

# DREF Final Report

## Cuba: Tornado

<b>DREF Operation no. MDRCU005</b>	<b>Date of issue:</b> 23 August 2019
<b>Operation start date:</b> 17 February 2019	<b>Operation end date:</b> 17 May 2019 (timeframe: 3 months)
<b>Category allocated to the of the disaster or crisis:</b> Yellow	
<b>DREF allocated:</b> 71,911 Swiss francs (CHF)	
<b>Number of people affected:</b> 10,000 people in Shelter	<b>Number of people to be assisted:</b> 300 families or 1,500 people
<b>Host National Society presence (n° of volunteers, staff, branches):</b> The Cuban Red Cross (CRC) counts with one national headquarter, 46,851 active volunteers, 418 staff members and 1,348 branches.	
<b>Red Cross Red Crescent Movement partners actively involved in the operation:</b> International Committee of the Red Cross (ICRC), the International Federation of Red Cross and Red Crescent Societies (IFRC)	
<b>Other partner organizations actively involved in the operation:</b> United Nations Development Program (UNDP), Civil Defense, Government Ministries (Health, Trade, Energy, Housing, etc...), European Commission's Directorate-General for European Civil Protection and Humanitarian Aid Operations (DG-ECHO).	
<b>The total amount spent under this DREF operation was 57,963 CHF. The remaining balance of 13,948 CHF will be reimbursed to the Disaster Relief Emergency Fund.</b>	

<Click [here](#) for the final financial report and [here](#) for the contact information >

## A. SITUATION ANALYSIS

### Description of the disaster

On January 2019, an EF4<sup>1</sup> Tornado impacted Cuba in the Havana Province.

The extremely rare event generated winds up to 300 km/h and close to 20km through the Havana Province. The base of the tornado was 500 to 700 meters wide; strong winds being felt up to 1km from the center.

Major damages were recorded in five municipalities of la Havana: Cerro, 10 de Octubre, Guanabacoa, Regla and San Miguel del Padron. Due to this event there were four casualties and 195 injured people.<sup>2</sup>

### Summary of response

#### Overview of Host National Society

The Cuban Red Cross, through its branch in the Havana mobilized 16 volunteers from its specialized group for Operations and First Aid with the aim to support the evacuation of the Gynaeco-obstetric Hospital of *10 de Octubre* (Hijas de Galicia).



Infographic produced during the emergency by CUBA DEBATE.

<sup>1</sup> Enhanced Fujita scale.

<sup>2</sup> [Damages caused by the tornado in Havana, according to the Cuban government](#). Ciber Cuba, 29 January 2019.

A total of 157 volunteers were activated to support the response in all the affected municipalities implementing the following activities: relief distributions, sanitation and epidemic control. The Cuban Red Cross received the official request from the Government to respond on Thursday, February 7, 2019.

As auxiliary to their national authorities, the Cuban Red Cross has been included and contributed to all coordination bodies at Province, Municipality and Community level.

The Cuban Red Cross provided the following services to the response operation:

- Search & Rescue, Evacuation of people and resources
- Rehabilitation work, Cleaning and sanitation actions in the city
- First aid and Psychosocial support to the people sheltered
- Contribution to the Preliminary damage assessment carried out by the National Health System. This contribution allowed stakeholders to precisely define the list of needed household items and equipment.
- Activation of Restoring Family Links (RFL) service for people in shelter

### Overview of Red Cross Red Crescent Movement in country

The International Federation of Red Cross and Red Crescent Societies (IFRC) was in direct contact with the Cuban Red Cross since the beginning and has provided support to offer the best possible solution for the support 300 of the most affected families by the Tornado. Initially the Cuban Red Cross responded with its own capacities and voluntaries and supported the National Government with the evaluation of needs and damages.

