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Cuban Red Cross Annual Report 2014

 International Federation
of Red Cross and Red Crescent Societies

MAACU002

22 May 2015

**This report covers the
period 01 Jan 2014 to
31 Dec 2014.**

*Right: Cuban Red Cross
volunteers engaged in a
logistical activity. Source:
IFRC*



Overview

The complex and unique context of Cuba also affects the development of the Cuban Red Cross (CRC) in respect to the diversification of its financing, the modernization of its management and facilities and the implementation of its activities. The 2014 plan took this into consideration, as did the activities planned in the 2014-15 country plan.

At end of October 2012, Hurricane Sandy affected the eastern region. During its passage through Cuba, Sandy left significant damage behind, particularly in the city of Santiago de Cuba, which is not usually in the direct path of Caribbean hurricanes. The city was battered by the strongest winds as it was exposed to the eastern and stronger side of the hurricane. Members of the Red Cross coordinated efforts internally and externally from the onset of the emergency. In Cuba, the National Society has coordinated all of its actions with local authorities while sharing information with its partners.

For more than a year after Hurricane Sandy struck, the entry through customs of items and supplies needed to support the response and recovery operation was “facilitated”; however, these measures have already returned to how they were before the disaster occurred. Additionally, the regulations to apply for foreign trade continue to be revised (this refers to the Cuban context explained in the LPTF and the Operational Plan Narrative).

This devastation caused by Hurricane Sandy provided an opportunity for the Movement to position the Cuban Red Cross as a strong humanitarian actor, and it confirmed that the Cuban Red Cross has ample experience working alongside the government authorities to assist in the rapid evacuation of families living in at-risk areas. 2014; US President Barack Obama’s announcement about changing the United States’ economic policy and overall relationship with Cuba for the first time in more than fifty year was one of most significant pieces of news in 2014, both for the Americas and globally. This marks the beginning of several changes for Cuba by providing a basis for cooperation and commerce between the two countries and possibly marking the beginning of the end of the Cuban Embargo. It is important for the International Federation of Red Cross and

Red Crescent Societies (IFRC) to continue to monitor the changing context in Cuba in order to gain foresight into the IFRC's future humanitarian actions in Cuba

It is important to improve the IFRC's communication with the National Society through an increased presence and field visits to Cuba. It is sometimes difficult for the National Society to gain access to the Cuban media, and the availability of resources from the country office in Santo Domingo is limited.

Working in partnership

The IFRC, through its coordination office in the Dominican Republic, provides institutional support to the Cuban Red Cross, as well as technical inputs in risk reduction management and volunteer development. The IFRC's Disaster and Crisis Response and Early Recovery Unit (PADRU), which was heavily involved in the Hurricane Sandy response operation, is also in regular contact with the Cuban Red Cross and with the Partner National Societies (PNSs), including the Norwegian Red Cross (NRC) and the Spanish Red Cross; these PNSs are currently working bilaterally with the National Society

Since 2008, NRC has been developing a cooperation project with the CRC in disaster preparedness for vulnerable communities. Early this year, a new NRC representative in Cuba was introduced to the National Society, and this representative will continue the cooperation agreement and establish close coordination with the regional representation.

The European Commission Humanitarian Aid and Civil Protection (ECHO) is one of the CRC's ongoing donors, and it holds regular meetings to analyse the situation and humanitarian needs in Cuba through its regional office in Santo Domingo.

Operational Partners	Agreement
Norwegian Red Cross	PRECO IV (Community Preparedness) Multilateral cooperation in association with Spanish Red Cross and ECHO response to Hurricane Sandy emergency.
ECHO	DIPECHO
International Federation of Red Cross and Red Crescent	Cooperation Emergency operations multilateral partners through IFRC

Progress towards outcomes

Business line I: HUMANITARIAN STANDARDS

Outcome: The Red Cross is better positioned to lead and demonstrate the Federation-wide contribution to reducing vulnerability.

