

# Revised Plan 2011



## CUBA

### Executive Summary

Cuba is situated at the opening of the Gulf of Mexico together with Haiti and the Dominican Republic, located in the most frequent path of storms and hurricanes common natural phenomena in the Caribbean. The country has a preparedness and response system which has proved its effectiveness, but year after year the occurrence of these phenomena increases, affecting its capacities for recovery. In this case it is essential to continue strengthening the existing mechanisms for recovery.

The Cuban economy has a stable rate of growth although it is affected by the United States' sanctions and the current global financial crisis. Despite this, basic services such as education, health, food, electricity, communications, potable water supply, transportation are national and international indicators which are guaranteed and in many cases more than 50 per cent subsidized by State. Even though Cuban faces economic difficulties, the government has an equality policy with the distribution of income and equity with access to basic services which are guaranteed by the State and free of charge or discriminatory policies.

In the case of the Cuban Red Cross, its experience in responding to hurricanes and its disaster management system supports the national risk reduction policy, strengthening local capacities and the early warning system. The National Society also works in cooperation and exchanges knowledge with other National Societies which helps to boost disaster management capacity in the region.

The objective of the National Development Plan is to reduce human suffering in accordance with the capacities of the Cuban Red Cross; this includes three specific objectives: to increase operational capacity in order to reduce vulnerability and promote the Fundamental Principles and Values, to consolidate development of branches and to promote systematic growth, taking into account vulnerabilities and to boost the image of the Cuban Red Cross. The secretariat's commitment for the period 2011 is to support the Cuban Red Cross' Strategic Plan.

The total 2011 budget is 307,733 Swiss francs ([Click here to go directly to the attached summary budget of the plan](#)).

### Country Context

Cuba is a middle income country, belonging to a group of nations with high human development. According to national reports, objectives two, three and four of the eight Millennium Development Goals have been achieved: universal primary education, gender equality and reduction of infant mortality. It is considered possible to reach three more objectives by 2015 including: eradicating poverty and hunger, improving maternal health and fighting HIV and AIDS and other illnesses.

In the area of HIV, despite the fact that Cuba is found in the Caribbean – a region with significant prevalence of the virus – the levels in the country are low. However, this does not lower the need to continue the fight against HIV in the country, as well as support for prevention and education of the population.

The highest risks in the country are related to the increase in hurricane activity, in particular category four and five hurricanes, due to climate change. In addition, seismic activity in the Bartlett Cayman fault

system poses the possibility of an earthquake with a significant magnitude in the eastern region which could seriously affect five provinces: Granma, Santiago de Cuba, Holguín, Las Tunas and Guantánamo, with a population density above 3.5 million inhabitants. The earthquake that struck Port-au-Prince on 12 January has exponentially increased the awareness of Cuban society, both the public and government.

Between the months of June to November, there are recurrent disasters caused by hurricanes and intense rains which affect the whole country, activating the disaster response mechanisms in Cuba. The health and the civil defence system are integrated and carry out response actions in which the Cuban Red Cross is involved and is recognized as an auxiliary body to the local authorities.

The effectiveness of medical services, the protection of human lives, immediate recovery and participation of the community are factors to highlight in view of the occurrence of disasters in Cuba. Also it is important to mention that health and education have an important role in the country's development strategy. Nevertheless, the current challenging economic situation and especially the lack of supply on the local market difficult the immediate implementation of recovery actions in the aftermaths of any disaster related event.

The public health system in Cuba which is managed by the State is free of charge at all levels and can be accessed freely. The social epidemiological focus results in the country having good health indicators at regional and global level. For example, the mortality rate is low (4.8 for every 1,000 live births) and life expectancy at birth is of 76 years. At the same time, with regard to transmissible diseases, HIV stands at a low rate in relation to the rest of the region. It is estimated that around 10,615 people are living with HIV, some 4,060 of who are receiving anti-retroviral therapy free of charge and are supported by the law so that they are able to work and are not discriminated by society. Despite this, a trend towards an increase has been observed above all in men who have sex with men (MSM) and in important provincial capitals such as La Habana, Villa Clara and Santiago de Cuba.

