



Situation after the passage of Hurricane Rafael.

Appeal: MDRCU011	Total DREF Allocation: CHF 978,788	Crisis Category: Orange	Hazard: Cyclone
Glide Number: TC-2024-000203-CUB	People Affected: 4,000,000 people	People Targeted: 10,000 people	People Assisted: 11,565 people
Event Onset: Sudden	Operation Start Date: 22-11-2024	Operational End Date: 30-09-2025	Total Operating Timeframe: 10 months

Targeted Regions: **Artemisa, Ciudad de la Habana, Mayabeque**

The major donors of the Disaster Response Emergency Fund (DREF) include the Red Cross Societies and governments of Australia, Austria, Belgium, Britain, Canada, Denmark, Germany, Ireland, Italy, Japan, Luxembourg, New Zealand, Norway, Republic of Korea, Spain, Sweden, and Switzerland, as well as DG ECHO, Mondelez International Foundation and other corporate and private donors. The IFRC, on behalf of the Cuban Red Cross, would like to extend thanks to all for their generous contributions.

Description of the Event

HURRICANES OSCAR AND RAFAEL 2024 | CUBA



Affected areas

- Capital City
- Prioritized zones
- Hurricane Rafael
- Hurricane Oscar



The maps used do not imply the expression of any opinion on the part of the International Federation of Red Cross and Red Crescent Societies or National Societies concerning the legal status of a territory or of its authorities. Sources: Cuban Red Cross, IFRC. Produced by IFRC Americas, HDCC, IM Team.

Areas affected by hurricanes Rafael and Oscar.

Date of event

06-11-2024

What happened, where and when?

Hurricane Rafael was a historic storm, tied with 1985's Hurricane Kate as the strongest November tropical cyclone on record in the Gulf of Mexico. As the seventeenth named storm, eleventh hurricane, and fifth major hurricane of the 2024 Atlantic hurricane season, Rafael formed on 4 November 2024, from an area of low pressure associated with a Central American gyre. Over the next two days, the system steadily organized, intensifying into a hurricane early on 6 November as it tracked northwest toward Cuba.

Given the hurricane's rapid development and projected path, the Cuban National Civil Defense issued Informative Note No. 4 on 5 November, placing the provinces of Sancti Spiritus, Cienfuegos, Villa Clara, Matanzas, Mayabeque, Havana, Artemisa, Pinar del Río, and the Isla de la Juventud under an Alarm Phase starting at 06:00 hours. This declaration enabled the activation of national disaster response protocols, including mass evacuations and resource mobilization. The Cuban Red Cross (CRC) activated its action plan in line with the national disaster response framework, mobilizing resources and personnel across the identified territories.

On 6 November 2024, Hurricane Rafael made landfall at Playa Majana, Artemisa Province, at 16:15 hours as a Category 2 hurricane on the Saffir-Simpson scale. It had maximum sustained winds of 185 km/h, moved northwest through Artemisa at a forward speed of 22 km/h, and brought heavy rain, strong winds, and widespread flooding.

By 20:00 hours, the hurricane exited Artemisa at Bahía de Cabañas, approximately 25 km west of Mariel, with sustained winds of 170 km/h and higher gusts. Maintaining its northwest trajectory, it caused significant impacts across La Habana, Mayabeque, and Villa Clara, including severe damage to housing, infrastructure, and agriculture.

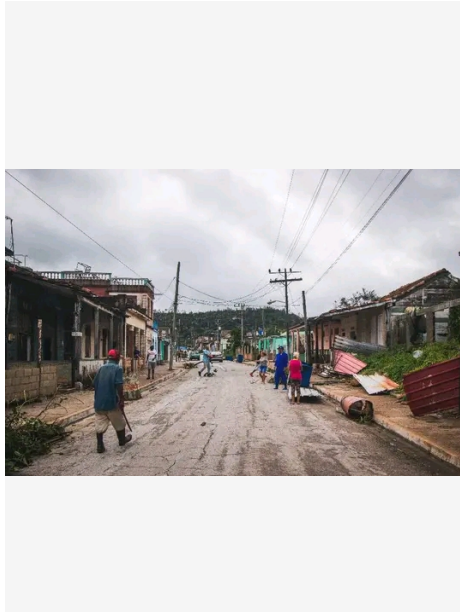
Although early warning systems and preparedness efforts helped reduce potential casualties, Rafael's unprecedented strength and speed



caused widespread destruction in several provinces in western Cuba, including Artemisa, La Habana, Mayabeque, Matanzas, Pinar del Río, and Isla de la Juventud.



Cuban Red Cross branch affected in Mayabeque.



Affection in Artemisa.



Distribution of Humanitarian Aid in Güira de Melena, Artemisa. Source:

Scope and Scale

Hurricane Rafael, a Category 2 storm on the Saffir-Simpson scale, struck western Cuba in November 2024, causing widespread damage across several provinces. The storm's trajectory and strength led to significant impacts on infrastructure, agriculture, and housing, particularly in areas that were both highly populated and vulnerable due to their geographic location or the state of their infrastructure.

According to the Spanish news agency EFE, hurricane Rafael affected more than four million people, including over two million in Havana, representing another blow to a country already struggling with a severe economic and energy crisis. Furthermore, the results of preliminary rapid assessments indicated the following affection per province:

Artemisa:

In Artemisa, the storm caused extensive damage to housing, with approximately 19,498 homes affected. The most severe damage was to the structural integrity of homes, with many suffering partial collapses and total roof loss. The public health infrastructure was hit hard, with nearly all hospitals and some polyclinics affected. Additionally, around 40 educational institutions, primarily damaged in terms of their roofs, were impacted. A total of 174 commercial establishments, including 74 warehouses and production facilities, were affected, as well as significant public spaces such as the Artemisa Stadium.

The Mariel Special Development Zone also suffered considerable damage, with the Mariel Container Terminal being one of the most severely impacted facilities.

Mayabeque:

Seven municipalities in Mayabeque were notably affected by the storm, including Quivicán, Batabanó, Bejucal, and Melena del Sur. Agriculture was the hardest hit, with crops such as bananas, cassava, and rice suffering extensive damage. About 1,568 homes were significantly impacted, and around 20 educational institutions and parts of the public health infrastructure were damaged, particularly their roofs. Flooding in Batabanó was moderate, but the storm had a severe impact on the local fishing industry.

La Habana:

La Habana saw damage to 1,812 homes. Over 71 educational centers were affected, along with all health institutions in some capacity. The primary damage came from the downing of over 495 utility poles and more than 100 transformers, which caused major disruptions to electricity and telephone services. The city's manufactured gas infrastructure was also damaged, and some elevated water tanks were affected. The municipalities most impacted included Boyeros, La Lisa, Playa, Plaza, Centro Habana, and La Habana Vieja.

