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DREF Final Report

Cuba: Drought

 International Federation
of Red Cross and Red Crescent Societies

DREF Final Report	MDRCU003
Date of issue: 24 March 2017	Date of disaster: May 2016
Responsible for the EPoA: Santiago Luengo, Acting disaster manager of the Caribbean, santiago.luengo@ifrc.org	Point of contact: Dr. Luis Foyo Ceballos, General Director – Cuban Red Cross (CRC)
Operation start date: 27 May 2016	Expected timeframe: 6 months (operation was extended by three months); the operation ended on 15 December 2016.
Budget: 194,508 Swiss francs (CHF)	
Number of people affected: 500,000 people	Number of people to be assisted: 10,000 people (2,000 Families)
Host National Society presence: 1 national headquarters, approximately 1,000 staff members, 45,000 volunteers, and 15 provincial and 168 municipal branches	
Red Cross Red Crescent Movement partners actively involved in the Operation: Norwegian Red Cross (NRC) and International Federation of Red Cross and Red Crescent Societies (IFRC)	
Other partner organizations actively involved in the Operation: Cuban Government Agencies: Civil Defence, National Institute of Water Resources, Ministry of Public Health, Ministry of Foreign Trade and Investments	

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

A. Situation Analysis

Description of the Disaster

A long continuous drought combined with heavy rainfall attributed to the El Niño phenomenon and climate change over the past two years brought difficult times for Cuba. In recent years, rainfall patterns during both the dry and rainy seasons have not reached normal historical values, which has caused a decrease in groundwater resources and the drying up of the rivers and dams on which the population depends on for its water supply.

Cuba is now suffering from the effects of climate change, especially temperature rise and a severe drought, which is considered the worst in the last 115 years. Decreased accumulated rainfall for more than 12 months caused the country's dams to drop 38 per cent below their capacity; in addition, 98 water reservoirs were below 25 per cent and 26 were completely dry at the time of the writing of this report.



Cuban Red Cross distribution water tanks. Source: Fidel Peña (Norwegian Red Cross)

					and under	and over				
Haydee Sta. María	3,215	1,591	4,806	1,000	712	314	162	1,000	2,000	1,000
Abel Sta. María	1,526	1,745	3,271	1,000	617	647	208	1,000	2,000	1,000
Micro 8 (José Martí)	1,319	1,407	2,726	770	394	564	87	770	1,540	770
Altamira	320	312	632	180	102	78	10	180	360	180
Social cases				50				47	40	20
Public Health (Field Hospitals)										1,000
TOTAL distributed¹	6,380	5,055	11,435	3,000	1,825	1,603	467	2,997	5,940	3,970
Total Items								3,000	6,000	4,000
Remaining items								3	60	30



Water tanks on the households. Source: Fidel Peña (NRC)

Overview of Red Cross Red Crescent Movement in country

The IFRC and the International Committee of the Red Cross (ICRC) carry out activities with the CRC on a regular basis; however, neither of them has a physical presence in the country; the collaboration between these organizations normally involves specific activities such as the development and funding of the ICRC's Health Emergencies in Large Populations (HELP) course.

The Norwegian Red Cross (NRC) has been present in Cuba since 2008, offering funding and technical support to the CRC on the PRECO project, which is currently in its fifth stage. During this time, there has been a permanent NRC in-country delegate; the NRC is therefore the only National Society physically present in Cuba.

¹ **Note:** Tanks: 3 damaged; 10-litre buckets: 60 broken; long-lasting insecticide treated [Mosquito] nets (LLITNs): 30 missing.

The NRC delegate worked closely with the IFRC during this Disaster Relief Emergency Fund (DREF), conducting the initial technical assessment in the impact area, holding follow-up meetings at the CRC's national headquarters and at the CRC branch in Santiago de Cuba, supporting supply processes with international providers, supervising distributions in the field and running a workshop on lessons learned. It should be noted that a joint decision was made regarding the NRC's support to the emergency, which consisted of the purchase of 3,000 250-litre tanks to be distributed among the same beneficiary families selected by this DREF.

