected families to complement the distributions of zinc sheets. The beams were used to replace damaged or destroyed local materials, and the cement was used to provide a secure finish to the recently installed roofs, as well as to repair damaged walls and floors.

Technical support was provided to the beneficiaries in order to ensure the appropriate use of materials and to ensure better roof repair. This support was provided by experienced CRC volunteers who have participated in previous emergency response operations.

CRC staff monitored the installation of roofs, and additional monitoring of beneficiaries was carried out by CRC and Federation personnel to assess beneficiary satisfaction and existing and outstanding needs, as well as to monitor the quality of the assistance provided. Repaired roofs from affected communities were also checked by the National Institute of Housing prior to the 2009 hurricane season to ensure that families were effectively protected.

Zinc sheets along with steel beams and cement were provided to 9,042 families, while an additional 494 families received only steel beams and 150 families received only cement. In total, 9,686 families (30,224 people) received construction materials. These distributions were carried out as follows:

| Pinar del Rio province / municipality | Zinc sheets | | | Complementary materials | | Total beneficiaries | |
|---------------------------------------|-------------|------------------|----------------|-------------------------|------------------|------------------------|----------------------|
| | Zinc Sheets | Families reached | People reached | Steel beams | Tonnes of cement | Total families reached | Total people reached |
| Consolación Sur | 66,989 | 1,766 | 5,557 | 6,400 | 40 | 2,079 | 6,624 |

| | | | | | | | |
|---------------|----------------|--------------|---------------|---------------|------------|--------------|---------------|
| San Cristóbal | 60,150 | 1,585 | 4,528 | 4,200 | 20 | 1,644 | 4,691 |
| Pinar del Río | 39,389 | 1,368 | 4,276 | 4,400 | - | 1,398 | 4,389 |
| Bahía Honda | 37,345 | 912 | 2,786 | 2,200 | 20 | 912 | 2,936 |
| Los Palacios | 37,057 | 863 | 2,556 | 4,200 | 20 | 916 | 2,746 |
| La Palma | 25,591 | 617 | 2,012 | 2,200 | 40 | 640 | 2,085 |
| Viñales | 20,488 | 434 | 1,428 | 2,100 | 20 | 455 | 1,509 |
| Candelaria | 16,404 | 485 | 1,518 | 2,100 | 16 | 620 | 1,951 |
| Minas | 14,278 | 527 | 1,739 | 2,100 | - | 537 | 1,774 |
| Sandino | 7,598 | 205 | 640 | - | - | 205 | 640 |
| San Luis | 5,510 | 176 | 563 | - | - | 176 | 563 |
| Mantua | 2,000 | 53 | 158 | - | - | 53 | 158 |
| San Juan | 1,000 | 51 | 158 | - | - | 51 | 158 |
| Total | 333,799 | 9,042 | 27,919 | 29,900 | 176 | 9,686 | 30,224 |

Shelter kits were also distributed in the affected areas to assist in the repair of damaged roofs. These kits included essential tools and two tarpaulins. Initial distributions were carried out in the 14 municipalities of Pinar del Río, followed by additional distributions in 11 other provinces in the country. A total of 2,000 tarpaulins and 1,000 tool kits were distributed as follows:

| Pinar del Río province | Tarpaulins | Tool kits | Other provinces | Tarpaulins | Tool kits |
|------------------------|--------------|------------|------------------|--------------|------------|
| Consolación Sur | 153 | 65 | Santiago de Cuba | 200 | 100 |
| San Cristóbal | 150 | 55 | Granma | 200 | 100 |
| Pinar del Río | 5 | 65 | Holguín | 50 | 28 |
| Bahía Honda | 102 | 35 | Camagüey | 200 | 100 |
| Los Palacios | 150 | 60 | Matanzas | 10 | 11 |
| La Palma | 150 | 35 | Cienfuegos | 20 | 11 |
| Viñales | - | 35 | Villa Clara | 40 | 21 |
| Candelaria | 190 | 25 | Sancti Spiritus | 60 | 30 |
| Minas | 100 | 25 | Ciego de Avila | 60 | 30 |
| Sandino | - | 20 | Las Tunas | 60 | 30 |
| San Luis | - | 20 | Guatánamo | 100 | 39 |
| Mantua | - | 20 | - | - | - |
| San Juan | - | 20 | - | - | - |
| Guane | - | 20 | - | - | - |
| Total | 1,000 | 500 | Total | 1,000 | 500 |