Isla de la Juventud:

The damage in Isla de la Juventud was more localized, affecting agriculture, housing, and some state infrastructure. The electricity sector also suffered, with broken lines due to fallen trees.

Rest of the country:



Across Cuba, the hurricane's impact led to the disconnection of the National Electricity System (SEN), requiring emergency measures to maintain basic services. The restoration of power was slow due to pre-existing issues with generation capacity, which were exacerbated by previous storms. With forecasts for continued rainfall in the region, the situation could become even more complex, leading to a scenario of overlapping crises and hampering both relief efforts and the necessary work to restore normalcy in affected communities.

In terms of infrastructure, damage assessments indicated at least 23,465 houses impacted, including:

Artemisa: 19,498 houses

La Habana: 1,812 houses

Granma: 335 houses

Mayabeque: 1,586 houses

Santiago de Cuba: 234 houses

Vulnerable groups, such as the elderly, children, and people with disabilities, were disproportionately affected by Hurricane Rafael, facing difficulties in accessing shelters and relief services. Many were displaced, and children lost their education due to damaged schools. The storm's impacts on agriculture, housing, and infrastructure further exposed the vulnerability of communities, especially in rural areas and urban centers with inadequate housing. These challenges, compounded by existing vulnerabilities, highlighted the need for improved disaster preparedness and resilience. The scale of the damage underscored the importance of long-term disaster risk reduction strategies to better equip communities for future hazards.

Source Information

Source Name	Source Link
1. United Nations	https://reliefweb.int/report/cuba/response-hurricanes-rafael-oscar-situation-report-no-06-resident-coordinators-office-11-november-2024
2. EFE	https://efe.com/mundo/2024-11-08/azote-del-huracan-rafael-en-cuba/
3. Granma	https://www.granma.cu/cuba/2024-11-08/asi-quedo-el-occidente-de-cuba-tras-el-paso-del-huracan-rafael-todos-los-detalles

IFRC Network Actions Related To The Current Event

Secretariat	The IFRC Americas Regional Office and Country Cluster Delegation for Latin Caribbean collaborated closely with the Cuba Red Cross through technical support for the development of this DREF. Two monitoring visits were done by the Project Manager, and a third visit along with finance was conducted at the beginning of July.
Participating National Societies	Permanent communication and exchange of information were maintained with the Italian Red Cross Delegation for Central America and the Caribbean.

ICRC Actions Related To The Current Event

Fluent communication was maintained between the National Society and the ICRC delegation in Venezuela, which was in charge of monitoring Cuba.



Other Actors Actions Related To The Current Event

<p>Government has requested international assistance</p>	<p>Yes</p>
<p>National authorities</p>	<p>During the disaster , the National Defense Council adopted general provisions that were mandatory, according to the demands of the situation. These provisions aligned with special legislation and previously approved measures and plans. To address various situations in different regions of the country, Regional, Provincial, and Municipal Defense Councils were activated, in accordance with Cuba's organizational structure. These councils implemented the Disaster Risk Reduction Plans, which included various stages and phases designed to mitigate the effects of the disaster.</p> <p>In this context, the Institute of Meteorology (INSMET), under the Ministry of Science, Technology, and Environment (CITMA), was responsible for directing meteorological activities in Cuba. Its main mission was to provide reliable, authorized, and timely meteorological and climatic information, with the goal of safeguarding human life and reducing material losses from natural meteorological disasters, directly contributing to community well-being and the country's sustainable development.</p> <p>A Central Commission, sent by the government, conducted a detailed assessment of damages in key sectors such as housing, agriculture, and other affected areas. The Ministry of Public Health, in coordination with the General Health Directorate of Guantánamo province, reinforced Medical Brigades in the territories most severely impacted by the disaster.</p> <p>Additionally, a contingent of electrical workers was deployed to the affected areas to assess and assist in the recovery of the electrical service. Meanwhile, landslides blocked access roads to Artemisa, a municipality in the island's northwest. The goal was to restore transit and facilitate the delivery of humanitarian aid to the isolated communities.</p>
<p>UN or other actors</p>	<p>The United Nations Resident Coordinator's Office in Cuba released Situation Report No. 06, detailing the response to Hurricanes Oscar and Rafael, as well as recent seismic events in the eastern region. The UN initiated an expanded action plan to address the compounded impacts of these disasters, allocating the maximum permissible amount from the Central Emergency Response Fund (CERF), totaling \$6 million. This allocation represented approximately 10% of the total funding required for the action plan.</p> <p>The UN's efforts focused on supporting the recovery of damaged infrastructure and providing food and medical assistance to vulnerable communities, particularly in areas that were difficult to access due to flooding and landslides. In collaboration with the Ministry of Public Health, the UN worked to mitigate health risks associated with the floods, such as the increase in vector-borne diseases. The United Nations System underscored the importance of swiftly mobilizing resources to prevent further deterioration of living conditions in the most affected areas. This report highlighted the UN's commitment to continuously monitor and respond effectively to this emergency.</p> <p>The Cuban Red Cross complemented these efforts by focusing on areas and populations that were not fully addressed by the UN or national authorities. While the UN prioritized large-scale infrastructure recovery and health interventions, the Cuban Red Cross emphasized community-level engagement, providing tailored support for vulnerable groups through its networks and partnerships with local organizations, such as the Federation of Cuban Women and associations for people with disabilities. This approach ensured that grassroots needs were met in a coordinated manner, avoiding overlap with larger initiatives.</p> <p>Moreover, the Cuban Red Cross collaborated closely with local Risk Reduction Management Centers and Civil Defense to align its activities with national priorities. These efforts built community resilience through targeted workshops—such as safe</p>



roofing—and delivered essential non-food items to meet immediate household needs. By maintaining consistent communication with the UN and other stakeholders, the Cuban Red Cross ensured its interventions filled critical gaps, particularly in underserved areas, while adhering to quality and dignity standards.

In addition to the UN's efforts, other actors also stepped in to support the recovery process:

Canada: The Canadian government announced a donation of \$400,000 to assist with water, sanitation, hygiene services, and relief supplies for affected communities.

Mexico: The Mexican company Richmeat contributed 100 tons of meat to support the nutritional needs of families impacted by the hurricane.

UNICEF: UNICEF dispatched a shipment of 1,498 kilograms of medical supplies to address health concerns in the aftermath of the hurricane.

World Food Programme (WFP): WFP committed to providing technical equipment and food modules to support recovery efforts.

Cuban Expatriate Communities: Cuban communities abroad organized to send essential supplies and financial assistance to aid in the recovery process.