Overview of other actors in country

In the Santiago province, Civil Defence played a key role in the conducted actions, and it took the drought threat very seriously.

Government authorities set up an emergency work group in mid-2014 to address the drought issue in the Santiago province. To date, they are still holding coordination meetings with different government bodies to assess the activities that are being carried out; the meetings take place every Saturday to discuss unresolved problems and make the appropriate decisions on how to support better the drought-affected population. In addition, the government provided water trucks to the affected communities.

The government also held meetings with the National Society to coordinate actions that require permits from the Cuban government, such as the coordination with the Department of Health Education and the Ministry of Public Health; the aim was to produce prevention materials and disseminate information on protection and self-care. These meetings also established reporting mechanisms and weekly coordination meetings with Civil Defence and other government bodies involved in decision making. In addition, the government authorized the National Society to import water tanks.

In terms of the population, the information flow with community representatives was effective since most community members were aware of the issue and the proposed mitigation actions. Despite the difficult situation, the beneficiaries did not express dissatisfaction during the visits.

Needs analysis and scenario planning

Needs were identified during the initial and detailed assessments of the emergency, and they remained relatively consistent with the drought situation in the country.

August 2016 was the month with the lowest rainfall during the rainy season due to the effects of the South Atlantic High; however, rains and electrical storms associated with the effects of tropical systems occurred at the end of the month. August also marked the start of cyclonic activity in Cuba, and hurricane season lasted until October 2016, when Hurricane Matthew's passage over Cuba caused an accumulation of rainfall in the country's eastern area.

Risk Analysis

In general, humanitarian interventions in Cuba do not imply a serious security risk; however, due to the topography of the country, some places cannot be accessed by motor vehicles. The CRC has a protection protocol in place for their volunteers during aid distributions, which is implemented in coordination with other actors.

B. Operational strategy and plan

Overall objective

To provide humanitarian assistance through water and sanitation activities to 2,000 families (10,000 people) who were affected by the prolonged drought in the province of Santiago and increase their resilience.

Operational Strategy

Water and sanitation:

The areas of opportunity for the Red Cross Red Crescent Movement (RCRC) are shown in the table below as per the information provided by Cuban authorities (at the provincial and national levels) and by local communities. The main need was to increase the water storage capacity of households due to the water cycles established through the water supply system in the city of Santiago; other needs were related to the Ministry of Public Health's (MINSAP for its acronym in Spanish) provision of institutional support, which had the roles of establishing a quality surveillance system through water sampling at different points of the drinking water supply network and measuring residual chlorine levels to reduce any risk to the population, even though water was not being supplied on a continual basis.

Specific activity in area of opportunity	Why intervention was required	How the action was implemented	Implications potential risks identified
Provision of 250-litre tanks to the general population	To increase water storage capacity at the household level, given the 10 to 20-day delivery cycles	Strict selection of potential beneficiaries according to vulnerability criteria and with local authorities' active participation.	These types of tanks are produced in Cuba, but there were limited quantities of them, access to raw materials, and prior industrial commitments
Provision of 1,000-litre tanks to MINSAP facilities	To increase water storage capacity in health institutions, prioritizing clinics and hospitals that perform major surgeries	Same as above	Same as above
Provision of impregnated mosquito nets for the general population	To provide extra protection against mosquitoes at the household level	Same as above active participation by local authorities.	LLITNs had to be imported from abroad, according to Cuban Customs procedures.
Provision of portable kits to detect total chlorine and free residual chlorine, and DPD1 and DPD3 tablets	To increase MINSAP technicians' capacity to sustain activities to monitor the quality of water provided by INRH.	Provide equipment and additional training to MINSAP technicians on their use	This equipment and tablets had to be purchased and imported from abroad, according to Cuban Customs procedures
Provision of chlorine tablets (for 10 litres of water) to the population in general	To ensure water treatment at the household level in Santiago	Provide tablets to families receiving 200-litre tanks, using the same criteria indicated	This equipment and tablets had to be purchased and imported from abroad, according to Cuban Customs procedures
Provision of buckets (10- to 20-litres) to the general population	To ensure that the population has a means of storage with a lid exclusively for drinking water	Provide storage for safe water to families using the same criteria indicated	These buckets had to be purchased and imported from abroad, according to Cuban Customs procedures
Trash bags for the population in general and health facilities	To enable the population to properly dispose of solid waste and prevent the spread of vector-borne diseases	Provide bags to families receiving 200-litre tanks, using the same criteria indicated	These bags had to be purchased and imported from abroad, according to Cuban Customs procedures