Tool kits were distributed to community brigades and to the CRC's specialized relief teams to assist with the construction of roofs. Tarpaulins were primarily distributed to families who were receiving zinc sheets; however, an additional 500 families received only tarpaulins, bringing the total number of beneficiary families receiving shelter materials to 10,186.

Appeal targets have been exceeded due to two major reasons. Firstly, savings made in the purchase of zinc sheets indicate that it was possible to increase the number of sheets purchased. The operation's reach has



Cuban Red Cross volunteers participated in the activities of transportation, warehousing and delivery of zinc sheets, as well as carried out beneficiary list and monitoring visits to the families, who expressed their satisfaction with the resources and attention received. Source: Cuban Red Cross.

also been extended with vital support from the **Spanish Red Cross** which provided the in-kind donation of an additional 53,836 sheets.

Impact:

The distribution and installation of shelter materials has had a major impact on the lives of those affected by the hurricanes. Damages in the housing sector were vast, and the distributed items have ensured that families have been able to return home and carry on with their lives, crucial to their recovery from the storms.

Appeal targets have been exceeded with greater number of families receiving assistance under this action. Much work remains in the housing sector, however, and government efforts continue in this area.

Challenges:

Given the limited availability of zinc sheets in the quantity and type required some delays occurred during the procurement process at the regional level. Delays in customs clearance were also common, given the sheer volume of humanitarian aid arriving in-country. The CRC worked closely with the Cuban government to ensure that Red Cross containers were given priority.

| Water and Sanitation | |
|--|---|
| Objective: 1,000 families in the affected communities receive a specialized water filter. | |
| Expected results | Activities planned |
| Specialized water filters are provided to the most affected communities. | <ul style="list-style-type: none"> • Identification of communities and specific beneficiaries coordinating with local government authorities. • Procurement of materials (Brazil) • Distribution of water filter and supervision of their installation • Instruction for the population |

In total, 990 families received water filters, which provided them with much needed drinking water. Beneficiary families received one water filter each in the following municipalities:

| Municipality | No. Water Filters |
|---------------------|--------------------------|
| Los Palacios | 170 |
| La Palma | 175 |
| Bahia Honda | 100 |
| Consolación del Sur | 171 |
| Candelaria | 100 |
| San Cristóbal | 175 |
| Viñales | 99 |
| Total | 990 |

The water filters were sent from the Regional Logistics Unit in Panama. They arrived in the country in February and were distributed to beneficiaries in March. Unfortunately, 10 filters were damaged, for which reason this objective reached 990 families, rather than the targeted 1,000 families.

Impact:

The water filters were distributed to prioritized vulnerable families, including the elderly living alone, single-parent households and the terminally ill. Given the daily necessity and burden of boiling water for consumption, the filters have been particularly useful and valued by the recipients.

| National Society Capacity-Building | |
|--|---------------------------|
| Objective: The capacity of the Cuban Red Cross in disaster response and preparedness will have been strengthened. | |
| Expected results | Activities planned |
| | |

| | |
|--|---|
| The Cuban Red Cross local branches' volunteers will be adequately identified and prepared for this and future emergencies. | <ul style="list-style-type: none"> • Procurement of visibility materials (T-shirts, caps), computers, office Equipment • Disaster preparedness workshop for volunteers • Procurement of 20 tents • Procurement of a laptop • Procurement of two Toyota land cruisers and three motorcycles |
|--|---|

Impact:

A major constraint for the CRC's operations in the past has been a lack of transportation, with the National Society often having to rely on the government or local residents themselves to reach the areas affected by a disaster. With this in mind, the relief operation purchased two 4x4 vehicles, one motorcycle and two scooters to assist the CRC in carrying out its work. An additional truck has also been purchased and the CRC is awaiting its arrival in the country. With the purchase of these vehicles, the CRC is now better prepared to respond to future emergencies.