With regard to non-remunerated blood donation, all blood donations in Cuba are voluntary and there are some 365,000 donations per year.

To improve social conditions, production and services in Cuba, it is necessary to strengthen local and national capacities through international cooperation and investment in resources in these areas. Currently, international cooperation is carefully administrated by the Central Government. Activities related to international cooperation are under the supervision of the Ministry for Foreign Investment and Economic Collaboration (MINVEC) with which all cooperation projects with the Cuban Red Cross are carried out. In 2010, the Ministry is being restructured with the Ministry of External Trade MINVEC follows up the implementation of 1,300 cooperation projects which reach a total amount of around 480 million US dollars. Today, 55 countries have projects being carried out in Cuba.

In 2010, the government announced that a series of major economical and social measures with the "opening" to the private sector for 178 activities ranging from plumbing to transportation. It has been announced that 500,000 individuals will have the possibility to leave their current public job and opt for a private one. Nonetheless, access to web based media and networks are still very much restricted in Cuba. Connectivity is among the lowest of the region compared to the country's gross domestic product.

On occasion, National Authorities have expressed their satisfaction to the International Federation of Red Cross and Red Crescent Societies (IFRC) regarding cooperation with the Red Cross as it wishes to see triangular cooperation models increase. Indeed, in Cuba there is high potential for skilled technical human resources; however, partnerships need to be developed in order to mobilize the necessary resources. More recently Civil Defence authorities have reiterated their interest in establishing a constant dialogue with the IFRC on issues related to disaster response and the mobilization of international response mechanism and tools such as Emergency Response Units (ERU).

## HUMAN DEVELOPMENT INDICATORS: Republic of Cuba<sup>1</sup>

Indicator	Quantity	Year
Population (millions)	11.2	2008
Population density (inhabitants x square km)	102.0	2008
Life Expectancy at birth (Women and Men)	80.8/76.7	2005–2010
Population growth rate %	0.0	2005–2010
Adult mortality rate (per 1,000 inhabitants.) <sup>2</sup>	102	2008
Estimated number of people living with HIV/AIDS <sup>3</sup>	6,200	2008
Estimated incidence of new cases of tuberculosis	7,800	2007

In Cuba, discrimination based on race, sexual orientation, creed or beliefs is non-authorized. Furthermore, the National Constitution prohibits this since it states in the first paragraph “all individuals are equal before the law and are differentiated only by their merit or lack of merit”. Despite this, discrimination exists against others because of their sexual orientation, race, creed, or because they are HIV positive.

## National Society priorities and current work with partners

The study of the Future of the Red Cross in the Americas with regard to the Cuban Red Cross, observes that the main challenge faced by the Cuban Red Cross (CRC) is to continue strengthening its autonomy with respect to the government, but remain an institution which is an auxiliary to the local authorities with excellent relations with the different governmental departments, at headquarters, provincial and local levels. Amongst other recommendations, the following can be noted: strengthen areas of intervention using a community-based approach, move forward the policy to reinforce human resources and strengthen the financial resource base, boost interaction and cooperation with the Movement, particularly with the National Societies in the region.

The Cuban Red Cross through five support programmes –including mother and child care, voluntary non-remunerated blood donation, support to the elderly, the programme for people with disabilities, and support to the national HIV and AIDS prevention programme– has actively participated in regional networks such as the Caribbean AIDS Network (CARAN) and the Roman Council of which its signatory.

At the rate that vulnerability increases at the global level, the Cuban Red Cross has maintained its community-based framework, from working *with* the communities to working *within* the communities. For example it implements actions according to the administrative division of the country and reaching the core of the Cuban system –the local committee– by using common IFRC tools. The National Society carries these actions through its fundamental strategy: the development of community volunteers that join and take part in the actions become part of the roster Red Cross Youth and the new talent of the National Society.

The Cuban Red Cross, as auxiliary body of the governmental authorities, works persistently in the internal and external dissemination of the Humanitarian Principles and Values. The National Society, primarily through its communications networks and Red Cross Youth, has implemented activities to reduce stigma and discrimination against people living with HIV through projects taking place at the provincial, municipal, and community level jointly with other organizations and the National Centre for HIV and AIDS prevention. Even though the National Society received little support for the regional campaigns on HIV prevention, it has developed its own campaigns with volunteers and Red Cross Youth. The Cuban Red Cross conducts a central activity every 1 December and an activity in each province on a monthly basis.

