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ACRONYMS

AHS	Automatic Hydrological Stations
AWS	Automatic Weather Stations
BASAL	Environmental Bases for Local Food Sustainability (Acronyms in Spanish)
CCA	Climate Change Adaptation
CITMA	Cuba Environment Ministry
CRDAC	Training Classroom for Disaster Risk Reduction and Climate Change Adaptation
DFA	Development French Agency
DIPECHO/UE	European Commission Humanitarian Aid Department's Disaster Preparedness Program
DRR	Disaster Risk Reduction
DRRMC	Disaster Risk Reduction Management Centers
EU	European Union
EWP	Early Warning Point
EWS	Early Warning Systems
FORSAT	Early Warning System Strengthening (Acronyms in Spanish)
HVR	Hazard, Vulnerability and Risk
IGA	Institute of Geophysics and Astronomy
MINCEX	Cuba Ministry for Foreign Trade and Investment
MOA	Environmental Land Model
NCE	Nature, Climate and Energy, UNDP Area
NIHR	National Institute of Hydraulics Resources
NRC	National Radar Center
PADIT	Articulated Platform for the Comprehensive Development of the Territories (Acronyms in Spanish)
PMC	Provincial Meteorological Centers
SDC	Swiss Agency for Development and Cooperation
SDG	Sustainable Development Goals
TFD	Trust Fund for Development



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EXECUTIVE SUMMARY

The project contributed to strengthening hydro-meteorological monitoring and surveillance, and to improve the capacity of local governments and key sectors for integrated management of drought and flood risks, of 14 municipalities in the north-central provinces of Camagüey and Ciego de Avila. It also supported the transfer of knowledge from previous interventions and capitalized on the new contributions achieved as part of the expected results.

The expected results directly benefited the municipalities of Primero de Enero, Moron, Chambas, Florencia, Bolivia, Ciro Redondo and Ciego de Avila in the province of the same name. In Camaguey province, Sierra de Cubitas, Sibanicu, Carlos Manuel de Cespedes, Minas, Esmeralda, Nuevitas and Camaguey municipality were benefited. About 50 institutions at different levels (national, provincial and municipal) related to hydro-meteorological monitoring and surveillance, and to the disaster risk management and climate change adaptation (CCA) were strengthened. The project indirectly benefited 718,781 people (around 45% women) from the intervention provinces through the improvement of the Early Warning System (EWS), which provides more accurate, real-time information, enabling them to be better prepared to face the occurrence of droughts and floods.

During the implementation period, project results were focused on the:

1. Strengthening the hydrometeorological surveillance (including radar), monitoring, and forecasting system in the provinces of Camaguey and Ciego de Avila by supporting the automation process of the hydrological network.
2. Strengthening of risk management key institutions for a better understanding and response of drought and flood events.
3. Creation and strengthening of risk management and climate change mechanisms:
 - a) Three Disaster Risk Reduction Management Centers (DRRMC) were established in the province of Ciego de Avila, along with eight Early Warning Points (EWP) associated with these DRRMCs. In the province of Camagüey, seven DRRMCs were strengthened, and 21 EWPs were reinforced in the intervention municipalities of this territory.
 - b) Seven Capacity-Building Centers in Camaguey y Ciego de Avila provinces and, one provincial classroom in Camaguey were strengthened to improve the skills of specialists dedicated to updating HVR studies and developing recommendations and studies on climate change.
4. Updating and formulation of risk management tools and instruments as:
 - Drought and Flood Hazard, Vulnerability and Risk (HVR) Studies: Drought HVR Studies were updated in the municipalities of Florencia and Nuevitas in Ciego de Avila and Camaguey provinces, respectively. Flood HVR studies were updated in three



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municipalities of each province: Florencia, Bolivia and Chambas, in Ciego de Avila province; Nuevitas, Camaguey and Sibanicu in Camaguey.

- Integrated Drought Management Procedure (Protocol), to establish the roles and responsibilities of key institutions in preparing for and responding to drought events.
 - A "Guide for the use of the Strategic Tool for the Integration of Disaster Risk Reduction (DRR) and Climate Change Adaptation (CCA) in Local Development Strategies. Adaptation to the Cuban Context" (DRR and CCA Guide or the Guide) was developed. The Guide helps local governments to integrate DRR and CCA components into local development strategies, based on a UNDP global tool. It was validated at local and sectoral levels in Ciego de Avila and, at local level in Camaguey. An action plan was developed in each validation in both provinces.
 - Methodology for the use of radar information that allows a better diagnosis of rainfall behavior and thus improve decision making in the face of extreme events, especially floods.
 - Methodology for Calculating Hydrological Drought in Aquifers that was developed and validated by the Provincial Water Development Enterprises, of Ciego de Avila to support more accurate aquifer analyses. It is applicable at the national level.
 - Drought and flood risk perception surveys with gender approach.
5. Transferring of 6 tools from other projects related to the capacities strengthening to face droughts and floods.
 6. Implementation of knowledge management and gender-focused initiatives. Training sessions were conducted for 30 decision-makers, technicians, and specialists from the two beneficiary provinces to enhance understanding of gender issues. One training session specifically supported gender analysis in surveys on drought and flood risk perception. Simultaneously, a workshop on the new national methodology for drought hazard, vulnerability, and risk (HVR) studies was held, promoting greater awareness and application of this tool. Support was provided for the development of the Gender Strategy of the National Institute of Hydraulic Resources (NIHR), which is a priority for this sector. This document will be finalized by NIHR in 2025, based on the foundations established during the project.
 7. Development of a pilot action in the Florencia municipality, in Ciego de Avila province. As part of this action, a multidisciplinary group was created, where the measures taken during the 2015 drought event, the one that has affected the province the most in recent years, were analyzed. The contributions of the project were analyzed as well as its impacts in the decision-making in the face of this event. In addition, benefited project intervention sites were visited.

For further details on project progress please refer to sections 2 (Activities and results).



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SECTION 1 – PRESENTATION AND CONTEXT

The project “Disaster Risk Reduction and Climate Change Adaptation in Response to Flood and Drought Hazards in the North-Central Region of Cuba Affected by Hurricane Irma”, implemented from August 2021 to March 2025, strengthened the capacities of 14 municipalities¹ in the provinces of Camagüey and Ciego de Avila. It had the objective to increase their resilience to the effects of intense droughts and floods, the latter caused by heavy rainfall and hurricanes. To achieve the expected outcomes, the project focused on the strengthened hydrometeorological monitoring systems by expanding measurement coverage and improving the processing of hydrometeorological data to enhance forecasting and, reduce uncertainty levels in the face of droughts and floods.

Government management was also reinforced by ensuring the exchange of relevant data among key actors of the Early Warning System (EWS), related to: monitoring, hazard assessment and risk analysis, decision-making, timely public alerts, and the operationalization of measures. It also enhanced the exchange of knowledge and practices around more comprehensive, inclusive, and gender-sensitive management approaches, promoting stakeholder coordination, participation at all levels, and integrated risk management. A multi-hazard approach was adopted, considering the interrelation between droughts and floods.

Achieving the expected results were directly benefited around 50 institutions involved in hydro-meteorological observation and monitoring, disaster risk management and climate change adaptation at different levels (national, provincial, and municipal). A total of 718,781 people (45% women) living in the intervention areas at risk of drought and/or flooding were benefited with better information obtained from an improving EWS and the decision-making.

It is important to highlight that the local counterpart's expenses associated with project activities exceeded initial estimates, due to rising prices of raw materials and the increase in the use of fuel. In the case of construction works related to the installation of automatic hydrological and meteorological stations, resource use had to be doubled to ensure the security of these equipment.,

The project was implemented in the context of a country's complex economic and financial situation, which worsened since 2022 because of the tightening of the US economic and financial blockade to Cuba, and the impact of the European conflict on the world economy. This situation affected the project procurement processes resulting in a delaying of these processes due to an insufficient number of suppliers and a limited availability of vessels, and the increasing of the price of goods and freight on the international market.

¹ Benefited municipalities are: 7 at Ciego de Ávila province (Chambas, Moron, Bolivia, Florencia, Ciro Redondo, Primero de Enero y Ciego de Avila) y 7 at Camaguey province (Esmeralda, Sierra de Cubitas, Minas, Nuevitas, Carlos Manuel de Cespedes, Camagüey y Sibanicu)



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The country's difficult economic situation was reflected in the low availability of fuel and the poor technical condition of the main thermoelectric plants, which caused frequent interruptions to the electricity supply. This situation twice led to the suspension of the field mission to install and commission the 11 Automatic Hydrological Stations (AHS) in the province of Camaguey. The shortage of raw materials, mainly cement, as well as the fuel transportation limitations of other key inputs such as sand, stones, blocks, and steel, also delayed the construction of the shelters that will guarantee the safety of the AHSs.