This list was analyzed while considering the following:

- Availability of financial resources from Movement's actors.
- Availability of the required products in the country and the possibility of local purchase
- Compliance with the Cuban government's law on purchasing of products abroad and imported goods. The government did not declare a state of emergency during the drought, which impacted the importation of some relief items.

Operational Support Services

Human Resources

The relief items for the affected households were distributed by volunteers from the CRC Santiago branch and its municipal branches, who already had prior experience in conducting such activities. The monitoring was carried out by CRC headquarters' staff with the support of the NRC delegate, who also supported the implementation of the activities.

The IFRC supported the operation with a disaster management coordinator from the Disaster and Crisis Department (DC), who provided technical support to the operation.

Lastly, the CRC provided its volunteers with visibility equipment to carry out the community activities.

Logistics and supply chain

The humanitarian aid and supplies delivered during the operation were purchased by the IFRC's regional office for the Americas through the Logistics Unit in accordance with the rules stated in the Sphere and IFRC manual and according to the National Society's rules.

The DREF's funding covered the fuel and maintenance costs for the vehicles used during the operation.

Items were sent to Cuba by sea and air to their specific destination. Import permits were processed through the Cuban government, with support from the CRC.

There were some changes to the location where the 250-litre tanks with lids and 6,000 plastic buckets with lids were finally received; these items were supposed to arrive in La Habana, but since the government was supplying storage and transport, it was requested that the items be received and stored in Santiago de Cuba in available storage facilities.

C. DETAILED OPERATIONAL PLAN

Water, sanitation and hygiene promotion

Outcome 1: Contribute to an improvement in water access, storage and management for 2,000 families (10,000 people) in selected communities and schools in nine municipalities in the province of Santiago.	Outputs		% of achievement
	Output 1.1 Distribution of 10-litre buckets for water storage to 2,000 families (3 buckets per family)		98%
	Output 1.2 Distribution of materials for water treatment and quality control.		74.68%
	Output 1.3 Setting up of nine community groups (one per municipality) to monitor water quality		100%
	Output 1.4 Hygiene promotion activities are carried out in the selected communities and schools		100%
Activities	Were they implemented on time?		% progress (estimate)
	Yes (x)	No (x)	
Purchase of 6,000 plastic 10-litre buckets		X	98.3%
Identification and deployment of a general Regional Intervention Team (RIT) (<i>eliminated following the revision of the plan of action</i>)		X	0%
Purchase of 5M aquatab tablets with a 10 litre-capacity		X	100%
Purchase of 350 pool testers for chlorine measurement		X	100%
Purchase of DPD3 (35,000) and DPD1 (35,000) tablets		X	100%
Distribution of buckets, aquatabs and pool testers		X	100%
Setting up of agreements with communities in regard to community activities		X	100%
Distribution of 2,000 250-litre tanks with lids		X	150%
Distribution of 1,000-litre tanks to MINSAP facilities		X	0%
Purchase of 4,000 LLITNs (2 per family)		X	98.75%
Printing of educational material		X	100%
Purchase of 500,000 plastic 10-litre trash bags		X	100%
Setting-up of community monitoring committees		X	100%
Achievements			
<p>Purchase of 6,000 plastic 10-litre buckets A total of 6,000 buckets were received and distributed in the selected communities (see distribution table under the <i>Summary of current response</i> section); however, 60 buckets were broken due to packaging and handling issues, which meant that the activity could not be fully accomplished.</p> <p>Identification and deployment of a general Regional Intervention Team (RIT) (revised activity) The RIT was planned at an initial stage to support the CRC; however, the RIT deployment was deemed unnecessary since the National Society could develop its activities using CRC staff and the support of the NRC.</p> <p>The following activities were completed during the distribution of buckets: Purchase of 5M aquatab tablets with a 10 litre-capacity; Purchase of 350 pool testers for chlorine measurement; Purchase of DPD3 (35,000) and DPD1 (35,000) tablets; Distribution of buckets, aquatabs and pool testers; and the Setting up of agreements with communities in regard to community activities.</p> <p>Distribution of 2,000 250-litre tanks with lids A total of 2,000 families were reached through the operation; however, it should be noted that a joint decision was made regarding the NRC's support to the emergency, which consisted of its purchase of 3,000 250-litre tanks to be distributed among the same beneficiary families selected by this DREF. The NRC completely financed this purchase and it was independent of the DREF. Through the NRC's support, 2,997 250-litre tanks were distributed to 2,997 families in the communities of Abel Santamaría, Haydee Santamaría, Micro 8 and Altamira, including 50 families that were declared by the Social Security department to be "very vulnerable people" (elderly living alone,</p>			

