

www.ifrc.org  
Saving lives,  
changing minds.

# Emergency appeal final report

## Cuba: Hurricane Sandy

 International Federation  
of Red Cross and Red Crescent Societies

### Final report

Emergency appeal n° MDRCU002  
GLIDE n° [TC-2012-000180CUB](#)  
05 March 20104

**Period covered by this Final Report:** 22  
November 2012 to 31 October 2013.

**Appeal target (current):** 5,765,921 Swiss francs

**Appeal coverage:** 97%, through cash  
and in-kind contributions. [<click here to go  
directly to the final financial report, or here to  
view the contact details>](#)

#### Appeal history:

- On 27 October 2012, a [Preliminary Emergency Appeal](#) was issued seeking 5,453,221 Swiss francs to support the Cuban Red Cross (CRC) to assist 15,000 families (75,000 beneficiaries) for 9 months.
- 550,000 Swiss francs were allocated from the International Federation of Red Cross and Red Crescent Societies' (IFRC) Disaster Relief Emergency Fund (DREF) to support this operation. On 5 November 2012, an [Emergency Appeal](#) of the amount of 12,223,402 Swiss francs was issued as a result of the extent of needs reflected in assessments.
- As of 15 February, the Emergency Appeal was handed over from the Pan-American Disaster Response unit to the Country Coordination Office for Cuba and the Dominican Republic to ensure better integration of long-term objectives.
- On April, the Emergency Appeal was revised to 4,860,041 Swiss francs to accommodate lower distribution costs related to efficient beneficiary targeting (click [here](#) for this Revised Emergency Appeal).
- The [six-month update](#) for the operation was published in August.
- The Emergency Appeal was revised a [second time](#), reflecting additional contributions received for the shelter component. This final revision adjust the budget to 5,765,921 Swiss francs.



Cayo Granma, a fishers community, located at the entrance of the Bay of Santiaguera, one of the first communities attended by the Cuban Red Cross. Source: IFRC.

#### Summary:

In response to the damage caused by the passage of Hurricane Sandy on October 2012, the Cuban Red Cross, in close coordination with local authorities, has been able to reach 10,967 families (28,157 persons) with non-food

items such as kitchen sets, hygiene kits, mosquito nets, jerry cans, buckets, tarpaulins and shelter tool kits. In addition, Cuban Red Cross volunteers visited 10,537 families to provide information on water treatment at household level as well as on the adequate manipulation of food, forestalling any major outbreaks of water related diseases. Finally, during the period covered by the report the National Society distributed a total of 6,000 tarpaulins and 2,500 shelter tool kits to allow families to complete basic and temporarily repairs to their damaged homes. The Cuban Red Cross has concentrated its efforts to repair damaged roofs with the use of hurricane straps to reduce risks during the next hurricane season.

The Emergency Appeal budget has been revised a second time, increasing the support to - 5,765,921 Swiss francs to reflect an additional in-kind donations received for the shelter. However, the total number of families to be reached by the Cuban Red Cross has not been significantly modified with the exception of the number of families to be assisted with the repairs of their damaged roofs, which have decreased to account for changes in the roof repair kit that has been redesigned to better target the repairs needs in the oriental provinces. After the budget revision, a new input of new contributions for the appeal came in, and the coverage increased overpassing more than 100 per cent. In this situation a new budget revision was required, in order to take in account these contributions.

Nevertheless, the National Society is receiving bilateral assistance from the Norwegian Red Cross and Spanish Red Cross who designed their emergency projects in line with the objectives of the previous plan of action, therefore reaching some 3,500 families more with their shelter objectives.

Additional support for the development of the Cuban Red Cross capacities in logistics and shelter, as well as the procurement of new equipment for volunteers has been considered in this Emergency Appeal.

This Emergency Appeal was 97 per cent covered with contributions totalling 5,608,369 Swiss francs. As per the final financial report attached, this operation closed with a balance of 365,647 Swiss francs. The balance reflects, on the one hand, significant savings in the roof repair activities related to the target distribution based on specific needs, and on the other hand, to activities that were unable to be implemented in the allocated timeframe of the emergency appeal and will now be completed through Cuba Long-Term Planning Framework 2012-2015. Therefore, the IFRC seeks approval from its donors to reallocate a portion of this balance to the Pan American Disaster Response Unit and the remaining to Cuba Long-Term Planning Framework 2012-2015 to support their activities which include the pending activities of this emergency appeal such as those related to community shelter resilience. Partners/donors who have any questions in regards to this balance are kindly requested to contact the Americas Zone office within 30 days of the publication of this final report. Past this date the reallocation will be processed as indicated.

The International Federation of Red Cross and Red Crescent Societies, on behalf of Cuban Red Cross, would like to expresses its sincere gratitude all the partners and governments for their generous response to this Emergency Appeal.

## The situation

On 25 October 2012, Hurricane Sandy hit land in Mar Verde (near the south-eastern city of Santiago de Cuba) and head north on the island until it hit Punta Lucrecia in the Holguin province. Faced with this emergency, the national civil defence plan and the Santiago provincial defence council were activated and coordinated the preventive evacuation of 343,230 people. Despite these precautions, the hurricane caused 11 deaths and significant damage to homes. Over 194,767 homes were damaged and another 32,521 were destroyed, leaving thousands of people in need of shelter solutions. The city of Santiago de Cuba was in the path of the strongest winds that were generated by the hurricane.. Storm surges took place on the south-eastern coast. In Siboney, 14 kilometres from the city of Santiago de Cuba, the waves reached up to 10 metres above the coastal barrier and sea surges reached up to 35 metres inland.

In addition, the central provinces of Villa Clara, Camagüey and Sanctis Spiritus, although not affected by the strong winds, suffered intense rains related to the passage of the hurricane, with some 500 homes affected by floods and 4,000 persons evacuated preventively to collective centres.

With the support from other provinces in the country, most of the basic services and infrastructure of the affected area has been recovered with the electricity and water supply, returning to pre-disaster levels. The government and the beneficiary municipalities have made important contributions with transportation and fuel to move the received resources. Community leaders provided support in the reception and care of the goods provided for beneficiaries.

Hurricane Sandy caused damage mainly in the provinces of: Santiago de Cuba, Holguin and Guantanamo, affected in that order, respectively. Some of the key figures on the impact of Hurricane Sandy are described in the bullets below:

- **Human Loss:** 11 (9 in Santiago de Cuba and 2 in Guantanamo, 7 women, 4 men, most of them over 54 years old). Most of these people died when their homes collapsed.
- **Health sector:** Significant damage was reported in hospitals, polyclinics and clinics (mainly rooftops, windows and mattresses). Cases of dengue and other waterborne diseases were also reported.
- **Education sector:** 1,475 teaching centres were affected; however, it is important to reflect that education did not stop, since neighbors' and teachers' houses as well as community libraries were set up as classrooms.
- **Agriculture:** More than 30,000 hectares of crops (plantains, sugar cane and coffee) were destroyed.
- Many food production factories in the province of Santiago de Cuba were affected. It should be mentioned that the Hurricane passed a few weeks before the harvest period.