In line with this objective, visibility materials, protective equipment, rescue equipment and basic equipment for volunteers were purchased. Items delivered to the CRC included baseball caps, waterproof ponchos and flags to increase volunteer visibility during operational activities, as well as key equipment for search and rescue operations, including stretchers and first aid equipment. An additional three units of specialized rescue equipment have been purchased to equip the National Society's specialized relief operations teams and enable them to be better prepared to respond to future emergencies. Furthermore, 20 tents were purchased for use in future emergencies. As a result, the CRC and its volunteers are better prepared and have a more visible presence in the field.

In addition, a RIT member specialized in reporting was deployed to Cuba beginning in February 2009 to support the CRC in the implementation of activities, as well as to support the monitoring and reporting functions of the operation at the local and national levels. A workshop on reporting in emergency situations was held for 15 Secretaries General and directors of operations at the regional branches involved in the operation in the province of Pinar del Rio on 4 March to build capacity in reporting, as well as to review existing information management processes within the National Society. An additional meeting to support the systematization of the operation in reviewing operational progress and lessons learnt was held on 29 June for the Provincial Secretaries General in preparation for the 2009 hurricane season.

Early Recovery

| | |
|--|---|
| Objective 1: Improve the living conditions of the most affected communities by providing better opportunities for the families to have an alternative to grow and process food for sale and self-consumption. | |
| Expected results | Activities planned |
| Approximately 20,700 people will be able to produce their own food complementing the basic food basket. | <ul style="list-style-type: none"> • Needs evaluation and analysis mission in Early Recovery • Provide tools and equipments for the livestock and fishing production at a community and family level. • Monitor and follow up by the CRC volunteers. |

Impact:

Under the framework of this objective nine micro-projects have been designed and are being implemented in support of the food security of the local population in their recovery from the storms. The Federation sent a delegate with expertise in early recovery to the country to visit affected communities and evaluate their needs. Based on this evaluation, communities were selected which have existing projects, such as farmers' cooperatives and community gardens, that are functioning but not at their full capacity. The projects also benefit vulnerable segments of the population, including a psychiatric hospital in Güine, residential homes for the elderly in Camagüey, as well as a residential home for mothers in Florida.

These projects were drawn up by the Federation and the Cuban Red Cross, in close coordination with local authorities. In total, nine micro-projects are being supported in the country: two small farmers' cooperatives in the province of Pinar del Rio; a community garden in Güines; a community garden and two small fishermen's cooperatives in Sancti Spiritus; and three community gardens in Camagüey.

| Province | Municipality | Project | No. of beneficiary families | Population |
|----------|--------------|---------|-----------------------------|------------|
|----------|--------------|---------|-----------------------------|------------|

| | | | | |
|-----------------|-----------------|---|--------------|---------------|
| Pinar del Río | La Palma | Eberto Polanco – Small Farmers’ Cooperative | 32 | 700 |
| | | Mártires de La Palma – Small Farmers’ Cooperative | 92 | 3,000 |
| Habana | Güines | Psychiatric Hospital – Community Garden | 159 | 1,500 |
| Sancti Spíritus | Sancti Spíritus | Municipality – Community Garden | 42 | 2,500 |
| | | Tunas de Zaza – Small Fishermen’s Cooperative | 314 | 3,500 |
| | Trinidad | Pesquera Casilda – Small Fishermen’s Cooperative | 238 | 5,000 |
| Camagüey | Florida | La Vallita and Arrocería Residential Homes for the Elderly – Community Garden | 160 | 3,000 |
| | | Florida Residential Home for Mothers – Community Garden | 68 | 1,500 |
| Total | | | 1,105 | 20,700 |

Impact:

Numbers of people reached as indicated above are the direct beneficiaries of this action, including cooperative workers and their families, as well as doctors, care-workers, and the patients and residents of the targeted institutions.