These collaborative efforts aimed to address immediate needs and support the long-term recovery of the regions most affected by Hurricane Rafael. The Cuban Red Cross remained committed to complementing these initiatives, ensuring a harmonized response that addressed unmet needs and avoided duplication of efforts.

Are there major coordination mechanism in place?

The National Society, in its auxiliary role, actively participated in various meetings with the National Civil Defense Staff to coordinate on-the-ground actions in case of emergency, as well as to identify and implement the necessary preventive activities, considering the changes in meteorological forecasts. The response was coordinated through the National Civil Defense System, which provided structured spaces for coordination in which the Cuban Red Cross participated regularly. During these meetings, each actor outlined their planned sectoral response to avoid duplication of activities and ensure complementarity.

In accordance with Directive No. 1 of 2022 from the President of the National Council of the Republic of Cuba, Temporary Working Groups were established to evaluate and analyze the damages. Based on these evaluations, tasks were assigned to the Central State Administration Bodies and auxiliary institutions like the Cuban Red Cross. These Temporary Working Groups coordinated their activities with representatives at the national, provincial, municipal, and Popular Council levels, ensuring a comprehensive and efficient response to emergencies.

Furthermore, United Nations agencies, by mandate, focused on sectors that did not fall under the Cuban Red Cross's scope of work, such as agriculture, food security, infrastructure, restoration of basic services, and sexual and reproductive health, among others. This clear delineation of responsibilities ensured that the Cuban Red Cross could concentrate on its core areas of intervention while complementing the broader national and international response efforts.

Needs (Gaps) Identified



Shelter Housing And Settlements

Hurricane Rafael created significant needs and gaps in the housing sector in the affected provinces, particularly in Artemisa, La Habana, and Mayabeque. More than 23,000 homes were reported to have suffered severe damage, including partial or total loss of roofs, leaving many families without a safe place to live. The strong winds and heavy rains also caused damage to government infrastructure, including warehouses, shops, and pharmacies.

Needs identified in the aftermath of Hurricane Rafael included a lack of adequate materials for the immediate reconstruction of damaged homes, particularly in the hardest hit and most inaccessible areas, complicating repair efforts. In addition, the capacity of transitional shelters to accommodate all displaced families for an extended period was limited, increasing the vulnerability of these people, especially in the face of further adverse weather conditions. Finally, there was a lack of economic and logistical resources, which slowed efforts to carry out necessary repairs quickly and efficiently, delaying the return to normalcy for many affected families.

The government worked on the reconstruction of housing, implementing various initiatives to support affected families. The Cuban Red Cross provided repair kits and offered training courses on safe housing practices, helping communities rebuild their homes more effectively and sustainably.



Key shelter needs included:

Temporary shelter: Thousands of people needed to be relocated to shelters or temporary housing due to the collapse of their homes.

Building materials: There was an urgent need for materials such as zinc sheeting, lumber, and other supplies to repair or rebuild damaged roofs and structures.

Support for displaced families: Immediate assistance was needed for evacuees, especially those staying in evacuation centers or with family and friends.



Livelihoods And Basic Needs

Hurricane Rafael caused extensive damage to livelihoods and basic needs, particularly in agriculture and related sectors, severely impacting the food security and economic stability of affected communities. The provinces of Artemisa and Mayabeque, known as major agricultural producers for Cuba, experienced widespread losses in crops, livestock, and essential infrastructure, creating a critical need for immediate and long-term recovery efforts.

In Artemisa, damage assessments indicated catastrophic impacts on key crops. Over 9,000 hectares of bananas needed replanting, and more than 7,000 hectares of cassava were affected, along with significant losses in sweet potato, beans, vegetables, and fruit. Coffee production was also devastated, with damage reported to over half of the planted hectares and the loss of approximately 1,800 cans of drip coffee. Similarly, the province experienced losses in tobacco cultivation, although seedbeds were safeguarded. The destruction of agricultural infrastructure compounded these losses, including damage to 43 irrigation machines, 8 out of 38 crop houses at Ceiba citrus company, and the cassava flour factory, which lost its roof.

The livestock sectors were also hard-hit. Poultry farms and 16 pig sector units in Artemisa and Mayabeque suffered structural damage, especially to their roofs, jeopardizing production and animal welfare. The fishing industry faced disruptions, while impacts on warehouses and technological facilities further complicated recovery.

Mayabeque similarly suffered widespread agricultural losses, particularly in crops such as bananas, cassava, and rice. Damage to retail and distribution networks in both provinces disrupted food supply chains, aggravating challenges in accessing essential goods.

The municipalities of Güira de Melena and Alquizar in Artemisa, key agricultural hubs for the entire country, were particularly affected. Losses in these areas threatened not only local livelihoods but also the national food supply, emphasizing the urgent need for coordinated recovery efforts. These efforts prioritized replanting affected crops, repairing irrigation systems, and restoring agricultural infrastructure to ensure future harvests and stabilize food availability. Additionally, specialized support for poultry and pig farming was essential to mitigate the long-term economic impact on these vital sectors.

The Cuban Red Cross worked on identifying three community micro-projects to support small producers in recovering their livelihoods. These projects focused on providing resources and training, thus contributing to the resilience of the affected communities and facilitating their long-term recovery.



Health

The health needs of the population affected by Hurricane Rafael were significant, stemming largely from water contamination and the resulting spread of communicable diseases. These included diarrheal diseases, skin infections, acute and chronic respiratory illnesses, vector-borne diseases, and arboviruses. The lack of access to safe drinking water not only affected human health but also impacted livestock, compounding existing health challenges.

Flooding also destroyed essential household items, leaving families without necessities critical to daily well-being. This heightened the need for health promotion activities and immediate access to safe drinking water to reduce the risks of disease outbreaks and safeguard the population's health.

To address these challenges, the following priorities were identified:

Health and Hygiene Promotion: Engaging trained personnel to carry out health promotion and hygiene education activities to mitigate risks associated with waterborne and communicable diseases.

Provision of Basic Health Services: Establishing or supporting health brigades equipped with medical supplies, first aid resources, and training in water sanitation and hygiene practices.

Access to Essential Supplies: Supplying mosquito nets, protective equipment, and biomedical resources to reduce exposure to disease and support ongoing health initiatives.



Health needs gradually stabilized, supported by community-based health promotion campaigns implemented in coordination with PROSALUD. Nevertheless, psychosocial support remained a key need—both for affected individuals and for volunteers who continued to provide assistance.



