

# FINAL REPORT



International Federation of Red Cross and Red Crescent Societies  
Fédération internationale des Sociétés de la Croix-Rouge et du Croissant-Rouge  
Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja  
الاتحاد الدولي لجمعيات الصليب الأحمر والهلال الأحمر

## IRAN: BAM EARTHQUAKE

**Appeal No. 25/03**  
**5 April 2007**

*The Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. It is the world's largest humanitarian organization and its millions of volunteers are active in 185 countries.*

### In Brief

Interim Final Report; Period covered: 26 December 2003 to 28 February 2007; Appeal coverage: 97%.  
[<click here to link directly to the attached Interim Financial Report>](#).

#### Appeal history:

- Preliminary Appeal Launched on 26 December 2003 for CHF 15,409,300 (USD 12,290,337 or EUR 9,886,505) for 6 months for 200,000 beneficiaries.
- Revised Emergency Appeal launched on 8 January 2004 for CHF 51,913,000 (USD 42,006,534 or EUR 33,119,207) for 6 – 8 months for 210,000 beneficiaries.
- Plan of Action for Rehabilitation and Reconstruction phase presented on 29 September 2004, to reflect on-going programming into 2005-2006, under the overall Emergency Appeal. A revised appeal budget reflects the revised Plan of Action, and totaling to CHF 53,288,000 (USD 45,231,315 or EUR 34,324,335)<sup>1</sup>.
- Disaster Relief Emergency Funds (DREF) allocated: N/A

This operation is aligned with the International Federation's Global Agenda, which sets out four broad goals to meet the Federation's mission to "improve the lives of vulnerable people by mobilizing the power of humanity".

#### Global Agenda Goals:

- Reduce the numbers of deaths, injuries and impact from disasters.
- Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.
- Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.
- Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.

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<sup>1</sup> In the attached financial report, the budget in the amount of CHF 31,784,190 does not cover cash and in kind bilateral contributions.

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

For longer-term programmes in this or other countries or regions, please refer to the Federation's Annual Appeal. For support to or for further information concerning Federation programmes or operations in this or other countries, or for national society profiles, please also access the Federation's website at <http://www.ifrc.org>.

### Background and Summary

On the morning of 26 December 2003, at 05:28 (local time), a strong earthquake measuring 6.51 on the Richter scale struck the city of Bam, Kerman Province, south-eastern Iran. The earthquake was one of the shallowest ever recorded, with the epicenter being only 10-12 kilometers underneath the Bam city. In Iran, which is ranked as the fourth most disaster-prone country in the world, this was the worst earthquake to hit the country in more than a decade.

Within a few seconds, Bam, a city with a history of 2,500 years and an internationally renowned heritage site, was almost completely destroyed. According to the data released by the Iranian Government in the first half of 2004, more than 29,000 people were killed and approximately 23,000 injured. More than 85 percent of the buildings were completely destroyed. Although most of the casualties occurred in Bam itself, the impact on surrounding rural areas was also severe. As a result of the earthquake the electricity, water supply, and most public health and education services were completely disrupted.

#### *Key figures concerning the impact of the earthquake*

Description of the impact	Number
People killed	29,878
People injured	22,628
Houses destroyed beyond repair in Bam City and surrounding villages	25,000 (out of 29,500)
People affected (by loss of economic activity and damage to property and infrastructure)	200,000
Inhabitants in the most affected area	
• Bam	90,000
• Baravat	15,000
• Surrounding villages	10,000
People left homeless (March, 2004)	45,000 (In addition, 20,000 stayed with extended family and 10,000 were hospitalized)
Number of schools destroyed or unusable	
• Bam City	93
• Surrounding villages	38

The Red Cross and Red Crescent Movement quickly responded to the large scale devastation caused by the earthquake. Emergency response teams from the Iranian Red Crescent Society (IRCS) began mobilizing within half an hour and in less than two hours search and rescue teams had started arriving in Bam. More than 8,500 relief workers, including trained medical staff and volunteers, were on the scene within hours and days of the disaster, demonstrating that IRCS is a nation-wide emergency rescue and relief organization. Temporary shelter, food and non-food items, emergency water and medical services such as evacuations, first aid and psychosocial support were part of the support the IRCS gave to those in need.