Output 1.1.1 Humanitarian access is addressed through learning and action

Measurement			
Indicators	BL	Annual Target	Implementation to date
2014			
The Cuban Red Cross has received support for its national legislation projects	1 support in IDRL	N/A	1 focal point inside the National Society is leading this advocacy in Cuba, and received support from the IFRC zone

			office. It has been recommended to level up the discussions on International Disaster Response Law (IDRL) in Cuba in respect to this issue.
The Cuban Red Cross has received support through regional and sub-regional initiatives related to disaster law	0	N/A	1 focal point inside the National Society is leading this advocacy in Cuba. It has been recommended to level up the discussions on IDRL in respect to this issue. During the Regional Disaster Response Management (DRM) Workshop for the Caribbean Disaster Response System organized by the World Food Programme (WFP), in which Cuba, the Dominican Republic and Haiti participated along with representatives from the government, WFP and the Red Cross, the IFRC had the opportunity to present on the topic of IDRL as well as on disasters law; this issue was further discussed the next day in the Working Groups thanks to the IFRC's promotion of it.
2013			
The Cuban Red Cross has actively advocated with the national agencies for the inclusion of IDRL in 2013.	1 meeting	1 meeting	This theme was addressed with the participants at the meeting in Cuba, including the objectives and activities Disaster Law/IDRL projects. Although Cuba has special provisions in the customs legislation for disasters, it is necessary to conduct an in-depth analysis of the rules to determine if there are areas that require strengthening in regard to the facilitation of international disaster relief.
2012			
By the end of 2012, the Cuban Red Cross would develop capacities in legal preparedness for international disaster assistance and its interlocutory capacity with the government	0	1	The National Society has designated one focal point to analyse existing legislation in reference to disaster response, working in consultation with government authorities.

Comments on progress towards outcomes

The IFRC and the Cuban Red Cross developed a conceptual note in 2014, which included new proposals for activities on IDRL issues. The IFRC is expecting Cuba to approve this proposal in the final quarter 2015. It is important to pay close attention to this issue and provide more strategic planning than previously. Various meetings have been conducted in Cuba on the topics of disaster law and international humanitarian assistance, but it would be appropriate to raise the levels in the system hierarchy to further, the discussion on these issue; additionally, it is possible to promote a national study that is similar to what has been done in other countries on these topics.

Output 1.1.2. Key humanitarian trends are better understood and promoted within National Societies

Measurement

Indicators	BL	Annual Target	Implementation to date
2014			
The CRC has participated in regional or national platforms in related to key trends and emerging health challenges	1	N/A	Once again Cuba had a strong presence in regional events to facilitate the learning and improvement of the Red Cross's approach in the country.
Lessons learned shared and used that contribute to risk reduction due to the trends.	0	N/A	The Cuban Red Cross has worked primarily on the climate change approach in community planning. 1 staff member from the CRC has participated at the Forum in Cali, Colombia

Output 1.1.3. Urban risk reduction, climate change adaptation, migration and violence prevention, non-communicable diseases are better understood and promoted within National Societies:

Measurement			
Indicators	BL	Annual Target	Implementation to date
2012			
In 2012, 3 sub-regional National Societies, including the Cuban Red Cross, are sharing knowledge and expertise through a regional network in Latin Caribbean.	0	2 activities	The Cuban Red Cross is actively preparing its staff, volunteers and its equipment to respond in disaster cases and in accordance with the humanitarian trends. The CRC actively participated in in two important events in the region: the Seminar on Seismic Risk Reduction 2012 and the Urban Risk Forum, both of which were Santo Domingo and offered multi-sectorial scenarios with government institutions and international partners.

Comments on progress towards outcomes

Next year, it will be important to solidify the participation of the Cuban Red Cross with IDRL project. The National Society is interested in monitoring the dissemination of the IDRL in Cuba, especially with the ministries and other government authorities.

Outcome 1.2: The collective understanding of the capacities, resources and services of the National Societies in the Americas has been improved.