Water, Sanitation And Hygiene

Hurricane Rafael caused significant disruptions to water, sanitation, and hygiene (WASH) systems in the affected regions of Artemisa, La Habana, and Mayabeque. Heavy rains and widespread flooding contaminated numerous drinking water sources, making access to safe water increasingly difficult and exposing communities to waterborne diseases such as diarrhea and gastrointestinal infections. Contamination altered the physical, chemical, and microbiological quality of water, posing immediate health risks to the population.

The damage to water abstraction and treatment facilities, along with distribution networks, was compounded by power outages at pumping stations, further disrupting drinking water supplies. In response, authorities deployed tanker trucks to distribute water to households, health centers, food distribution networks, and other critical facilities. However, this was a temporary measure, highlighting the urgent need to restore and rebuild water systems to ensure long-term access to safe drinking water.

Initial assessments underscored the urgency of addressing both water supply and quality issues while ensuring the provision of essential hygiene supplies to mitigate public health risks. The destruction of household assets and the compromised living environments posed ongoing challenges to maintaining hygiene and overall well-being. Addressing these interrelated issues required a coordinated approach that prioritized immediate access to safe water and hygiene resources while supporting the recovery and resilience of WASH systems in the affected regions.

Following initial disruptions, the water infrastructure in most areas was gradually assessed and was prioritized for repair. Authorities worked to implement long-term solutions that not only restored services but also enhanced the resilience of WASH systems against future disasters.



Protection, Gender And Inclusion

While no major protection incidents were reported, the operation continued to prioritise safe and dignified assistance for all population groups, particularly women-headed households, children, older adults, and persons with disabilities. Volunteers reported increased demand for safe lighting in communal areas, schools, and homes to reduce protection risks—especially in the absence of grid-based electricity.

Ensuring inclusive access to basic services, particularly for people with limited mobility or those living in isolated communities, remained a concern. Continued engagement with grassroots networks, such as the Federation of Cuban Women (FMC) and disability associations, was essential for ensuring tailored support and inclusive recovery processes.

Volunteers received a workshop on PGI from the regional office for the Americas and conducted awareness-raising activities in the affected areas.



Risk Reduction, Climate Adaptation And Recovery

While immediate lifesaving needs had largely been addressed, the operation continued to face structural and systemic risks that affected preparedness and resilience. The ongoing energy crisis intermittently affected communications, logistics, and the timely relay of monitoring data between communities, branches, and headquarters.

Additionally, the lack of adequate protective gear for volunteers—particularly those deployed during the initial phase in flooded and remote areas—compromised both safety and effectiveness. There remained a need to strengthen the visibility, mobility, and operational protection of volunteers through the provision of waterproof gear, headlamps, boots, thermal clothing, and updated first aid kits.

Importantly, the experience during Hurricane Oscar reinforced the need for energy autonomy within the Cuban Red Cross. The acquisition and installation of solar energy systems at branch and headquarters level would significantly increase the National Society's ability to coordinate emergency response operations in the face of grid failure or fuel shortages.





Environment Sustainability

The hurricane highlighted the National Society's dependence on fragile, conventional energy systems for critical operations such as beneficiary communication, cold chain management, and digital data collection. Without reliable access to electricity, field branches struggled to coordinate the delivery of essential services, especially in rural and mountainous zones. To ensure sustainability and business continuity, there was an identified need to invest in clean and decentralised energy sources, such as photovoltaic systems and energy storage solutions. These would reduce operational vulnerability and contributed to greener humanitarian action aligned with IFRC's climate and environment commitments.

Two main gaps were identified:

The first one was the reliance on traditional energy sources and infrastructure, which were highly vulnerable to damage caused by disasters. The Red Cross branches, especially in rural or remote areas, faced challenges in maintaining their operations without a stable energy source, putting the continuity of their services during emergencies at risk.

The second was the lack of energy storage devices to navigate the increasingly frequent power outages. Due to the unilateral coercive measures affecting Cuba, the country's energetic matrix was on the limit, leading to power outages up to seven days long. In this context, the Cuban Red Cross faced severe difficulties safely storing food and medicine, providing urgent medical assistance in critical situations, and communicating with branches, IFRC delegations, and key humanitarian stakeholders. Transition to renewable energy was urgent not only for environmental but for operational reasons.

Operational Strategy

Overall objective of the operation

Through this DREF operation, the Cuban Red Cross aimed to implement actions to reach 3,030 families (10,000 people) and assist the vulnerable populations affected by Hurricane Rafael in November 2024 in the provinces of Artemisa, La Habana and Mayabeque for a period of 10 months.

At the end of the operation, the Cuban Red Cross reached a total of 11,565 people.

Operation strategy rationale

The development of this DREF Action Plan was based on the data collected through the Initial Damage Assessments and Needs Analysis being conducted by the Government of Cuba, coordinated through the National Defense Council. The three provinces most affected by heavy rains—Artemisa, La Habana and Mayabeque—were prioritized in this intervention. In these regions, significant losses were identified, including damage to homes, loss of personal belongings, loss of livelihoods and difficulties in accessing basic resources such as potable water. This information was complemented by data provided by provincial and municipal Red Cross branches in the affected areas, secondary government reports, and reports from Cuban Civil Defense and the United Nations Resident Coordinator's Office in Cuba.

Based on figures from the national assessments, and in coordination with the Cuban authorities, the Cuban Red Cross was planning to reach 3,030 families (10,000 people) across the three hardest-hit provinces. The focus was on shelter, water, sanitation, and hygiene, Disaster Risk Reduction, Protection, Gender and Inclusion and Community, Engagement and Accountability.

SHELTER:

The Cuban Red Cross aimed to reach 2,000 families through the implementation of shelter-related activities, including the distribution of 2,000 double mattresses, 2,000 kitchen sets, 4,000 solar lamps, and 4,000 mosquito nets. Additionally, 3 community provincial workshops on safe roofing (1 per affected province) were conducted.

Historically, cyclones had significantly impacted Cuban housing, often causing extensive damage to roofs and leading to the loss of personal belongings and household items due to severe winds and associated flooding. To address these recurring issues and support "build back better" efforts, the intervention included community safe roofing workshop with a focus on the PASSA methodology (Participatory Approach for Safe Shelter Awareness). This workshop aimed to strengthen community resilience by promoting safer roofing practices and empowering local stakeholders involved in construction and reconstruction efforts.

The workshop brought together not only community members but also housing and construction technicians who were directly involved in rebuilding processes. The goal was to transfer knowledge and skills for constructing more resilient roofs that could better withstand future extreme weather events. A national-level safe roofing workshop was conducted as a "training of trainers," involving various community actors such as volunteers, housing technicians, roofing brigades, and community members. This training was followed by



replicas in the three selected provinces, enabling the dissemination of practical and useful information to approximately 1,000 people on establishing safe roofs at the community level.