In addition, some 242,271 houses were reported as damaged, of which 22,659 collapsed completely, and 219,612 suffered partial damage, as per the table below:

Province	Number of Houses Affected	Total of Houses Collapsed
Santiago De Cuba	171,380	15,889
Holguín	64,776	6,242
Guantánamo	6,115	528
<b>Total</b>	<b>242,271</b>	<b>22,659</b>

Also several Cuban Red Cross branches' buildings in the provinces sustained damages to their rooftops. In some cases items and equipment located inside the damaged buildings were lost too due to the Hurricane.



Palma Soriano branch, Santiago de Cuba province, affected by Sandy. Source: IFRC.



Red Cross volunteer, San Luis branch, Santiago de Cuba province, wife and daughter lost everything in the wake of Sandy.: Source: IFRC

## Coordination and partnerships

The Government supported families in rebuilding their homes, providing them with opportunities to purchase construction materials. However, the prices of the materials were dependent on the families' economic capabilities.

Throughout the operation, the CRC kept a close relationship with government officials to monitor communities that received support from the IFRC and other members of the International Movement. Also, as part of the operation's evaluation process, Red Cross volunteers conducted interviews in the field, in order to determine the beneficiaries' degree of satisfaction (the preliminary results of these interviews have been positive).

Volunteers from specialized relief operation groups, municipal relief operation groups, and community relief operation groups remained active during the operation, training and promoting opportunities for exchanging experiences between provinces, as well as replicating the training received for the Sandy operation.

Some of the activities undertaken by volunteers include carrying out two camps in the Monteverde community, Mayari municipality, Holguin Province.

- The first one took place from 24 September to 3 October 2013 with 30 volunteers, 25 men and 5 women, belonging to the roofers' brigades.
- The second one took place from 15-22 October 2013. Walks were conducted in the communities of Colorado and La Pedrona to work on installing roofs.

A year after Sandy, media coverage remains, since the actions of the Red Cross are still being reported in the national and local media. Many donors have made field visits as part of the monitoring and evaluation of the activities. Also, the IFRC has completed the Sandy Operation with the mobilization of a reporting RIT in charge of conducting monitoring and evaluation field visits, and preparing the Operation's Final Report.

To avoid duplication of efforts, the Cuban Red Cross maintained close coordination with the government and other stakeholders at all times, with active participation in the meetings summoned by governments at the headquarters and local levels, with the aim of coordinating the selection of beneficiaries and the provision of aid.

Also, coordination and information exchange meetings were held with the United Nations, Oxfam, Save the Children, CARE, UNDP, UNICEF, among other organizations.

In addition, the IFRC, Norwegian Red Cross and Spanish Red Cross had personnel in the area to ensure that the operational needs of the National Society are covered and all actions properly coordinated within the Red Cross. In the case of IFRC support, as of 15 February, Sandy Operation was handed over from the Pan-American Disaster Response Unit to the Country Coordination Office for Cuba and Dominican Republic to ensure a better integration of the mid and long term objectives of the Emergency Appeal with the long-term objectives of Cuba's Long-term Planning Framework.

### **Lessons learnt:**

The Sandy operation was one of the largest operations undertaken by the Cuban Red Cross. The fact that came aid from various donors and was mobilized at the same time, resulted in a strenuous effort by the National Society – mobilizing human and material resources, and implementing an entire system, organizational, operational and logistical. Some of the key lessons learned through the operation were:

- Selecting the beneficiaries and defining the aid that would be given to each family was based on a needs analysis. This was very complex due to the logistics, an assessment was carried for the different family situations.
- For the rooftop kits, a total of 20 sheets per house were initially considered; however, this amount proved to be not enough, since many of the affected homes were too large, and many required at least 60 sheets on average, in this case adjustments had to be made in the original planning.
- Also, for future operations, it will be necessary to consider zinc sheets in the planning, in order to make the trestles (these are used to close the angle between the roof's gables).
- The National Society designed and implemented a system to receive, register and distribute the goods to the beneficiaries, which was developed and improved during the process, as experience was gained and more agile distribution schemes were found, eventually managing to establish stations for beneficiary registration, item counting and verification, handing over of items, and a logistics area.
- The government mobilized resources for the delivery of aid, such as: storage, shelter, transportation, fuel and personnel to load and unload items; however, the issue with resources such as transport remains a difficult, since emergencies like Sandy exceed capabilities to make record time in making transport available.

- Communication tools are another difficult issue, it is necessary to have stock cell phones, as well as and a pre-paid phone plan budgeted to maintain communication between members who lead the operation, especially if they are in the field.
- It is necessary to also include appropriate protective equipment for volunteers, since handling zinc sheets has its risks. The use of suitable gloves (resistant and of quality) should be prioritized for handling these sheets.
- Currency and exchange rates vary in this particular context.
- Special care should be taken to ensure that the loads leave their place of origin with suitable packaging, in order to prevent damage when handling them (storage, loading and unloading).
- An assessment of which products to buy and not to buy should be made. For example, based on this experience, collapsible ten liter containers were identified as having a short life-span, so it would be more feasible to invest in other products, such as plastic thermos or buckets, which are made of a stronger materials.

## Accountability to beneficiaries

Before the emergency, affected families in Cuba were already highly organized, both in the rural and urban areas, through community-based groups. As a result, most actions completed by the Red Cross are done in direct coordination with these community groups. For the case of the shelter component, all the repairs were completed by “roof repair groups,” formed by members of the affected communities in addition to Red Cross volunteers and government technicians. This system allowed for easy feedback from beneficiaries if problems arise, as well as giving them the opportunity to determine for themselves the order of repairs based on their neighbourhood or community priorities.

The selection of beneficiaries had several stages. First, the Cuban Red Cross received the lists created by the Ministry of Housing. Second, volunteers visited the communities and alongside community leaders deciding which affected families would be assisted based on the chosen criteria: women head of household, pregnant women, elderly people and people with disabilities. As mentioned before, the communities were already organized, and each street has a designed leader who is the one meeting with the government local authorities and the Red Cross to select critical cases and provide feedback on their street resident’s opinion.

In addition, selected houses were visited in more than one occasion. First to determine the exact number of roof items they will need (number of roof sheets, nails, etc.). Then 15 days after the delivery of the roof items, a second visit to the house was completed to assess if the nails and hurricane straps were properly installed or if all the roof sheets were installed. Any problem that may have aroused was detected during this visit.