The mobilized volunteers of the Cuban Red Cross actively participated in:

- Search and rescue
- Provided first aid and psychosocial support services in the community and protection centres.
- Activation of the offices of RFL and activated searches
- Activation of amateur radio groups in support of field operations and relief groups.
- Accompaniment in the actions of damage assessment in the community.
- Support in the evacuation of affected families to protection centres.
- Support the hygiene promotion and control of epidemiological situation in the affected areas
- Recovery process (unblocking of roads, removal of debris and cleaning in health centres)
- Support in processing offices and resource delivery centres

**Table 1: Number of volunteers supported the DREF Tornado Operation.**

Province	Municipality	Number of volunteers											TOTAL			
		GEOS (Specialized Response Teams)			GMOS (Municipality level Responder)			GCOS (Community Level Responder)			RFL			M	F	Total
Gender	M	F	Total	M	F	Total	M	F	Total	M	F	Total				
Havana	Provincial branch	6	4	10							1	9	10	7	13	20
	GEOS	13	3	16										13	3	16
	10 de Octubre				11	5	16	9	12	21		1	1	20	18	38
	Guanabacoa				9	11	20	8	7	15		1	1	17	19	36
	Regla				10	4	14	5	6	11		1	1	15	11	26
	San Miguel del Padron				7	5	12	3	5	8		1	1	10	11	21
<b>TOTAL</b>		<b>19</b>	<b>7</b>	<b>26</b>	<b>37</b>	<b>25</b>	<b>62</b>	<b>25</b>	<b>30</b>	<b>55</b>	<b>1</b>	<b>13</b>	<b>14</b>	<b>82</b>	<b>75</b>	<b>157</b>
<b>Percentage of men and women</b>		73.1 %	26.9 %		59.7 %	40.3 %		45.5 %	54.5 %		7.1 %	92.9 %		52.2 %	47.8 %	

Source: Branch reports from the Cuban Red Cross

The ICRC maintains constant communication with the Cuban Red Cross and IFRC regarding RLF activities and disaster management issues.

### Overview of non-RCRC actors in country

The national and local authorities, organized within the Cuban Civil Defense System, were immediately mobilized on 27 January after the tornado hit. A concerted effort was immediately made to restore electricity, water and telephone services severely damaged by the tornado as quickly as possible. Measures were taken to guarantee the distribution of water and food in the devastated areas and to intensify sanitation and epidemiological surveillance measures. Despite the efforts, challenges in services still exist in areas of the greatest impact.

All the actions carried out were carried out within the country, with Government alliances in all its structures (National, Provincial, Municipal, People's Council and Defence Zones), National Civil Defence Staff, Firemen, as well as the different structures and companies of the ministries involved (Ministry of Public Health, Ministry of Economy and Planning, Ministry of Foreign Trade and Foreign Investment, among others).

## **Needs analysis and scenario planning<sup>3</sup>**

### **Health**

Four dead and 195 injured people were confirmed by the government. Seven health and care facilities were reported to be affected: the 10 de Octubre Maternity Hospital, four polyclinics, a pharmacy and a home for the elderly.

### **Housing**

There were 1,238 reported houses or institutions reported to be affected, of which there have been 347 total collapses.

### **Electricity**

220,000 inhabitants were left without electricity with damage to 39 primary circuits and 17,320 secondary circuits, two high-voltage towers, 4,156 damaged transformers and 24 damaged substations.

### **Telephony**

More than 8,000 affected in the fixed service.

### **Hydraulic resources**

Loss of water reservoirs on roofs, but no damage to water sources.

### **Education**

46 educational centres damaged, 21 children's circles, two sports teams, two student residences and a municipal administration.

### **Livelihoods**

56 bakeries affected.

### **Transport**

The main effects were concentrated in the automotive, railway and maritime port branches. In air transport, the effects were not significant.

- *Automotive*: Two affected installations on roofs, structures and perimeter fences. There were also 48 means of transport for cargo and passengers affected, including 18 trucks, eight buses and 11 taxis.
- *Railway*: Rollover and dragging of empty containers that interrupted traffic along the Central Way. Considerable damage was reported on the central railway line, in the section of the Taíno engine factory, in San Miguel del Padrón.
- *Maritime*: There were effects on some warehouses of loading of inputs and food.

## **Risk Analysis**

Procurement and export of material to Cuba can prove to be a lengthy process submitted to a strict administrative process. The success of this operation is submitted to well and timely managed logistics processes by the IFRC logistics services.

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<sup>3</sup> [Damages caused by the tornado in Havana, according to the Cuban government](#). Ciber Cuba, 29 January 2019.

