



Cuban Red Cross (CRC) volunteers providing rescue and evacuation services to the affected population at Batabano, Mayabeque. (Source: CRC, September 2022).

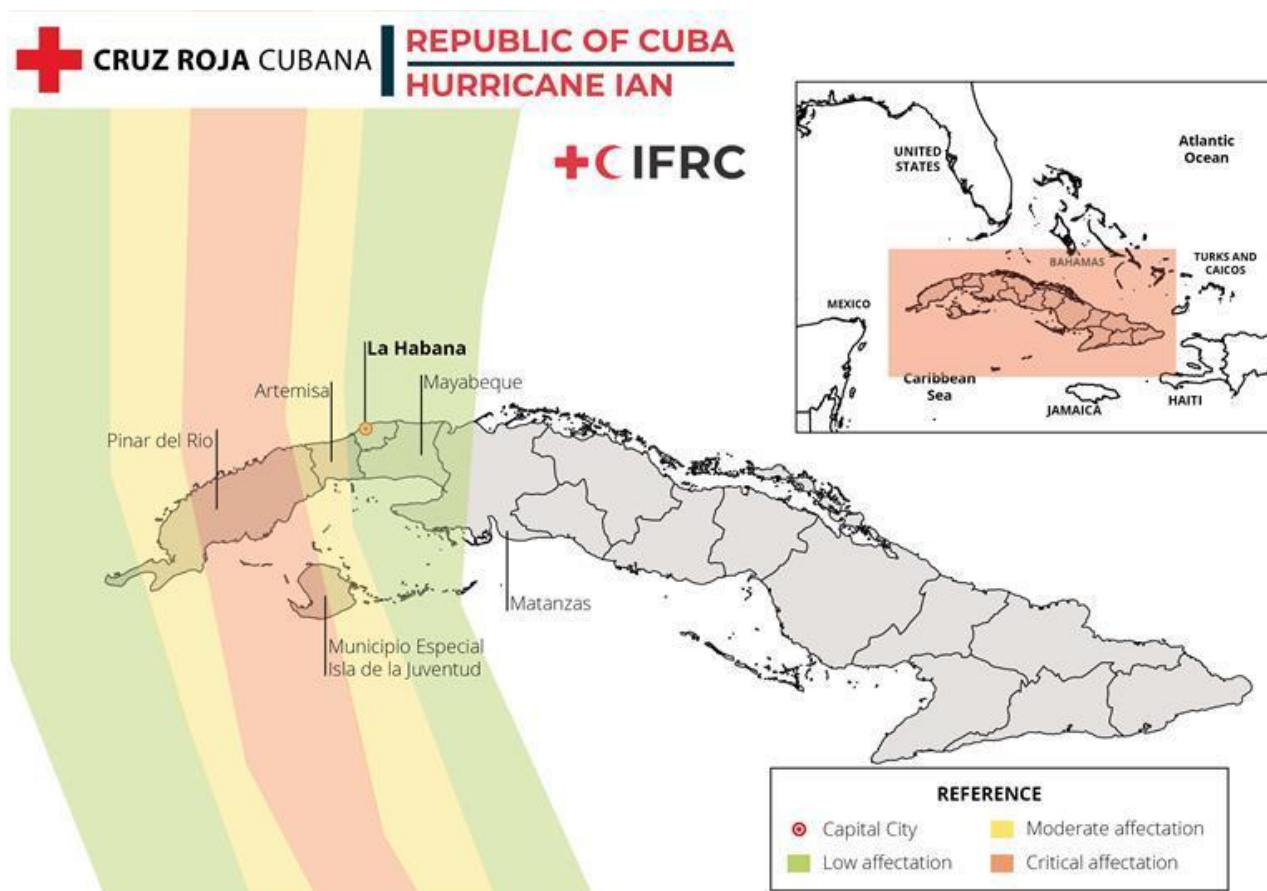
Appeal No: <b>MDRCU008</b>	To be assisted: <b>25,000 people</b>	Appeal launched: <b>6 October 2022</b>
Glide No: <a href="#"><u>TC-2022-000320-CUB</u></a>	DREF allocated: <b>1 million CHF</b>	Disaster categorisation: <b>Orange</b>
Operation start date: <b>6 October 2022</b>	Operation end date: <b>21 December 2023</b>	Date of issue: <b>2 November 2022</b>

**IFRC Secretariat funding requirement: 9 million CHF**

## TIMELINE

- 24 September 2022:** CRC teams begin evacuations in Pinar del Rio and Mayabeque provinces.
- 26 September 2022:** Hurricane Ian makes landfall in Pinar Del Rio province as a Category 3 storm.
- 30 September:** IFRC Operations Delegate from the Americas Regional Office (ARO) deployed to Cuba.
- 2 October:** Head of Country Cluster Delegation travels to Cuba to coordinate the response with CRC.
- 5 October 2022:** Funding Ask for CHF 9 million approved together with a CHF 1 million Disaster Response Emergency Fund (DREF) loan to support activities.
- 6 October 2022:** IFRC launches Emergency Appeal for CHF 9 million to assist 25,000 people in Pinar del Rio province.