Output 1.2.1. Federation-wide Databank and Reporting System is established in the National Societies of Americas

Measurement			
Indicators	BL	Annual Target	Implementation to date
2014			
The CRC is providing one or more of the following through FDRS: strategic plans, financial statements and annual reports	0	N/A	7 proxies updated.
The CRC is providing data on one or more FDRS key performance indicators.	0	N/A	7 proxies updated
2013			
By the end of 2013, the National Society has provided and completed the requirements of DATABANK through the presentation of a hard copy version.	0	1	By the end of 2013, the National Society provided its Strategic Plan and reported against 6 of the proxy indicators through the presentation of a hard copy version.
2012			
The National Society has provided and completed the requirements for the databank through in paper presentation in paper by the end of 2012.	0	1	Although the CRC expected to have the information for the databank by November, it has not yet been achieved. The CRC is aware of the use of the tool, but completion of the formats to provide information was affected by the emergency that occurred in October.

Outcome 1.3: National Societies in the Americas assess their own capacity and performance to provide better services.

Output 1.3.1 Organizational Capacity Assessment and certification (OCAC) process established

Measurement			
Indicators	BL	Annual Target	Implementation to date
2014			
The CRC participated in OCAC self-assessment (1.3a).	0	N/A	Not achieved
2013			
By the end of 2013, the National Society has completed the self-assessment phase.	0	1	Target not reached in 2013.
2012			

In the second half of 2012, the National Society has trained 1 focal point on the process of OCAC.	0	1 person	Not achieved in 2012
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Comments on progress towards outcomes

The Cuban Red Cross was not prepared to start the OCAC process in 2013; thus, this activity has been eliminated. It will not be included in the Development Operational Plan until the National Society is in a better position to undertake the self-assessment.

Business Line II: DISASTER AND CRISIS MANAGEMENT

Outcome 2.1: National Societies, through their network of branches, adopt integrated sectorial approaches that strengthen essential Red Cross preparedness, response and recovery systems, and enable communities to better understand trends that increase the impact of disasters and crises in their lives.

Output 2.1.1: Community-based tools/approaches to address emerging trends are adopted in disaster and crisis management

Measurement			
Indicators	BL	Annual Target	Implementation to date
2014			
The Cuban Red Cross is implementing response and recovery programmes that take into account the relevant key trends.	2	N/A	The Cuban Red Cross has increased its community preparedness capacities with the support of the Norwegian Red Cross. 1,500 families have been reached through community orientation on the main risks in disaster situations.
The CRC meets criteria for good staff and volunteer response capacity.	1	N/A	The number of families has not been achieved yet. In June, the CRC received material of the game Riesgolandia (risk land) as a first step to achieving this indicator. This is aligned with the Project PRECO in Cuba.
The CRC has its contingency plans in place.	1	4	The Cuban Red Cross has a contingency plan aligned with the national response system.
2013			
By the end of 2013, 1,500 families have been reached with community orientation on the main risks in disaster situations in Cuba.	0	1,500 families	Target not achieved in 2013
2012			
2 National Society members have completed training and are prepared with knowledge of standards of reliefs operations.	0	2 members	Not achieved in 2012

The support of the Federation and Cuban Red Cross in projects in Cuba is acknowledged.	0	1	The CRC has worked with the Norwegian Red Cross on the development of a DIPECHO proposal. The CRC has also received support from the Caribbean DIPECHO.
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Comments on progress towards outcomes

Target not achieved in 2013 due to reprioritization of the CRC's actions of the CRC in order to focus on the Hurricane Sandy response operation.

Output 2.1.2 Support the development and measurement of National Society logistics capacity, to help strengthen National Societies and articulate the global capacity and effectiveness of the Federation logistics

Indicators	BL	Annual Target	Implementation to date
2014			
The CRC has applied technical logistics guidelines.	0	N/A	First, the Zone Logistics Unit (ZLU) staff members conduct a step-by-step revision and identify roles and responsibilities. Second, development of tools adapted specifically to the Cuban context. In addition, purchasing procedures and emergency items preparing for this year's hurricane season were revised.
Number of logistics services provided to the CRC for preparedness and operational activities.	TBD	N/A	Same as above.