Additionally, previously trained Cuban Red Cross volunteers, equipped with expertise in these methodologies from past operations, supported the roofing brigades that assisted in the installation of roofs provided by the Cuban government and external actors such as UNDP. For urban and rural areas facing systemic shelter issues, it was highly recommended to carry out PASSA (Participatory Approach for Safe Shelter Awareness) training with the National Society and the affected population. PASSA ensured that communities understood the risks and identified the best solutions to improve housing conditions and prevent future hurricane damage.

By focusing on education, capacity building, and community engagement, these workshops contributed to "build back better" efforts by ensuring that reconstruction practices integrated resilience and safety principles. While the workshops did not provide materials for housing repairs, they equipped participants with the technical know-how to apply safer construction techniques, fostering sustainable recovery and reducing vulnerability to future disasters.

WATER SANITATION & HYGIENE (WASH):

Taking into account the health risks associated with this event, a strategy was developed hand in hand with PROSALUD Cuba, a governmental institution in charge of health promotion, in order to carry out health and hygiene promotion campaigns in the affected provinces. Through the alliance with PROSALUD, which allowed to have a greater reach, this DREF aimed to reach 10,000 people who benefited from health and hygiene promotion activities.

In addition, 2,000 families were reached with the distribution of 2,000 hygiene kits, 500 menstrual hygiene kits, and aqua tabs for water purification, as well as 2,000 33-liter water tanks aimed at supporting current challenges related to access and use of water.

PROTECTION, GENDER AND INCLUSION (PGI):

As a cross-cutting sector, the National Society sought to strengthen its staff and volunteers in protection from sexual exploitation and abuse, ensuring the implementation of the minimum requirements at the operational level. Awareness-raising campaigns were also conducted at the community level, alongside an analysis of the needs of the migrant population identified in the areas of intervention.

The operation guaranteed an adequate response to meet the needs of the target groups. To ensure that this operation met standards of quality and dignity, a program of communications and accountability to the community was implemented, guaranteeing the involvement of beneficiaries in the quality of the assistance provided. Additionally, the accompaniment of the ARO's PGI coordinator facilitated the implementation of a Protection, Gender, and Inclusion (PGI) workshop. This ensured that staff and volunteers received expert guidance and training to effectively integrate PGI principles throughout the operation.

COMMUNITY ENGAGEMENT AND ACCOUNTABILITY (CEA):

In all activities, the National Society prioritized community participation and accountability. This included implementing feedback mechanisms and creating a continuous cycle of community feedback review.

This approach was applied across all areas of the National Society's work and was overseen by the National Communications Department, ensuring community inclusion in every phase of the process. This included key message dissemination, satisfaction surveys, and community feedback mechanisms to improve and strengthen future interventions.

DISASTER RISK REDUCTION:

With a view to building resilience in affected communities and supporting their early recovery, the Cuban Red Cross sought to implement an Enhanced Vulnerability and Capacity Analysis (EVCA) and a rapid environmental analysis through the NEAT+ tool in three communities. These assessments informed the development of community resilience plans and family Disaster Risk Management plans, integrating climate and environmental considerations.

Based on the results of these resilience assessments, gaps and basic actions were identified. The Cuban Red Cross focused on the formulation of climate-smart micro-projects and the identification of seed funding opportunities to enable communities to address some of the identified gaps and take initial steps toward building resilience. This approach ensured that these actions were sustainable and driven by local needs and leadership.

To ensure a smooth transition from the DREF operation, an exit/transition strategy was developed. This strategy linked the outcomes of the EVCA and resilience assessments to the formulation of long-term projects and programs. Additionally, the identified seed funding supported the resilience-building phase, bridging the gap between emergency response and sustainable development.

This integrated approach not only provided immediate benefits but also served as a foundation for the Cuban Red Cross to establish future long-term initiatives that strengthened community resilience to climate and environmental challenges.

NATIONAL SOCIETY DEVELOPMENT:

The Cuban Red Cross, under Directive 001 issued by the Cuban government, participated in all emergency response and preparedness activities in the Republic of Cuba, offering a large number of volunteers trained in various areas. Considering local limitations—ranging from market shortages to difficulties in acquiring products abroad—volunteers often carried out their tasks without adequate equipment or visibility elements. These elements were vital for gaining acceptance and recognition, as well as ensuring optimal conditions for humanitarian work. This DREF sought to support the National Society in the acquisition of replacement equipment for the Emergency Operations Groups (GEOS) deployed during the emergency.



Targeting Strategy

Explain the selection criteria for the targeted population

The following vulnerability criteria were proposed for the selection of families to be reached with emergency response inputs in the different intervention areas:

- Families with total or partial loss of housing and personal belongings.
- Families with children and/or older adults
- Families with persons with disabilities
- Single women with children.

Total Assisted Population

Assisted Women	5,082	Rural	25%
Assisted Girls (under 18)	780	Urban	75%
Assisted Men	5,268	People with disabilities (estimated)	5%
Assisted Boys (under 18)	435		
Total Assisted Population	11,565		
Total Targeted Population	10,000		

Risk and Security Considerations (including "management")

Please analyse and indicate potential risks for this operation, its root causes and mitigation actions.

Risk	Mitigation action
Fuel Scarcity	Coordination with local authorities for the supply of fuel to ensure the implementation of CRC operations.
Delays in receiving humanitarian aid items	Immediate involvement of Logistics in the procurement/supply movement strategy to meet established operational deadlines and usage of charter flight to advance a first phase of humanitarian aid.
New rains or storms hamper operational logistics	Follow-up activities by identifying possible immediate actions to be taken.
Energy Crisis	Support to HQ and main affected branches with energy backup systems in order to guarantee their operability.



Difficulty in coordination

Strengthen liaison with government agencies by establishing effective communication channels. Cross-checking information collected with data from secondary sources.

Please indicate any security and safety concerns for this operation:

To ensure the safety and security of all personnel and volunteers involved in this operation, several measures were implemented, including:

All personnel and volunteers completed the necessary security training.

Proper briefings were conducted for all personnel before any mission.

Post-mission debriefings were mandatory, including the presence of a psychosocial support officer to address mental health needs.

Has the child safeguarding risk analysis assessment been completed?