## DESCRIPTION OF THE EVENT



On 26 September at 7:00 p.m. EDT Hurricane Ian made landfall in the Pinar Del Rio province of Cuba, battering large swaths of western Cuba with sustained winds of 185 km/h. Six provinces in the west of the country were affected and over 61,000 people had to be evacuated from high-risk areas. According to the World Food Program (WFP) Automated Disaster Analysis & Mapping (ADAM), nearly 600,000 people were exposed to wind speeds of 120 km/h or higher.

Pinar del Rio, Cuba's westernmost province, bore the brunt of the hurricane, with significant damage reported across the province. As of 30 September, Ian had reportedly killed at least three people and left thousands without power. (OCHA, 27 Sept. 2022)

According to the latest situation report (No.11), issued by the Office of the Resident Coordinator of the United Nations System in Cuba on 29 September, the situation remains complex throughout the western part of the country.

## Severity of humanitarian conditions

### 1. Impact on accessibility, availability, quality, use and awareness of goods and services

- The population of the 14 municipalities from Pinar del Rio, Artemisa and Mayabeque with the greatest damage accounts for 713,732 people, of whom 352,542 are women, 144,444 are children and adolescents, and 154,989 are over 60.<sup>1</sup> In total there are about 3.2 million people in need of humanitarian support.<sup>2</sup>
- As of 10 October, there were more than 6,600 evacuees in Pinar del Rio, many without a home to return to. As of the same date, 85,852 have been diagnosed as affected, 19,197 of them with total or partial collapse.
- Sixty per cent of homes on the electrical grid in Pinar del Río remain without electricity.
- The hurricane damaged 170 health clinics and more than 1,000 schools, affecting the education of 139,000 children. Several community food distribution centres and processing warehouses were also lost, and many people lost fishing boats,

livestock, and other means of sustaining their livelihoods.

- Access to safe drinking water remains a priority as well. Despite the use of tank trucks and other alternatives, 47,000 people in Pinar del Río still lack access to potable water. According to UNICEF, main needs include water pumps and purification systems, water tanks, water purification tablets and hygiene kits sufficient for 450,000 people.
- Alternatives are sought to guarantee health services in the face of the severe impact on the infrastructure of the sector. In the municipality of San Luis, 24 of 34 community care clinics suffered total or partial collapse, and 102 family doctor's offices, 5 hospitals, and 23 other health facilities suffered damage.,
- Although 90 per cent of schools in Pinar del Río have re-started the school year in their own facilities, with others looking for alternatives in institutions or in family homes, only 52 per cent of students are attending classes.

### 2. Impact on physical and mental well-being

- Although there was no significant loss of life, there were some cases of minor injuries, which have been treated.
- The loss of belongings and disruption of daily life for households has required psychosocial assistance and accompaniment by the relevant institutions.

### 3. Risks & vulnerabilities

The impact on housing was considerable and the possibility of another weather system forming in the Caribbean would increase the vulnerability of provinces already affected by Ian. Continued rainfall increases the risk of flooding and loss of livelihoods and natural ecosystems. In the Atlantic, Hurricane season traditionally ends in in November, however this season started later than usual, and it is likely that it might last beyond the end of November. This means that there is a potential increase in vulnerability stemming from this hurricane.

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<sup>1</sup> UN System Hurricane Ian Cuba Action Plan

<sup>2</sup> <https://reliefweb.int/report/cuba/un-relief-chief-urges-global-solidarity-cuba-following-devastation-caused-hurricane-ian>

# CAPACITIES AND RESPONSE

## 1. National Society response capacity

### 1.1 National Society capacity and ongoing response

The Cuban Red Cross (CRC) works as part of the National Civil Defence System and in close coordination with the Ministry of Public Health (MINSAP). The work of the National Society focuses on the Department of Operations and Relief, which is responsible for (1) actions in case of disasters and (2) developing prevention, preparedness/readiness, response and recovery actions in communities. Currently, CRC has 314 staff members and 47,000 volunteers participating in activities in 15 departmental branches and 168 municipal branches.