persons with disabilities, single mothers with children, children with chronic diseases, etc.). Due to transport and handling issues, three 250-litre tanks were damaged and could not be delivered to three families.

Distribution of 1,000-litres tanks to MINSAP (Ministry of Public Health) facilities

This activity was not carried out because it was not included in the initial budget and the costs exceeded the available funds.

Purchase of 4,000 Long Lasting Insecticide-Treated Nets (LLITN) (2 per family)

In addition to the distribution of supplies to the selected communities (see distribution table under the *Summary of current response* section) and due to the current epidemiological situation, the local government in Santiago de Cuba requested the CRC to distribute 1,000 mosquito nets in 3 field hospitals where dengue and Zika patients were being treated and the other 3,000 LLITNs in the affected communities. During the customs process the shipment was held up by customs officials for several weeks, which resulted in 30 mosquito nets missing from the cargo.

Printing of educational material

The 3,000 initial surveys carried out revealed that:

- Some people know how water should be treated, but they don't take any measures in this regard
- People know the community factors involved in community talks
- Some people use too much chlorine when treating water
- The National Society conducted a hygiene promotion workshop for volunteers in Santiago de Cuba

A strategy to promote knowledge on Safe Water, Sanitation and Hygiene Promotion was implemented in collaboration with the MINSAP National and Provincial Health Promotion Department in Santiago de Cuba; this resulted in the design and printing of educational materials for hygiene promotion aimed at Cuban families, which contributed to the dissemination of the necessary knowledge and skills for risk reduction and management.

The educational material was distributed in the selected communities, as well as to the Provincial Centre for Health Education and Promotion, the Provincial Centre for Disaster Risk Reduction, the Water Institute, and nine CRC branches; it was well received by both community members and organizations due to the high quality of its content and design.

Purchase of 500,000 plastic 10-litre trash bags

The Provincial Health Department supported the distribution of water and sanitation supplies to ensure better operational capacity and control the spread of communicable diseases in Santiago de Cuba.

Resources included:

- 350 chlorine measuring kits
- 5,000,000 aquatab tablets
- 70,000 DPD3 and DPD1 tablets
- 500,000 trash bags

This contributed to an improvement in local capacity in the daily monitoring of the amount of total chlorine and free residual chlorine in the drinking water network and at the household level using the "chlorine kit" portable equipment; it also provided the ability to issue necessary warnings when appropriate.

Additionally, Public Health Centres were provided with chlorine tablets to ensure the supply of drinking water and trash bags to ensure the appropriate disposal of solid waste and prevent the spread of vector-borne diseases.