The project's activities were also impacted by country inflation, which increased the cost of local services needed for workshops, design, and technical documentation printing. Despite this, all planned activities were completed, and the work plan was adjusted to accommodate rising prices without compromising the expected results. The implementation team considered digital publications as a cost-effective alternative. Additionally, the continuous departure of national project staff, both to other institutions and abroad, hindered progress, particularly slowing knowledge management activities, such as updating key management tools like HVR studies and the Drought Procedure.

The above-described context posed implementation challenges that also impacted the technical exchanges that required travel inside the provinces and to/from the capital, and UNDP's follow-up and monitoring activities. Despite the challenging context, UNDP carried out project monitoring and follow-up activities with the support of local governments in both provinces, particularly in securing fuel availability for field visits. Given that diesel supply is only accessible with authorization from local authorities, their collaboration was essential to ensure the continuity of field missions. Previously described challenges were analyzed in each project's National Steering Committee. As a result, alternative solutions to achieve the expected project results were proposed in each case.

SECTION 2 – ACTIVITIES AND RESULTS

Activities of the disaster risk reduction component

Result 1. Strengthening of surveillance, monitoring and forecasting system of the hydrometeorological EWS for drought and flood monitoring and forecasting.

The project **strengthened the hydrological surveillance**, monitoring, and forecasting system in the provinces of Camaguey and Ciego de Avila by supporting the automation process of the hydrological network. On one hand, surveillance coverage of surface and groundwater sources was expanded through technology transfer. On the other, the creation of situation rooms at the provincial level is enhancing the analysis and processing of rainfall observation data.

A total of 31 AHS were installed in both provinces (See Annex 1). The hydrological coverage of the main basin of the northern watercourse of Ciego de Avila was extended by 90%, increasing the hydrological monitoring of the province by 40%, with the installation of 17 AHS at strategic points. As a result, more than 350,000 people receive more timely and accurate warnings to



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manage the effects of droughts and floods. Hydrological monitoring coverage in the northern watercourse of Camaguey province was also increased by 40% with the installation of 14 AHS. Around 350,000 people of 7 municipalities of this province benefited from more accurate flood and drought warnings.

Two hydrological situation rooms (one in each province) were established to improve the analysis and data processing of hydrological extended network service (See Annex 2). These rooms, which were located at the headquarters of the Provincial Water Development Enterprises, receive and process information from the 31 AHSs that were installed. Analyses are made of rainfall patterns and the availability of reservoirs and aquifers. The situation rooms are also used for exchanges with key sectors that are part of the EWS and, for monitoring the water sector in the event of extreme events such as hurricanes, heavy rainfall or drought. With the support of the project, the necessary IT equipment, furniture, and other resources were acquired to set up these spaces.

Forty volunteer rainfall observers were equipped with means of protection in both provinces. Twenty of these observers were provided with cell phones, and an APK was installed to support the use of the SGIA system² (10 in each province), enabling them to submit daily rainfall reports. The SGIA is an information system created by the NIHR where rainfall information is recorded, in real time, through the hydrological observation network at the national level.

As part of the joint actions by monitoring institutions (hydraulic resources and meteorology), the monthly hydrometeorological bulletin on drought continued to be produced in Ciego de Ávila province. In emergency situations, the bulletin takes the form of early warnings or heavy rainfall warnings. This bulletin is distributed to the key sectors of the EWS for risk management. The bulletin allows users at the provincial and local levels to be better prepared to face drought events and make efficient use of water. These sectors include agriculture and aqueducts, as well as governments, with the support of the Disaster Risk Reduction Management Centers (DRRMC). (See Annex 3).

Thirty decision-makers, technicians and specialists of the Ciego de Avila Provincial Water Development Enterprise improved their knowledge on gender issues. Two workshops were developed at the end of 2023 and in January 2024, for implementing OigaCC initiative (Spanish acronyms, Opting for Gender Equality in the CCA) in the water sector. It was part of the gender actions planned in the project to eliminate gender stereotypes. It was an experience taken over from the project BASAL, funded by EU and Swiss Agency for Development and Cooperation (SDC), implemented by UNDP's Nature, Climate and Energy (NCE) Area until 2020³. This action contributed to raising awareness and providing training on gender equality, promoting the elimination of stereotypes in the workplace and in water resource management. As a result, a more inclusive and equitable environment was fostered, with the potential to positively influence

² SGIA (Spanish acronyms): Water Informatic Management System.

³ The BASAL Project (Environmental Foundations for Local Food Sustainability) was a key initiative to address the challenges of climate change in Cuba's agricultural sector. Its general objective was to support climate change adaptation, contributing to Cuba's sustainable socioeconomic development. It was implemented in the provinces of Camagüey, Pinar del Río, and Artemisa.



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institutional decision-making and the implementation of gender-responsive public policies. The experience of BASAL project—proved to be both replicable and effective in the current context.

Actions carried out under hydrological monitoring, two student interest groups were created at the primary education level—one in each province. These groups aim to train students from an early age to foster interest in careers within the water sector and to raise awareness about the rational use and importance of water. The Provincial Hydraulic Utilization Companies led the training of these students by developing an extracurricular study program, which was supported by school teachers. For practical lessons, a rain gauge was installed at each school, and students measure rainfall daily, reporting the data to the Provincial Company. In the case of Ciego de Ávila, an automatic hydrological station was installed near the rural school where the interest group is located, and the measurements from this station are compared with those taken by the students. (See Annex 13)

As part of the measures to strengthen the hydrometeorological EWS, the project **extended the coverage of the meteorological system** in the intervention provinces. To this end, the capacity of the Provincial Meteorological Centers (PMC), the National Radar Centre (NRC), located in the province of Camagüey, and the national network, located in the Meteorology Institute in Havana, were strengthened. The forecasting of extreme phenomena and climate behavior, particularly precipitation was strengthened. Thus, decision-making process is facilitated, based on more accurate analysis thanks to the technology installed.

The coverage of the meteorological system in both provinces was enhanced through the installation of 9 Automatic Weather Stations (AWSs), 5 of which were newly deployed—including 2 in coastal areas—and 4 existing ones were upgraded with new sensors (See Annex 5). In Ciego de Ávila, this 40% increase in coverage resulted in a total of 70% of the territory being effectively covered by the Early Warning System (EWS). In contrast, Camagüey maintained a 40% coverage level; however, the quality and accuracy of meteorological measurements significantly improved due to the upgrading of existing AWSs and the installation of a new one. This technological enhancement strengthened the monitoring of key meteorological variables (wind, rain, humidity, temperature) and supported more informed decision-making in the face of hydrometeorological extreme events.

The local meteorological reporting capabilities were significantly improved, allowing the Provincial Meteorological Center (PMC) to transmit regular updates in real time and with higher quality, independently from local media outlets. It also enabled the issuance of forecasts and reports during extreme events without the need to leave the facilities. These advancements were made possible through the acquisition of a communication set.

Result 2. Strengthened capacities for inclusive, gender-sensitive and comprehensive DRR and CCA management by local governments and key sectors to increase resilience to drought and floods.



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To strengthen the management of the government and the key sectors (Civil Defense, Meteorology, Hydraulic Resources, Environmental Units) within the Early Warning System (EWS), the project **supported workshops to transfer knowledge on existing protocols** for drought and flood preparedness, response and recovery, promoting a multi-hazard approach.

In this regard, the “Integrated Drought Management Procedure” was elaborated by the National Civil Defense General Staff and the surveillance institutions (NIHR and Meteorology Institute). This Procedure was validated by a representation of the Civil Defense in the three regions of the country (East, Center and West). This procedure allows a better management of drought risks, as it describes the roles of the different EWS actors and the steps to be taken at each stage of these events to reduce the impacts.

The project strengthened the communication and data exchange system among key EWS sectors for improved analysis, alert issuance, and more timely and accurate decision-making in disaster situations. To achieve this, forty local EWS actors at the provincial and local levels received mobile phones to be used in accordance with the methodological guidelines of the National Civil Defense in the event of extreme hydrometeorological events. Initially, the installation of a Wireless Local Area Network (WLAN) had been planned, but rising prices doubled the originally budgeted amount. Given the updated communication strategy and in agreement with the national counterpart, the most suitable option was the use of mobile phones.