Cuba has strong early warning systems and preparedness protocols that help minimise the impact of hurricanes and before land made landfall, CRC focused on preparedness. Staff and volunteers were activated 72 hours before landfall and have since had full access to the affected areas and communities. The National Society has a permanent presence in all affected provinces and has assisted communities in close coordination with the local authorities. A total of 1,664 volunteers and staff have been actively involved in the response. The role of CRC as an auxiliary to government allows the National Society to help coordinate evacuations and CRC teams began evacuating people on 24 September, three days before landfall.

As part of the Council of Civil Defence, CRC has the mandate to be active in evacuation through their staff and volunteers trained in evacuation. In this event, 2,391 people that were at risk were evacuated.

Other services provided by the Cuban Red Cross include 557 people reached with Psychosocial Support (PSS) interventions, 145 people reached with first aid, and 173 people rescued directly by CRC staff.

### 1.2 Capacity and response at the national level

CRC teams and government authorities have visited the most affected territories and strengths and resources of government, national organisations and civil society are being used to respond to the crisis. Workers from all of Cuba's provinces continue to arrive in the west of the island to join the recovery effort while non-governmental organisations (NGOs), cooperatives, and small- and medium-sized private companies are joining the effort. Donations of basic necessities continue to arrive in the most affected communities and national and provincial authorities have been coordinating the clean-up of debris, restoring the power grid, and attending to people in evacuation centres.

CRC is part of the National System of Prevention, Mitigation and Response to emergencies and disasters. The Cuban Civil Defence System<sup>3</sup> also integrates all levels, from nation to community, with measures for prevention, mitigation and preparedness. It is also responsible of the dissemination of guidelines on the protection of the population, their property and the national economy. The National Civil Defence General Staff is the main governing body of this system, in charge of overseeing compliance with civil defence measures and international conventions related to civil protection. It is also responsible for coordinating international cooperation and assistance during natural disasters.

## International capacity and response

### 2.1 Red Cross Red Crescent Movement capacity and response

#### IFRC membership

The IFRC Americas Regional Office and the Regional Logistics Unit (RLU) are located in Panama. The IFRC Latin Caribbean Country Cluster Delegation (CCD) is in the Dominican Republic and operates with an extended team of specialists in different areas (including Disaster Risk Reduction, Community Health, Emergency Response, Logistics, Finance and PMER & IM) supporting and maintaining close coordination and constant communications with the National Societies in Haiti, Cuba, and the Dominican Republic. Through the CCD and the deployed personnel, the CRC coordinates its actions with the IFRC Regional Health Disasters Climate Crisis (HDCC) team.

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<sup>3</sup> [Universidad Tecnológica de La Habana, septiembre 2022: La Gestión de Riesgo de Desastres en Cuba](#)

While there are currently no other participating National Societies in the country, the Spanish Red Cross, Canadian Red Cross and Japanese Red Cross have supported the IFRC Emergency Appeal.

## 2.2 International Humanitarian Stakeholder capacity and response

The United Nations System in Cuba is supporting national response efforts to address the most urgent needs through pre-positioned supplies in-country and by mobilising its own resources. On October 19, the UN launched a USD 42 million Plan of Action to support immediate response efforts and medium-term recovery to respond to the damage from the hurricane and support the most affected people.

UNICEF, UNESCO and UNFPA are also addressing programmatic areas related to psychosocial support (PSS) and Protection, Gender and Inclusion (PGI) based on their expertise and humanitarian mandate. Care International also has a presence in several affected municipalities through its disaster preparedness projects.

These humanitarian actors have been holding calls, meetings and information sharing activities both in country and externally while OCHA has organised an ad hoc REDLAC meeting where the UN Plan of Action and IFRC Emergency Appeal were shared among the UN Agencies and international NGOs.

## 2. Gaps in the response

Shelter, electricity, water and food continue to be the main needs more than two weeks after the hurricane and Pinar del Río continues to be the most affected. Shelter has been a pressing need as stressed by affected populations and local authorities. Basic non-food items (NFIs) have been distributed from stocks that Government authorities and UN agencies had prepositioned in country. However, since the number of affected families is so high it will take weeks to reach most of the population. International procurement and shipping of goods will require weeks to be processed before distribution. And although the UN System includes shelter, water, sanitation and hygiene in its action plan, it will only partially cover these needs.

A significant number of family homes have also been damaged or destroyed and it will require time and financial support to provide proper and sustainable shelter solutions. There should be a gradual solution, from emergency shelters to more durable shelters, and “build back better” roofing or re-build of homes that were completely destroyed.