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<sup>1</sup> UNData as of 26 October 2010: <http://data.un.org/CountryProfile.aspx?cname=CUBA>

<sup>2</sup> WHO Global Health Observatory as of 27 October 2010: <http://apps.who.int/ghodata/>

<sup>3</sup> UNAIDS Epidemiological Fact Sheet on HIV and AIDS, 2008: <http://www.unaids.org/en/CountryResponses/Countries/cuba.asp>

Currently the Cuban Red Cross has a Strategic Plan that takes into consideration the quantity of available resources from the annual budget provided by the government's Ministry of Health (Ministerio de Salud – MINSAP) and other governmental actors since its planning stage. Therefore, the lines of operational and overhead costs of the CRC are included within the ministries' budgets.

The Cuban Red Cross implements development projects with the participation of external Movement partners:

The Spanish Red Cross, through a decentralized cooperation model at the provincial level, finances projects directly in the Cuban provinces. For example, the rehabilitation of a health centre or a water system, and donation of a water treatment plant are carried out directly. The German Red Cross also through its decentralized cooperation participates in micro-projects.

At present the Norwegian Red Cross is the only Partner National Society with a permanent delegate in-country since two years ago, and has signed a bilateral cooperation agreement with the Cuban Red Cross. Core work is focused on disaster risk reduction and preparedness through a programme known as Preparing Communities – PRECO (Preparando Comunidades). The programme has three main objectives: 1) reduce risk in the communities, 2) support operations and relief groups, and 3) strengthen the CRC at the institutional level. Six provinces of the country, 13 municipalities and 32 communities have been identified as vulnerable.

This first cooperation cycle has been considered successful for both parties, and both have decided to continue collaboration through the follow-up of PRECO. But as well through a pilot experience with micro-projects in sanitation, production of safe drinking water in rural zones, early warning and rehabilitation of a rural school. It is important to highlight that these micro-projects were identified by the communities themselves after the completion of a Vulnerability and Capacity Assessment (VCA). For 2011, the Norwegian Red Cross plans to make more use of the Centres of Reference in El Salvador and Costa Rica to improve its management of IFRC' tools adapted by both centres.

The CRC also benefits annually from a programme managed by the Regional Delegation of the International Committee of the Red Cross (ICRC) in Mexico. This programme focuses on strengthening the CRC's capacities in the area of dissemination of international humanitarian law (IHL) in several governmental circles through pedagogical workshops.

## Secretariat supported programmes in 2011

In 2011 the secretariat support to its membership in the Latin Caribbean will be delivered through the Regional Representation based in Santo Domingo, where programme support will continue to be provided for Organizational Development needs, resource mobilization strategy, knowledge-management and finance development. Support to programmes in the key areas of Disaster Preparedness and Risk Reduction and Health and Care will be provided directly by the Zone Coordinators. The new structure aspires to be closer to the needs of the National Societies and provide a more effective support.

The Regional Representation in Santo Domingo will also continue to support the National Society senior management for high level advocacy and international agenda.

The secretariats supports the programmes that show continuity of the current work, in previous plans and the alignment with the priorities identified by the National Societies.

### Disaster Management

#### a) The purpose and components of the programme

<b>Programme purpose:</b>
<b>Reduce the number of deaths, injuries and impact from disasters.</b>

The disaster management programme budget is 135,377 Swiss francs.

### **Programme component 1: Community Preparedness/Risk Reduction**

**Component outcome 1: Through community capacity building reduce risks and impact related to climate change and disasters**

The objective of the IFRC in this component is to support the Norwegian Red Cross' bilateral project PRECO with better exchanges about the methodology and facilitation of didactic material through the Centres of Reference. The facilitation will include carrying out workshops, capacity building activities and support the national coordination meeting.