In addition to these direct beneficiaries, a large number of people benefit from enhanced production under these projects. Products are sold at subsidised rates to local schools and community services, including community-based networks such as mother’s circles, children’s and youth clubs, as well as services for the elderly. Additional products are sold in the local markets of surrounding communities whose population benefit from them as a primary source of the food they consume, significantly widening the reach of the impact of this action.

Challenges:

Availability of some of the inputs, including tools and fishing equipment, has been limited in local markets causing some delay in the initial distributions.

Given the nature of these micro-projects, the full impact of this objective will not be felt for some time. For example, crops that have been recently planted must be given time to grow and be harvested to register the longer term effects on production rates. The local CRC branches will continue to support these projects and will evaluate their progress over the coming months.



Farmers from one targeted cooperative were provided with plastic boots and protective clothing for work, agricultural tools and equipment through the micro-projects. Source: Cuban Red Cross.

[< Final financial report below; or click here to return to the title page >](#)

How we work

All International Federation assistance seeks to adhere to the [Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations \(NGO's\) in Disaster Relief](#) and is committed to the [Humanitarian Charter and Minimum Standards in Disaster Response \(Sphere\)](#) in delivering assistance to the most vulnerable.

The International Federation's vision is to inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.

The International Federation's work is guided by Strategy 2020 which puts forward three strategic aims:

1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises.
2. Enable healthy and safe living.
3. Promote social inclusion and a culture of non-violence and peace.

Contact information

For further information specifically related to this operation please contact:

- **In Cuba:** Dr. Luis Foyo Ceballos, Secretary General of the Cuban Red Cross; phone: (537) 306-1055; email: crsn@infomed.sld.cu
- **In Dominican Republic:** Alexandre Claudon, Regional Representative for the Latin Caribbean countries; phone: (1 829) 970 9020; e-mail: alexandre.claudon@ifrc.org
- **In Panama:** Nelson Castaño, Disaster Risk Management Coordinator; phone (507) 380 0250; fax: (507) 317 1304; email: nelson.castano@ifrc.org
- **In Panama:** Ilir Caushaj, PADRU, Regional Logistics Coordinator; phone: (507) 316-1001; fax: (507) 316-1347; mobile: (507) 6679 5355; email: ilir.caushaj@ifrc.org.
- **In Geneva:** Pablo Medina, Operations Coordinator for the Americas; phone: (41 22) 730 42 74; fax: (41 22) 733 03 95; email: pablo.medina@ifrc.org

International Federation of Red Cross and Red Crescent Societies

MDRCU001 - Cuba - Hurricane Season 2008

Final Financial Report

| Selected Parameters | |
|---------------------|---------------|
| Reporting Timeframe | 2008/8-2010/4 |
| Budget Timeframe | 2008/8-2010/4 |
| Appeal | MDRCU001 |
| Budget | APPEAL |

All figures are in Swiss Francs (CHF)