## OPERATIONAL CONSTRAINTS

### Procurement

All shipments to Cuba must be inspected together with their documentation. This will require proper planning and logistics. And since all the procurement will be processed internationally there will be a significant logistics burden at the Regional Logistics Unit in Panama to ensure that all items are procured and shipped properly.

Staff and volunteers from CRC have also lost their own homes, complicating their ability to fulfil their duties in the response. And as full recovery of electricity will take weeks, communications will resume only gradually. Thus, regular field visits will be required for first-hand information and proper monitoring for accountability to donors.

## OPERATIONAL STRATEGY

### Vision

Through this Emergency Appeal (EA), the International Federation of Red Cross and Red Crescent Societies (IFRC) aims to support the CRC in its ongoing response to Hurricane Ian. The aim of the EA is to provide immediate humanitarian assistance and recovery support to 25,000 people (5,000 households) in Pinar del Río province for a period of 15 months.

CRC, through local staff and volunteers, will continue working in the affected municipalities to enhance community resilience beyond the proposed timeline of the Emergency Appeal as part of the Country Unified Plan.

## Anticipated climate related risks and adjustments in operation

Bearing in mind that it is still hurricane season, it is important to continue monitoring hydro-meteorological activity in the Caribbean. Likewise, it is necessary to monitor reservoirs and watersheds to avoid any flooding. And as some homes have been severely damaged, but remain standing, it is necessary to monitor their roofs and structure, including walls) to avoid additional damage or physical damage to any people living in them.

## Targeting

### 1. People to be assisted

CRC aims to provide support to 5,000 families (25,000 people) affected by Hurricane Ian whose homes have been significantly damaged. To date, no disaggregated data is available on the operation, however CRC will provide this along with reporting in the future. Based on population statistics for 2019, the following is an estimate of the population to be served, disaggregated by sex and age.

AGE GROUP	Men		Women	
	Total	%	Total	%
Under 18	8,000	32	4,750	19
Over 18	7,750	31	4,500	18
TOTAL	15,750	63	9,250	37

Priority will be given to families with the following criteria:

- Damaged or destroyed houses
- Single-mother households
- Households with dependent elderly
- Households with children under five years of age and/or pregnant women
- Households with disabled person(s)

This selection process will be coordinated by the municipal and provincial branches of the CRC along with local governments, Defence Councils, and civil society organisations (CSOs).


### 2. Considerations for protection, gender, and inclusion (PGI) and community engagement and accountability (CEA)

This operation will be conducted in accordance with the Minimum Standards on Protection, Gender and Inclusion (PGI), which seeks to ensure that the actions undertaken are implemented under the DAPS (Dignity, Access, Participation and Safety) framework. This includes safeguarding mechanisms on child protection, for prevention of the sexual exploitation and abuse (PSEA). Both **PGI and CEA interventions will be implemented in a cross-cutting manner in each sector.**

CRC has a close relationship with the communities it serves. Through community meetings, focus groups and key informants, it ensures meaningful participation of people in affected communities. During activities implemented under this response, and through volunteers trained in feedback and complaints mechanisms, CRC will field questions, suggestions, complaints, and any other feedback that affected people choose to provide. This information will be documented and analysed to provide the operation with information to tailor interventions to the actual needs expressed by the community. CRC teams will ensure accountability for the feedback received in community assemblies and focus groups. In addition, focus groups will be conducted during education sessions and accompaniment of families will be ensured to identify possible gaps in interventions and ensure that the response ensures participation, accountability, and implementation of the PGI.


# PLANNED OPERATIONS

## INTEGRATED ASSISTANCE


	<b>Shelter, Housing and Settlements</b>	Female > 18: <b>8,000</b>	Female < 18: <b>4,750</b>	<b>5,303,000 CHF</b>
		Male > 18: <b>7,750</b>	Male < 18: <b>4,500</b>	<b>Total target: 25,000</b>
<b>Objective:</b>		Provide emergency shelter support to families whose homes were damaged or destroyed by the hurricane, with an emphasis on building back better.		
<b>Priority actions:</b>		<b>ROOFING INTERVENTION</b> <ul style="list-style-type: none"> <li>• Shelter needs assessment</li> <li>• Tarpaulins and shelter toolkits to 5,000 families accompanied by basic awareness on safe shelter</li> <li>• Training for CRC volunteers in shelter, roofing repairs and Participatory Approach for Safe Shelter Awareness (PASSA)</li> <li>• Distribution of roofing kits, safety equipment and building tools to 2,500 families</li> <li>• Construction and safety equipment will be provided, such as drills, ladders, gloves and welding rods among others</li> <li>• Coordination with roofing teams</li> <li>• Monitoring the quality of the roofing</li> <li>• Satisfaction surveys</li> </ul> <b>DISTRIBUTION OF HOUSEHOLD ITEMS</b> <ul style="list-style-type: none"> <li>• Needs assessment</li> <li>• Distribution of kitchen sets to 5,000 families</li> <li>• Distribution of mattresses to 5,000 families</li> <li>• Distribution of bed sheets to 5,000 families</li> <li>• Distribution of solar lamps to 5,000 families</li> <li>• Satisfaction survey</li> </ul>		