The following indicators will measure the achievement of the component outcome for 2011:

- Communities are better prepared in nine provinces
- An early alert system is implemented in the nine provinces that are most affected by disasters (hurricanes and floods)

### **Programme component 2: Organizational Preparedness**

**Component outcome 1: The groups specialized in operations and relief are prepared and strengthened to maintain effective work at three different levels (provincial, municipal and community) levels.**

The operations and relief groups at the provincial level are currently established; however, it is important that additional resources are assigned for training and equipment. This will be carried out through the capacity reinforcement component in the case of an Emergency Appeal in 2011. The municipal and community groups have recently began to develop at different levels because of the geography of the country and amount of resources they have from past relief operations. Additional efforts are needed to adequately support these groups.

Also there exists the possibility of seismic disasters given the existing conditions of the island and could significantly impact the most populated zones. The preparation of the Cuban Red Cross before these types of disasters are based in the rescue teams that can respond in case of collapsed structures.

The following indicators will measure the achievement of the component outcome for 2011:

- Fourteen provincial groups are trained and are equipped.
- The programme for the Groups Specialized in Operations (GEOs) in the three levels (provincial, municipal and community) is harmonized.
- Fifty members of the 14 provincial groups are trained in collapsed structure rescue skills.

**Component outcome 2: Improved capacity of the National Society to be better integrated in the regional and global Disaster Management system**

The Cuban Red Cross will become part of the Caribbean Disaster Management Network and could receive support to overcome the deficiencies in communications material, exchange of information and knowledge about disaster management with external partners and other National Societies in the sub-region.

In addition the CRC acknowledges that IFRC technical staff would be able to take a technical decision to deploy international tools such as ERUs and therefore would be welcoming IFRC experts in national assessment teams in case of need in less than 24 hours.

All customs clearances and procedures should be fully adapted for IFRC assets in case of request for assistance by the Cuban Government (through the Cuban Red Cross). Further discussions with IFRC shelter experts could be initiated to pre-approve transitional shelter designs in the eventuality of major disasters. As well further discussions could be started with IFRC medical and water and sanitation experts to pre-approve in-coming ERU.

The following indicators will measure the achievement of the component outcome for 2011:

- The Cuban Red Cross is integrated into the Caribbean Disaster Management Network and its framework to manage disasters in the Caribbean.
- International humanitarian assistance in Cuba is being increased through a cooperation agreement between CRC/IFRC/Civil Defence.

## **b) Potential risks and challenges**

Cuba is one of the countries in the Caribbean region that is exposed to the most dangerous threats of natural disasters and risks due to its high urban population density. In this environment, the minimal foreseen or unforeseen alteration of chronic vulnerability could have disastrous consequences for livelihoods and change the priorities of needs and actions in progress. This situation challenges carrying out activities in the first six months of the year and the following six months present a major risk to hurricanes and storms, obligating constant availability and flexibility of human resources (of the National Society, the secretariat, and volunteers) and finances (long and short term) to confront multiple dangerous conditions and multi-risk country conditions.

The Disaster Risk Reduction programme is striving to maintain an integrated approach, complemented and coherent with sister National Societies' programmes and a transversal programming to reach the global objective: safe and healthy communities through an integrated focus.

## Health and Care

### **a) The purpose and components of the programme**

<b>Programme purpose:</b>
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<b>Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.</b>
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The health and care programme budget is 66,184 Swiss francs.

<b>Programme component 1: HIV and AIDS</b>
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<b>Component outcome 1: Contribute to the National HIV and AIDS response through behaviour change campaigns promoting HIV prevention and reduction of HIV related stigma and discrimination.</b>
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Although Cuba has low levels of incidence against HIV, there is the need to continue with the prevention campaigns against the virus, by means of distributing informative material to the general population and associated to non-discrimination.

The following indicators will measure the achievement of the component outcome for 2011:

- The Cuban Red Cross within its prevention activities reflects the use of IFRC guides and standards.
- The National Society develops, adapts and implements the FACES campaign in Cuba.
- In 2011, the National Society has initiated a HIV campaign through the taxi driver campaign.