I. Consolidated Response to Appeal

| | Disaster Management | Health and Social Services | National Society Development | Principles and Values | Coordination | TOTAL |
|---|---------------------|----------------------------|------------------------------|-----------------------|--------------|------------------|
| A. Budget | 6,412,000 | | | | | 6,412,000 |
| B. Opening Balance | 0 | | | | | 0 |
| Income | | | | | | |
| Cash contributions | | | | | | |
| American Red Cross | 1,136,971 | | | | | 1,136,971 |
| Australian Red Cross (from Australian Government) | 313,400 | | | | | 313,400 |
| British Red Cross | 38 | | | | | 38 |
| British Red Cross (from DFID - British Government) | 482,805 | | | | | 482,805 |
| Canadian Red Cross | 78,000 | | | | | 78,000 |
| Canadian Red Cross (from Canadian Government) | 208,000 | | | | | 208,000 |
| Danish Red Cross | 2,789 | | | | | 2,789 |
| European Commission - DG ECHO | 503,067 | | | | | 503,067 |
| Finnish Red Cross | 14,296 | | | | | 14,296 |
| Great Britain - Private Donors | 1,356 | | | | | 1,356 |
| Irish Government | 230,800 | | | | | 230,800 |
| Italian Govt Bilateral Emergency Fund | 53,833 | | | | | 53,833 |
| Japanese Red Cross | 209,800 | | | | | 209,800 |
| Monaco Red Cross | 29,931 | | | | | 29,931 |
| Netherlands Red Cross | 471,000 | | | | | 471,000 |
| Nicaraguan Red Cross | 1,662 | | | | | 1,662 |
| Norwegian Red Cross (from Norwegian Government) | 602,960 | | | | | 602,960 |
| On Line donations | 9,482 | | | | | 9,482 |
| OPEC Fund For International Development | 249,158 | | | | | 249,158 |
| Spanish Government | 19,081 | | | | | 19,081 |
| Spanish Red Cross | 17,720 | | | | | 17,720 |
| Swedish Red Cross (from Swedish Government) | 563,150 | | | | | 563,150 |
| Switzerland - Private Donors | 500 | | | | | 500 |
| The Barbados Red Cross | 4,001 | | | | | 4,001 |
| United Arab Emirates Red Crescent | 11,687 | | | | | 11,687 |
| Venezuela - Private Donors | 1,094 | | | | | 1,094 |
| C1. Cash contributions | 5,216,579 | | | | | 5,216,579 |
| Outstanding pledges (Revalued) | | | | | | |
| British Red Cross | 2,608 | | | | | 2,608 |
| European Commission - DG ECHO | 117,529 | | | | | 117,529 |
| New York Office (from United States - Private Donors) | 33 | | | | | 33 |
| New York Office (from Western Union Foundation) | 27,162 | | | | | 27,162 |
| C2. Outstanding pledges (Revalued) | 147,331 | | | | | 147,331 |
| Inkind Goods & Transport | | | | | | |
| Finnish Red Cross | 229,462 | | | | | 229,462 |
| Spanish Government | 293,546 | | | | | 293,546 |
| Spanish Red Cross | 275,551 | | | | | 275,551 |
| C4. Inkind Goods & Transport | 798,559 | | | | | 798,559 |
| Other Income | | | | | | |
| Miscellaneous Income | -2,482 | | | | | -2,482 |
| C6. Other Income | -2,482 | | | | | -2,482 |
| C. Total Income = SUM(C1..C6) | 6,159,988 | | | | | 6,159,988 |
| D. Total Funding = B + C | 6,159,988 | | | | | 6,159,988 |

International Federation of Red Cross and Red Crescent Societies

MDRCU001 - Cuba - Hurricane Season 2008

Final Financial Report

| Selected Parameters | |
|---------------------|---------------|
| Reporting Timeframe | 2008/8-2010/4 |
| Budget Timeframe | 2008/8-2010/4 |
| Appeal | MDRCU001 |
| Budget | APPEAL |

All figures are in Swiss Francs (CHF)

| | | | | | | |
|-----------------|-----|--|--|--|--|-----|
| Appeal Coverage | 96% | | | | | 96% |
|-----------------|-----|--|--|--|--|-----|

II. Balance of Funds

| | Disaster Management | Health and Social Services | National Society Development | Principles and Values | Coordination | TOTAL |
|----------------------------------|---------------------|----------------------------|------------------------------|-----------------------|--------------|------------|
| B. Opening Balance | 0 | | | | | 0 |
| C. Income | 6,159,988 | | | | | 6,159,988 |
| E. Expenditure | -5,988,293 | | | | | -5,988,293 |
| F. Closing Balance = (B + C + E) | 171,696 | | | | | 171,696 |

International Federation of Red Cross and Red Crescent Societies

MDRCU001 - Cuba - Hurricane Season 2008

Final Financial Report

| Selected Parameters | |
|---------------------|---------------|
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| Budget Timeframe | 2008/8-2010/4 |
| Appeal | MDRCU001 |
| Budget | APPEAL |

All figures are in Swiss Francs (CHF)