These resources were distributed in 9 municipalities of the Santiago de Cuba province in the following health facilities:

- ✓ Hygiene and Epidemiology Provincial Centre
- ✓ North and South Children Hospital,
- ✓ North, East and South Maternity Hospital, Palma Soriano
- ✓ Oncological Hospital
- ✓ Juan Bruno Zayas Clinical Surgical Hospital
- ✓ Saturnino Lora Provincial Hospital
- ✓ Ambrosio Grillo Hospital
- ✓ Military Hospital
- ✓ Jagua Psychiatric Hospital
- ✓ Contramaestre, Palma Soriano, II Frente, Mella, Songo la Maya, Guama and III Frente Hospitals

Setting-up of community monitoring committees

Community monitoring committees were set up in the communities of Abel Santamaría, Haydee Santamaría, Micro 8 and Altamira, where the operation was implemented. Community members and several organizations took part in these committees (such as the Federation of Cuban Women and the Revolution Defence Committees) as well as leaders designated within the communities (presidents of Popular Councils and district delegates).

Quality programming / Areas common to all sectors

Outcome 2 Continuous and detailed assessment and analysis is used to inform programme design and implementation	Outputs		% of achievement
	Output 1.1 The operation management is based on a comprehensive monitoring and evaluation system		100%
	Output 1.2 Operational activities are disseminated at the local, national and regional levels		80%
Activities	Were they implemented on time?		% Progress (estimate)
	Yes (x)	No (x)	
Hiring of operational staff and field support staff	X		0%
Community assemblies to introduce the project		X	100%
Monitoring visits by the CRC headquarters	X		100%
Progress reports on affected communities		X	100%
Reporting of activities		X	100%
Beneficiary satisfaction surveys		X	100%
Evaluations of lessons learned		X	100%
Drafting of beneficiary stories		X	0%
IFRC monitoring visits		X	100%
Achievements			
<p>Hiring of operational staff and field support staff It was not necessary to hire staff for the CRC since the National Society had the necessary human resources to carry out activities in the provinces, with no extra salary charges to the operation; this was not factored into the overall level of achievement for Output 1.1 since the National Society performed the activity without the need for external human resources.</p> <p>Community assemblies to introduce the project Prior to holding community assemblies, the plan of action was introduced to local authorities that were involved in the operation to engage them and plan joint actions.</p> <p>Four assemblies were set up in the selected communities with the aim of providing information to community members and local leaders on the activities planned for these communities; this included informing on complaint and feedback mechanisms, aid delivery and adjusting dates and places for the CRC's training workshops. These efforts enabled the communities to organize themselves to ensure the safekeeping, adjusting and checking of the supplies during the delivery and support the delivery and training processes. Additionally, two accountability reports were issued regarding the compliance of the programme's timeline and indicators, ensuring that the operation's actions and changes were carried out in a participatory and transparent way.</p> <p>Monitoring visits by the CRC headquarters The CRC headquarters made four monitoring and control visits to perform the necessary adjustments, facilitate purchase processes and organize operational workshops.</p> <p>Progress reports on affected communities and reporting of activities Three follow-up reports on the progress of communities were presented to share information, make the necessary adjustments, assess the compliance of planned indicators, as well as to make changes to planned activities and the current budget. An extension of the programme timeframe was requested.</p> <p>Reporting of activities Two Operations Update reports were issued during the operation; Operations Update No.1 was issued on 26 August 2016 and Operations Update No. 2 was issued on 2 December 2016.</p> <p>Beneficiary satisfaction surveys</p>			

A total of 2,890 surveys were conducted in the four communities where the training and distribution of resources took place. These distributions had a great impact on beneficiary families, who were very satisfied with the resources received at no cost and were able to increase their water storage capacity. As a general outcome, many beneficiaries expressed a behavioural change in their water treatment habits.

Community members expressed gratitude to the CRC and the donors for the aid provided.

Evaluations of lessons learned

This activity was designed and carried out with the support of the NRC. The lessons learned report is available [here](#).

Drafting of beneficiary stories

No beneficiary stories were written because they were originally planned as part of the communications plan, which had to be changed at the end of the operation.

IFRC monitoring visits

The IFRC made two monitoring visits to Cuba with the aim of bringing support to the operation, and it also provided remote support. During the implementation phase, the disaster coordinator for the Caribbean role WAS assumed by a different IFRC staff member midway through the operation; however, this did not have an impact on the communication with the CRC and the follow-up of the activities planned for this DREF.

Contact Information

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 Disaster 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.