The **National Radar Center** (NRC), located in the province of Camagüey, was strengthened with IT technology to improve the forecasting and analysis of meteorological information within a wider range of coverage. This technology also enabled an increase in the storage capacity for historical data resulting from radar surveillance. (See Annex 6)

With the objective of improving numerical flood modeling and making better analyses and forecasts of the state of precipitation, it was decided to establish a mechanism to integrate the information obtained from the rainfall networks of the surveillance institutions with that obtained from the radar. The integration method for the data obtained by the NRC with the pluviometric network of water resources was created. Access for the CNR to the SGIA was created, allowing them to work with real-time data from the pluviometric network. At the end of the project, NIHR were validating the use of this data and evaluating its incorporation into the SGIA. This system not only receives information from the hydrological stations installed by the project, but also the information reported by volunteer rainfall observers.

The NRC elaborated the “Methodology for the use of radar information”, with the integrated information. This Methodology is a new contribution, elaborated in the framework of the project. It was transferred to seven of the eight Radar Center of the country.

As part of the project, **key management instruments and tools** were **updated** and **developed** to support effective risk management. Six **Hazard, Vulnerability and Risk (HVR)** studies were updating. These are a fundamental management tool, as they provide decision-makers with recommendations on the occurrence of extreme events that must be included in the Disaster Risk Reduction Plans. These studies are carried out by a local multidisciplinary group,



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composed of all the key sectors affected by a given extreme event, be it drought, flood, or another.

The HVR studies were updated in one of the most drought vulnerable municipalities in each province (Florenia in Ciego de Avila and Nuevitas in Camaguey), with the aim of carrying out a pilot project to validate the Drought National Methodology. The updating of the HVR study on flooding due to heavy rainfall in the three municipalities most vulnerable to this phenomenon in the Camaguey province (Camaguey, Sibanicú and Nuevitas) were concluded. In the municipalities of Florenia and Chambas, in Ciego de Ávila province, the flood HVRs studies were also finalized. The results were shared with decision makers from key strategic sectors in each municipality and will be shared with key sectors at provincial level at a multi-sectoral workshop once the provincial studies been concluded. This action will take place by the end of 2025, after the end of the project. Updating the HVR studies allowed the development of recommendations for decision-makers to be included in Disaster Risk Reduction Plans and environmental management models. Based on these recommendations, risk institutions can develop adaptation and mitigation measures to address drought and flood risks.

A key reason for the delay in completing the aforementioned studies was the outdated technology currently available to the counterparts. The project strengthens the technological capacity of the institutions involved in carrying out HVR studies, which require the processing of information and the downloading of satellite images that require advanced technology. These images are needed to identify the most vulnerable areas to drought and flooding. The completion of the studies was also affected by the flow of personnel from the institutions in charge of carrying them out to other institutions or outside the country, given the complex economic situation.

To increase knowledge of the new Drought National Methodology, validated in the framework of the project, a training was provided to 50 specialists and decision makers in both provinces by specialists of the Environment Agency, in September 2023 (See Annex 7). During this training, flood modelling was also conducted for the 6 pilot municipalities and drought modelling for 2 municipalities. The images obtained from the modelling were necessary, especially, to determine the most vulnerable areas to hydrometeorological phenomena. This allowed to have a better understanding of the vulnerability of these areas and to make decisions to increase resilience to drought and floods.

In synergy with the Coastal Resilience project⁴, the **Environmental Land Model (MOA** in Spanish) of the municipality of Chambas, in the province of Ciego de Avila, were updated. The MOA, as a planning process and environmental management tool, helps the municipality to improve its environmental management with a view to sustainable local development.

A training course on **gender analysis in drought and flood risk perception surveys** was held in Camaguey Province in January 2024. It was conducted by the National Risk Assessment

⁴ <https://www.undp.org/es/cuba/proyectos/resiliencia-costera>.



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Group of the Environment Department, the entity in charge of HVR studies at the national level and with the technical and methodological support of UNDP's Gender Officer. Thirty decision makers and specialists involved in updating the risk studies of the province participated. As a result, specialists of the multidisciplinary group, whose function is to update the HVR studies, were able to increase their knowledge to carry out a correct analysis of the gender issues covered in the drought and flood risk perception surveys.

This training cannot take place in the province of Ciego de Avila in the first days of October 2024 as was planned, because of the impact of Oscar hurricane in the East of the country. The project intervention provinces were under hurricane alarm phase, and it was not possible to make the training. After 10 days, another hurricane affected the West of the country, and all activities were suspended. In coordination with provincial counterparts, it was agreed that this training would take place after the project's closure, led by specialists from the National Environment Agency, whose capacities in this area were developed as part of the project

These actions were supported by the IT transferred by the project and improve the work of environmental and civil protection specialists at provincial and municipal level.

As part of the project's activities to increase resilience to drought and floods through a multi-hazard approach, support was given to the development and implementation of the **"Guide for the Use of the Strategic Tool for the Integration of DRR and CCA in Local Development Strategies. Adaptation to the Cuban context"**. This Guide had through fourth phases with the support of the UNDP Regional Centre and the UNDP Crisis Regional Bureau. (See Annex 8)

During project implementation, this tool was adapted to Cuban context in the first two stages. It was validated at sectoral and territorial levels in the third stage. It was implemented in the water resources sector in the province of Ciego de Avila, given its importance for drought and flood risk management. In addition, this province is one of the country's main food production centers. At the local level, it was validated in the municipality of Florencia as part of the project's actions for the pilot exercise.

In fourth stage, action plans were developed to reduce the gaps in the risk management that were obtained as a result of the application of the Guide in the third stage. Simultaneously, it was applied in the municipality of Camaguey. In addition, the methodology for the use of the Guide was shared with 8 provinces of the country and capacities were created for its implementation at the territorial and sectoral level. Currently, the Guide is being implementing at local level in Havana province, in the framework of "Adapthabana" project⁵, management by the NCE area in UNDP.

⁵ Adapthabana project is implemented by the Cuba UNDP Nature, Climate, and Energy area and has the following main objectives: to identify specific climate risks and vulnerabilities in six coastal municipalities of Havana; to integrate adaptation measures and investment decisions into local and provincial development plans; to raise public awareness about the impacts of climate change and promote a culture of resilience; and to update information systems for risk reduction and climate adaptation."



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This tool allowed decision-makers to have a diagnosis of the risk management gaps that the province has, both at sectoral and territorial level, to manage risks with a comprehensive approach. Around 60 decision-makers and specialists participated in both exercises. The results were presented both at the territorial level and to the authorities of the National Civil Defense Headquarter and the Ministry of Science, Technology and Environment, the country's DRR and CCA authorities, respectively.

The Guide was also implemented in the municipality of Camagüey, in the province of the same name. Thirty Key stakeholders from strategic sectors related to risk management, climate change, and territorial development participated in the validation process. (See Report of the implementation processes)

The importance of this instrument for the country was highlighted, in addition to other instruments already defined on the subject, such as Directive No. 1 of the President of the National Defense Council (which governs disaster risk management in the country and has recently been updated)⁶ and the "Tarea Vida" (National Plan for Combating Climate Change). This instrument will contribute to the joint work of the DRRMCs and Capacity Building Centers (CBCs), which play a fundamental role in the training of provincial and municipal actors and key sectors responsible for risk management and climate change, respectively. The specialists from these centers work with and for the governments at the territorial level and are the ones who lead the updating of HVR studies at the local level.

The project **supported** the management mechanisms. It created and strengthened **Disaster Risk Reduction Management Centers (DRRMC)** to facilitate Government Management, as well as **Early Warning Points (EWP)** for protection and preparedness in vulnerable communities.

Seven DRRMCs and some EWPs in Camagüey were strengthened and, 3 new DRRMCs and 8 EWPs were created in Ciego de Avila. IT, generators, furniture, air conditioning units, protection and communication equipment were acquired by the project and installed by the local counterparts with the objective to create the DRRMCs and the EWPs in Ciego de Avila province. (See Annex 9)

The DRRMCs, based in the provincial and municipal governments, are one of the most important management mechanisms set up in the country to improve risk management at local level. Similarly, EWPs facilitate the management of DRRMCs and governments in remote areas when face an extreme event such as floods.

Rehabilitation of the municipals and provincial DRRMC was guaranty by the local counterpart's budget. Despite the priority given by the governments to the project activities, these works were

⁶ <https://instituciones.sld.cu/ucmc/files/2023/05/DIRECTIVA-1-PARA-LA-GESTI%C3%93N-DE-LA-REDUCCI%C3%93N-DEL-RIESGO-RECTIFICADO.pdf>



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delayed due to the country's economic and energetic situation and its impact on the availability of construction and fuel resources.

The project supported the **strengthening of the CBCs and the provincial classroom for trainings on CCA** (CRDAC in Spanish acronyms) through IT and knowledge transfer, which facilitated the analysis and processing of data to update management tools. In the CBCs specialists and decision-makers are also trained on topics related to CCA. These are spaces for exchange among the multidisciplinary group responsible for updating the VR studies.