## B. OPERATIONAL STRATEGY

### Proposed strategy

The Cuban Red Cross, in close coordination with the Ministry of Health distributed household items to 600 families. This response was part of the overall national response to the effects of the tornado and it had two phases. In the first phase 300 families received the delivery of:

- 1 Hygiene Kit,
- 1 Kitchen Kit
- 4 Mosquito nets
- 4 Blankets
- 2 10 litre collapsible bottles
- 2 Buckets with lids.

In the second phase 300 families received:

- 1 Hygiene Kit,
- 1 Kitchen Kit

The selection criteria were based on the classification of people affected under the following criteria:

- a) Dwellings with partial or total collapse
- b) Losses of total or partial ceilings.
- c) Losses or needs of water reservoirs.
- d) Single mothers with children or head of household, elderly persons, persons with disabilities
- e) Families identified by social studies, assessed by the government commission (social workers) and accompanied by the Cuban Red Cross, as critical cases or which apply the established resource delivery methodology, such as subsidies due to their low economic income.

The following table shows disaggregated information on people reached.

**Table 2: Total people reached by municipality.**

Province	Municipality	Reached Families	Men	Women	TOTAL	Age <15	Age >=60	People with disabilities
Havana	10 de Octubre	250	304	371	<b>675</b>	100	125	20
	Guanabacoa	200	294	304	<b>598</b>	114	123	28
	Regla	150	227	234	<b>461</b>	102	124	19
<b>TOTAL</b>	<b>3</b>	<b>600</b>	<b>825</b>	<b>909</b>	<b>1,734</b>	<b>316</b>	<b>372</b>	<b>67</b>
<b>% by sex and age group</b>			<b>48%</b>	<b>52%</b>		<b>18%</b>	<b>21%</b>	<b>4%</b>

Source: Operation Monitoring system - Cuban Red Cross.

## C. DETAILED OPERATIONAL PLAN



### Shelter

People reached: 1,734

Male: 825

Female: 909

Indicators:	Target	Actual
# of families who receive assistance in temporary shelters	300	600 <sup>4</sup>
# of families who receive household items (kitchen sets and blankets)	300	600 <sup>5</sup>

#### Narrative description of achievements

##### Procurement and transport of household items to Cuba

All household items have been procured and shipped through the Regional Logistics Unit (RLU) in Panama. The Cuban Red Cross, in close coordination with their National Authorities, organized and covered costs of logistics in country (transport, warehousing and distribution).

The RLU sent two containers to Cuba according to the pre-identified procedures to import emergency response items in the county.

##### Distribution of household items to the affected population (kitchen sets, blankets)

The distribution process of the emergency items was made in coordination with the local authorities of the province of La Habana, the targeted municipalities and the Cuban Red Cross. The authorities assumed the expenses of transportation from the port of entry, storage and security of the cargo until the distribution point at the community, except for payment for the operation of the costs of fuel, transportation service, storage, loading and unloading of products and other services, complying with the operational procedures established by the country. The selection of families and communities was approved by the Temporary Working Group created by the Government of Havana, where the Cuban red cross was invited with voice and vote. Taking as an agreement for the first load of assistance for 300 families, to deliver a module for families that included all the items, considering from the lessons learned in previous events, not dispersing the targeted population. The module by family consisted of: 1 kitchen kit, 1 hygiene kit, 4 mosquito nets, 4 blankets, 2 collapsible 10-litre bottles, 2 buckets with 14-litre lids. Three municipalities were also selected from the four affected municipalities: 10 de Octubre, Guanabacoa and Regla, since these are within the territories classified as vulnerable and high-risk for disasters in the country.

Subsequently, an additional consignment was sent, where the decision was also made to include another 300 families, giving them a module of: 1 kitchen kit and 1 hygiene kit in the same municipalities of October 10, Guanabacoa and Regla.

**Table 3: Distribution of kitchen sets and blankets**

Province	Municipality	Reached families	Kitchen Sets distributed	Blankets distributed
Havana	10 de Octubre	250	250	600
	Guanabacoa	200	200	400
	Regla	150	150	200
<b>Total</b>	<b>3</b>	<b>600</b>	<b>600</b>	<b>1,200</b>

Source: Operation Monitoring system - Cuban Red Cross.