Comments on progress towards outcomes

After a new discussion with the National Society on this issue, the CRC recognized the relevance of this issue. However, they do not have the authorization from the government to import items to be pre-positioned and manage a warehouse. In 2014, the priority has been to continue covering the shelter needs that were not reached by the Sandy operation. Through this plan, 20,000 roofing sheets were provided for the province of Santiago de Cuba.

Output 2.1.3 Climate change adaptation is integrated into disaster and crisis management:

Indicators	BL	Annual Target	Implementation to date
2012			
In 2012, the Cuban RC has integrated climate change approach in the Risk Management.	0	1	As national policy and part of the strategic plan of CRC is promoting social mobilization

			towards a greener lifestyle. It has also integrated the climate change approach in its plans and within Vulnerability and Capacity Assessment (VCA) practice.
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Output 2.1.6: Increased the logistics capacity to deliver logistics services for preparedness and relief activities, connecting National Society assets where possible, and making it self-sustaining through the promotion of the effective functioning of the Federation

Indicators	BL	Annual Target	Implementation to date
2012			
In November 2012, the CRC has successfully completed the execution of the activities and reports.	0	1 final report	Emergency items stock for up to 1,500 families is available for distribution. The stock of non-food items (NFI) was managed by CRC to provide first response for families affected by Hurricane Sandy.
Increase the capacity of the Cuban Red Cross to address and respond to emergencies.	N/A	N/A	Emergency items stock for up to 1,500 families is available for distribution.

Outcome 2.2.: An efficient and effective regional Red Cross disaster and crisis management system in the Americas is en route.

Output 2.2.1: Humanitarian access is ensured as part of readiness for response and early action within a context of greater coordination, including increased activity by military forces and corporate interests

Indicators	BL	Annual Target	Implementation to date
2014			
The Cuban Red Cross has participated in spaces for coordination and peer-to-peer/horizontal learning on readiness for response and early action.	2	N/A	Not achieved

Comments on progress towards outcomes

In December 2014, the CRC participated in the regional workshop for disaster risk reduction in the Caribbean. The objectives of this activity was to identify possible areas of cooperation on disaster risk reduction and to propose more appropriate alternatives for its implementation, which allow for the development of a cooperation agreement draft for the implementation of the identified activities. The event was sponsored by World Food Programme, with representatives from the Dominican Republic and Haiti, and the Caribbean.

Output 2.2.2: The disaster and crisis response system in the Americas will be forward thinking through innovation and by taking maximum advantage of the trained and available resources throughout the Red Cross network

Indicators	BL	Annual Target	Implementation to date
2014			
The Cuban Red Cross is implementing volunteering in emergency practices.	1	N/A	After a new discussion with the Cuban Red Cross on this output and related indicator and activity, it was determined that it is not realistic for this year. Thus, it has been moved to 2015.
# of people reached by international emergency response operations. (disaggregated by gender, age and disability)	TBD	N/A	There were no operations response interventions in Cuba in 2014.

Comments on progress towards outcomes

As the CRC has prioritized the actions related to shelter (roofing needs), The water and sanitation (WatSan) National Intervention Team (NIT) has been cancelled for this year.

Business Line III: SUSTAINABLE DEVELOPMENT

Outcome 3.1: National Societies, through their network of branches, demonstrate leadership in promoting the Red Cross Red Crescent model of sustainable development

Output 3.1.1: National Society leadership and institutional capacity for partnership exist in order to improve integrated programme delivery

Measurement			
Indicators	BL	Annual Target	Implementation to date
2014			
3 peer-to-peer/horizontal cooperation exchanges that contribute to the improvement of internal systems and capacity for community-based development programming.	1	N/A	Bernardo Vega from the CRC participated in the Contingency Meeting for the Caribbean in Belize. 1 staff member from of the Cuban Red Cross has participated in the community-based health and first aid (CBHFA) methodology training.
2 health tools and guidelines developed or reviewed.	0	N/A	Not achieved in 2014