## Value for money

Although the cost of the roof repair kit was significantly high, several measures were taken to reduce costs and gain the most value from the shelter activities. First, there was coordination between the IFRC and the Partner National Societies working in the country (Norwegian Red Cross and Spanish Red Cross) to procure all items through the IFRC’s Global Logistics Service. In this way, it was ensured that the roof repair kits of their projects and the those of the Emergency Appeal were identical and bought through the same provider. This strategy ensured better prices as the larger procurement allowed for better negotiation power during the tendering process.

Moreover, the cost of repairing damaged roofs was decreased through the coordination with the Cuban authorities. The government of Cuba not only took over the transportation costs within the country, from the port of entrance to the communities, but also were the ones in charge of providing the roof beams as counterpart to the Red Cross action.

In addition to these procurement and financial measures it is important to point out that the shelter actions went beyond the provision of a new roof to families but also had a risk reduction component. For the first time in Cuba, hurricane straps were introduced. Therefore, roofs were not only repaired, but repaired with a stronger structure capable of better resisting future hurricane winds. The hurricane straps introduced by the Red Cross were so well received that the government of Cuba organized alongside the Cuban Red Cross an educational television show to explain the existence of the straps and how to install them correctly. This occurred in addition to the direct training of several construction teams that were assisting more than just the families selected by the Red Cross. Sometime

after the educational campaign started, the shelter RIT deployed to the operation observed in his monitoring visits that many families (not assisted directly by the Red Cross) had looked for alternative items that could be used as hurricane straps after learning of its advantages. In other words, the shelter strategy had a large number of indirect beneficiaries.

### National Society Capacity Building:

The Cuban Red Cross (CRC) has ample experience working alongside the government authorities to assist in the rapid evacuation of families living in areas of risk. As part of the preparation to the arrival of Hurricane Sandy, the National Society supported with the evacuation of over 300,000 persons. Once the hurricane had passed, the National Society's volunteers followed their clear procedures of emergency response, immediately engaging their resources in search and rescue, as well as assessment and clearing of debris actions.

The CRC also prioritized the provision of psychosocial support to affected families and volunteers and hygiene promotion campaigns. Furthermore, the stock pre-positioned in Cuba through a DIPECHO project, as well as through projects with the Norwegian Red Cross, was fundamental in the rapid response of the Cuban Red Cross after the passage of Hurricane Sandy.



PASSA Workshop, held in Santiago de Cuba, where 23 facilitators were trained.

Hurricane Sandy, aside from having caused disasters in many communities across the country, has entailed some opportunities for the Cuban Red Cross. It has been one of the largest operations ever undertaken by the Cuban Red Cross, where aid from various donors was mobilized. This represented a challenge for the National Society regarding organizational, operational and logistical aspects. The Red Cross took on this challenge and has exceeded expectations, as well as the expected outcomes of the operation.

Its performance allowed it to further project its image to the community, grounded on its humanitarian work mobilizing not only material resources, but also human resources. The relationship between the Red Cross volunteers and the community has not been mechanical, but rather dynamic, a process that has left its mark on every volunteer who has worked in the field, where friendship, cooperation, coexistence and the humanitarian sentiment between volunteers and beneficiaries have been nourished.

Many members of the community, having had the experience of working with the Red Cross, have been motivated to become members themselves, so the number of volunteers has grown, to include among them technical personnel with roof construction and reinforcing experience.

Specialized relief operation groups, municipal relief operation groups, and community relief operation groups have been strengthened internally and remain active. The Sandy Operation allowed them to train and acquire knowledge and skills in roof reinforcing and the use of anti-hurricane straps. The volunteers have stated that the constant field work allowed them to become experts, and that this is a new and unique experience for them. They have also had the opportunity to exchange experiences and work with provinces and municipalities.

This capacity building process encompasses not only the Red Cross, but also beneficiary communities, as volunteers trained in these techniques have been able to replicate them and teach beneficiaries to reinforce and install their own roofs properly.

Aside from the staff trained in roof reinforcement, the National Society now has 22 facilitators from the National Headquarters and the provinces of Las Tunas, Granma, Holguin, Santiago de Cuba and Guantanamo, plus 3 technical advisors, representatives from the Provincial and Municipal Housing Units from Santiago de Cuba, that were trained during in the specialized workshop "Participatory Approach for Safe Shelter Awareness" (PASSA).

Also, there are 23 volunteers (11 from provincial and 12 from municipal branches) newly trained in the specialty of National Intervention Teams (NIT), including the general secretaries of the provincial Red Cross branches from Las Tunas and Camaguey, as well as 2 representatives from the National Headquarters.

Interagency coordination has been strengthened further, since everything has been a joint effort between the government, the National Society (as auxiliary to the public authorities and part of the civil defense system) and the beneficiary communities in all stages (information, impact, assessments, beneficiary identification, implementation, monitoring and evaluation of activities).

Hurricane Sandy provided the evidenced needed for the Cuban Red Cross to have pre-positioned kits that would enable it to respond immediately to an adverse event. Thus, thanks to support from ECHO, it was possible to obtain 500 hygiene kits and 500 kitchen kits, which are now pre-positioned in the province of Holguin.

## Red Cross and Red Crescent action

### Overview

In the response to Hurricane Sandy, the Cuban Red Cross provided humanitarian aid to affected families almost immediately. The first distributions took place between 13 and 15 November 2012, in the Cayo Granma, Socapa, and Caracoles, communities in the Municipality of Santiago de Cuba. These included hygiene kits, kitchen sets, mosquito nets and collapsible water containers.

The IFRC provided support to the CRC during the entire process, through the Zone's Logistics unit (located in Panama), for the purchase and shipment of goods. It also provided support through technical staff mobilized into the country (at different stages), in the fields of disaster management, reporting, logistics and shelter.



Housing Technician during a visit where measurements and a ceiling requirement analysis were made.

**Table 1: Summary of key achievements from the appeal-funded operation, per sector**

Sector	No. of targeted	Achievements	
		No. of families reached	Percentage
Relief distributions	10,000	10,000	100%
Shelter	5,000	6,925	139%
Water, sanitation, and hygiene promotion	10,000	10,000	100%

In addition to the general appeal-funded response, the Cuban Red Cross implemented two other plans with support from Humanitarian Aid and Civil Protection department of the European Commission (ECHO) and the Norwegian Red Cross, achieving the following:

- Funding from the Norwegian Red Cross helped the Cuban Red Cross in reaching 3,500 families (17,500 people) in the provinces of Santiago de Cuba and Holguin. From these, 1,000 families were reached with roof repair kits and 2,500 families with hygiene kits. In addition, water and sanitation activities (including provision of chlorine tablets and a hygiene promotion campaign) were implemented.
- With Funding from ECHO, 1,200 families (6,000 people) were reached through the provision of roof repair kits.