No

Implementation



Shelter Housing And Settlements

Budget: CHF 559,470

Targeted Persons: 6,600

Assisted Persons: 6,600

Targeted Male: -

Targeted Female: -

Indicators

Title	Target	Actual
# of families receiving relief and shelter support	2,000	2,000
# of community provincial workshop on safe roofing developed	3	1

Narrative description of achievements

- The CRC distributed 2,000 mattresses to affected families in Artemisa province, in the municipalities of Caimito (600 families), Güira de Melena (412 families), Alquízar (454 families), and Mariel (534 families), restoring basic living conditions for those who lost belongings. The targeted approach ensured dignified assistance for families with young children, senior citizens, people with disabilities, and women-headed households.
- Two thousand kitchen kits were distributed to the same families, restoring basic utensils and enabling essential food preparation and self-care, which supported stability during initial recovery.
- Four thousand rechargeable lamps (two per family) were distributed to the same families, enabling affected households to carry out essential activities during power outages.
- Four thousand mosquito repellents (two per family) were distributed to the same families to improve protection against insect-borne diseases in affected homes.
- Although the initial plan included three provincial workshops, a safe roofs workshop was held in Artemisa on January 27-29 at the Local Development Centre, as requested by the territorial government. Thirty-three participants from 11 municipalities attended, including engineers, construction brigades, and community architects. The workshop strengthened local technical capacity for safer recovery and resilient construction practices.

The participants were:

- 1 from the International Federation of Red Cross and Red Crescent Societies
- 3 from the Cuban Red Cross National Headquarters



- 5 from CRC Artemisa Provincial Branch
- 2 from the Pinar del Río Provincial Housing Authority.
- 7 from the Provincial Housing Authority
- 1 from the Provincial Directorate of Investment and Heritage
- 1 from the Provincial Construction and Maintenance Company
- 5 from the Municipal Housing Directorate
- 3 from Technical Services of the Community Architect. SERTAC
- 4 from the Construction Maintenance Company EPRECOM.
- 1 Self-employed worker

Lessons Learnt

- The workshop confirmed that delivered goods met families' needs and were of good quality, improving their lives.
- Compliance with Red Cross/Federation eligibility criteria reinforced the legitimacy and consistency of the operation.
- The community noted that timely implementation of activities accelerated home stabilization.

Challenges

- Delays occurred in purchasing products not included in pre-positioned kits at the IFRC logistics hub.
- The lack of pre-positioned supplies in the national territory limited timely response and increased dependence on post-event mobilization and dispatch.
- Difficulties accessing items in containers led to postponement of planned activities.
- Fuel shortages and power outages hindered planning and implementation of activities.
- Accelerating delivery times and improving coordination are needed to achieve simultaneous, on-time deliveries and avoid gaps.



Water, Sanitation And Hygiene

Budget: CHF 203,910
Targeted Persons: 10,000
Assisted Persons: 11,565
Targeted Male: 5,703
Targeted Female: 5,862

Indicators

Title	Target	Actual
# of families reached with hygiene kits	2,000	2,000
# of families reached with 33-litre water tanks	2,000	2,000
# of people sensitized through hygiene promotion campaigns	10,000	11,565
# of women reached with menstrual hygiene kits	500	500
# of liters of purified water through aquatabs	180,000	180,000

Narrative description of achievements

- A total of 2,000 hygiene kits and 2,000 33-liter water tanks were distributed to 2,000 families in Caimito (600), Güira de Melena (412), Alquízar (454), and Mariel (534). Each family that received a water tank also received 90 Aquatabs tablets. This distribution aimed to reduce the risk of waterborne illness during the recovery phase after the adverse event.
- 500 menstrual kits were distributed to women of childbearing age, with 125 kits allocated to each municipality: Güira de Melena, Mariel, Caimito, and Alquízar. The positive reception of the kits highlights the relevance and dignity of this approach.
- Hygiene promotion campaigns in 16 communities reached 11,565 people, supported by 147 volunteer health promoters. Posters with key messages were distributed in communities, schools, and workplaces to reinforce public health efforts.



- Activities were coordinated with the Ministry of Public Health through PROSALUD, broadening message reach and strengthening preventive measures. Health Fairs and face-to-face actions during kit distribution reinforced messages on waterborne and vector-borne disease prevention.

Lessons Learnt

- Distributed items were appropriate, functional, and of good quality, facilitating their use by affected populations.
- The damage assessment was useful in identifying urgent needs and guiding sectoral targeting and relevance.
- It will be observed that the items were delivered when the community needed them, providing timely assistance.

Challenges

- On the importance of having storage logistics in place before disasters and pre-positioning humanitarian assistance in the territory to accelerate the response and avoid bottlenecks.
- Purchase and transport processes to Cuba, as well as extraction and dispatch from the shipping company, must be accelerated.



Protection, Gender And Inclusion

Budget: CHF 6,000

Targeted Persons: 6,666

Assisted Persons: 7,104

Targeted Male: 3,522

Targeted Female: 3,582

Indicators

Title	Target	Actual
# of people receiving information on Protection from Sexual Exploitation and Abuse (PSEA))	6,666	7,104
# of branches strengthening their capacities in PSEA (Protection from Sexual Exploitation and Abuse)	3	3

Narrative description of achievements

The PGI area ensured that all activities of the operation provided dignified, safe, and inclusive assistance. While no serious protection incidents were recorded during the operation, vigilance was maintained to address potential risks of exposure to vulnerable populations.

The operation prioritized equitable access for the most vulnerable populations, emphasizing dignified treatment and consideration of specific needs throughout implementation.

The PGI workshop (May 9-11) further enhanced staff and volunteer skills to integrate safeguarding and PGI into operations. Key topics included PSEA, child protection, code of conduct, and safe referrals, ensuring community engagement and aid distribution prioritized protection and harm prevention.

This capacity building helped standardize criteria and messaging across regions, reducing the risk of inconsistent practices between teams.

Community outreach was developed as an operational arm of the response, using printed materials containing key protection and gender messages. These materials were distributed at community events, including health fairs, distributions, and other field activities. This methodology facilitated ongoing communication with communities and strengthened preventative practices throughout all the operation's activities. In this way, 7,104 people were reached with key messages related to gender-based violence.

These actions were coordinated with community networks, including the Federation of Cuban Women (FMC) and disability associations, to provide a more inclusive response, particularly in communities facing greater access barriers.

The PGI approach provided a cross-cutting framework to ensure assistance aligned with humanitarian principles and quality standards, strengthened internal and community capacities, and supported coordination with networks to reach specific populations.



Lessons Learnt

- Following implementation, it was verified that although no major incidents were recorded, adopting the PGI approach as a cross-cutting approach in planning, communication, and community implementation facilitates access for people with reduced mobility or living in isolated places to implementation activities.
- PGI training for National Society volunteers strengthened their capacities with updated content from the Red Cross Movement.
- Community awareness actions are more effective when carried out alongside existing activities (fairs, visits, distributions), maximising reach without duplicating efforts and reaching different audiences with a unified message.