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At the request of the IRCS, the International Federation of Red Cross and Red Crescent Societies (International Federation) issued a Preliminary Appeal on 26 December 2003, to be followed by a Revised Appeal on 8 January 2005, in order to provide emergency relief to the quake victims. The International Federation's disaster response teams including the Field Assessment and Coordination Team (FACT) and the Emergency Response Units (ERUs) worked closely with the IRCS, providing essential relief assistance to quake victims.

Linking relief with rehabilitation and reconstruction was planned from the very beginning of the operation. The assessment of the rehabilitation and reconstruction needs was done in January 2004 by the International Federation/IRCS Recovery Advisory Team. As of the end of April 2004, attention began to focus primarily on rehabilitation and reconstruction requirements. In line with the Revised Emergency Appeal and the Plan of Action of September 2004 and with the multilateral resources mobilized for the rehabilitation programme, the International Federation became involved in the construction of nine schools, one Urban Health Centre and one Road Rescue Base. Several other reconstruction projects were implemented by some donor National Societies through bilateral cooperation with the host National Society. The International Federation's recovery, rehabilitation and reconstruction programme was completed by the end of February 2007.

In accordance with the recommendations made by the Operations Review of the Red Cross and Red Crescent Movement response to the Bam earthquake made in February-March 2004, the International Federation also supported the projects aimed at enhancing IRCS' capacity in disaster management (DM).

The Final Evaluation of the Bam Rehabilitation and Reconstruction Programme conducted in November 2006 concluded that this programme had fulfilled its objectives and achieved the key expected results in the revised Plan of Action. This interim final report focuses on the activities undertaken in relation to the reconstruction of Bam and the capacity-building of the IRCS as the final reports on the emergency relief operation and the stock replenishment have already been issued.

The International Federation highly appreciates the Red Cross and Red Crescent Societies, governments, institutions and individuals that had rendered their generous support to the Federation's Bam earthquake operation, thus enabling it to meet a wide range of needs of the earthquake victims and improve the IRCS' performance in DM.

## **Coordination**

### **Emergency relief phase**

The Iranian RCS immediately undertook its role as the leading national agency for the coordination and implementation of emergency relief operations, as mandated by the government. In addition to leading relief inputs from the Red Cross/Red Crescent Movement, it also coordinated those of international agencies and Non-Governmental Organizations (NGOs).

The International Federation assumed the general coordination and support tasks, especially in the areas of international fund-raising, and on the spot coordination of the work of the participating national societies. The International Federation worked very closely with the Iranian authorities, IRCS, United Nations agencies and other organizations involved in the operation. The joint launch of the UN Flash Appeal and the Federation Revised Appeal was conducive to drawing the immediate attention of the public to the operation and helpful in the initial fund-raising.

At all stages of the implementation of the reconstruction programme the International Federation maintained close cooperation with the IRCS and relevant government authorities in Tehran, Kerman and Bam. The nature of the programme and its complexities required almost daily working contacts with different government agencies in Bam. The implementation of the Arg-e-Bam Model School Complex project required frequent, and not always easy, contacts with the United Nations Educational, Scientific and Cultural Organisation (UNESCO) Tehran Cluster Office and a number of Iranian heritage agencies.

The nature of business relations between the private construction companies and state authorities responsible for the coordination of the reconstruction activities in Bam, required the International Federation to be closely involved in settling dozens of organisational issues regarding the programme's implementation. It included facilitating access for the contractor to basic construction materials, supply of water and electricity to the construction sites and liaising with the Ministry of Education, IRCS, Bam Task Force, Governor and Mayor.

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The International Federation and the IRCS maintained very close cooperation in implementing the DM programme. All DM related activities were jointly planned and implemented by the International Federation and the IRCS. The two sides held weekly and monthly coordination meetings to discuss the issues concerning the implementation of the programme and review the progress and follow-up actions. The close cooperation between the Federation Delegation and the IRCS (International Affairs Department and the Relief and Rescue Organization) was instrumental in carrying out the DM activities in accordance with the DM plan of action approved by the two sides. The Federation Delegation kept in close contact with the technical departments of the Federation Secretariat and Participating National Societies (PNSs) to ensure the DM programme had maximum impact on enhancing the IRCS' DM capacity. The Federation Delegation also maintained close coordination with the Iranian authorities, UN agencies and NGOs concerned to share relevant information, avoid duplication in activities and improve cooperation for training workshops and relief operations.