## Achievements against outcomes

Relief distributions (food and basic non-food items)	
Outcome: Affected families from the provinces of Santiago de Cuba, Holguin and Guantanamo benefit from the distribution of non-food items to help them recover from the effects of the hurricane.	
Outputs (expected results)	Activities planned
10,000 families are reached with non-food items.	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 the relief activities and provide reporting on relief distributions.

### Impact:

The Cuban Red Cross, in close coordination with local authorities, distributed non-food items consisting of 5,000 kitchen kits and 10,000 mosquito nets. This was based on the needs analysis and the identification of beneficiaries conducted by a committee formed for this purpose, by official representatives specialized in housing, social work and health, and the Cuban Red Cross, which prioritized cases of single mothers, the elderly, children, people with physical and/or mental disabilities and poor families. The items were sent by the IFRC's Regional Logistics unit (RLU), which were received in government warehouses before being delivered in coordination with the Cuban Red Cross.

Table 2: Distribution of mosquito nets , per province, and people reached

Provinces	No. Communities	Families	People	Men	Women	Mosquito Net
Santiago de Cuba	62	5,364	15,670	7,593	8,077	7,900
Holguín	52	548	1,936	954	982	900
Guantanamo	8	804	3,622	1,773	1,849	1,200
<b>TOTAL</b>	<b>122</b>	<b>67,16</b>	<b>21,228</b>	<b>10320</b>	<b>10,908</b>	<b>10,000</b>

Table 3: Distribution of kitchen Set, per province, and people reached

Provinces	No. Communities	Families	People	Men	Women	Kitchen Set
Santiago de Cuba	55	3,950	12,252	6,085	6,167	3,950
Holguín	12	600	1753	851	902	600
Guantanamo	54	449	1592	788	804	450
<b>TOTAL</b>	<b>121</b>	<b>4,999</b>	<b>15,597</b>	<b>7,724</b>	<b>7,873</b>	<b>5,000</b>

To this end, three warehouses located in Santiago de Cuba were enabled: Textilera, Reloj, Veguita de Galo, and the store from Km 5 1/2 in the Copper Area. From these, vehicles departed to the provinces or areas of intervention. The Red Cross enabled distribution points, with the participation of volunteers, government and community.

### Difficulties:

Some boxed items were received opened or damaged, many of them did not come with proper packaging, i.e., loose boxes, on pallets (with no plastic covering). Also, some kits differed from others, given that some products were from different brands, quality and quantity.

### Challenges:

The main challenge for the Red Cross is to have pre-positioned stock in strategic areas, in order to be prepared to provide immediate help under any adverse situation that may arise.

Shelter	
Outcome: 5,000 families from the provinces of Santiago de Cuba, Holguin and Guantanamo are assisted with their shelter needs.	
Outputs (expected results)	Activities planned
3,000 families are supported with the reconstruction of their damaged roof tops with roof repair kits.	Identification of communities and specific beneficiaries in coordination with local government authorities.
Families are provided with 5,000 shelter kits (including 2 tarpaulins each).	Procurement of material for the reconstruction of damaged roofs, including galvanized sheets, hurricane straps, steel or timber beams and nails.
3,000 families are given community training on techniques for house repair.	Provision of technical assistance and guidance to family members.
Members of 6 communities in the 3 affected provinces gain awareness of weaknesses and resources regarding shelter safety at community level.	Supervision of the repair of damaged houses.
	Reproduction of educational materials for repairing houses and on the Participatory Approach to Safe Shelter Awareness (PASSA).
	Training sessions on home repair.
	Implementation of a PASSA promotion campaign for affected families in 6 communities.

**Impact:** the Emergency operation after the passage of Hurricane Sandy not only successfully reached its outcome of assisting 5,000 families with their shelter needs, but surpassed the target. On the first emergency phase, 6,925 families were assisted with tarpaulins and shelter toolkits, while on a second phase 4,949 families were assisted with the permanent reparation of their roofs.

**Table 4: Distribution of Tarpaulins , per province, and people reached**

Provinces	No. Communities	Families	People	Men	Women	Tarpaulins
Santiago de Cuba	39	5,888	19,015	9,448	9,567	6,810
Holguín	13	526	1,939	969	970	618
Guantanamo	56	511	1,705	804	901	600
<b>TOTAL</b>	108	6,925	22,659	11,221	11,438	8,028

The toolkits were provided to brigades of community roofers and brigades formed by community relief operation groups; many brigades were formed by members of the Ministry of Construction, staff from the housing institute, people with knowledge of carpentry and construction, community members and members of Cuban Red Cross.

**Table 5: Distribution of Toolkits , per province, and people reached**

Provinces	No. Communities	Families	People	Men	Women	Toolkits
Santiago de Cuba	42	2,675	8,426	4,201	4,225	2,675
Holguín	45	1,648	42,07	2,309	1,898	700
Guantanamo	63	192	630	328	302	136
<b>TOTAL</b>	<b>150</b>	<b>4,515</b>	<b>13,263</b>	<b>6,838</b>	<b>6,425</b>	<b>3,511</b>

In addition, the Cuban Red Cross was able to benefit 4,949 families by providing Roof Repair Kits (zinc sheets, nails, washers and hurricane straps) for reinforcing roofs, thus over complying by 65 per cent, since the original target was 3,000 families. This was made possible because deliveries were made according to a needs analysis, providing to each family only what they required, rather than the pre-established kits.

**Table 6: Distribution of roof-repair kits, per municipality**

Province	Municipalities	No. of families	No. of persons	Men	Women
Santiago	Stgo. de Cuba	2,407	7,048	3,266	3,782
	San Luis	695	1,768	765	1,003
	Songo la Maya	871	2,337	1,100	1,237
	Palma Soriano	473	1255	564	691
	Güisa	75	300	175	125
	Sub-total	4,521	12,708	5,870	6,838
Holguin	Mayarí	141	618	203	415
	Cueto	60	277	98	179
	Banes	67	304	92	212
	Rafael Freyre	19	84	28	56
	Holguín	22	93	31	62
	Sub-total	309	1,376	452	924
Guantanamo	Guantanamo	99	303	N/A	N/A
	Baracoa	18	68	N/A	N/A
	Salvador	2	16	6	10
	Sub-total	119	387	6	10
<b>TOTAL</b>		4,949	14,471	6,328	7,772

Additionally, a Participatory Approach for Safe Shelter Awareness (PASSA) Workshop was developed. This is a vulnerability and capacity Analysis tool focused on building systems for housing settlements. It assesses construction problems that can be identified in a community, house or settlement, in order to verify whether construction is safe and, taking into account these factors and threats, a diagnosis is made and transformation measures are proposed. Then, it teaches how to develop an action plan.

The workshop was conducted by two members IFRC shelter experts from PADRU and the Shelter and Settlement Department from Geneva. Twenty five people participated (volunteers from headquarters and 2 municipalities from each beneficiary province, plus from 2 more provinces: Granma and Las Tunas), as well as staff from housing (Provincial Housing Investment Unit) as the responsible authorities, aiming to strengthen coordination and foster collaborative work.