<sup>4</sup> The Cuban Red Cross had set a priority to distribute items to families in temporary shelters and then applied vulnerability criteria for establish listing. The selection was completed in close coordination with the ministry of public health and public authorities in charge of the response

<sup>5</sup> The DREF operations initially aimed at supporting 300 families with the listed household items. Further review of needs with the National Society led to increase household items support with an extra 300 kitchen sets and 300 hygiene kits for the families in Emergency shelters.

<b>Challenges</b>
Nothing to report.
<b>Lessons Learned</b>
Nothing to report.



## Health

**Families reached: 300**

Estimated people reached: 867

Indicators:	Target	Actual
# of families who see reduction of Dengue risk	300	300
# of families who receive mosquito nets	300	300

### Narrative description of achievements

#### Procurement and transport of household items to Cuba

All household items have been procured and shipped through the RLU in Panama. The Cuban Red Cross, in coordination with their National Authorities, organized and covered costs of logistics in country (transport, warehousing and distribution).

The RLU sent two containers to Cuba according to the pre-identified procedures to import emergency response items in the county.

#### Mosquito Nets are distributed to the families in Shelter in order to mitigate dengue risk

Four mosquito nets were provided per family, as per the decision of the Temporary Working Group and the Cuban Red Cross. The aim of the net distribution was to decrease the risk of arboviruses – mosquito borne-diseases (such as Dengue) in response to the changing epidemiological situation posed by the disaster.

The mosquito nets were delivered in the same municipalities of 10 de Octubre, Guanabacoa and Regla declared with a high potential for risk of disease transmission by the *Aedes aegypti* mosquito. The distribution was paired with efforts to decrease infestation of the mosquito in the home, with the area closest to humans and their associated hygiene and sanitation practices being directly linked to the proliferation of preferred breeding sites for the *Aedes aegypti* mosquito.

**Table 4: Distribution of mosquito nets**

Province	Municipality	Reached families	Mosquito Nets distributed
Havana	10 de Octubre	150	600
	Guanabacoa	100	400
	Regla	50	200
<b>Total</b>	<b>3</b>	<b>300</b>	<b>1,200</b>

Source: Operation Monitoring system - Cuban Red Cross.

During the mosquito net distribution, the complementary activities were carried out, included:

- Participation in the provincial commission of the Temporary Working Group of the Government for the selection, distribution and checking of the intervention process and progress of the operation.
- Support with volunteers in the delivery of resources in the processing offices and communities.
- Training in water, sanitation and hygiene promotion to the community.

Training talks were held on the delivery of the household items, with topics such as:

- Identification of their own health risks, related to water, sanitation and hygiene in the community.
- Key actions for maintaining sanitation and vector disposal

Following the distribution of the items monitoring of the use of distributed items was conducted.

### Challenges

**Planning phase:** Not having incorporated Hygiene Promotion Workshops in the operation.

**Planning and execution phase:** Not to count on leaflets/flyers or posters of promotion and hygiene, to deliver to the intervened families, using those acquired in other programs that were of reserve. The activities could have been implemented with the training of other facilitators in other programmes.

**Execution phase:** Lack of visibility items for Cuban Red Cross volunteers. (same for all sectors). The talks had to be adapted according to the risk level of each community, with emphasis on the where epidemiological high risk had been determined. The low risk perception of the population and knowledge of this type of event in the capital. (idem WASH)

### Lessons Learned

Printing of health promotion posters to reinforce what is discussed in the sessions.



## Water, sanitation and hygiene

**People reached: 1,734**

Male: 825

Female: 909

Indicators:	Target	Actual
# of families who received improved access to water and hygiene products	300	600
# of families who receive water storage solutions (jerrycans + bucket)	300	300
# of families who receive a family hygiene kit	300	600

### Narrative description of achievements

#### Procurement and transport of household items from Panama

All household items have been procured and shipped through the RLU in Panama. The Cuban Red Cross, in coordination with their National Authorities, organized and covered costs of logistics in country (transport, warehousing and distribution).

The RLU sent two containers to Cuba according to the pre-identified procedures to import emergency response items in the county.

#### Jerrycans and buckets are distributed to 300 families in shelter

300 families were reached with the distribution of jerrycans and buckets, receiving two items of each per family in the municipalities of October 10 (for 150 families - 300 buckets and 300 Jerrycans), Guanabacoa (for 100 families - 200 buckets and 200 Jerry Cans) and Regla (for 50 families - 100 buckets and 100 Jerry Cans).