### **Analysis of the operation - objectives, achievements, impact**

#### **1. Emergency relief (food and basic non-food items)**

##### **Objectives:**

- **Basic food and non-food item needs of 155,000 most vulnerable beneficiaries are met, enabling them to start rebuilding their future**
- **The population in Bam has adequate access to health care, water and sanitation services before the restoration of permanent health, water and sanitation infrastructure and facilities.**

##### **Activities**

The IRCS response to the earthquake was immediate. Within hours after the earthquake, IRCS relief teams from different provincial branches came to the affected areas and started the search & rescue and relief operation. Registration of beneficiaries was followed by the distribution of temporary shelter, food and non-food items by the IRCS. From the beginning of the operation through the end of February 2004 the Iranian RCS continued distribution of the standard emergencies packages to all survivors of the catastrophe in Bam and the surrounding villages.

The International Federation's Field Assessment and Coordination Team (FACT) was deployed in Bam within the three days after the quake. It assumed the task of coordinating the deployment of the eleven Emergency Response Units (ERUs) that were setting up field hospitals, basic health clinics, water and sanitation, logistics and relief support. The International Federation also mobilized sizeable international assistance to provide relief items.

The distribution of relief goods was terminated at the end of April and replaced with a cash voucher distribution system by the Iranian RCS in May and June 2004.

Red Cross/Red Crescent response in the fields of health, water and sanitation was rapid and comprehensive. As early as the end of December 2004, IRCS had deployed 6 fully staffed and equipped mobile hospitals. This medical assistance was rapidly supplemented with the ERU Field Hospital, four Basic Health Care Units, and four Water and Sanitation Units which were deployed by a number of sister national societies.

Psychological support was a key component of overall health care provision to the survivors of the Bam earthquake. The day after the earthquake, a team of IRCS staff and volunteers trained in PSP arrived in Bam. They initiated tent-to-tent visits, providing psychological counseling, information and referral in tandem with the distribution of relief items. Special activities and playing spaces were set up for children, including the distribution of specialized play kits. IRCS teams were later complemented by a Danish/Icelandic psychosocial support team.

The water supply in Bam was restored within a few hours of the earthquake with sufficient capacity to cater for urgent needs. The IRCS, Government and private contractors operated large fleet of water tankers until the end of February 2004. Within two months of the earthquake, the Water Organization in Bam had connected new distribution pipes, installed new taps and storage tanks. At the same time, the Federation ERUs had installed tanks or bladders and water points.

The basic relief needs of the affected population were met swiftly and effectively, despite some initial and probably unavoidable hiccups during the first days of chaos. The immediate needs in shelter, food and non-food relief items were covered mainly through the existing disaster preparedness stocks of the Iranian RCS itself and other Iranian

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organizations responsible for different sector of response in cases of emergencies. Thorough monitoring and analysis of the distribution activities in the emergency phase allowed the Iranian RCS and the International Federation, in consultations with the donor community, to channel a substantial part of the externally mobilized resources to the replenishment of the national society's disaster preparedness stocks depleted through the massive distribution to the victims of the Bam earthquake.

The quake victims' immediate needs of health, water and sanitation were met by the IRCS' health teams and local health authorities, as well as the Federation's ERUs for referral hospital, basic health care, water and sanitation. As a result, disease outbreaks were efficiently prevented. The eventual handover of ERUs to the IRCS provided the National Society with an opportunity to strengthen its disaster response capacity. The Iranian RCS continued to provide health services to the general population of Bam until April 2005 through the established container hospital which was funded by the resources mobilized by the International Federation.

Comprehensive record of the activities during the emergency phase of the operation is covered in the Bam Operations Update No. 19 ([http://www.ifrc.org/cgi/pdf\\_appeals.pl?03/250319.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?03/250319.pdf)) which serves as a Final Report on the Iranian RCS and International Federation activities in Bam during the period of 26 December 2003 to 31 August 2004.