The implementation of the Guide for the Integration of DRR and CCA components is also a tool that contributes to the HVR studies. The Guide will enable the assessment of recommendations for decision-makers in different development sectors to integrate measures in local development strategies to adapt to and mitigate the effects of extreme events, using an integrated approach.

The strengthening of institutions linked to hydro-meteorological monitoring and risk management is complemented by actions to increase risk perception of the population and the actors of the different key socioeconomic sectors. In this sense, the work of **mass media**, as part of the EWS, is fundamental. So, the project supported their work in an integral manner, combining the transfer of technologies with training in risk management and climate change issues. The project strengthened the main communication media with both specialized equipment and IT, in the provinces of Camagüey and Ciego de Avila.

The media participated in trainings and other exchanges organized to transfer knowledge on risk management and climate change. Examples of these meetings were: workshop to present the results of the application of the DRR + CCA Guide in the hydraulic resources sector; training for local multidisciplinary groups to initiate drought HVR studies; workshops on gender and elimination of sexist stereotypes. Some articles were prepared to disseminate the results of the project, such as the strengthening of hydrometeorological monitoring (See Section 5). A provincial radio report was realized to UNDP during the pilot action and some TV reports.

The implementation of the project was support by some actions that favor **gender-sensitive** drought and flood DRR management through their integration in management tools, analysis of the population's risk perception, non-sexist language, impact on key EWS components. The project's gender actions were integrated into all its outputs. As part of these efforts, the knowledge of 30 decision-makers, technicians, and specialists from the Provincial Water Development Enterprises in Ciego de Avila was enhanced through exchanges with the UNDP Gender Officer. As mentioned before, these workshops were part of the OigaCC initiative implementation in the water sector. (For all gender activities see See Annex 10)

At the same time, the surveys on the perception of drought and flood risks were applied to the population. These surveys incorporated a gender perspective, and 30 specialists from Camagüey province, responsible for processing the data, were trained in prior sessions to support this analysis. The knowledge acquired facilitated better assessments, considering a



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gender approach in the risk studies, and the preparation of recommendations that included in the Disaster Risk Plan with a more comprehensive vision.

An exchange between primary students, their parents, professors and UNDP Gender Officer took place in the rural community of "Ruspoli", in Ciego de Avila. This knowledge was deepened in joint exchanges with the Provincial Water Development Enterprise, as part of the work with students' hydrology workshop.

As part of the project "Masculinities complicit in gender equality and non-violence against women in Cuba: accelerating the transformation of sexist social norms to promote local development", implemented by UNDP's Governance and Productive Transformation area, four training workshops on masculinities were held. Representatives of several projects from different key sectors participated, including a decision-maker from NIHR, which was part of this project. These training sessions favored the exchange of experiences and lessons learned with the rest of the project stakeholders and address gender issues from a more comprehensive perspective.

The development of INRH's Gender Strategy was also supported within the framework of the project. Twenty-five members of the institution's Gender Committee were trained in two sessions led by UNDP's Gender Officer. Additionally, other gender strategies developed with UNDP support under previously completed projects were shared. A workshop to raise awareness on gender issues was also coordinated in synergy with the project "Global Action Against Climate Change: Municipality of Martí Towards a Sustainable, Carbon-Neutral Development Model" (Marti project)⁷, implemented in Matanzas Province with funding from the EU. Key stakeholders from this project shared lessons learned and experiences with NIHR counterparts, which were vital in the development of the Institution's Gender Strategy.

Result 3. Transfer of technologies and management tools, technical training to achieve the expected results, and capitalization of innovation actions and validated experiences for their replication.

Considering the experiences and good practices obtained in previous UNDP-implemented projects to improve capacities and increase resilience to drought and floods, this project supported workshops to transfer knowledge on tools that facilitate the management of these risks. To this end, meetings were held with national counterparts to update and transfer the main documents prepared and validated in other initiatives.

Some **instruments were updated** to improve integrated water management and thus drought and flood risk management:

⁷ <https://www.undp.org/es/cuba/proyectos/municipio-marti-desarrollo-sostenible-0>



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- Updated two municipal drought HVR study (1 in each province), with the new national methodology, that was validated in the framework of the project. Six flood HVR studies were also updated in the 3 of the most vulnerable municipalities in each province.
- Drought and flood resilience products systematized in other UNDP projects were shared with key actors at the intervention areas:
 - Methodology for the Diagnosis and Forecasting of Hydrological Drought
 - Risk Perception Surveys for the drought HVR studies
 - Risk Perception Surveys for the floods HVR studies
 - Numerical Prediction Guide. Comparison of Modeling Systems (in synergy with Coastal Resilience project)
 - Decision-Making Guide for Understanding Hazard, Vulnerability, and Risk Studies. Flood Hazard Due to Heavy Rainfall (in synergy with Coastal Resilience project)
 - Manual for the IT Platform of the Early Warning System for Drought (in synergy with the DIPECHO project)

To enhance risk management, the project focused on developing **tools** that **systematize** the contributions from the provinces, representing new advancements introduced by this initiative. The actions carried out to develop these tools include:

1. A new version of the *Operational Procedure for Integrated Drought Management* was developed. It is the first of its kind and was developed based on two previously created procedures within the framework of a collaboration project implemented by the World Food Program (WFP) and UNDP, carried out in two phases from 2016 to 2022⁸. It was written by key stakeholders from the National Civil Defense, the Institute of Meteorology, and the NIHR. Professors from the Communication Faculty at the University of Havana, specialists involved in risk studies and from the Statistics and Information National Office participated as consultants in the development of the procedure's content. Heads of Civil Defense from the provinces of Guantanamo, Camagüey, and Pinar del Rio validated the Procedure, representing the country's three regions (Eastern, Central, and Western).
2. *Methodology for the use of radar information* was concluded. As explained in Result 1 and 2, it includes the new contents on the integration of the information related to the measurement of rainfall received from the radar and the NIHR pluviometric network. This Methodology were transferred to seven Radar Centers of the eight that exist in the country. A training was carried out at the RNC in October 2024. This Methodology allows a better diagnosis of rainfall behavior and thus improve decision making in the face of extreme events, especially floods. It has a national scope.

⁸ The joint Programme between the United Nations Development Programme (UNDP) and the World Food Programme (WFP), funded by the DIPECHO/European Union's was implemented between 2016 and 2022 in eastern provinces of Cuba under the name ¡Pon tu ficha!. The main objective was to strengthen integrated water management in order to address the impacts of extreme droughts, in alignment with government strategies.



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3. Completed and validated at the sectoral and local levels the "Guide for the Use of the Strategic Tool for the Integration of DRR and CCA Components in Local Development Strategies. Adaptation to the Cuban context". (See Result 2)
4. Methodology for Calculating Drought in Aquifers was prepared by the Provincial Water Development Enterprises of Ciego de Avila. This methodology is supported by forecasts of groundwater levels in cases of aquifer depletion due to prolonged drought. The application of the method and the results obtained during drought events in the Ciego de Avila territory from 2014 to August 2017, and from November 2020 to August 2024, validated their effectiveness and operational capacity for short-, medium-, and long-term decision-making aimed at mitigating the negative effects of droughts on the aquifer and the economy in general.

These tools were shared with all key actors in the project, as well as with national institutions in the country, so that they can be transferred to other provinces.

The **pilot action** took place in the Florencia municipality, in Ciego de Avila province from June 25th to 28th, 2024 (See Annex 11). This municipality is the most severely affected by drought, not only within the province but across nearly the entire country. It is also a municipality where the capacities of key actors in the EWS were strengthened in previous projects. DFA participated in this action. The DFA visited the benefited project intervention sites and had some exchanges with provincial counterparts. The tools updated in the project were tested in this exercise that was a simulation of a drought context. With the implementation of the Guide for the integration of DRRM and CCA, the status of the work was diagnosed, and gaps and actions were identified that are in the process of implementation.

To achieve this objective, a group of actions were carried out in outputs 1 and 2 that contributed to the pilot action:

- Increased the hydrometeorological monitoring coverage in the province of Ciego de Avila, and in the municipality of Florencia, with the installation of 1 AHS and 1 AWS.
- Knowledge transferred and implementation of the integration of DRR and CCA components based on the Guide for the use of the Strategic Tool adapted to the Cuban context. A multidisciplinary group was created for supporting the application of the Guide in this municipality and for the pilot action.
- Training and exchanges were carried out to raise awareness of gender issues and eliminate sexist stereotypes.
- HVR studies of drought and floods were updated under the new Methodology.
- Draft of the updating Operational Procedure for Integrated Drought Management was used.