Unfortunately, the Cuban Red Cross could not complete the process of implementing the PASSA approach at the community level during the period corresponding to the emergency appeal. Nevertheless, the National Society has already begun making arrangements to meet this objective, and will continue to work on it as part of its National Programme, which now contemplates the development of six safe shelter community action plans. Therefore, the

funds allocated for this purpose in the appeal will now be transferred to the Cuba Long-term Planning Framework, to support the successful completion of this comprehensive initiative.

It should be mentioned that this is the first PASSA workshop conducted in the region.

The communities provided significant support, as was the case with a community in the province of Holguin, where the community made a house available for volunteer accommodation, with appropriate conditions for cooking, washing and storing food – although volunteers pitched their tents, in some instances it was raining and the weather conditions were not good. At other times, communities provided meals for the roofing brigades.

#### Challenges:

- The initial plan aimed to benefit 5,000 families, with 20 sheets each. Then, a re-adjustment had to be made, since the typical home size was larger, thus requiring an average of 60 sheets per house, and so the number of beneficiary families dropped to 3,000, a number that was eventually exceeded during implementation.
- Wood is an essential resource for the installation of roofs, so it was necessary that the homeowners could rely on this resource (there was no smooth wood available, only rough), the government provided wood to the families that required it; however, in some circumstances it was necessary to wait for it to become available, due to high demand.
- Roofer brigades found houses with 45 degree roof inclinations and, since installation required 30 degrees, re-adjustments had to be made to lower inclination, in order to be able to install the roofs. Likewise, the distance between weatherboards should be 60 cm, and many houses had a greater distance, so adequate wood had to be procured to make the necessary adjustments – wood from other fallen buildings often had to be reused for this purpose.
- Another difficulty is that municipalities were far away, so were communities, approximately 85 km from the provincial capital, and from municipality to community approximately 15 km, which caused difficulties in transportation. The Red Cross Headquarters and the provincial and local governments joined forces in order to deliver the donations; in other cases, such as in the installation of roofs in Holguin, volunteers had to hike to help families with the task.
- The plan did not contemplate equipment for volunteers to handle the zinc sheets; the gloves used were not of good quality, nor were they durable, so 16 volunteers hurt their hands handling the sheets.
- The zinc sheets did not come properly packaged, so some of them suffered damage when being handled with forklifts; they were used nevertheless (only 8 bundles were received properly packaged, the rest were received with a canvas covering) .

#### Water, sanitation, and hygiene promotion

**Outcome: The risk of waterborne and water related diseases is reduced through the provision of safe water as well as hygiene promotion amongst the population affected by Hurricane Sandy.**

Outputs (expected results)	Activities planned
Access to safe water and hygiene kits are provided to 5,000 families (25,000 persons)	Identification of communities and specific beneficiaries in coordination with local government authorities. Procurement of materials in line with Federation procurement procedures. Distribution of chlorine tablets for a duration of 60 days, jerry cans, buckets, thermoses and water filters.
10,000 families (50,000 persons) receive hygiene promotion	Distribution of hygiene kits. Reproduction of educational materials for sanitation and hygiene promotion campaigns. Hygiene promotion for affected families (50,000 persons).

#### Impact:

In this line of intervention, the Cuban Red Cross was able to reach 15,000 families (75,000 people) with essential items such as:

- 10,000 collapsible 10-litre containers
- 4,976 14-liter buckets
- 9,036 litre thermos to store water
- 5,000 hygiene kit

This distribution was done as per the tables below:

**Table 7: Distribution of hygiene kits, per province**

Provinces	No. Communities	Families	People	Men	Women	Hygiene kits
Santiago de Cuba	47	3,950	12,187	6,023	6,164	3,950
Holguín	50	449	1,606	783	823	450
Guantanamo	12	600	1,753	851	902	600
<b>TOTAL</b>	<b>109</b>	<b>4,999</b>	<b>15,546</b>	<b>7,657</b>	<b>7,889</b>	<b>5,000</b>

**Table 8 Distribution of Buckets (14 Litres), per province**

Provinces	No. Communities	Families	People	Men	Women	14 Litre Buckets
Santiago de Cuba	46	3,933	13,094	6,396	6,698	3,933
Holguín	52	437	1,650	816	834	450
Guantanamo	13	578	3,215	1,577	1,638	593
<b>TOTAL</b>	<b>111</b>	<b>4,948</b>	<b>17,959</b>	<b>8,789</b>	<b>9,170</b>	<b>4,976</b>

**Table 9: Distribution of jerry cans (10 Liters), per province**

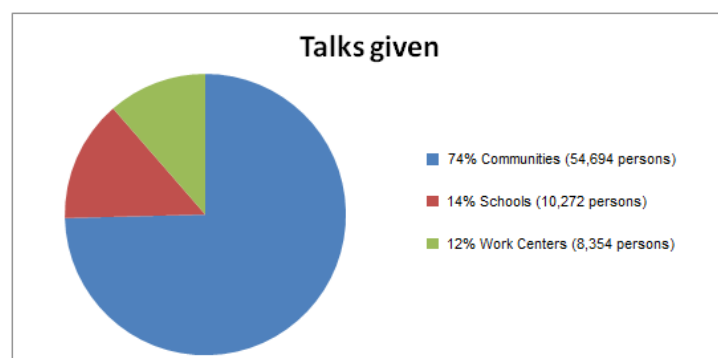
Provinces	No. Communities	Families	People	Men	Women	10 L jerry cans
Santiago de Cuba	48	6,193	19,391	9,662	9,729	7,850
Holguín	13	1,074	3,432	1,685	1,747	1,200
Guantanamo	54	950	1,753	872	881	950
<b>TOTAL</b>	<b>115</b>	<b>8,217</b>	<b>24,576</b>	<b>12,219</b>	<b>12,357</b>	<b>10,000</b>

The Cuban Red Cross also developed a campaign to promote hygiene, in close coordination with the Ministry of Public Health (MINSAP) and the National Centre for Health Promotion and Education (CNPES), which, through various talks, reached 73,320 people, of which: 54,694 were community members, 10,272 students, and 8,354 in workplaces, exceeding the planned target by 47 per cent.

Visual material for this campaign was designed in coordination with, and support from, the governing health bodies in Cuba, such as the MINSAP and CNPES.

The coordination mechanisms used for conducting the talks were:

- Invitations were extended at the community level through community leaders.
- At the school level there is already a training methodology, applied through the Red Cross' circles of interest. These activities are contemplated within the National Society's Community Education programme, and are taught by facilitators in Community Education, Red Cross Youth volunteers and Red Cross instruction.
- Coordination was conducted with work center administrators.