## **2. Rehabilitation and Reconstruction**

**Objective: In close cooperation with the IRCS and the Iranian authorities, to contribute to the rehabilitation and reconstruction of the health and social infrastructure in Bam.**

### **Activities**

All the schools and health facilities in Bam and surrounding villages were in ruins. For the Bam City to truly return to a normal life, rebuilding its basic infrastructure as quickly as possible was a priority.

From the very beginning of the operation, the International Federation paid close attention to linking relief with rehabilitation and reconstruction. The preliminary assessment of the rehabilitation and reconstruction needs was done in January 2004 by the International Federation/IRCS Recovery Advisory Team. As of the end of April 2004, the International Federation's attention began to focus primarily on rehabilitation and reconstruction requirements. Following the thorough assessment of the most acute needs in the reconstruction of the social infrastructure in Bam, the International Federation outlined in April-May 2004 the principal objectives of its rehabilitation and reconstruction programme. In line with the revised emergency appeal and Plan of Action of September 2004, the International Federation and the IRCS became involved in the implementation of the recovery, rehabilitation and reconstruction programme.

With the multilateral resources mobilized for the rehabilitation programme and after consultations with the IRCS, the International Federation decided to support the construction of nine schools, one Urban Health Centre and one Road Rescue Base.

### **2.1 Road Rescue Base**

Considering the disaster profile of the Kerman Province and in accordance with the disaster management strategy of the National Society, the IRCS decided to establish a Road Rescue Base (RRB) in Kerman with the support of the International Federation, donor National Societies and other agencies. The RRB is a big logistics and relief base for storing relief and rescue materials and providing administration and training services to staff and volunteers.

The Hong Kong Red Cross Branch of the Chinese Red Cross Society and the International Federation funded part of the RRB project, namely the construction of the Emergency Centre Administrative Office (720 sq. meters) and two warehouses (1,340 sq. meters). The construction of three warehouses was also funded by the Japanese Red Cross through bilateral cooperation with the IRCS.

The project was implemented by the IRCS with the technical support of the International Federation. The Construction Department of the IRCS hired a consultant to prepare the engineering documents, maps and architectural designs as well as the bills of quantities. After a long process of qualification of companies, tendering and comparative bid analysis, the IRCS selected the SARATEL Co. Iran, an Iranian construction company, as the winner of the tender and signed a contract with it on 25 April 2005.

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The site plans and construction documents were ready by the end of May 2005. Having mobilized the necessary resources, in July 2005 the contractor began working on the foundation of warehouses and the administration building. By the end of 2005, the structure of both warehouses and the foundation and frame of the administrative building were completed. In the first half of 2006 progress was made in the construction of the administrative building and warehouses, particularly in flooring, painting, installing doors and windows, and erecting separations at the warehouses.

The project funded by the Hong Kong Red Cross and the International Federation was completed by the end of October 2006. The whole project of the RRB is expected to be completed by the end of 2007.

The technical monitoring and quality control of the project was done by the IRCS Construction Department and the Kerman Provincial Branch with the technical support of the Federation Delegation.

\* The Final Report on the RRB project is available upon request.

### **2.2 Urban Health Centre (UHC)**

Given the enormous destruction brought about by the devastating earthquake in Bam, it was one of the primary targets of the International Federation to contribute to the reconstruction of the health sector. However, due to the presence of many donors at the planning phase of reconstruction activities in Bam and their keen interest in participating in the reconstruction of health facilities, the International Federation had to be cautious in committing itself on behalf of the participating national societies to avoid construction of health facilities which might not be realistically required. As a result of the lengthy discussions with the parties concerned and the verification of needs in the health sector, the International Federation finally committed itself to constructing an Urban Health Centre (polyclinic) with the financial support from the Red Cross and Red Crescent Societies of Belgium (Flanders), Malaysia, Norway and Qatar. This is one of the eleven urban health centres planned to be built in Bam in conformity with the health sector reconstruction plan of the Ministry of Health (MoH).

The International Federation signed a consultant service agreement with the Shayesteghan Consulting Engineering Company on 30 January 2005. On the basis of its architectural design and the bill of quantities, it organized an open tender among the pre-selected construction companies. Through the comparative bidding process, the Sarakhs Structures Company was selected as the winner of the tender and a contract was signed on 3 April 2005.