## HEALTH & CARE INCLUDING WATER, SANITATION AND HYGIENE (WASH)

### (MENTAL HEALTH AND PSYCHOSOCIAL SUPPORT [MHPSS]/COMMUNITY HEALTH)


	<b>Health &amp; Care</b> <i>(Mental Health and psychosocial support [MHPSS]/Community Health/Medical Services)</i>	Female > 18: <b>8,000</b>	Female < 18: <b>4,750</b>	<b>135,000 CHF</b>
		Male > 18: <b>7,750</b>	Male < 18: <b>4,500</b>	<b>Total target: 25,000</b>
<b>Objective:</b>		Activities to promote health, provide first aid services at the community level to reduce the risk of increased morbidity and mortality among affected populations.		
<b>Priority actions:</b>		<b>NS HEALTH CAPACITY</b> <ul style="list-style-type: none"> <li>• First aid training for volunteers</li> </ul>		

	<ul style="list-style-type: none"> <li>Community-based Health and First Aid (CBHFA) training for volunteers</li> <li>Distribution of first aid kits to CRC local branches</li> </ul> <p><b>HEALTH SERVICES</b></p> <ul style="list-style-type: none"> <li>Health promotion at the community level</li> <li>First aid at the community level</li> </ul>
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 <p><b>Water, Sanitation and Hygiene (WASH)</b></p>	Female > 18: <b>8,000</b>	Female < 18: <b>4,750</b>	<b>803,000 CHF</b>
	Male > 18: <b>7,750</b>	Male < 18: <b>4,500</b>	<b>Total target: 25,000</b>
<b>Objective:</b>	Increase access to safe water, sanitation facilities; hygiene promotion to affected population to reduce the risk of waterborne diseases.		
<b>Priority Actions:</b>	<p><b>SAFE WATER</b></p> <ul style="list-style-type: none"> <li>WASH needs assessment</li> <li>Distribution of aqua tabs to 5,000 families, training on their use and post distribution monitoring</li> <li>Distribution of plastic buckets to 5,000 families</li> <li>Installation of rainwater harvesting systems (250 litres)</li> <li>Educational sessions on safe water</li> </ul> <p><b>SANITATION</b></p> <ul style="list-style-type: none"> <li>Installation of sanitation facilities (latrines) at community level</li> </ul> <p><b>HYGIENE PROMOTION</b></p> <ul style="list-style-type: none"> <li>Distribution of hygiene kits to 5,000 families</li> <li>Hygiene promotion activities at the community level</li> </ul>		

## PROTECTION AND PREVENTION

**(PROTECTION, GENDER, AND INCLUSION [PGI], COMMUNITY ENGAGEMENT AND ACCOUNTABILITY [CEA], MIGRATION, RISK REDUCTION, CLIMATE ADAPTATION AND RECOVERY, ENVIRONMENTAL SUSTAINABILITY, EDUCATION)**

 <p><b>Risk Reduction, Climate Adaptation and Recovery</b></p>	Female > 18: <b>8,000</b>	Female < 18: <b>4,750</b>	<b>221,000 CHF</b>
	Male > 18: <b>7,750</b>	Male < 18: <b>4,500</b>	<b>Total target: 25,000</b>
<b>Objective:</b>	Strengthen the preparedness and capacities of communities so that they can respond better to multiple hazards and can prepare better when a disaster occurs.		
<b>Priority actions:</b>	<ul style="list-style-type: none"> <li>Roadmap to Community Resilience via Enhanced Vulnerability and Capacity Assessment (EVCA)</li> <li>EVC training for volunteers</li> <li>Carry out EVCA at community level to assess and support upcoming community-based interventions</li> <li>Community engagement and accountability exercises will be promoted</li> </ul>		