As part of the pilot action were assessed:



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- How the strengthening of the EWS has improved drought prevention work and action in the face of drought and other emergencies.
- The existing gaps in the municipality of Florencia for the integration of disaster risk management and climate change adaptation were determined.
- The capacities for integrated DRR management and Climate Change Adaptation (CCA) of the Government and key local sectors were strengthened to increase resilience to drought.
- How to make actions inclusive and with a gender approach.

As result of the pilot action, the local Government concluded that the impact of the project in the municipality was significant because:

- Improved government capacity in its responsibility with disaster risk reduction management (DRRM) and CCA.
- A better integration between the parties operating the EWS was achieved.

A general assessment was made of the project's contributions in the province, specifically in terms of meteorological and hydrological monitoring and government management. To this end, some of the project's intervention sites were visited.

The **results of the project were shared** in different international events as part of the South – South Cooperation (See Annex 12):

- The progress of project results was presented at the Regional Meeting on Risk Management and Urban Waters in Guatemala, 17-21 October, 2022. The project, although belonging to the Risk Management component, was the only one allowed to present its experience in the Urban Water component, given the results that Cuba has achieved in this area through the implementation of UNDP-led projects to improve integrated water management in large cities and at the local level.
- Project results were presented at the 8th Regional Platform for Disaster Risk Reduction, held in Uruguay from 28th February to 2nd March, 2023. Project results and Cuba's achievements in EWS, drought and flood management were also shared. The following actions were carried out:
 - Working meeting with the Civil Protection System of Uruguay and UNDP to address the challenges of drought. Euroclima experience and tools shared.
 - Presentation of project results in a meeting with UNDP DRR and CCA focal points in the region.
 - Shared project results through its publications in the TSS Platform session and ECHO meeting with regional partners.
 - Meeting between the official delegation of Cuba and UNDP Regional to organize a regional workshop on DRR-CA, as a continuation of the actions related to the implementation of the DRR and CCA guide validated in the Euroclima pilot actions.



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- Project results related to the integration of DRR and CCA, based on the adaptation of the DRR+ACC Guide to the Cuban context, were presented at the "Regional Workshop for the harmonization of DRR and climate change agendas", held in Panama from 20 to 23 June 2023, organized by the UNDP Regional Centre. Five national counterparts of the project (National Civil Defense, Environment Agency, INRH) and other UNDP projects related to risk management (Urban Management and Planning) as well as the UNDP Office's DRR and Climate Change focal points participated. As a result of the event, a roadmap was developed for each country (Cuba, Costa Rica, Ecuador, Colombia and Panama) to support national governments to make progress in integrating DRR and CCA components.
- Participation of national and local partners in the 14th International Conference on Environment and Development, held in Havana from 3 to 7 July, 2023. The progress of the project results related to the preparation of the guide for the integration of DRR and CCA in local development strategies, the flood HVR studies in synergy with the Coastal Resilience project and the methodology for drought HVR studies were presented.
- In early November 2023, the DRR and CCA Guide was shared in a webinar organized by UNDP Headquarters in Geneva, with participants from Colombia, Ecuador, Costa Rica and Panama, among others. As a result, lessons learned and experiences of the Guide implementation were shared.
- From December 4 to 8, 2023, partial results of the project were presented at the 11th International Congress on Disaster Reduction, held in Havana favoring the analysis of progress in crucial issues that have been addressed by the project, such as the integration of DRR and CCA, as well as the strengthening of EWS, which are vital to improve hydrometeorological monitoring.
- In May 2024, the National Civil Defense presented the results of the application of the DRR+ACC Guide in the province of Ciego de Avila, in the framework of the activities held for the signature of an Understanding Memorandum (MoU) for the cooperation between CDEMA, Chile and MERCOSUR countries. The activities took place in Barbados and was attended by the countries that belongs to these mechanisms. The participating countries showed their interest in the use of this tool, which can be shared through South-South cooperation after the signing of this MoU.

SECTION 3 – MONITORING

Due to the country's challenging energy situation, primarily driven by fuel shortages, UNDP monitoring visits to Camagüey and Ciego de Avila were limited. However, the UNDP project team made at least two visits by year to the beneficiary territories to monitor the progress of project activities. Monitoring actions through videoconference or daily follow-up with local counterparts increased at one point due to fuel shortages. These visits from 2021 to early 2024



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were led by the UNDP Resilience and Risk Reduction (RRR) Officer and the UNDP Project Analyst in charge of implementation.

Considering the COVID-19 pandemic and the prevention measures implemented by the Cuban government and the United Nations System, no monitoring visits were made to the intervention provinces during the first 8 months of the project. Therefore, project actions were followed up through videoconferences, with the participation of key actors from each sector benefited. Once vaccination coverage in the country was high and, considering fuel shortages in the last 3 months of 2021, a monitoring visit was made by the UNDP implementation team, from June 27th to July 2nd, 2022 (See all UNDP Monitoring visits in Annex 13).

In 2023, two monitoring visits were conducted on September and October. In April and June 2024, additional monitoring missions were carried out, linked to the preparation for the Barbados and Cuba EUD visit, as well as the pilot action preparations. However, the 2024 visits were mainly limited to Ciego de Avila due to ongoing fuel shortages. UNDP continued to monitor project implementation through videoconferences and bilateral phone calls, with provincial counterparts supported by the provision of mobile phone cards.

During the monitoring visits meetings were held with the main beneficiary sectors in both provinces to review the work plan and the possible actions to be taken to achieve the expected project results. Visits were made to the sites where equipment will be installed to strengthen hydrometeorological monitoring in Camaguey and Ciego de Avila. The DRRMCs in Ciego de Avila that benefited from the project were also visited. Also, technical meetings were held with all the partners in key sectors to analyze the progress made in updating the management tools and preparing the new documents to be capitalized under the project, as well as to reconcile the pending actions and the main challenges.

Communications among counterparts were strengthened through the acquisition of mobile data SIM cards. The integration of counterparts as a result of the project, their strengthened capacities, and the connection established with the project implementation team facilitated remote monitoring, which contributed to the achievement of the results.

In September and October 2023, the project was selected for the UNDP Independent Country Program Evaluation carried out by the UNDP Independent Evaluation Office. Project sites were visited as well as interviews were held with key stakeholders. Exchanges were held both with national counterparts and from the province of Ciego de Avila (Camaguey could not be reached due to the fuel situation) to analyze the impact of the project. There was also an exchange with students and professors of the hydrology workshop of Ruspoli municipality. The evaluation team assessed the visit as very positive, stating that the results of the project are in line with the needs of the country.

On April 11, 2024, a monitoring visit to the project took place in the province of Ciego de Avila by the Delegation of the European Union (EUD) of Barbados. The EUD in Cuba, the National Institute of Hydraulic Resources (NIHR), the national counterpart leading the implementation,



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the UNDP team, and a representation of key sectors at the provincial level, from the Ciego de Avila and Camagüey territories, also participated in the visit. During the mission, which was described as very positive, the results of the project were shared and some of the benefited intervention sites were visited. The NIHR International Relations Director participated in the monitoring visits in 2024 with the Barbados and Cuba EUD and in the pilot action with FDA, representing the national counterpart.

From June 25 to 28, 2024, DFA participated in the pilot action in the Florencia municipality and visited the benefited project intervention sites and had some exchanges with provincial counterparts. The visit was also described as very positive and the project results as very useful and pertinent. By the end of 2024 a monitoring visit took place to both provinces to prepare the result final workshops.

The project results were evaluated by an external evaluator who was contracted for this purpose. The evaluation was conducted between November 2024 and March 2025, following UNDP standards and procedures. The evaluator carried out interviews with beneficiaries at the national, provincial, and local levels. The UNDP implementation team was also interviewed, including the Gender Officer and the Communications Analyst. An action plan was developed to implement the above-mentioned recommendations.