Challenges

- Ensuring equitable access to services remained challenging for people with mobility restrictions and families in remote areas. Collaboration with community networks was necessary to identify, prioritize, and support these groups and prevent further exclusion.
- Internet and electricity restrictions hampered certain reporting processes and the timely systematization of activities.



Risk Reduction, Climate Adaptation And Recovery

Budget: CHF 17,091

Targeted Persons: 0

Assisted Persons: 0

Targeted Male: 0

Targeted Female: 0

Indicators

Title	Target	Actual
# of EVCA conducted	3	3
# of microprojects formulated and implemented	3	3

Narrative description of achievements

The Risk Reduction and Early Recovery component followed a full operational cycle: capacity building, community diagnosis, and recovery micro-projects.

The AVCA workshop equipped volunteers with up-to-date tools to assess risks, vulnerabilities, and capacities, focusing on climate resilience before field deployment.

Micro-projects were implemented that combined early recovery with a focus on sustainability and community strengthening. In Cajío (Coastal Rebirth) and Guanímar (Guardians of the Sea), support was provided to strengthen artisanal fishing as the primary coastal livelihood. Both micro-projects involved practical workshops on sustainable fishing and conservation, disasters and climate change, first aid, and training for community groups in disaster response (23 participants in Cajío; 21 in Guanímar, according to the community report).

In terms of impact, the project in Cajío and Guanímar boosted the local economy by increasing stability and productivity in catches and by strengthening skills, generating employment in fish sales and processing. Furthermore, a social element was highlighted: part of the catch was donated free of charge to bolster the nutrition of vulnerable individuals through the Family Support System (SAF) and other facilities (such as the Maternity Home and the Senior Citizens' Home), according to the report.

The creation of new community structures, including Local Committees and Community Operations and Relief Groups in Cajío and Guanímar, strengthened local capacity for emergency response and disaster preparedness.

In El Cerezo, the microproject combined a community flower farm with improved water access, addressing long-standing water insecurity. A water distribution system and community supply points were established for domestic, agricultural, and livestock use, benefiting 230 families. Workshops covered sustainable agriculture, disaster preparedness, first aid, and disaster response.

Among the main results, El Cerezo reported increased agricultural production due to the water pump. There was also job creation through the pump and sales points. Community strengthening occurred through the formation of a local CRC Committee and a



Community Operations and Relief Group, each with 11 members. The report also details the materials delivered, including a water pump, tools, and headlamps.

Lessons Learnt

- It was noted that, in the face of the adverse event, alerts were issued and that the alarm plan implemented by Civil Defense, with the support of the Cuban Red Cross, was carried out, demonstrating the importance of maintaining and systematising these mechanisms as part of preparedness.
- The inclusion of protection measures for vulnerable populations is identified as part of the support for operations, linked to coverage and quality of assistance.
- Compliance with emergency procedures and response mechanisms will be monitored, which teaches the lesson of maintaining operational discipline and coordination to preserve effectiveness in the field.
- The lessons learned workshop confirmed that the planned number of families was reached, cross-cutting PGI and CEA criteria were incorporated, and the relevance of these standards in field activities was demonstrated.
- The materials provided were of good quality and durable, and the lesson learned was to prioritise specifications and selection of materials that will last over time and allow for recovery.

Challenges

- Strengthening community communication by clearly explaining evacuation reasons was necessary to minimize misunderstandings and improve compliance during preparation and response.
- Delays in resource arrival and supply chain constraints affected implementation timelines and required operational adjustments during the response.
- There was a need for additional data-capture teams and improved information management to support timely monitoring and documentation at both national and subsidiary levels.
- Storage failures at national and provincial levels affected prepositioning and response capacity, compromising timely supply availability.
- There is a need to adopt more resilient and sustainable electricity solutions, such as solar power, to maintain operational continuity.



Community Engagement And Accountability

Budget: CHF 4,200
Targeted Persons: 10,000
Assisted Persons: 10,000
Targeted Male: -
Targeted Female: -

Indicators

Title	Target	Actual
% of people satisfied with a dignified and quality distribution	90	100
# of people reached through dignified and quality dissemination of key messages	10,000	10,000
# of feedback boxes/mechanisms established in the branches	3	3

Narrative description of achievements

Post-distribution monitoring surveyed 1,271 people (737 women and 534 men), representing 63.55% of the target population. Respondents were "VERY SATISFIED" with the delivery and recommended including an induction cooker in the kitchen kit, demonstrating effective feedback collection. This recommendation is being considered in future disaster and emergency response activities.

Feedback Committees played a key role in communicating delivery details and timelines to beneficiary families, fostering trust and transparency. The Feedback Committees informed the community about the reasons for delays in item distribution. This timely and transparent communication through Feedback Committees and community leaders prevented discontent, resulting in no complaints and preserving community trust.



The members of the feedback committees were 7 people in the municipality of Caimito, 3 in the municipality of Güira de Melena, 5 in the municipality of Alquizar, and 5 in the municipality of Mariel.

In addition to the four committees, suggestion boxes were implemented with community agreement, ensuring confidentiality and transparency. This model institutionalized roles within the National Society, built trust, consolidated evidence, identified needs, and strengthened local accountability.

The Feedback and Response Mechanism operated through municipal Feedback Committees, and the use of suggestion boxes was agreed with the community. The Committees, with the National Society's branches, recorded and consolidated feedback from the community reached through the operation's activities. Feedback was then sent to local, municipal, or national officials, as appropriate, to guide adjustments and response actions. The cycle is closed by providing information and responses to the community through meetings or individually. Sensitive issues were handled according to confidentiality principles and institutional referral for attention and closure.

Lessons Learnt

- Community Engagement (CEA) should remain central to the response cycle, ensuring active community participation and sustainability beyond the DREF operation.
- Strengthening communication channels through the CEA approach is recommended to support participation and feedback, and to institutionalize accessible channels for future responses.
- The CRC's ability to communicate with beneficiary communities despite connectivity restrictions highlighted the importance of maintaining transparent, continuous communication to secure community support.

Challenges

- The collection and consolidation of information on CEA activities were conducted manually rather than digitally, leading to errors in systemizing the information.



Secretariat Services

Budget: CHF 15,000

Targeted Persons: 0

Assisted Persons: 0

Targeted Male: 0

Targeted Female: 0

Indicators

Title	Target	Actual
# of monitoring visits carried out	6	6
# of ARO visits carried out	2	1

Narrative description of achievements

- The Secretariat provided technical and operational assistance, strengthening implementation traceability and enabling informed decision-making. Four monitoring visits by IFRC's Latin Caribbean DCC staff defined actions to strengthen operations, focusing on identifying and mitigating logistical bottlenecks and operational risks.