The International Federation identified the parties to work with in the implementation of the UHC construction project, which included the Ministry of Health (MoH), IRCS, World Health Organisation (WHO), Bam Task Force, local authorities and aid agencies involved in the Bam reconstruction projects. It also established necessary mechanism of coordination and information sharing.

The actual on-site construction works could not start until June 2005 because of the pending legal issues related to the selection of the construction site. According to the agreement signed between the International Federation and the MoH, the Ministry was responsible for resolving all issues concerning the site allocation and necessary permits for the construction. Nevertheless, it failed to resolve these issues in time. As there was a problem with the initially-allocated site of the UHC on the outskirts of Bam, the MoH offered an alternative one. This site located in the central part of Bam was donated by Mrs. Zia, the land-owner. It was only in mid-June 2005 when the related problems were resolved and the contractor could start the construction works.

By the beginning of June 2006, the construction of the UHC was completed and it was furnished by the MoH and WHO according to their guidelines and the available stock. The International Federation provided it with some additional furniture and equipment. Like many other projects in Bam, the construction of the UHC was affected by many delaying factors, including shortage of skilled workers and building materials, difficulty in organizing double shifts, and unreliable water and electricity supply.

The UHC was called the "Zia" Urban Health Centre after the name of Mrs. Zia, who had donated the land for the construction. The UHC serves a population of 10,000 people living in the area. It consists of two separate buildings (950 and 370 sq. meters) and a garden. Various medical services are given at the main building with a basement and two floors, which include diagnosis, physiotherapy, family health, environmental health, dentistry, vaccination, emergency care, internal medicine, general surgery, pharmacy, ambulance service, etc. A total of 34 staff including 10 doctors

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and 19 nurses are working in the UHC. At the back of the main building, there is a residential apartment to accommodate nurses and doctors.

According to the Memorandum of Understanding (MoU) signed with the MoH, the International Federation and IRCS handed over the UHC to the Ministry at a ceremony held in Bam on 11 June 2006. It was attended by representatives from the MoH, the Governor of Bam, Head of the Bam Task Force, WHO, IRCS, and the International Federation.

\* The Final Report on the UHC project is available upon request.

### **2.3 Schools**

The educational sector was one of the worst affected by the disastrous earthquake in Bam. According to the Ministry of Education (MoE), a total of 131 schools in Bam and the surrounding villages were destroyed or damaged to the extent of being unusable. 20,000 students and teachers were left without school facilities.

Education is an important sector that decides the future of the nation. Therefore, the International Federation gave priority to the reconstruction of this sector during the recovery phase. This decision was preceded by several months of discussions with the IRCS and the Government-led Bam Reconstruction Task Force. It was taken after thorough assessment of the reconstruction needs in Bam, the activities, plans and potential of other donors.

The results of the mobilisation campaign in support of the International Federation-coordinated multilateral programme allowed it to make a commitment to building a total of nine schools in Bam - five standard schools, three special schools for disabled children and a model school complex. The International Federation's contribution to the reconstruction of the educational sector by far exceeded the support from the UN agencies and NGOs involved in the rehabilitation and reconstruction activities in Bam.

For the sake of effective programme and financial management, the International Federation signed two separate construction contracts – one for the standard schools and the other for the three special schools and one model school complex.

Early in 2005 the International Federation signed the following agreements to lay a formal ground for cooperation between the parties concerned and define their respective roles and responsibilities in the schools' construction:

- General Agreement between the International Federation and the IRCS on their roles and responsibilities in implementing the reconstruction programme,
- Tripartite Agreement on Schools Construction Programme between the International Federation, IRCS and MoE,
- Memorandum of Understanding on Construction of the Arg-e-Bam Model School Complex between the International Federation, MoE and UNESCO.

To ensure that the programme implementation was technically monitored and supported by a specialized consultant engineering firm (as required by the Iranian law), early in January 2005 the International Federation called for a tender for consultant services. The contract was won by the Tarhe Keshti Shayesteghan Consulting Engineers. This company provided architectural consulting services and technical monitoring (quality control) of the construction activities by the general contractor.