The decision to deliver these items to these territories was based on the difficulties to access water supply, because of the event. Additional factors taken into consideration include where there were large losses of water tanks at the household level and elevated tanks. This situation was also linked to the proliferation of the *Aedes aegypti* mosquito. Therefore, the decision was taken to provide tanks with lids to allow communities to better store and save water, as well as to reduce the possibilities of mosquito breeding.

**Table 5: Distribution of jerrycans and buckets.**

<b>Province</b>	<b>Municipality</b>	<b>Reached families</b>	<b>Jerrycans distributed</b>	<b>Buckets Distributed</b>
<i>Havana</i>	10 de Octubre	150	300	300
	Guanabacoa	100	200	200
	Regla	50	100	100
<b>Total</b>	<b>3</b>	<b>300</b>	<b>600</b>	<b>600</b>

Source: Operation Monitoring system - Cuban Red Cross.

During the distribution process certain complementary activities were carried out, such as:

- Participation in the provincial commission of the Temporary Working Group of the Government for the selection, distribution and checking of the intervention process and progress of the operation.
- Support with volunteers in the delivery of resources in the processing offices and communities.
- Training in water, sanitation and hygiene promotion to the community

Following the distribution of the items monitoring of the use of distributed items was conducted.

**Distribute 300 hygiene kits, enough for one month to 1,500 people.**

As with the other inputs, these were to benefit 300 families, delivering one per family, as defined by the government's Temporary Working Group and the Cuban Red Cross. Three municipalities were selected, from the four affected: 10 de Octubre, Guanabacoa and Regla, taking as a premise people declared as victims and with partial or total loss of housing. Subsequently, an additional charge was sent, where the decision was also taken to benefit another 300 families, giving them a hygiene kit per family in the same municipalities of October 10, Guanabacoa and Regla.

**Table 6: Distribution of hygiene kits.**

<b>Province</b>	<b>Municipality</b>	<b>Reached families</b>	<b>Hygiene Kits distributed</b>
<i>Havana</i>	10 de Octubre	250	250
	Guanabacoa	200	200
	Regla	150	150
<b>Total</b>	<b>3</b>	<b>600</b>	<b>600</b>

Source: Operation Monitoring system - Cuban Red Cross.

Training talks were held on the delivery of the NFIs, with topics such as:

- Identification of their own health risks, related to water, sanitation and hygiene in the community.
- Use of correct methods for the treatment, storage and consumption of safe water, personal hygiene, household hygiene and food.
- Key actions for maintaining sanitation and vector disposal

Following the distribution of the items monitoring of the use of distributed items was conducted.

## **Challenges**

**Planning Phase:** Volunteers who participate without insurance.

**Planning and execution phases:** The times to fulfill for the import and delivery of the resources in Cuba.

**Execution phase:** Hydrometeorological events after the arrival of the inputs, which caused delays in delivery to the victims. Adaptation of the volunteers to the lack of knowledge of the process and requirements the operation. Coordination with the protection centers. There was relocation of the families foreseen in protection centers established from start to finish. Having to redesign and identify the changes to make the deliveries, bringing as consequences several unplanned visits and transportation planning and therefore higher fuel consumption.

**Lessons Learned**

- It would have been very positive to include water tanks. Many affected families asked for them.
- The inclusion of Water and Sanitation Workshop Planning and Hygiene Promotion

**Effective, credible and accountable IFRC**

Indicators:	Target	Actual
# of monitoring visits take out by the CCST	2	2
# of people deployed to support this DREF operation	1	1

Narrative description of achievements

**Monitoring by IFRC DM and/or Operations manager**

One monitoring visits has been completed to Cuba; as part of monitoring visits for the DREF. First monitoring visit on April 25, 2019.

The Shelter consultant hired to support the Emergency Appeal of Hurricane Irma (MDRCU004) also contributed to monitor the DREF operations and coordination with donors in February 2019.

Further monitoring visits as part of the DREF monitoring were completed in May 2019 in order to support final reporting process.

**PMER/IM RIT Support the Operations**

A PMER RIT was deployed in Panama in order to support the reporting for the operations for a duration of one month.