<b>Programme component 2: Community-Based Health and First Aid</b>
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<b>Component outcome 1: Contribute to preventing and reducing the impact of road and aquatic accidents and to 100 per cent voluntary blood donations through community health prevention and promotion campaigns.</b>
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The Cuban Red Cross seeks to disseminate best practices in the promotion of road safety, attending informative campaigns at the national level and to the government and industry levels to protect lives and reduce transit accidents. In addition, the National Society will have prepared people in water safety

and with the tools needed help in cases of drowning. The use of informative material and the groups interested in these areas will contribute to the distribution of this information.

The development of new campaigns that include the distribution of informative material that better the understanding of blood donors and the importance of their contribution and encourage the increase of volunteer donations of the Red Cross.

The following indicators will measure the achievement of the component outcome for 2011:

- The National Society develops the Club 25 campaign that is adapted to the Cuban environment
- In 14 provinces volunteers receive training about road safety
- The Cuban Red Cross exchanges its experiences with road safety with other National Societies in the region.
- At least one volunteer at each public beach has been trained in water safety

**Component outcome 2: To achieve a better social integration of special disabled persons. (Dissimiles programme)**

In line with the Dissimiles Cuban Red Cross programme that uses colours and music to teach disabled children, IFRC supports the CRC innovative approach in its community-based health objectives.

The following indicator will measure the achievement of the component outcome for 2011:

- 297 instructors and CRC programme staff are well trained and/or refreshed through 117 centres.

**Programme component 3: Public Health in Emergencies**

**Component outcome 1: Contribute to the health in emergencies and pandemic influenza preparedness and response with community health promotion campaigns and institutional preparedness.**

The aim is to strengthen the National Society's ability to contribute to an emergency before an epidemic outbreak, acting as an auxiliary to the country's health system. In addition, the secretariat will promote the use of the IFRC epidemic control manual.

The following indicator will measure the achievement of the component outcome for 2011:

- Increase capacities to contribute to health in emergencies and epidemics.

## **b) Potential risks and challenges**

The impact of disasters in the region will have an effect on the continuation and operation of these plans. In addition, ensuring financial sustainability for these programmes, especially programmes that are outside of the reach of the HIV and AIDS initiatives, continues to be a challenge.

## Organisational Development/Capacity Building

### **a) The purpose and components of the programme**

**Programme purpose**

**Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.**

The organizational and development/ skill strengthening programme budget is 89,972 Swiss francs.

**Programme component 1: Volunteer Management**

**Component outcome 1: The volunteer management cycle is improved with the use of an informational database**

The use of an automatic database proportions the number of volunteers in the National Society and has a better focus on the volunteer management cycle. The same project will provide new technological equipment to the municipal branches.

The following indicators will measure the achievement of the component outcome for 2011:

- By the end of 2011, 14 provincial branches have installed and use the updated database.
- The central headquarters has consolidated all its volunteers at the national level.
- The National Society has a database that permits improved volunteer management for more than 45,000 volunteers.

<b>Programme component 2: Branch Development</b>
<b>Component outcome 1: Empowered branches implement their branch development plan</b>

The dissemination and use of the IFRC branch development game allows Cuban Red Cross branches to put forth its ideas and contributes to the bases of its plans to develop and strengthen the National Society.

The following indicators will measure the achievement of the component outcome for 2011:

- Six provincial branches have been trained on how to use the branch development game.
- The planning for 2011–2012 and 2013 includes the inputs obtained by the branch development game in 70 municipal branches.

#### **b) Potential risks and challenges**

A challenge for the Cuban Red Cross will be to implement the database as the technology needed is not in place (telecommunications and internet). In addition, there is a lack of resources to produce pedagogical material.

## Principles and Values

### **a) The purpose and components of the programme**

<b>Programme purpose</b>
<b>To increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability</b>

The principles and values programme budget is 16,199 Swiss francs.

<b>Programme component 1: Promote humanitarian principles and values</b>
<b>Component outcome 1: Influence the behaviour and attitude to reduce discrimination and promote respect for diversity.</b>
<b>Component outcome 2: The principles and values are internally and externally promoted by the Cuban Red Cross.</b>

In Cuba no one is authorized to discriminate against others according to race, sexual orientation, religion and political position; however, just as in other countries there still are people who discriminate others because of their sexual orientation, race and religion or illnesses such as HIV and AIDS. IFRC support to the National Society also seeks to address this issue.