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The IFRC'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

Disaster Response Financial Report

MDRCU003 - Cuba - Drought

Timeframe: 02 Jun 16 to 17 Dec 16

Appeal Launch Date: 02 Jun 16

Final Report

Selected Parameters

Reporting Timeframe	2016/6-2017/2	Programme	MDRCU003
Budget Timeframe	2016/6-12	Budget	APPROVED
Split by funding source	Y	Project	*
Subsector:	*		

All figures are in Swiss Francs (CHF)

I. Funding

	Raise humanitarian standards	Grow RC/RC services for vulnerable people	Strengthen RC/RC contribution to development	Heighten influence and support for RC/RC work	Joint working and accountability	TOTAL	Deferred Income
A. Budget			194,509			194,509	
B. Opening Balance							
Income							
<u>Other Income</u>							
<i>DREF Allocations</i>			<i>194,508</i>			<i>194,508</i>	
C4. Other Income			194,508			194,508	
C. Total Income = SUM(C1..C4)			194,508			194,508	
D. Total Funding = B +C			194,508			194,508	

* Funding source data based on information provided by the donor

II. Movement of Funds

	Raise humanitarian standards	Grow RC/RC services for vulnerable people	Strengthen RC/RC contribution to development	Heighten influence and support for RC/RC work	Joint working and accountability	TOTAL	Deferred Income
B. Opening Balance							
C. Income			194,508			194,508	
E. Expenditure			-173,758			-173,758	
F. Closing Balance = (B + C + E)			20,750			20,750	

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III. Expenditure

Account Groups	Expenditure						TOTAL	Variance
	Budget	Raise humanitarian standards	Grow RC/RC services for vulnerable people	Strengthen RC/RC contribution to development	Heighten influence and support for RC/RC work	Joint working and accountability		
	A					B	A - B	
BUDGET (C)				194,509		194,509		
Relief items, Construction, Supplies								
Clothing & Textiles	11,542			10,554		10,554	988	
Water, Sanitation & Hygiene	79,151			77,051		77,051	2,101	
Teaching Materials	6,965			7,174		7,174	-209	
Utensils & Tools	18,507			17,966		17,966	541	
Total Relief items, Construction, Sup	116,166			112,745		112,745	3,421	
Logistics, Transport & Storage								
Distribution & Monitoring	29,085			12,106		12,106	16,979	
Transport & Vehicles Costs	4,179			6,306		6,306	-2,127	
Logistics Services	13,348			12,296		12,296	1,052	
Total Logistics, Transport & Storage	46,612			30,709		30,709	15,904	
Personnel								
National Society Staff	1,716			99		99	1,618	
Volunteers	5,332			4,413		4,413	919	
Total Personnel	7,049			4,512		4,512	2,537	
Workshops & Training								
Workshops & Training	1,493			1,519		1,519	-26	
Total Workshops & Training	1,493			1,519		1,519	-26	
General Expenditure								
Travel	3,582			4,733		4,733	-1,151	
Information & Public Relations	3,383			2,801		2,801	582	
Office Costs	2,512			1,312		1,312	1,200	
Communications	1,045			946		946	99	
Financial Charges	796			3,876		3,876	-3,080	
Other General Expenses				1		1	-1	
Total General Expenditure	11,318			13,669		13,669	-2,350	
Indirect Costs								
Programme & Services Support Recove	11,871			10,605		10,605	1,266	
Total Indirect Costs	11,871			10,605		10,605	1,266	
TOTAL EXPENDITURE (D)	194,509			173,758		173,758	20,751	
VARIANCE (C - D)				20,751		20,751		

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Split by funding source	Y	Project	*
Subsector:	*		

All figures are in Swiss Francs (CHF)

IV. Breakdown by subsector

Business Line / Sub-sector	Budget	Opening Balance	Income	Funding	Expenditure	Closing Balance	Deferred Income
BL3 - Strengthen RC/RC contribution to development							
Water and sanitation	194,509		194,508	194,508	173,758	20,750	
Subtotal BL3	194,509		194,508	194,508	173,758	20,750	
GRAND TOTAL	194,509		194,508	194,508	173,758	20,750	