This support was reinforced by the August visit of ARO's PGI regional coordinator, which strengthened technical dialogue and alignment with Movement standards and facilitated a PGI workshop.

The International Federation Secretariat provided supplies for coordination, monitoring, and follow-up, including phone and internet cards, stationery, and fuel. This support helped maintain operational capacity despite logistical restrictions.



Lessons Learnt

- Lessons from previous operations in Cuba enabled optimization of the current response.
- Monitoring by the Latin Caribbean CCD, both in person and remotely, facilitated the implementation of National Society activities.

Challenges

- Optimizing internal preparedness processes between Operations and Supply Chain during DREF operations is essential to avoid internal delays that affect the speed at which requisitions are executed. This is particularly important given market constraints related to sanctions; therefore, timely requisitioning and the repositioning of standardized, Cuba-dedicated stock are critical preparedness measures.



National Society Strengthening

Budget: CHF 114,420

Targeted Persons: 0

Assisted Persons: 0

Targeted Male: -

Targeted Female: -

Indicators

Title	Target	Actual
# of volunteers receiving rescue equipment	180	180
# of lessons learned workshop	1	1
# of bleeding control kits for branches and HQ	50	50
# of CRC vehicles repaired	5	5

Narrative description of achievements

- Equipment and supplies were replenished for Specialized Groups, enhancing the rescue and response capacity of 180 volunteers and strengthening three GEOS and 13 OGM in Mayabeque, Havana, and Artemisa. Branches also received 16 m² tents.
- To improve first response capabilities, 10 immobilization boards and 50 hemorrhage control kits were provided in Mayabeque, Havana, and Artemisa, increasing vital supplies for pre-hospital care and initial stabilization.
- Phone and internet cards were provided to operation coordinators to maintain communication between headquarters, branches, and field teams for activity tracking and reporting.
- Three solar backup systems were purchased for the Head Office and two provincial branches, improving resilience to power outages and maintaining essential functions during the response.
- The operation provided fuel, repairs, and maintenance for vehicles at Headquarters and the Havana Provincial Branch, as well as motorcycle parts and accessories, supporting travel for supervision and monitoring.
- A lessons learned workshop was held on September 25-26, 2025, with 25 participants, including donor partners and government representatives, to strengthen recommendations for future preparedness and response.

Lessons Learnt

- The need to pre-position critical supplies before hurricane season was identified.
- It is recommended to reserve fuel and ensure transportation availability, especially during hurricane season, as these are critical for distribution and follow-up.
- Strengthening the energy capacity of offices and branches with backup equipment or alternative sources is essential to maintain continuity during extended outages.
- Standardizing digital templates and shared databases across subsidiaries and headquarters is suggested to improve coordination, monitoring, and timely decision-making.



Challenges

- Significant delays (up to two months) occurred in releasing materials from government warehouses due to Customs classifying containers as red channel based on cargo origin.
- Ensuring timely arrival of supplies is critical, as punctuality affects the impact and quality of humanitarian service.



Financial Report

DREF Operation

FINAL FINANCIAL REPORT

MDRCU011 - Cuba - Cyclone Hurricane Rafael

Operating Timeframe: 22 Nov 2024 to 30 Sep 2025

Selected Parameters			
Reporting Timeframe	*	Operation	MDRCU011
Budget Timeframe	2024/1-2026/12	Budget	APPROVED

Prepared on 11/Mar/2026

All figures are in Swiss Francs (CHF)

I. Summary

Opening Balance	0
Funds & Other Income	978,788
DREF Response Pillar	978,788
Expenditure	-808,763
Closing Balance	170,025

II. Expenditure by planned operations / enabling approaches

Description	Budget	Expenditure	Variance
PO01 - Shelter and Basic Household Items	559,470	401,760	157,710
PO02 - Livelihoods			0
PO03 - Multi-purpose Cash			0
PO04 - Health			0
PO05 - Water, Sanitation & Hygiene	203,910	176,841	27,069
PO06 - Protection, Gender and Inclusion	6,000	2,407	3,593
PO07 - Education			0
PO08 - Migration		1,067	-1,067
PO09 - Risk Reduction, Climate Adaptation and Recovery	75,788	17,346	58,443
PO10 - Community Engagement and Accountability	4,200	-110	4,310
PO11 - Environmental Sustainability			0
Planned Operations Total	849,368	599,311	250,058
EA01 - Coordination and Partnerships			0
EA02 - Secretariat Services	15,000	19,386	-4,386
EA03 - National Society Strengthening	114,420	190,066	-75,646
Enabling Approaches Total	129,420	209,452	-80,032
Grand Total	978,788	808,763	170,025

[Click here for the complete financial report](#)

Please explain variances (if any)

A total of CHF 978,788 was allocated from the Disaster Response Emergency Fund (DREF) for the implementation of this operation. By the end of the operation, total expenditures amounted to CHF 808,763. The unspent balance of CHF 170,025 will be returned to the DREF.

The most notable variances between the budgeted and actual expenditures include significant savings in maritime and air shipments due to cargo consolidation and lower prices than estimated. Notably, in the line item EA03 (National Society Strengthening), there was an overspend of CHF 75,646 which relates to the misclassification of another line item. Specifically, the PO01 (Shelter and Basic Household



Items) shows an underspend of CHF 157,710; however, this figure reflects unrecorded segmented loads in the system. Additionally, in the line item PO09, an amount of CHF 58,443 is noted as unused. This discrepancy arises from a misclassification in the indirect cost coding, as the expenditure was executed but not recorded in that line. Instead, it was distributed across the overall budget.

The budget allocated to Risk Reduction, Climate Adaptation and Recovery shows a discrepancy between the narrative document (CHF 17,093) and the financial budget (CHF 75,788). This discrepancy is due to a reclassification of budget lines during the budgeting process, whereby the PSSR line was merged in the system under the Climate Adaptation and Recovery account. However, during budget execution, the amount corresponding to this line was implemented as originally planned at the start of the operation



Contact Information

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

National Society contact: Dr. Carlos Ricardo Perez, Secretary General, carlperez@infomed.sld.cu

IFRC Appeal Manager: Elias Ghanem, Head of Delegation, elias.ghanem@ifrc.org

IFRC Project Manager: Nicolas Segura, Coordinator, Disaster Risk Management, nicolas.segura@ifrc.org

IFRC focal point for the emergency: Nicolas Segura, Disaster Risk Management Coordinator, nicolas.segura@ifrc.org

Media Contact: Susana Arroyo, Manager, Regional Communications, susana.arroyo@ifrc.org

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