The following indicators will measure the achievement of the component outcome for 2011:

- The 14 provinces have disseminated informative material to prevent discrimination and promote respect to diversity.
- Twenty eight video debates have been carried out.

- A hundred and eighty five community talks have been carried out about Principles and Values.

## **b) Potential risks and challenges**

The promotion of the Humanitarian Principles and Humanitarian Values is considered by the Cuban Red Cross as a transversal theme that should be integrated in all the programme areas. The National Society has concentrated its efforts in awareness-rising about HIV and AIDS.

In spite that a common position and clear recommendation from the Study of the Americas and the National Society consultation process is to increase the dissemination of the Humanitarian Principles and Values, promoting intolerance and respect to non-violence, migrant rights, displaced persons, minorities and non-discrimination, the sustainability of this programme is at serious risk due to lack of financial resources.

## **Role of the secretariat**

### **a) Technical programme support**

The key to support the CRC is through the service given in technical assistance and programme support. This is particularly needed in the areas of Disaster Management and Organizational Development/Capacity-Building.

In the area of disaster preparedness and risk reduction, a delegate from the Mexican Red Cross based in the Latin Caribbean Regional Representation has been assigned to provide support to Cuba.

In the area of human resource development and strengthening of local capacities, an Organizational Development officer is working to help the Regional Representation in providing services that are adapted to the Cuban Red Cross.

The Regional Representative will play a key role in accompanying the National Society leadership in raising humanitarian standards and identifying humanitarian trends to better address vulnerabilities. Special efforts will be made to foster learning cooperation and internal and external rating mechanisms. Furthermore the Regional Representation facilitates processes to disseminate the Standard Operating Procedures for disaster response used in Americas and is actively supporting early recovery and livelihoods in communities as part of risk reduction strategy. In addition, the Regional Representative promotes the adequate roll-out of *Strategy 2020* and the revision of strategic planning for the National Society accordingly.

The Regional Representation located in Santo Domingo supports the National Societies to increase income generating programming as part of their contribution to development.

### **b) Partnership development and coordination**

The role of the IFRC in Cuba includes the facilitation and coordination between different Movement actors. As mentioned before, the Norwegian Red Cross is present in Cuba. In 2011, specific effort should be made to consolidate exchanges with partners in Cuba related to disaster management, in particular with governmental agencies.

### **c) Representation and advocacy**

It is strategically important for the secretariat to maintain a political presence in this region to represent the IFRC and to support the National Societies in its work with the government and other actors (specifically the UN system and the European Commission, among others) to advocate for humanitarian problems derived from local, regional and global meetings of the Red Cross and Red Crescent. The IFRC will maintain its representation and promote the comparison of the government entities in the areas that put on top the programmes of the Red Cross, just as with agencies such as the United Nations, the embassies of donor countries and regional inter-governmental organizations.

<p>The IFRC's vision is to:</p> <p>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.</p>	<p>The IFRC's work is guided by <i>Strategy 2020</i> which puts forward three strategic aims:</p> <ol style="list-style-type: none"> <li>1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises.</li> <li>2. Enable healthy and safe living.</li> <li>3. Promote social inclusion and a culture of non-violence and peace.</li> </ol>
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## Contact information

For further information specifically related to this plan, please contact:

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## MAACU002 - Cuba

### Budget 2011

#### Budget 2011

All figures are in Swiss Francs (CHF)

	Disaster Management	Health and Social Services	National Society Development	Principles and Values	Coordination	Total
Supplies	50,000	8,200				<b>58.200</b>
Land, vehicles & equipment			17,000			<b>17.000</b>
Transport & Storage						
Personnel			20,470			<b>20.470</b>
Workshops & Training	51,000	36,000	31,000			<b>118.000</b>
General Expenditure	16,000	13,000	9,833	14,000		<b>52.833</b>
Depreciation						
Contributions & Transfers						
Programme & Service Support	8,262	4,039	5,491	989		<b>18.782</b>
Services	10,115	4,945	6,178	1,210		<b>22.448</b>
Contingency						
<b>Total Budget 2011</b>	<b>135,377</b>	<b>66,184</b>	<b>89,972</b>	<b>16,199</b>		<b>307,733</b>