The CRC has first aid training capacities matching international standards (national and branches).	0	N/A	Not achieved in 2014
2013			
At the end 2013, the number of branches that have prepared their development plans has increased by 8.	26	40	Target not achieved in 2013 due to the reprioritization of actions to focus on the Hurricane Sandy response operation
At the end 2013, 14 branches are using standard tools for the development of branches and planning.	14	28	Target not achieved in 2013 due to reprioritization of actions to focus on the Hurricane Sandy response operation.
# of members that have strengthened the capacity and knowledge of national guidelines, internal and external tools, and the Federation's work locally, regionally and globally.	50	84	Staff members from 34 branches in 8 provinces in Cuba have acquired knowledge about Strategy 2020, the Inter-American Framework for Action (IAFA), and the IFRC response system.
2012			
By the end of 2012, 14 National Society branches support other municipal branches on the development of branch planning.	0	14	54 staff members from 26 branches and CRC's headquarters participated in training on and received knowledge about Strategy 2020, the IFRC disaster response system of the Federation and new IFRC frameworks.

Output 3.1.3.: The key humanitarian trends (urban risk, climate change, migration and violence prevention) are integrated into National Society programming

Indicators	BL	Annual Target	Implementation to date
2014			
The Cuban Red Cross is working in in the most vulnerable communities most affected by the key humanitarian trends	TBD	N/A	It was evaluated 1 operation of emergency (Hurricane Sandy). One of the purposes of this evaluation was identify lessons learned and recommendations, considering the context of action of the response operation, and new approaches to work among the Cuban Red Cross, government, and the Federation for future emergency operations. The report is available in the IFRC evaluations database.

3.2. Red Cross National Societies, through their network of branches, have enabled communities to better understand trends that impact their lives and take action to improve their health, safety, environmental and socioeconomic conditions

Output 3.2.1: The key humanitarian trends (urban risk, climate change, migration and violence prevention) are integrated into community-based development programme

Indicators	BL	Annual Target	Implementation to date
2014			
The Cuban Red Cross is implementing the Youth as Agents for Behavioural Change (YABC) initiative to promote social inclusion and a culture of nonviolence and peace through community outreach.	1	N/A	Not achieved
The CRC is using tools and methodologies that are adapted to the key humanitarian trends.	1	N/A	Not achieved
The CRC is working with migrant populations to address their specific needs incorporating social inclusion and non-discrimination and focusing on access to basic services including psychosocial support and awareness of rights.	1	N/A	Not achieved
2012			
1,500 families have been reached in the community orientation of the main risks in disaster situations.	0	1,500	There were neither the necessary funds to produce these guidelines nor projects that could cover this activity. It has been postponed until 2013.

Comments on progress towards outcomes

To date, no progress has been recorded on this. This indicator was relocated to Business Line II.

Output 3.3.2: National Society leadership and managerial skills are improved.

Indicators	BL	Annual Target	Implementation to date
2014			
The CRC has participated in leadership/management trainings.	0	N/A	The workshop was organized by the Cuban Red Cross in November. The workshop was

			<p>held from 14 to 18 November in the city of Havana. The workshop served to update and share existing tools within the Cuban Red Cross with its branch secretaries and provide key information to participants on the International Federation of Red Cross and Red Crescent. Also, the different CRC programmes were sessions in the training.</p> <p>It was attended by 26 representatives from 11 provinces and 20 municipalities, 15 women (58%) and 11 men (42%).</p>
The Cuban Red Cross is trained in humanitarian diplomacy and disaster law.	0	N/A	1 evaluation produced that includes 16 recommendations for the CRC's consideration, 30 recommendations for the IFRC's consideration, and lesson learned. A new challenge is to manage and coordinate the actions that are needed in response to the recommendations.

Comments on progress towards outcomes

From 15 January 15 to 15 February 2014, the operation of emergency was evaluated. One of the purposes of this evaluation was to identify lessons learned and recommendations that took into account the context of action of the response operation and Cuban Red Cross's, the government's and the IFRC's new approaches to work for the benefit of future emergency operations. The report will be made available via the IFRC's evaluations database.