**Challenges**

The adaptation to the real time administrative planning processes in Cuba.

**Lessons Learned**

Specify and provide all the data of the operation (briefing and induction) to the volunteers who participate in the operation.

## CONTACT INFORMATION

### Reference documents

Click here for:

- 

**For further information, specifically related to this operation please contact:**

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## How we work

All IFRC 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 the **Humanitarian Charter and Minimum Standards in Humanitarian Response (Sphere)** in delivering assistance to the most vulnerable. The IFRC'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 IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:



**Save lives.**  
protect livelihoods,  
and strengthen recovery  
from disaster and crises.



Enable **healthy**  
and **safe** living.



Promote **social inclusion**  
and a culture of  
**non-violence and peace.**

# DREF Operation

FINAL FINANCIAL REPORT

Selected Parameters			
Reporting Timeframe	2019/02-2019/07	Operation	MDRCU005
Budget Timeframe	2019/02-2019/5	Budget	APPROVED

Prepared on 19/Aug/2019

All figures are in Swiss Francs (CHF)

## MDRCU005 - Cuba - Tornado

Operating Timeframe: 17 Feb 2019 to 17 May 2019

### I. Summary

Opening Balance	0
<b>Funds &amp; Other Income</b>	<b>71,911</b>
DREF Allocations	71,911
<b>Expenditure</b>	<b>-57,963</b>
<b>Closing Balance</b>	<b>13,948</b>

### II. Expenditure by area of focus / strategies for implementation

Description	Budget	Expenditure	Variance
AOF1 - Disaster risk reduction			0
AOF2 - Shelter	15,442	23,714	-8,272
AOF3 - Livelihoods and basic needs			0
AOF4 - Health	4,394	3,147	1,246
AOF5 - Water, sanitation and hygiene	31,018	16,787	14,231
AOF6 - Protection, Gender & Inclusion			0
AOF7 - Migration			0
<b>Area of focus Total</b>	<b>50,854</b>	<b>43,649</b>	<b>7,205</b>
SFI1 - Strengthen National Societies			0
SFI2 - Effective international disaster management	21,057	14,315	6,743
SFI3 - Influence others as leading strategic partners			0
SFI4 - Ensure a strong IFRC			0
<b>Strategy for implementation Total</b>	<b>21,057</b>	<b>14,315</b>	<b>6,743</b>
<b>Grand Total</b>	<b>71,911</b>	<b>57,963</b>	<b>13,948</b>

# DREF Operation

FINAL FINANCIAL REPORT

Selected Parameters			
Reporting Timeframe	2019/02-2019/07	Operation	MDRCU005
Budget Timeframe	2019/02-2019/5	Budget	APPROVED

Prepared on 19/Aug/2019

All figures are in Swiss Francs (CHF)

## MDRCU005 - Cuba - Tornado

Operating Timeframe: 17 Feb 2019 to 17 May 2019

### III. Expenditure by budget category & group

Description	Budget	Expenditure	Variance
<b>Relief items, Construction, Supplies</b>	<b>39,242</b>	<b>34,729</b>	<b>4,513</b>
Clothing & Textiles	7,848	6,004	1,845
Water, Sanitation & Hygiene		12,606	-12,606
Utensils & Tools	24,451	16,120	8,331
Other Supplies & Services	6,943		6,943
<b>Logistics, Transport &amp; Storage</b>	<b>17,060</b>	<b>13,145</b>	<b>3,916</b>
Distribution & Monitoring	6,037	4,938	1,099
Logistics Services	11,023	8,207	2,817
<b>Personnel</b>	<b>8,050</b>	<b>3,890</b>	<b>4,159</b>
International Staff	8,050	3,890	4,159
<b>General Expenditure</b>	<b>3,170</b>	<b>2,661</b>	<b>508</b>
Travel		2,232	-2,232
Information & Public Relations	1,207		1,207
Office Costs	302		302
Communications	604		604
Financial Charges	1,057	429	627
<b>Indirect Costs</b>	<b>4,389</b>	<b>3,538</b>	<b>851</b>
Programme & Services Support Recover	4,389	3,538	851
<b>Grand Total</b>	<b>71,911</b>	<b>57,963</b>	<b>13,948</b>