	<ul style="list-style-type: none"> <li>• Purchase of <i>Riesgolandia</i> game sets</li> <li>• Community risk sensitisation using <i>Riesgolandia</i> game sets</li> <li>• Using information from Environmental Sustainability Assessments (NEAT+), identify climate and environmental solutions to develop climate-risk initiatives and/or eco-Disaster Relief &amp; Recovery (DRR) feasible solutions (nature-based solutions)</li> <li>• Eco-DRR/nature-based solutions training for volunteers</li> <li>• identification of nature-based solutions in coastal areas and seed funding for related initiatives</li> <li>• Watershed Climate Risk Assessment (Climate Centre) of targeted communities for climate-smart programming in the areas under the EA.</li> </ul>
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 <b>Environmental Sustainability</b>	Female > 18: <b>8,000</b>	Female < 18: <b>4,750</b>	<b>27,000 CHF</b>
	Male > 18: <b>7,750</b>	Male < 18: <b>4,500</b>	<b>Total target: 25,000</b>
<b>Objective:</b>	Ensure that environmental risks are considered as part of the needs assessment process, including the potential environmental impact of the response and recovery interventions.		
<b>Priority actions</b>	<ul style="list-style-type: none"> <li>• Capacity building on Environmental Sustainability in Operational Contexts for National Society volunteers, personnel and local stakeholders via Nexus Environmental Assessment Tool (NEAT+)</li> <li>• Carry on NEAT+ assessments in targeted communities</li> </ul>		

## Enabling approaches

 <b>National Society Strengthening (NSS)</b>	Female > 18: <b>0</b>	Female < 18: <b>1,350</b>	<b>1,593,000 CHF</b>
	Male > 18: <b>0</b>	Male < 18: <b>1,650</b>	<b>Total target: 3,000</b>
<b>Objective:</b>	Contribute to the improvement of existing services and capacities of CRC focusing on strengthening internal coordination (HQ-branches, branch-to-branch), external coordination with local authorities and other actors, promoting active participation of communities in decision-making.		
<b>Priority actions:</b>	<p><b>National Society Disaster Management Capacity</b></p> <ul style="list-style-type: none"> <li>• Emergency Operations Centre (EOC) training for volunteers</li> <li>• purchase and distribution of EOC materials and equipment for CRC local branches</li> <li>• New DREF guidance sessions</li> <li>• National Intervention Teams training for volunteers</li> </ul> <p><b>National Society Capacity Strengthening</b></p> <ul style="list-style-type: none"> <li>• Enhancing the capacity of branches involved in the operation:</li> </ul>		

- Analyse procedures and mechanisms for early warning and evacuations, draw lessons learned and mainstream learning in revised procedures.
  - Identify gaps in internal communication and establish updated mechanisms and tools to improve it.
  - Set up a series of lessons learned workshops during the operation, systematise the learning, and use it as a base for improvement and for the final evaluation.
  - Design a participatory process for the final evaluation and ensure quality support to implement it.
  - Collect all evidence for final audit, analyse the audit report and take corrective measures on key recommendations where appropriate.
- Further develop logistics capacities to handle medium to large scale operations, including mitigation measures for limited access to equipment:
    - Revise logistics procedures where necessary
    - Manage shipments, handling, inland transportation, and fees
    - Spare parts for vehicles
    - Purchase of three motorcycles for monitoring activities
    - Vehicle maintenance
  - Improve CRC visibility:
    - Communication equipment (video cameras)
    - Internet and phone chargers (CRC)
  - Improve managerial capacity at branch level and ensure proper communication with HQs and among branches:
    - Purchase of seven laptops (CRC)
    - Purchase of seven mobile phones (CRC)
    - Office supplies for local branches
  - Visibility for CRC
  - Strengthen the capacity of CRC on Preparedness for Effective Response:
    - Informative sessions on Preparedness for Effective Response (PER)
    - Identify the gaps in CRC preparedness and suggest corrective measures

#### **VOLUNTERRING DEVELOPMENT**

- Ensure that volunteers and volunteer leaders at branch level are empowered to take decisions on the running of the operation within the realm of their responsibilities
- Strengthen volunteer leadership capacities (volunteer leadership development refresher trainings)
- Ensure appropriate rotation of volunteers throughout the operation
- Promote participation of volunteers in learning activities and final evaluation
- Strengthen protection and insurance coverage for volunteers, if needed, through the establishment of a “Volunteering Solidarity Mechanism”
- Provide the necessary equipment to volunteers throughout the operation:

- Rescue equipment
- Personal protection equipment (PPE)
- Backpacks, notebooks, pens, pencils, etc.



## IFRC Secretariat Services

**919,000 CHF**

### Objective:

Strengthen the operations management capacities of IFRC to provide support to the NS for the implementation of the actions programmed as part of the Emergency Appeal.