Output 3.3.4.: Red Cross National Societies will work towards a transition in Red Cross Society leadership at all levels, seeking better diversity and representation in their membership

Indicators	BL	Annual Target	Implementation to date
2014			
The Cuban Red Cross governance and management is diverse	TBD	N/A	One of the key success factors of the CRC actions has been the presence of volunteers from the CRC within communities. CRC is integrated into the National System of the Civil Defence, has more than 44,000 volunteers representative of Cuban society. Still missing to have greater representation in the governing board.

3.4. Volunteers of National Societies, representing all sectors and ages and involved in all aspects of National Society life from decision making to programme implementation, are key actors in demonstrating the added value of the work done by the Red Cross network and in expanding National Society humanitarian access.

Output 3.4.1: National Societies have improved their voluntary service, formalizing the status, rights and duties of volunteers within their statutes and constitutions, and strengthening and diversifying their volunteer base.

Indicators	BL	Annual Target	Implementation to date
2014			
Number of people volunteering their time in Cuban Red Cross.	TBD	N/A	47,000 volunteers
The CRC has an effective volunteer management system in place	0	N/A	Not achieved yet. The challenge for this indicator is the continuous digital divide issues that have not been overcome at the National Society level.

Comments on progress towards outcomes

The Cuban context poses particular challenges in relation to the CRC's connectivity, resulting in a digital divide.

Outcome 3.5: Youth, as agents for change of the Red Cross network, are a leading voice for joint actions with different sectors of society for inclusion, peace and innovation.

Output 3.5.1: Red Cross Youth will be provided opportunities to learn, innovate and develop leadership skills, contributing to generational change within the Red Cross network.

Indicators	BL	Annual Target	Implementation to date
2014			
2 youth peer-to-peer and horizontal exchanges between National Societies.	0	N/A	Not achieved yet. Progress on this depends on the organization of these events at the regional/continental level.
4 Youth trained in YABC and follow-up activities	2	N/A	Not achieved yet.
Youth of Cuban RC is involved in the design and development of initiatives to address humanitarian needs in their communities	0	N/A	Not achieved yet. The needed representation on the governing board is still lacking.
2012			
In 2012, 6 volunteer representatives have participated in 3 relevant events.	0	6	1 CRC volunteer has participated in YABC in Haiti. She is the CRC focal

			point for the dissemination of the tools and knowledge sharing within the National Society.
In 2012, the volunteering material for emergencies has reached at least 14 provincial branches, and it is available in hard copies and digital media.	0	14	Electronic versions of information related to volunteering has been delivered. There are hard copies available, which will be shared when the volunteering delegate visits the National Society.
At the end 2012, the Database application system implementation is in progress.	0	1	Taking in account the Cuban context at the moment, the CRC prepared an electronic template to record information on the volunteering registries in all the branches. It is necessary to provide follow-up on this initiative.

Business Line 4: Heighten Red Cross Red Crescent influence and support for our work

Outcome 4.2: Evidence-based humanitarian diplomacy conducted to draw attention to the causes and consequences of vulnerability, giving voice to vulnerable people, and demonstrating the value of Red Cross Red Crescent humanitarian work and leadership

Output 4.2.1.: National Societies have a higher profile as an auxiliary to the government

Indicators	BL	Annual Target	Implementation to date
2014			
The CRC is involved with the government exercising its auxiliary role.	1	N/A	The CRC plays a crucial and primary role within the National Civil Defence System. The CRC has participated in the annual drill (Metoro 2014) for disaster risk reduction in Cuba, exercising its role as a humanitarian organization in coordination with Civil Defence.
The CRC follows-up on International Conference Resolutions through letters, meetings, etc.	0	N/A	TBC

Comments on progress towards outcomes

The National Society's objectives are set out in the Civil Defence regulations as per the judicial framework established by the national authorities at the highest level.

Business Line V: EFFECTIVE JOINT WORKING AND ACCOUNTABILITY

Outcome 5.1: Movement components have strengthened relationships, common aims and improved access to knowledge and shared learning.

Output 5.1.1.: Red Cross National Societies facilitate greater peer-to-peer support, horizontal initiatives, regional exchange, and shared learning.