As for the delivery of items, the selection was made by Intersectoral Committees formed by community leaders, social workers, health, government and Red Cross representatives, using the aforementioned selection criteria, and taking into account the indices of water-borne and vector-borne diseases, among others. The deliveries were conducted by the Red Cross, who enabled distribution points.

Regarding chlorine tablets, the distribution mechanism was through the health centers, which in turn performed fumigation and screening tasks. In total 1,652,000 chlorine tablets were distributed, as per the table below:

**Table 10: Distribution of chlorine tablets, per province**

Province	Nº of chlorine tabs
Santiago	397,600
Camaguey	476,000
Granma	101,780
Villa Clara	53,100
Guantanamo	42,500
Guines	581,020
<b>TOTAL</b>	<b>1,652,000</b>

An added value to this intervention was the experience from the Municipality of Sagua de Tanamo, Holguin Province, where the waters became contaminated due to Sandy's passage, so a water treatment plant was mobilized to the site for a period of 90 days. It was operated by ten CRC volunteers and two Water Resources workers. (The plant and the training of the volunteers were procured through the community disaster preparedness [PRECO] Project, currently being implemented by the CRC with funding from the Norwegian Red Cross).

#### Difficulties:

- The collapsible 10-liter containers work only for quick, short-term emergency relief – they are short-lasting, since the plastic material sticks to itself due to the high temperatures to which they are subjected during storage.
- Part of the hygiene and kitchen kits were received without plastic covering, and some boxes were damaged.

#### Capacity of the National Society

**Outcome: The capacity of the CRC to assist with relief activities is strengthened.**

**Outputs (expected results)**

**Activities planned**

Relief and operations teams are well equipped and trained to support authorities with preventive and relief efforts.	Carrying out one National Intervention Team (NIT) training for volunteers. Refurbishing and improvement of the CRC Emergency Operations Centre in the 3 branches from the affected areas and the Havana headquarters. Procurement of protective gear and visibility for volunteers at provincial and municipal level. Procurement of a dispensary tent to facilitate volunteers activity at community level
The emergency operation is evaluated and recommendations are gathered.	Holding of a lessons learned workshops with representatives from all the branches involved in the operation. Hiring of an external consultant to conduct a final evaluation
A Caribbean Disaster Forum on vulnerability to disasters is held in Cuba to promote peer-to-peers exchange	Coordinate with governmental authorities the selection of participants and the topics to be discussed Select location of the event Report on the outcomes of the event

The Cuban Red Cross, as part of the activities planned in the Plan of Action "Operation Hurricane Sandy", completed National Intervention Team (NIT) training in the specialty of "Logistics in Emergencies". This training was aimed at those responsible for operations and relief, general secretaries and technical volunteers from branches and headquarters.

A total of 24 volunteers participated in the NIT training course (5 women, 19 men). Logistics is a key to managing disaster response professional element, the Cuban Red Cross have seen the need to professionalize their staff in order to be more effective when intervening in disaster situations.

At the moment, the National Society plans to work on risk reduction efforts in schools and homes for the elderly and will complete Vulnerability and Capacity Assessment (VCA) trainings through the projects with the Norwegian Red Cross and through DIPECHO. Therefore, these objectives, that were part of the previous Risk Reduction component, are no longer part of the revised appeal, and the remaining activities of the risk reduction outcome, such as the refurbishing of the Emergency Operations Centres have now been integrated into the Capacity of the National Society sector.

The improvement of the national society's capabilities has been the most significant strength gained, because support is being provided from the bases of operation to the critical sites that have been identified. A National Intervention Team (NIT) training on Logistics was carried out with technical support from the IFRC Disaster Preparedness Reference Centre (CREPD), with facilitators from the IFRC, the CREPD, and two volunteers from the Guatemalan Red Cross. This activity has had great impact on strengthening institutional capacities and improving logistics aspects of the distribution systems. Twenty four Cuban Red Cross volunteers from Cuba's 15 provinces participated in the course.

The provision of efficient and effective services is not possible without the participation of a consolidated structure of branches and a strong volunteering, hence the importance of the development of volunteering and its branches.

To ensure quality, standards compliance and a strong culture of learning lessons in responding to disasters, at the time of the publication of this report, it is in place the evaluation of the operation Hurricane Sandy in Cuba. The evaluation seeks to identify lessons learnt and recommendations, considering the context of action, and new approaches to work between the National Society, government officials, and the IFRC for future emergency operations.

In addition, the Cuban Red Cross will hold a forum to promote partnership and collaboration in the Caribbean Region. During the forum, participants will follow a peer-to-peer approach to discuss the implementation of vulnerability and risk management proposals in regards to disasters affecting the Caribbean.

### **Challenges:**

Capacity building actions in the areas of communication, branch development, and organizational development and youth and volunteering are strongly needed in the national Society. Support for the Cuban Red Cross development of these areas will be continued under the country development plan for Cuba during 2014 and 2015.

<b>Logistics</b>	
<b>Outcome: The local logistics capacity of the Cuban Red Cross Society to respond with relief items is strengthened with the support of standardized items prepositioned in the IFRC's zone Logistics Unit in Panama as well as enhanced with technical support</b>	
<b>Outputs (expected results)</b>	<b>Activities planned</b>
Enhanced logistics capacity and technical support to facilitate the distribution of relief items to 35,000 families and other related activities.	Preparation of the logistics mobilization table. Management of the logistics mobilization for the appeal and maintenance of relations with donors. Procurement of transport services through the ZLU transport network. International procurement. Pipeline management of in-kind goods.

The America Zone Logistics Unit has supported the Cuban Red Cross operation with the dispatch of the following non-food relief items:

<b>Item</b>	<b>IFRC-PNS</b>	<b>Iranian RC</b>	<b>Spanish RC</b>	<b>Norwegian RC</b>	<b>Spanish/Norwegian RC (ECHO)</b>	<b>Totals</b>
<b>Hygiene Kits</b>	5,000	-	2,000	-	500	<b>7,500</b>
<b>Kitchen Kits</b>	5,000	-	1,000	1,500	500	<b>7,000</b>
<b>Plastic Sheeting</b>	8,028	-	1,500	-	-	<b>9,528</b>
<b>Roof repair kits</b>	3,220 <sup>1</sup>	-	-	2,280	1,274	<b>6,774</b>
<b>Tool kit</b>	3,514	-	-	-	-	<b>3,514</b>
<b>Mosquito Net</b>	10,000	1,000	-	1,500	-	<b>12,500</b>
<b>Jerry Cans</b>	10,000	-	-	1,500	1,000	<b>12,500</b>
<b>Aquatabs</b>	600,000	-	-	-	-	<b>-</b>
<b>Buckets</b>	5,000	-	-	1,500	-	<b>6,500</b>
<b>Blankets &amp; bed sheets</b>	-	2,000	-	1,500	1,500	<b>5,000</b>
<b>Tents</b>	-	100	-	-	-	<b>100</b>

<sup>1</sup> This number is based on the previous roof repair kit module which included fewer materials. This kits are now being redesigned by The National Society and the Cuban authorities to adequately support a smaller number of families.