### Priority Actions

#### COORDINATION

- Support the operation at the nearest level to ensure an effective and efficient implementation by providing technical expertise to maintain strategic direction
- Localisation is important, therefore building on the experience of staff and resources suitable to the context are a key aspect.

#### LOGISTICS

- Support the operation through the international procurement and shipment of household items, shelter kits and other stocks
- Launch the Mobilization Table for the operation and coordination with Donors for in-kind contributions
- Support the CRC in the identification of ideal mechanisms for the logistic management of stocks on the island
- Ensure visibility of goods and materials to be distributed to the target population
- Ensure real-time reporting on stock procurement and shipment
- All procurement processes are coordinated through the Regional Logistics Unit (RLU) in Panama to ensure material availability and expedite the procurement process. Managing the procurement from the RLU is more expeditious as there is a limited availability of materials and supplies in the country.
- The transportation of humanitarian aid is done by plane to reduce shipping time and ensure that it reaches the affected families as fast as possible.

#### PLANNING MONITORING, EVALUATION AND REPORTING

- Provide support to the CRC in the elaboration and update of the operational strategy.
- Develop and implement jointly with CRC a progress monitoring plan
- Support CRC in the elaboration of Operation Updates
- Jointly plan and implement with CRC a lessons learned workshop
- Ensure the completion of the final evaluation of the operation.

#### FINANCE

- Ensure compliance with financial procedures to guarantee transparency and accountability during operation.
- Ensure timely and proper submission of financial reports

#### **SECURITY**

- Conduct an area-specific security risk assessment for any operational area where any CRC or IFRC personnel will be working, including standard safety measures applicable at all times

#### **HUMAN RESOURCES INCLUDING SURGE**

- Coordinate the timely deployment of rapid response personnel
- Facilitate the process of hiring suitable personnel for the management of the operation
- Facilitating measures to ensure the wellbeing of rapid response personnel and staff.
- Ease of expediting personnel recruitment processes via fastrack
- The IRFC surge mechanisms will be used to guarantee compliance with the regional Rapid Response Personnel competency framework and management.

#### **INFORMATION MANAGEMENT**

- Support CRC in implementing data collection, processing, and analysis to support timely decision making.
- Design data collection strategies for needs assessment and develop visual products required to enable ongoing actions
- Manage the GO Emergency Page to update required documents, reports, and additional information to monitor and report ongoing actions.
- Strengthen National Society capacity for implementing information management related activities, knowledge transfer and ensure continuity of IM products throughout the operation.

#### **COMMUNICATIONS**

- Promote the Emergency Appeal.
- Develop a communication plan and key messages related to the operation.
- Support the CRC in the elaboration of communication materials related to the operation.
- Disseminate key messages and other communication material through mass media.
- Manage reputational risk at the country, regional and global levels.

#### **DISASTER LAW - IDRL**

IFRC DL will provide technical support to:

- Ensure legal facilities are in place to support programming.
- Assist the government in facilitating and regulating international assistance to avoid some of the most common problems, including barriers to entry, coordination, quality, and oversight. Therefore, this will include support with the drafting of IDRL ad hoc measures/instruments, as well as advice on international best practices and standards in the management of international disaster operations, including for setting up the

One Stop Shop (or Single Window International Facilitation Teams).

- Develop a full picture of the laws and procedures impacting international assistance, in particular those related to the entry of goods and personnel, and in regard to unsolicited bilateral donations. This could be provided for better understanding of national and regional contexts and help support cross border operational support if necessary.
- Advise the National Society in making use of the pre-disaster agreement and/or other agreements with government to enhance their auxiliary role in DRM.

## Risk management




Risk	Likelihood	Impact	Mitigating actions
1. Increase in the price of roofing materials and other stock	Medium	High	<ul style="list-style-type: none"> <li>• Adjustment of the budget and Operational Strategy developed in coordination between CRC, ARO and Latin Caribbean Cluster</li> <li>• Procurement and legal team will prepare contracts with fixed purchase prices and delivery schedule</li> </ul>
2. Increase in the cost of shipping to Cuba	Medium	High	<ul style="list-style-type: none"> <li>• Adjustment of the budget and Operational Strategy developed in coordination between CRC, ARO and Latin Caribbean Cluster</li> </ul>
3. Global supply chain disruption related to the availability of space on ships to move containers by sea to Cuba	Medium	High	<ul style="list-style-type: none"> <li>• Follow-up and monitoring of the global supply status to plan and book shipping services</li> <li>• Air freight of non-food items</li> </ul>
4. Hydrometeorological and other adverse events affecting target populations or regions	Medium	Medium	<ul style="list-style-type: none"> <li>• Adjustment of the Operational Strategy according to the situation and region developed in coordination between the CRC, ARO and Latin Caribbean Cluster</li> <li>• Coordination with authorities and stakeholders; reassessment of existing plans/support provided</li> <li>• Revise/update of NS preparedness/readiness plans</li> </ul>
5. Lack of trust in the Red Cross response	Low	High	<ul style="list-style-type: none"> <li>• Frequent media monitoring</li> <li>• Deliver clear messages about the Red Cross Fundamental Principles</li> <li>• Deliver clear, timely and evidence-based information on the results</li> </ul>