In cooperation with the Schools Renovation Organization (SRO) of the MoE, the International Federation identified five construction sites for standard schools (December 2004-January 2005) and four sites for special schools (January-February 2005). The standard school designs and architectural plans for five standard schools were provided by the SRO. The Consultant Company adjusted architectural designs for the available construction sites and established bills of quantities for the schools construction plans. The above became the basis for launching the open tender for the construction of the schools.

The pre-qualification of potential construction companies was carried out on the basis of such eligibility criteria as their quality of works, time and experience. Calls for tenders for the construction of standard and special schools were announced respectively on 13 March and 27 July 2005. Ten pre-qualified companies were invited to submit their offers. The Committee on Contract composed of representatives from the Federation Delegation, IRCS, MoE and consultants

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met on 5 April and 2 August 2005 to review the offers from nine different companies. The Committee selected the Sanati Fajr Industrial Company, an Iranian construction company, as the winner of both tenders. The contracts on construction of standard and special schools were signed on 26 April and 5 September 2005.

The technical monitoring and quality control of the construction projects was ensured jointly by the International Federation's Bam office, the Shayesteghan Consultant Company and the MoE representatives in Bam. A special protocol, as required by the Iranian law, was established for this purpose. It included regular visits to the sites and sample tests at different phases of the construction. They also worked closely to ensure the required quality and technical standards of the schools. A set of technical modifications were introduced to improve the schools' standards, especially in terms of earthquake resistance, safety, illumination, strength of floors and quality of building.

### 2.3.1 Construction of the standard schools



**The standard schools built with the support of the Federation allowed school children of Bam return back to their education**

The five standard schools built with the support of the International Federation included three primary schools (Farhangian, Jihad and Montazeri) and two high schools (Kafi and Shamsaddini).

Although the construction process was to be started immediately after the conclusion of the contract, it was halted by the MoE on 24 May 2005 because of the legal problems related to the land allocation. Through discussion with the parties concerned, the International Federation managed to eliminate the obstacles concerning proper land allocation and building permits.

Full-scale construction was allowed to re-commence only in mid-July 2005. However, its subsequent process was quite challenging and full of difficulties.

The dynamics of the project implementation were influenced by the shortage of basic construction materials. The contractor was obliged to purchase most of the construction materials, including cement

and ready-made concrete in Bam and Kerman. These materials were not freely available at the local market but rationed by the state. In addition, the electricity supply essential for work was unbalanced and the high demand for water in Bam, a city in the desert, led to water shortages in both houses and construction sites. There was no success in resolving these problems through the support of local authorities and the MoE, so the contractor had to make his own arrangement to supply water and electricity at each construction site.

The tragic death of the managing director of the Sanati Fajr Company in a car accident while on duty on 18 December 2005 was a major setback to the timely completion of the programme. The International Federation and the construction company made extraordinary efforts to mitigate the negative impact of his death on the projects through close consultation and coordination with all parties concerned and to allow the general contractor to re-establish control over the project. Only by May–June 2006 had the contractor managed to regain control and produce progress in all sites. This unfortunate accident was one of the main reasons for the delay in the implementation of the programme.

Further challenges were encountered in recruiting skilful local workers in Bam. The contractor was to hire man-power mainly from Azerbaijan, Lorestan and Shiraz. Security was also a big concern throughout the construction process as it not only distracted the attention of the contractor but also disrupted the work in progress as workers were threatened or beaten and building materials were often stolen.

Taking into consideration these delaying factors and the technical obstacles in the way, the International Federation had to readjust the standard schools construction schedule several times.

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At last, the three primary schools (Farhangian, Montazeri and Jihad) and the two high schools (Kafi and Shamsaddini) were completed and handed over to the MoE respectively on 23 and 30 September 2006. Standard furniture and equipment according to the standard requirements by MoE was also provided for the schools. These schools had been functional since the handover.

All schools equipped with a heating and cooling system consist of main buildings, external guard houses and sanitation facilities, play-grounds, sport facilities, gardens and external masonry walls. They also have classrooms and halls for meetings, sports events and celebrations.

All responsibility for staffing, running costs and maintenance has been assumed by the MoE in accordance with the agreement signed between the International Federation, IRCS and MoE.