Final Recommendations – Project Evaluation

Recommendation	Directed to	Identifier(s)	Summary
1	UNDP Cuba, MINCEX, NIHR, CITMA	[New Projects]; [Sustainability]	Consider supporting the sustainability, expansion, and replication of these results through various mechanisms of international cooperation and by actively involving CITMA's national Environment and Innovation funds, given the current and future relevance of the outcomes.
2	NIHR, CITMA	[New Projects]; [Sustainability]	Explore the possibility of establishing a coordinated program among key organizations and institutions to ensure sustainability and expansion of results, strengthening synergies and focusing resources on the greatest needs. Prioritize integrating radar data with hydraulic resources data to enhance effectiveness and precision, supported by advanced technology, training, and institutional exchanges.
3	National Civil Defense, CITMA, Local Governments	[New Projects]; [Sustainability]	Promote the nationwide use of the knowledge, procedures, technologies, and work methods demonstrated by the project for early warning of droughts and floods. It is advisable to incorporate these into the territorial implementation of EMNDC Directive No. 1, the

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Recommendation	Directed to	Identifier(s)	Summary
			State Plan for Climate Change Response (Tarea Vida), socioeconomic development programs, and environmental strategies. Effective communication of project experiences and results would significantly support this goal.
4	UNDP Cuba, NIHR (technical lead), Local Governments	[New Projects]; [Sustainability]; [Lessons Learned]	To ensure gender and social communication topics have the desired local impact, it is recommended to include SMART indicators from the project design stage. Activities should aim for both short- and long-term results. Indicators should guide actions, monitor and measure changes in individuals and communities, and help replicate and visualize results. Local actors must be involved to ensure accountability and commitment to achieving goals.
5	UNDP Cuba, NIHR (technical lead)	[New Projects]; [Lessons Learned]	Ensure that future project designs explicitly include a Theory of Change (ToC). All key stakeholders should participate in its formulation to ensure relevance, inclusiveness, and contextual adaptation. A well-designed ToC is a dynamic document that can be reviewed and adjusted throughout the project based on contextual changes or initial results.
6	UNDP Cuba, MINCEX, NIHR	[Project Follow-up and Closure]	Develop the CDN as soon as possible, which will conduct a final review of the project to capture lessons learned and discuss opportunities to scale and share project results and insights with relevant stakeholders. Although the project has concluded, this action remains necessary and is reflected in the M&E Plan.

SECTION 4 – KNOWLEDGE MANAGEMENT

Knowledge management activities were developed as described in the individual outputs. In general, workshops were held to update and to elaborate management tools; to train decision-makers and specialists in DRR and CCA issues; to improve rainfall forecasting based on the integration of radar information and the pluviometric network of the INHR; and to transfer knowledge in gender issues.

In this regard, among the actions described in Section 2, the following stand out:

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- Workshop for improving knowledge on gender issues in Ciego de Avila province, in January 2024. (See Annex 10)
 - Participation of an NIHR representative in 4 workshops carried out by the project "Masculinities complicit in gender equality and non-violence against women in Cuba: accelerating the transformation of sexist social norms to promote local development", between October 2023 and February 2024. (See Annex 10)
 - Training was held on the analysis of gender issues in the drought and flood risk perception surveys in the province of Camaguey, in January 2024. It was conducted by the National Risk Assessment Group of the Environment Department. (See Annex 10)
 - Training on the new National Methodology for drought HVR studies was conducted for Camaguey and Ciego de Avila provinces in September 2023. The training was conducted by the National Risk Assessment Group of the Environment Agency and 30 specialists of each province participated. (See Annex 8)
 - Work meetings and workshops were held to validate the DRR and CCA Guide to support the integration of DRR and CCA components into local development strategies. A total of 60 decision makers and specialists from the different key sectors of the project at the provincial level and from the Municipality of Florence participated. (See Annex 9).
 - Workshop held to present the results of the validation of the Guide to 30 decision-makers and specialists from the Civil Defense, CITMA and other key sectors at the national level, was held at the National Civil Defense Headquarter in January 2024. (See Annex 9).
 - Webinar to share the results of the application of the DRR and CCA Guide at the sector level in Cuba. The exchange was organized by the UNDP Headquarters in Geneva and was attended by Colombia, Ecuador, Costa Rica and Panama, among others. A workshop was held on October 2023, to analyze the partial results of the project with key sectors in the province of Ciego de Avila.
 - Partial results of the project were presented at the 11th International Congress on Disaster Reduction, held in Havana from December 4 to 8. (See Annex 12).
 - In May 2024, the National Civil Defense presented the results of the application of the DRR+ACC Guide in the province of Ciego de Avila, in the framework of the activities held for the signature of an Understanding Memorandum (MoU) for the cooperation between CDEMA, Chile and MERCOSUR countries.

Regarding publications, knowledge products that were systematized in other projects were shared digitally with key actors at the provincial level. At the same time, new products resulting



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from this project were developed and printed, such as the fifty copies of the *Methodology for Calculating Drought in Aquifers* and of the *Procedure for Integrated Drought Management*; forty copies of the *Methodology for the Use of Radar Information and about one hundred copies of the DRR+ACC Guide during the fourth stages*⁹. The printed Guide was distributed among key stakeholders involved in the project, as well as others who are beneficiaries of different initiatives and who participated in the training held in Havana in November 2024. These sectors, representing 10 provinces across the country, included: civil defense, meteorology, water resources, environment, planning, government, media, academia, and urban planning. The inflationary process in the country caused an increase in the expected costs for workshops and publication and the implementing cost should be readjusted.

SECTION 5 – COMMUNICATION AND VISIBILITY

As part of the communication and visibility actions, exchanges, trainings, monitoring visits and other project activities were posted on the institutional networks and on personal social networks of the project beneficiaries. The project had a visual identity that was printed on banners, folders, stickers, and technical documents. Promotional items were printed to increase the project's visibility. These included: T-shirts, caps, pens, notebooks, backpacks, children's lunchboxes, water bottles, umbrellas, and stickers for identifying the transferred equipment.

Printed materials included project content featured in the infographic and several management instruments mentioned in the description of expected results. These are: the *Procedure for Comprehensive Drought Management*; the *Methodology for the Use of Radar Information*; the *Methodology for Calculating Drought in Aquifers*; and the *Guide for Using the Strategic Tool to Support the Integration of Disaster Risk Reduction (DRR) and Climate Change Adaptation (CCA) into Local Development Strategies. Adapted to the Cuban context*. As part of the creation of the CGRRD and the PAT, visibility banners were printed to identify these locations and to highlight content related to risk management. (See final infographic in Annex 13)

The actions shared through digital media are detailed below:

Action Description	Publication Link
Project final brochure 2025	https://www.linkedin.com/posts/pnudcuba_dos-provincias-de-cuba-ciego-de-%C3%A1vila-y-activity-7294736492315205632-C10q?utm_source=share&utm_medium=member_ios&rcm=ACoAADWmQ-MBtf70tFkpjESsA7nrj0o6tFRzv6k https://www.instagram.com/p/DF5vAvURlpn/?igsh=bjF2dTZ6ODB3d3F2 https://x.com/PNUDCuba/status/1888969282299527643

⁹ The total of 100 copies of the DRR+CCA Guide corresponds to the sum of printed editions across all project phases. In the first phase, since a second phase was not initially foreseen, the document adapted to the Cuban context was printed. In the third phase, the version including pilot cases was printed, and a final edition was produced with the results of the fourth phase. This final version is a generic guide that includes everything from the adaptation to the Cuban context to its validation at the sectoral and local levels, as well as the procedure for developing an action plan based on the diagnostic resulting from its implementation. This edition allows the Guide to be applied to any sector.



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Training on the use of the Methodology of Radar, 2024	https://www.acn.cu/cuba/en-camaqueey-taller-sobre-estimacion-de-precipitaciones-por-radar . https://www.acn.cu/medio-ambiente/alista-centro-nacional-de-radares-taller-en-camaqueey .
Guide DRR and CCA publications	
Workshop in Havana to held results of the DRR and CCA Guide validation, January 2024	https://www.acn.cu/cuba/evaluan-expertos-herramientas-para-reduccion-de-riesgos-en-cuba . https://www.undp.org/es/cuba/noticias/la-reduccion-de-riesgos-de-desastres-y-la-adaptacion-al-cambio-climatico-integrados-al-desarrollo . https://www.facebook.com/100033834241440/posts/pfbid02kqXPSyA7U4dmX6f4xBLs2MRNtLV5fMWHj7nmUfSKutWVRThaYC4vKQFPkyTHRCa3l/ .
Workshop in Florencia for the validation of the DRR and CCA Guide, January 2024	https://m.facebook.com/story.php?story_fbid=pfbid025s48Cpri7cYc1Jk9T1BhYmC6mr7iyv9jRCEzYJrUkyEwBw3U99M3iBZbvRTPd7LI&id=100010925382502 . https://x.com/BenedicoOscar/status/1749484985570983954?s=20 .
Other local publication about the DRR and CCA Guide Activities	https://www.invasor.cu/es/secciones/ciencia-y-tecnologia/realiza-el-pnud-estudio-de-reduccion-de-riesgos-en-ciego-de-avila https://www.facebook.com/100010925382502/posts/pfbid02MTGxfkVZTPVhYir6sjRwt5khFZTm2jyoMVqJv9ZmhQqQH7bvdaxW6oSN3sCRmdl/ https://www.tvavila.icrt.cu/promueve-cuba-el-desarrollo-con-enfoque-de-riesgos/ https://www.facebook.com/share/p/14mzdyRy93/ https://www.facebook.com/share/p/18CtVAnzf9/ https://www.facebook.com/share/p/1BXUedtRUUp/ https://www.tvavila.icrt.cu/promueve-cuba-el-desarrollo-con-enfoque-de-riesgos/
Pilot Action in Florencia municipality, June 2024	https://www.facebook.com/00063569665073/posts/1004380508357595/?mibextid=rS40aB7S9Ucbxw6v https://www.facebook.com/100063569665073/posts/1005139701615009/?mibextid=rS40aB7S9Ucbxw6v https://www.facebook.com/100063569665073/posts/1006994551429524/?mibextid=rS40aB7S9Ucbxw6v
Media publications 2023 and 2022	
Local Publication about Project results, October 2023	https://www.invasor.cu/es/secciones/ciencia-y-tecnologia/fortalecen-sistema-de-vigilancia-hidrologica-en-ciego-de-avila
Installing of Automatic Meteorological Station	Ciego de Ávila - Cayo Coco Station https://m.facebook.com/story.php?story_fbid=pfbid0yxx8xZK5xcfnWwR9qGnJ4Hf51gipJAZeUMEJJ1d5vDTFNpzfN5KC9LrTPZDumgGl&id=100006202596522