- Highlight the achievements and outcomes of previous responses to hurricanes in Cuba
- Develop a comprehensive comms & media strategy
- Gather audio-visual material on the ground

## Quality and accountability

The response to Hurricane Ian presents an opportunity for the IFRC to further support the National Society in improving its data management methods and tools. Based on the recommendations from Hurricane Irma<sup>4</sup>, the IFRC Latin Caribbean Cluster and Americas Regional office will build on previous experiences to meet PMER and IM standards.

The Latin Caribbean CCD has been working with CRC to improve its digitalisation through necessary equipment and access to the internet. One PMER officer based in Santo Domingo will be working directly with the Operations Team and Cuban Red Cross staff to ensure the different processes and tools necessary for monitoring and evaluation.

Intervention areas	
Integrated assistance	
	Shelter and basic household items
Indicators	
Number of people provided with basic emergency shelter that is safe and that adequately enables essential household and livelihoods activities to be undertaken with dignity	
Number of people assisted with roof repair to fix their damaged houses	
Number of staff and volunteers who completed training in emergency shelter and emergency household items	
Health & Care including Water, Sanitation and Hygiene (WASH)	
	Health & Care (Mental Health and Psychosocial Support [MHPSS]/Community Health/Medical Services)
Indicators	
Number of people reached by other NS health services in emergencies	
Number of CBHFA volunteers active during emergency (includes first aid trained volunteers)	
Number of people reached with health promotion as a response to an emergency by community-based volunteers	
	Water, Sanitation and Hygiene (WASH)
Indicators	
Number of people reached by WASH assistance	
Number of WASH situation assessments conducted in total	
Number of people (and households) reached with effective water treatment materials and promotion in the response period	
Number of constructed sanitation facilities that are adapted for use by the frail elderly and those with physical disabilities (older people and people with disabilities have safe and dignified access to sanitation facilities)	
Number of communal/shared sanitation facilities constructed, disaggregated by sex	

<sup>4</sup> [Final Evaluation Cuba - Hurricane Irma operation](#)



## Risk Reduction, Climate Adaptation and Recovery

### Indicators

Number of people trained in DRR (vulnerability and capacity assessment or climate change adaptation, first aid, contingency)

Coastal communities that are supported to adapt to longer-term impacts of climate change, including sea level rise



## Environmental sustainability

### Indicators

Environmental baseline of operation has been assessed using an appropriate environmental screening tool (e.g., the NEAT+), and progress against recommendations has been tracked

### Enabling approaches



## National Society Strengthening (NSS)

### Indicators

Number of volunteers involved in the response operation that have increased their skills in response and management of operations

Number of volunteers provided with equipment for protection, safety and support (e.g., PSS) appropriate to the emergency

National Society has National Disaster Response teams trained and management systems in place



## Secretariat Services

### Indicators

Number of surge missions or deployments

Logistics department provides constant support to the National Society's logistics unit for replenishment and other procurements

# FUNDING REQUIREMENT

## Breakdown of the IFRC Secretariat Funding Requirement



## OPERATIONAL STRATEGY

MDRCU008 - Cuba  
Hurricane Ian

### FUNDING REQUIREMENTS

<b>Planned Operations</b>	<b>CHF 6,488,000</b>
Shelter and Basic Household Items	5,303,000
Health	135,000
Water, Sanitation & Hygiene (WASH)	803,000
Risk Reduction, Climate Adaptation and Recovery	221,000
Environmental sustainability	27,000
<b>Enabling Approaches</b>	<b>2,512,000</b>
Secretariat Services	919,000
National Society Strengthening	1,593,000
<b>TOTAL FUNDING REQUIREMENTS</b>	<b>9,000,000</b>

*All amounts in Swiss Francs (CHF).*



## Contact information

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

### At the Cuban Red Cross:

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#### Reference



Click here for:

- [Link to IFRC Emergency landing page](#)