In addition, a RIT logistician was deployed for one month at the start of the operation to assist with the import and distribution of goods. Another RIT logistician was deployed for three months before the end of the activities of the plan of action in Cuba.

### Contributing to longer-term impact

- The CRC has organized presence, supported by infrastructure, equipment and active volunteers in 15 provinces and 85 of the 169 municipalities in the country. The network of 48,000 CRC volunteers covers most of the country and represents the Cuban population, with youth and elderly people actively participating within the National Society. Cuba's vulnerability to hurricanes, due to its geographical location, underlines the importance of the National Society's network of volunteers, which play a fundamental role within national policy on risk reduction, on strengthening local capacity and on the early warning system.
- This Emergency Appeal has also supported the strengthening of the institutional capacities for volunteers and the development of new tools for future events affecting the country. Thanks to the workshops conducted, the Cuban Red Cross volunteers have the skills to disseminate information in their provinces and improve their logistics systems with the same language in the region and globally with the logistics unit of the IFRC.
- The National Society designed and implemented a system to receive, register and distribute the goods to the beneficiaries, which was developed and improved during the process, as experience was gained and more agile distribution schemes were found. Eventually, the Cuban Red Cross managed to establish stations for beneficiary registration, item counting and verification, handing over of items, and a logistics area. This better system will, in turn improve the implementation of future operations.
- An official lessons learnt workshop, part of the final evaluation of the operation –as well as the evaluation final report- will be used to improve the response capacity of future operations and it will also contribute towards the revision of the country plan (long-term planning framework) of the Cuban Red Cross.

### Looking ahead

- The complex and unique Cuban context affects the development of the Cuban Red Cross with respect to the diversification of its financing, the modernization of its management and facilities for the implementation of activities. However, the response of the Red Cross during and after the emergency situation reinforced the MINCEX's satisfaction with the Movement which will allow for better cooperation agreements, aiding the CRC in fulfilling this and future plans, improving cooperation with partner National Societies working in the country and contributing to the Millennium Development Goals.
- Some of the lessons learnt from the operation highlighted the need of improving their communication tools, which is difficult issue. Prepositioning necessary cell phone stocks and contemplating a budget plan for its use to maintain communication between members who lead the operation (especially if they are in the field) will be considered in the future, accounting for the limitations within the country.
- The government mobilized resources for the delivery of aid, such as: storage, shelter, transportation, fuel and personnel to load and unload items; however, the issue with resources such as transport remains a difficult one, since emergencies like Sandy exceed capabilities to make record time in making transport available. The capacities of the Cuban Red Cross will be developed, through the country plan, in order to tackle this issue in future emergencies.

## Contact information

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

**In Cuba:** Dr. Luis Foyo Ceballos, President of the Cuban Red Cross; Email: [crsn@infomed.sld.cu](mailto:crsn@infomed.sld.cu); phone: +53 7 206 1055

**In the Country Office:** Joe Lugo, IFRC Country Coordinator; Email: [joe.lugo@ifrc.org](mailto:joe.lugo@ifrc.org)

**In the Americas Zone:** phone +507 317 3050:

- Jan Gelfand, head of programs and operations; Email: [jan.gelfand@ifrc.org](mailto:jan.gelfand@ifrc.org)
- Zone Logistics Unit (ZLU): Douglas Baquero, Americas Zone logistics coordinator; Email: [douglas.baquero@ifrc.org](mailto:douglas.baquero@ifrc.org)
- Karina Lapteva, senior resource mobilization officer; Email: [karina.lapteva@ifrc.org](mailto:karina.lapteva@ifrc.org)

**In Geneva:** Christine South, quality assurance senior officer; Phone: +41.22.730.4529 Email: [christine.south@ifrc.org](mailto:christine.south@ifrc.org)



**Click here**

1. Click [here](#) to return to the title page
- 

### 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.

[www.ifrc.org](http://www.ifrc.org)

**Saving lives, changing minds.**



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

MDRCU002 - Cuba - Hurricane Sandy

Timeframe: 28 Oct 12 to 31 Oct 13

Appeal Launch Date: 28 Oct 12

Annual Report

### Selected Parameters

Reporting Timeframe	2012/10-2013/12	Programme	MDRCU002
Budget Timeframe	2012/10-2013/12	Budget	APPROVED
Split by funding source	Y	Project	*

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
<b>A. Budget</b>		<b>5,765,921</b>				<b>5,765,921</b>	
<b>B. Opening Balance</b>		<b>0</b>				<b>0</b>	
<b>Income</b>							
<b>Cash contributions</b>							
American Red Cross		464,371				464,371	
Australian Government		28,593				28,593	
British Red Cross		123,875				123,875	
British Red Cross (from DFID - British Government*)		1,213,738				1,213,738	
Danish Red Cross		1,193				1,193	
Danish Red Cross (from Denmark - Private Donors*)		2,715				2,715	
IFRC at the UN Inc (from United States - Private Donors*)		29				29	
IFRC at the UN Inc (from Western Union Foundation*)		23,771				23,771	
Irish Government		180,701				180,701	
Irish Red Cross Society		43,221				43,221	
Italian Government Bilateral Emergency Fund		120,482				120,482	
Japanese Red Cross Society		224,730				224,730	
New Zealand Red Cross		30,504				30,504	
On Line donations		1,500				1,500	
Red Cross of Monaco		12,264				12,264	
Spanish Red Cross (from Spanish Government*)		369,413				369,413	
Swedish Red Cross		138,989				138,989	
Swedish Red Cross (from Swedish Government*)		416,968				416,968	
Taiwan Red Cross Organisation		48,464				48,464	
The Canadian Red Cross Society		66,346				66,346	
The Canadian Red Cross Society (from Canadian Government*)		463,737				463,737	
The Netherlands Red Cross		22,402				22,402	
The Netherlands Red Cross (from Netherlands Government*)		392,417				392,417	
United States - Private Donors		9,259				9,259	
VERF/WHO Voluntary Emergency Relief		1,500				1,500	
<b>C1. Cash contributions</b>		<b>4,401,182</b>				<b>4,401,182</b>	
<b>Inkind Goods &amp; Transport</b>							
British Red Cross		52,920				52,920	
China Red Cross, Hong Kong branch		36,806				36,806	
Norwegian Red Cross		989,468				989,468	
The Canadian Red Cross Society		57,505				57,505	
<b>C2. Inkind Goods &amp; Transport</b>		<b>1,136,698</b>				<b>1,136,698</b>	
<b>Other Income</b>							
Programme & Services Support Recover		70,490				70,490	
<b>C4. Other Income</b>		<b>70,490</b>				<b>70,490</b>	
<b>C. Total Income = SUM(C1..C4)</b>		<b>5,608,369</b>				<b>5,608,369</b>	
<b>D. Total Funding = B + C</b>		<b>5,608,369</b>				<b>5,608,369</b>	