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	- Camilo Cienfuegos Station https://www.facebook.com/100063569665073/posts/861372639325050/?mibextid=snXT6QWNt6Bj1tWr https://www.facebook.com/100010925382502/posts/pfbid0YkmbunFq1P6e3E3JXdRPN7d59ZKPpKMX1TK4Woeh6QwPCRC7ChhBKbPseTLFZXI/ - Bolivia and Primero de Enero municipalities https://www.facebook.com/100024539163131/posts/pfbid0Kx1Y1aCtAn6Czom5e18ZGfScRdxWhgYVNXGoV8zS9mi1n83GJGOG8N8TmRQkExYNI/ <u>Camaguey</u> https://www.facebook.com/100063759823030/posts/pfbid02md6aMCGq1Mp5zyemYqF6HcYcC2tqeJaCG3yjYSJU1RbZhU4uzhUf3dGA37fQJy5MI/ https://www.facebook.com/100024539163131/posts/pfbid02Ncd5KNHowPioduXgsL6qiLoZ5LhZYBgVXuALbnJAUbKcT6WhFZUs3ENBKYYfBtCCI/ https://www.facebook.com/share/Q5XqjrxKoDfLLwfk/?mibextid=oFDknk.
Gender workshop in synergy with "Martí" project	https://m.facebook.com/story.php?story_fbid=pfbid0Usnkg6J3umVgwzo3uvakX8TzPDuQJNBv8UgQAwQpo5BLLJq1t1WqEAWdD6YJ6Upql&id=1484110240 https://www.facebook.com/groups/590443679627205/permalink/628786325792940/ https://www.facebook.com/groups/590443679627205/permalink/629847142353525/
Meeting for the Development of the "Procedure for Comprehensive Drought Management".	https://www.facebook.com/100033834241440/posts/pfbid03456cUvWABXGbdDe24LXQS43c7kRuQgtKXGVQbgPeuSZMiG47eArNgaeVoJY3QC7tEI/
About Meteorological Surveillance	http://www.acn.cu/cuba/111859-ampliaran-red-de-observaciones-meteorologicas-en-ciego-de-avila https://www.facebook.com/100063569665073/posts/783886577073657/?mibextid=RRiQPWlRlrgxWQy
Media publications 2021 -2022	
Signing of the agreement between the French Development Agency and UNDP.	National Media http://www.acn.cu/medio-ambiente/84700-firman-pnud-cuba-y-francia-proyecto-sobre-cambio-climatico https://www.youtube.com/watch?v=UaOWCOYVyTM http://www.cubadebate.cu/noticias/2021/09/15/proyecto-de-colaboracion-contribuir-a-gestion-de-desastres-naturales-y-adaptacion-al-cambio-climatico/ https://www.radiohc.cu/noticias/nacionales/270209-pnud-cuba-y-francia-firman-proyecto-sobre-cambio-climatico-foto https://www.facebook.com/watch/?v=361732459011554

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SECTION 6 – ORGANIZATION AND RESOURCES

The UNDP implementation team did not changed during the implementation period. However, in the case of the national and local counterparts, although the focal points of the key sectors

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involved in implementation are the same, there has been an unstable flow of field personnel related to the project. Some of them have moved to the private sector (or migrated abroad). This was caused by the national economic situation and delayed some project activities, such as the updating of management tools and the development of strategic risk management tools. UNDP closely and actively followed up on this situation with the aim of achieving the specified results. Several meetings were held with national and provincial counterparts and measures were taken to meet the commitments made.

Remote monitoring of the project increased through video conferencing and other virtual tools. There was a working group in each province with a representative from each key sector benefiting from the project. The provincial group coordinators had a close relationship with each other and with the national project coordinator. The UNDP implementation team communicated directly and kept fluent contact with the national coordinator and the provincial working groups. In addition to remote follow up, monitoring visits were conducted by the UNDP team, at least 2 times by year.

UNDP coordinated priorities and key actions with national counterparts through face-to-face or videoconferencing and supported communication through mobile phone top-up cards. Two National Co-Steering Committees were held. The final one will be convened once the project's final report is completed in September 2025, to share the results, lessons learned, and recommendations from the project evaluation.

The project was evaluated by an external consultant that was contracted for this purpose. Resources were planned in accordance with UNDP regulations for such cases. Due to the energetic crisis in the country, the evaluator conducted remote interviews with provincial counterparts. The interviews with national counterparts were conducted at UNDP office. The UNDP implementation team was also interviewed, including the Gender Officer and the Communications Analyst from the Office.

Actions that made synergies with other three UNDP projects were also coordinated to optimize resources and time for implementation, and for key actors to ensure their participation in the different actions.

SECTION 7 – COORDINATION AND SYNERGY WITH OTHER COMPONENTS

The project made synergies with the Coastal Resilience project¹⁰ in the municipalities of Chambas and Nuevitas, in the provinces of Ciego de Avila and Camaguey, respectively. This project was implemented by UNDP's NCE area and aims to strengthen and integrate DRR and CCA in the socio-economic development plans of vulnerable coastal municipalities sectors and governments. In conjunction with this project, the first two phases and the fourth one of the DRR + CCA Guide were developed. Other jointly developed activities were the updating of flood HVR studies; the Chambas municipality (Ciego de Avila) Environmental Management Model (MOA);

¹⁰ <https://www.undp.org/es/cuba/proyectos/resiliencia-costera>



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risk management training; and the strengthening and establishing of the CBCs and DRRMCs. This project closed its activities on November 2023.

The project "Resilience to Climate Change in the Coastal Zone of Cuba through Ecosystem-based Adaptation - MI COSTA" ¹¹ started implementation by UNPD in 2023 with funding from the Green Climate Fund. It is being implemented in 7 provinces of the country, including Ciego de Avila and Camagüey, and aims to improve resilience to climate change through the restoration of coastal ecosystems. This project complements the actions of this initiative, and the implementing entities are the same, so that they replicated the lessons learned and good practices of the project, mainly for improved the hydrometeorological surveillance. In this regard, the synergy and complementarity of results support the integration of the hydrological monitoring network of Ciego de Avila, allowing to extend the monitoring coverage to 95% of the province. Key actors of "Mi Costa" were part of the training for the use of the "Guide DRR+CCA" in 2024. The actions to be carried out as part of the project's Evaluation Action Plan will be monitored within this project. This Action Plan responds to the recommendations made by the evaluator.

The "Adapthabana" project, part of UNDP's Nature, Climate and Energy (NCE) portfolio, also created synergies in the implementation of the fourth stage of the DRR+CCA Guide. Key stakeholders from the various sectors involved in the project participated in the training held in Havana at the end of 2024, together with the aforementioned projects.

Synergies in gender issues were made with the project " Masculinities complicit in gender equality and non-violence against women in Cuba: accelerating the transformation of sexist social norms to promote local development", between October 2023 and February 2024. This project was implemented by the UNDP Governance and Productive Transformation Area and improved knowledge on gender roles and stereotypes; gender-based violence, causes, myths and costs of hegemonic masculinity; paternity; the advances and challenges of these themes in Cuba.

A workshop to raise awareness on gender issues was also coordinated in synergy with the project "Global Action Against Climate Change: Municipality of Martí Towards a Sustainable, Carbon-Neutral Development Model" (Marti project)¹², implemented in Matanzas Province with funding from the EU. Key stakeholders from this project shared lessons learned and experiences with NIHR counterparts, which were vital in the development of the Institution's Gender Strategy.