III. Budget Analysis / Breakdown of Expenditure

| Account Groups | Budget | Expenditure | | | | | TOTAL | Variance |
|---|------------------|---------------------|----------------------------|------------------------------|-----------------------|--------------|------------------|----------------|
| | | Disaster Management | Health and Social Services | National Society Development | Principles and Values | Coordination | | |
| A | | B | | | | | A - B | |
| BUDGET (C) | | 6,412,000 | | | | | 6,412,000 | |
| Supplies | | | | | | | | |
| Shelter - Relief | 3,401,294 | 3,225,558 | | | | | 3,225,558 | 175,735 |
| Construction Materials | 1,009,190 | 929,508 | | | | | 929,508 | 79,683 |
| Clothing & textiles | 279,953 | 269,380 | | | | | 269,380 | 10,573 |
| Water & Sanitation | 43,560 | 37,625 | | | | | 37,625 | 5,935 |
| Teaching Materials | 209,053 | | | | | | | 209,053 |
| Utensils & Tools | 122,288 | 418,862 | | | | | 418,862 | -296,574 |
| Other Supplies & Services | 206,980 | 91,820 | | | | | 91,820 | 115,160 |
| Total Supplies | 5,272,319 | 4,972,754 | | | | | 4,972,754 | 299,565 |
| Land, vehicles & equipment | | | | | | | | |
| Vehicles | 4,881 | 40,591 | | | | | 40,591 | -35,711 |
| Computers & Telecom | 6,300 | 12,728 | | | | | 12,728 | -6,428 |
| Others Machinery & Equipment | 40,000 | | | | | | | 40,000 |
| Total Land, vehicles & equipment | 51,181 | 53,319 | | | | | 53,319 | -2,139 |
| Transport & Storage | | | | | | | | |
| Storage | 31,929 | 18,246 | | | | | 18,246 | 13,683 |
| Distribution & Monitoring | 111,019 | 121,540 | | | | | 121,540 | -10,521 |
| Transport & Vehicle Costs | 43,407 | 35,498 | | | | | 35,498 | 7,909 |
| Total Transport & Storage | 186,355 | 175,284 | | | | | 175,284 | 11,071 |
| Personnel | | | | | | | | |
| International Staff | 98,526 | 98,434 | | | | | 98,434 | 92 |
| Regionally Deployed Staff | 54,744 | 30,847 | | | | | 30,847 | 23,897 |
| National Staff | 10,039 | 11,678 | | | | | 11,678 | -1,639 |
| National Society Staff | | 5 | | | | | 5 | -5 |
| Consultants | 15,000 | 1,250 | | | | | 1,250 | 13,750 |
| Total Personnel | 178,309 | 142,214 | | | | | 142,214 | 36,095 |
| Workshops & Training | | | | | | | | |
| Workshops & Training | 7,072 | 6,970 | | | | | 6,970 | 102 |
| Total Workshops & Training | 7,072 | 6,970 | | | | | 6,970 | 102 |
| General Expenditure | | | | | | | | |
| Travel | 33,287 | 27,484 | | | | | 27,484 | 5,803 |
| Information & Public Relation | 58,465 | 59,879 | | | | | 59,879 | -1,414 |
| Office Costs | 21,424 | 10,044 | | | | | 10,044 | 11,380 |
| Communications | 30,080 | 26,499 | | | | | 26,499 | 3,581 |
| Financial Charges | -7,054 | -40,744 | | | | | -40,744 | 33,690 |
| Other General Expenses | | 3,129 | | | | | 3,129 | -3,129 |
| Total General Expenditure | 136,201 | 86,291 | | | | | 86,291 | 49,911 |
| Programme Support | | | | | | | | |
| Program Support | 416,780 | 402,840 | | | | | 402,840 | 13,940 |
| Total Programme Support | 416,780 | 402,840 | | | | | 402,840 | 13,940 |
| Services | | | | | | | | |
| Services & Recoveries | 163,783 | 148,620 | | | | | 148,620 | 15,163 |
| Total Services | 163,783 | 148,620 | | | | | 148,620 | 15,163 |
| TOTAL EXPENDITURE (D) | 6,412,000 | 5,988,293 | | | | | 5,988,293 | 423,707 |
| VARIANCE (C - D) | | 423,707 | | | | | 423,707 | |