\* Funding source data based on information provided by the donor

**Disaster Response Financial Report**

MDRCU002 - Cuba - Hurricane Sandy

Timeframe: 28 Oct 12 to 31 Oct 13

Appeal Launch Date: 28 Oct 12

Annual Report

**Selected Parameters**

Reporting Timeframe	2012/10-2013/12	Programme	MDRCU002
Budget Timeframe	2012/10-2013/12	Budget	APPROVED
Split by funding source	Y	Project	*

All figures are in Swiss Francs (CHF)

**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		0				0	
C. Income		5,608,369				5,608,369	
E. Expenditure		-5,242,723				-5,242,723	
<b>F. Closing Balance = (B + C + E)</b>		<b>365,647</b>				<b>365,647</b>	

## Disaster Response Financial Report

MDRCU002 - Cuba - Hurricane Sandy

Timeframe: 28 Oct 12 to 31 Oct 13

Appeal Launch Date: 28 Oct 12

Annual Report

### Selected Parameters

Reporting Timeframe	2012/10-2013/12	Programme	MDRCU002
Budget Timeframe	2012/10-2013/12	Budget	APPROVED
Split by funding source	Y	Project	*

All figures are in Swiss Francs (CHF)

### 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	
<b>BUDGET (C)</b>			<b>5,765,921</b>			<b>5,765,921</b>		
<b>Relief items, Construction, Supplies</b>								
Shelter - Relief	3,947,095		3,768,713			3,768,713	178,382	
Clothing & Textiles	36,980		36,980			36,980	0	
Water, Sanitation & Hygiene	123,084		118,065			118,065	5,019	
Teaching Materials	51,726		12,712			12,712	39,013	
Utensils & Tools	150,469		150,469			150,469	0	
Other Supplies & Services	6,064		6,064			6,064	0	
<b>Total Relief items, Construction, Sup</b>	<b>4,315,417</b>		<b>4,093,002</b>			<b>4,093,002</b>	<b>222,415</b>	
<b>Land, vehicles &amp; equipment</b>								
Computers & Telecom	1,070		1,070			1,070	0	
Office & Household Equipment	82,827						82,827	
<b>Total Land, vehicles &amp; equipment</b>	<b>83,897</b>		<b>1,070</b>			<b>1,070</b>	<b>82,827</b>	
<b>Logistics, Transport &amp; Storage</b>								
Storage	100,077		26,775			26,775	73,302	
Distribution & Monitoring	225,945		300,727			300,727	-74,783	
Transport & Vehicles Costs	29,600		29,033			29,033	567	
Logistics Services	208,615		134,549			134,549	74,067	
<b>Total Logistics, Transport &amp; Storage</b>	<b>564,237</b>		<b>491,084</b>			<b>491,084</b>	<b>73,153</b>	
<b>Personnel</b>								
International Staff	58,891		36,444			36,444	22,447	
National Staff	67,039		76,044			76,044	-9,004	
National Society Staff	10,798		8,304			8,304	2,495	
Volunteers	34,925		2,339			2,339	32,586	
Other Staff Benefits			20,117			20,117	-20,117	
<b>Total Personnel</b>	<b>171,654</b>		<b>143,247</b>			<b>143,247</b>	<b>28,406</b>	
<b>Consultants &amp; Professional Fees</b>								
Consultants	64,505		3,887			3,887	60,618	
Professional Fees	27,609		30,000			30,000	-2,391	
<b>Total Consultants &amp; Professional Fees</b>	<b>92,114</b>		<b>33,887</b>			<b>33,887</b>	<b>58,227</b>	
<b>Workshops &amp; Training</b>								
Workshops & Training	54,179		24,630			24,630	29,549	
<b>Total Workshops &amp; Training</b>	<b>54,179</b>		<b>24,630</b>			<b>24,630</b>	<b>29,549</b>	
<b>General Expenditure</b>								
Travel	30,000		23,563			23,563	6,437	
Information & Public Relations	18,501		17,336			17,336	1,164	
Office Costs	11,769		11,228			11,228	541	
Communications	18,083		11,050			11,050	7,033	
Financial Charges	13,970		6,193			6,193	7,777	
Other General Expenses	350		446			446	-96	
Shared Office and Services Costs	39,841		42,509			42,509	-2,667	
<b>Total General Expenditure</b>	<b>132,514</b>		<b>112,325</b>			<b>112,325</b>	<b>20,189</b>	
<b>Indirect Costs</b>								
Programme & Services Support Recover	351,911		315,055			315,055	36,856	
<b>Total Indirect Costs</b>	<b>351,911</b>		<b>315,055</b>			<b>315,055</b>	<b>36,856</b>	
<b>Pledge Specific Costs</b>								
Pledge Earmarking Fee			22,723			22,723	-22,723	
Pledge Reporting Fees			5,700			5,700	-5,700	

**Disaster Response Financial Report**

MDRCU002 - Cuba - Hurricane Sandy

Timeframe: 28 Oct 12 to 31 Oct 13

Appeal Launch Date: 28 Oct 12

Annual Report

**Selected Parameters**

Reporting Timeframe	2012/10-2013/12	Programme	MDRCU002
Budget Timeframe	2012/10-2013/12	Budget	APPROVED
Split by funding source	Y	Project	*

All figures are in Swiss Francs (CHF)

**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	
<b>BUDGET (C)</b>			<b>5,765,921</b>			<b>5,765,921</b>		
Total Pledge Specific Costs			28,423			28,423	-28,423	
<b>TOTAL EXPENDITURE (D)</b>	<b>5,765,921</b>		<b>5,242,723</b>			<b>5,242,723</b>	<b>523,198</b>	
<b>VARIANCE (C - D)</b>			<b>523,198</b>			<b>523,198</b>		

**Disaster Response Financial Report**

MDRCU002 - Cuba - Hurricane Sandy

Timeframe: 28 Oct 12 to 31 Oct 13

Appeal Launch Date: 28 Oct 12

Annual Report

**Selected Parameters**

Reporting Timeframe	2012/10-2013/12	Programme	MDRCU002
Budget Timeframe	2012/10-2013/12	Budget	APPROVED
Split by funding source	Y	Project	*

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
<b>BL2 - Grow RC/RC services for vulnerable people</b>							
Disaster response	5,765,921	0	5,608,369	5,608,369	5,242,723	365,647	
Subtotal BL2	5,765,921	0	5,608,369	5,608,369	5,242,723	365,647	
<b>GRAND TOTAL</b>	<b>5,765,921</b>	<b>0</b>	<b>5,608,369</b>	<b>5,608,369</b>	<b>5,242,723</b>	<b>365,647</b>	