Furthermore, there was a synergy in the province of Camaguey with the project "Pon tu ficha" Phase II with DIPECHO-EU funds, which ended in December 2022. The actions planned under this initiative were extended to the province of Ciego de Avila, as it aims to strengthen capacities to increase the resilience of key sectors and the population in the face of intense

¹¹ <https://www.undp.org/es/cuba/proyectos/mi-costa-resiliencia-costera-por-adaptacion-basada-en-ecosistemas-de-la-zona-sur-de-cuba>

¹² <https://www.undp.org/es/cuba/proyectos/municipio-marti-desarrollo-sostenible-0>



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droughts. As a result, hydrometeorological surveillance was strengthened, knowledge on DRR was transferred among other actions.

Similarly, the project made synergies with others being implemented to improve capacities for drought management, exacerbated by the effects of climate change in the eastern region, such as the project "Adaptation to Drought in Santiago de Cuba", implemented by UNDP with funds from the Trust Fund for Development (TFD), which ended in June 2022. The experience of this project was transferred to the provinces of Camaguey and Ciego de Avila and an exchange took place between the students of both projects (See Annex 4).

Synergies were also established with the PADIT (Articulated Platform Programme for the Comprehensive Development of Territories) Programme at national level for the validation of the DRR+ACC Guide. PADIT is implemented by UNDP's Governance and Productive Transformation Area, with funding from the Italian Agency for Development Cooperation and the SDC. It is a platform of actors and resources based on Cuba's public policy for territorial development; it supports the strengthening of management and public institutions at the municipal, provincial and national levels, and promotes financing, diversification of actors, sources and initiatives for integral, inclusive and sustainable development at the local level.

Experiences, good practices and lessons learned from other completed initiatives such as BASAL, FORSAT¹³ and "Suma tu Gota"¹⁴ (funded by EU-COSUDE, DIPECHO and SDG, respectively) were also transferred. Likewise, the knowledge management products obtained for the use, installation, and sustainability of the technology to be transferred have been shared.

SECTION 8 – GENERAL CONSIDERATIONS, DIFFICULTIES, RISKS AND LESSONS LEARNED.

a. Difficulties and risks

The main difficulties encountered during the period were:

- In the first semester of the project implementation (September 2021 to February 2022), as for COVID-19, although the epidemiological situation in the country had improved, it affected the implementation. However, a group of mitigation measures reflected in the Project Document were foreseen, which allowed the planned actions to continue. New lockdown measures in the country would lead to an adjustment of the planned activities, which would be carried out virtually, supporting the communications of the provincial counterparts. Additionally, the dengue outbreak at that moment also pose further challenges to the project implementation at the local level.

¹³ The FORSAT (Early Warning System Strengthening) project, implemented by UNDP with UNICEF and UN-Habitat and, funded by DIPECHO/EU had as its main objective to improve the effectiveness of the hydrometeorological Early Warning System (EWS) in response to the risk of flooding caused by heavy rains in vulnerable areas of the Zaza and Agabama river basins, located in the provinces of Sancti Spiritus and Villa Clara. The project implemented its activities from 2015 to 2018.

¹⁴ The 'Suma tu Gota' project was implemented in Santiago de Cuba by UNDP in collaboration with UNICEF and the World Food Programme, aimed to strengthen the resilience of families and vulnerable groups affected by drought from 2016 to 2018.



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- The impacts of the the economic, commercial and financial blockade imposed by the United States government on Cuba was an important obstacle to the procurement processes causing some delays. Some bidding processes were to be re-launch in one or two occasions because no supplier came forward, given that the suppliers willing to trade with Cuba is decreasing because they may be sanctioned by the United States. Likewise, the global supply chain affected especially shipping companies difficulties in meeting demand. In the case of Cuba, this situation was aggravated by the restrictions imposed by the blockade, which generated delays in the shipments, noncompliance with itineraries by shipping lines and difficulties in finding new spaces on ships. UNDP closely monitored this situation and alternative solutions were considered due to the experiences and lessons learned form previous projects.
- The country's complex economic situation, particularly the energetic crisis and the shortage of construction materials, had the greatest impact on project implementation. As a result, the construction works (huts) that guarantee the security of the specialized equipment that will strengthen the surveillance and hydrological monitoring were delayed. Likewise, the installation mission was postponed twice due to the limited fuel supply in the area, which prevented the movement to the different installation points, distributed in several municipalities and difficult to access. It should be noted that this was a large area to cover to ensure effective monitoring at representative points in the province. The project supported the installation with a fuel card as much as possible to complete the work, and a joint follow-up was provided with the national level. The Government of both provinces also support de availability of fuel facilitating its allocation.
- The fuel shortage in the country also affected the development of knowledge management activities due to the increase in power outages. However, alternatives were sought, such as workshops and other exchanges in provincial government buildings that have generators. The project provided connectivity to support data exchange between key institutions, the remote monitoring and coordination efforts.
- Another challenge was the fluctuation of technical personnel due to the increasing internal and external migration affecting the country. As mentioned in the previous section, alternatives were identified that supported the achievement of the project's results, such as the training provided to members of local teams from the various key sectors that participated in the project.

b. Lessons learned

The main lessons learned were:

- The use of digital communication channels to monitor project implementation is considered a good practice, especially in emergency situations (e.g., pandemic and fuel shortages), as it enables real-time and fluid interaction and information flow between



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provincial counterparts, the national level, and the UNDP team, facilitating timely decision-making.

- Strengthening partnerships with national and provincial counterparts, and leveraging existing local expertise and capacities, is key to achieving greater effectiveness in project implementation.
- The prior identification of various alternatives in terms of resources or technological solutions allows for faster reorientation of procurement processes in the face of supplier shortages or significant price increases, helping to avoid major delays in project implementation.
- Support in providing fuel to local counterparts facilitate workshops, monitoring activities and the follow-up of construction works to ensure the installation of equipment.
- Establishing synergies with other projects that share similar themes, cross-cutting approaches, and/or common intervention sites helps avoid duplication of efforts in updating local studies or diagnostics. It also enables a more comprehensive understanding of disaster risk, promotes complementarity in strengthening hydrometeorological monitoring systems, expands intervention coverage, and fosters mutual learning and continuous improvement based on other experiences.
- The creation of synergies with other projects that, although not located in the same area, have cross-cutting issues, such as gender, and the implementation of the “Guide DRR+CCA” that can be addressed jointly, and lessons learned, and good practices shared.

SECTION 9 – CROSS-CUTTING ISSUES

a. Gender

The project mainstreamed gender in all its activities. It supported women's empowerment and gender and generational equality, as well as the elimination of gender stereotypes, which can be exacerbated in a context of the impact of extreme hydro-meteorological events such as droughts and floods.

The gender strategy of NIHR was supported by the project. With this objective, two training workshops were held, attended by 25 members of NIHR's Gender Committee, composed of its companies and business groups. As part of the progress made during the development of the institutional Gender Strategy, a diagnostic assessment was carried out focusing on the workplace. This assessment provided insights into: women's involvement in science and innovation; educational level, scientific qualifications, and occupational categories; women in leadership roles and technical positions; exposure to signs of harassment, violence, and



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discrimination; access to decision-making processes; leadership in international projects. This diagnostic enabled the identification of NIHR's weaknesses, threats, strengths, and opportunities in terms of gender. These findings will help define the strategic lines of action that the corporate strategy should focus on.

As part of the project's gender mainstreaming efforts, several workshops and training sessions were conducted, each yielding concrete results:

- Training workshops for key actors were held during the reporting period to improve the analysis of drought and flood HVR surveys with a gender approach. Thirty specialists from Camagüey province, responsible for processing the data of the drought and flood risks perception surveys were trained in prior sessions to support its analysis. As a result, specialists of the multidisciplinary group, whose function is to update the HVR studies, were able to increase their knowledge to carry out a correct analysis of the gender issues covered in the drought and flood risk perception surveys.
- In synergy with the "Martí" project, implemented in Matanzas Province, a gender awareness workshop was coordinated, contributing to the strengthening of institutional capacities of NIHR counterparts. It played a crucial role in the development of the NIHR Gender Strategy that is still in progress. Also, the workshop enriched the strategic approach to gender mainstreaming.
- Workshops on masculinities were held, promoting reflection and dialogue among participants on gender roles and stereotypes, contributing to more inclusive attitudes and behaviors in the community.
- Implementation of the Oiga CC initiative advanced within the water resources sector in Ciego de Ávila, strengthening gender-sensitive approaches and community engagement in climate change adaptation.
- A gender awareness training session was conducted for parents, teachers, and students at the rural school in the Ruspoli community. Led by UNDP's Gender Officer, this session focused on eliminating sexist stereotypes and fostering inclusive educational environments.

SECTION 10 – FINANCIAL REPORT (attached)