Indicators	BL	Annual Target	Implementation to date
2014			
Cuban Red Cross has a 2020 plan aligned with Strategy 2020 and the IAFA	1	N/A	The plan has been aligned since 2012. In December 2014, the matrixes for the monitoring of the IAFA were revised during a workshop session with Cuban Red Cross managers; the results will be presented before the Inter-American Conference (IAC) in 2015. Additionally, part of this was used to respond to the IAFA survey.

Output 5.1.2. The National Societies in the Americas and the Secretariat successfully organized the XIX Inter-American Conference to define the key priorities and strategic orientations for the Americas over the next four years and follow up the outcomes:

Indicators	BL	Annual Target	Implementation to date
2014			
Participation of the Cuban Red Cross in XIX Inter-American Conference has been completed.	0	N/A	The Cuban Red Cross has provided information on the IAC monitoring process.
The Cuban Red Cross is monitoring their progress against the IAFA.	0	N/A	In December 2014, the matrixes for the monitoring of the IAFA were revised during a workshop session with Cuban Red Cross managers; the results will be presented before the Inter-American Conference (IAC) in 2015. The outcome of this was used to respond to the IAFA survey.
The Cuban Red Cross has participated in the thematic sessions (side-events)	0	N/A	The Cuban Red Cross is part of the IAC's working group for Accountability in Humanitarian Action.
2012			
The regional representation office has sponsored 2 people from the National Society to participate in	0	2	Three staff people from the Cuban Red Cross participated in

IAC in 2012			IAC in 2012. Through these representatives, the National Society acquired the inputs to share with the Cuban Red Cross, allowing it to include them in its National Development Plan 2012-2020.
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Comments on progress towards outcomes

This indicator was not used in 2014 because the conference was specific to 2013.

Outcome 5.3: Federation policies and best practices on support services are increasingly adopted and implemented by National Societies.

Output 5.3.1 International Federation policies on cooperation and services (finance, administration, human resources, resource mobilization and accountability, information technology) are disseminated among National Societies.

Indicators	BL	Annual Target	Implementation to date
2014			
# of key policies identified and translated into Spanish in use by the Cuban Red Cross.	0	N/A	1 National Society staff member has acquired experience on the IFRC's financial standards through an internship with the Americas zone office's the Finance department

Comments on progress towards outcomes

In 2015, the CRC is expected to disseminate more documents and policies.

Key Risks or Positive Factors

Key Risks or Positive Factors	Priority High Medium Low	Recommended Action
The coordination with Norwegian Red Cross	M	Strengthen coordination with the NRC representative and share plans.
Development of a Cooperation Agenda	H	Facilitate and support the Cuban Red Cross on the development of this agenda. Concretize regular cooperation agreements with the government
New regulations or adjustments in all sectors will affect the cooperation in Cuba.	H	The IFRC should continue the work begun with the CRC and Cuban authorities on the disaster law initiative and IDRL

<p>Changes in the political and economic context. The changing in the relationship and economic policy between the United States of America and Cuba for the first time in more than fifty years. This marks the beginning of a several changes on in Cuba and facilities for cooperation and commerce and maybe the beginning of the end of the Cuban Embargo.</p>	M	<p>guidelines.</p> <p>It is important to us to follow up on the changing context in Cuba in order to plan better the IFRC's future humanitarian actions in Cuba.</p>
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Financial situation

Click [here](#) to go directly to the financial report.

How we work

All IFRC assistance seeks to adhere to the [Code of Conduct for the International Red Cross and Red Crescent Movement and Non-Governmental Organizations \(NGO's\)](#) in Disaster Relief and the [Humanitarian Charter and Minimum Standards in Disaster Response \(Sphere\)](#) in delivering assistance to the most vulnerable.

The IFRC's vision is to inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.

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The IFRC's work is guided by Strategy 2020 which puts forward three strategic aims:

1. Save lives, protect livelihoods, and strengthen recovery from disaster and crises.
2. Enable healthy and safe living.
3. Promote social inclusion and a culture of nonviolence and peace.

Find out more on www.ifrc.org

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