**Table No 1. Specification of the Standard Schools**

No	School name	Floor space	Total area	Number of classrooms	Number of students	Donor
1	Farhangian Primary School	1,812 m <sup>2</sup>	3,673 m <sup>2</sup>	10	300	German RC
2	Jihad Primary School	1,812 m <sup>2</sup>	2,966 m <sup>2</sup>	10	300	Australian RC & Govt.
3	Montazeri Primary School	1,812 m <sup>2</sup>	4,446 m <sup>2</sup>	10	300	Irish RC
4	Kafi High School	2,475 m <sup>2</sup>	4,724 m <sup>2</sup>	12	360	Netherlands RC
5	Shamsaddini High School	2,765 m <sup>2</sup>	6,891 m <sup>2</sup>	12	360	Canadian RC

### 2.3.2 Construction of the three special schools



**The special schools for disabled children, like the Maharathaye Herfeyee Peyvand Lower Secondary School, were different in terms of architectural design, school equipment and facilities**

The International Federation built three special schools for disabled children, which included the Marefat and Engineer Mohammed Taheri Hanjani Primary Schools and the Maharathaye Herfeyee Peyvand Lower Secondary School. They are different from the standard schools in terms of the special architectural design, school equipment and facilities.

The construction process could not start immediately after the conclusion of the contract because of the issues related to the fundamental site plans, relevant permits and the demolition of old buildings at the sites. Through discussion with the parties concerned, the International Federation managed to eliminate the obstacles and secure proper land allocation and building permits. Full-scale construction could be resumed on 20 October 2005; almost one and a half month after the contract had been signed.



**Special Schools for Disabled Children**  
Engineer Mohammed Taheri Hanjani / Primary School

The subsequent construction process was quite challenging and faced the same difficulties as described above in relation to the construction of standard schools. As a result the construction schedule of the special schools had to be readjusted accordingly.

The three special schools were completed and furnished with the furniture and equipment according to the standard requirements by MoE, as well as with special equipment for disabled children. They were formally handed over to the MoE on 24 February 2007. However, they had been used by the teachers and students for education since the beginning of January 2007.

These schools consist of main buildings, external guard houses, sanitation facilities, play-grounds, sport facilities, gardens and external masonry walls. They have both classrooms and halls for meetings, sports events and celebrations. Equipped with a heating and cooling system, they have various rooms specially designed to serve the disabled students, including the rooms for medical consultation, occupational therapy and vocational training.

All responsibility for staffing, running costs and maintenance of the school has been assumed by the MoE in accordance with the agreement signed between the International Federation, IRCS and MoE.

**Table No 2. Specification of the Special Schools**

No	School name	Floor space	Total area	Number of classrooms	Number of students	Donor
1	Engineer Mohammed Taheri Hanjani Primary School	1,980 m <sup>2</sup>	6,062 m <sup>2</sup>	11	120	Swedish RC
2	Marefat Primary School	1,422 m <sup>2</sup>	1,959 m <sup>2</sup>	10	80	Japanese RC
3	Maharathaye Herfeyee Peyvand Lower Secondary School	1,098 m <sup>2</sup>	1,389 m <sup>2</sup>	8	80	Norwegian RC

### **2.3.3 Construction of the Arg-e-Bam Model School Complex**

The site of the Arg-e-Bam Model School Complex (BMSC) is located opposite to the Arg-e-Bam citadel, an ancient fortress with a history of over 2,500 years which was severely damaged by the Bam earthquake. Through the tripartite agreement, the International Federation, MoE and the UNESCO Tehran Cluster Office agreed to establish this school complex as a model for the construction of new schools in Bam, and in Iran in general. It is also to be seen as a model for creating an inclusive learning-friendly environment in remote areas of Iran and other countries where such a concept can contribute to the development of national educational systems. The BMSC is the biggest project built by the International Federation in Bam (the total size of the building is around 4,000 sq. meters)

Although the contract for construction of this school (together with three other special schools for handicapped children) was signed on 5 September 2005, the physical construction works on the site could not start immediately as there emerged substantial difficulties and obstacles of a technical and organizational nature. These affected the process of designing, planning and implementing the project.

The project design which had initially been approved had to be halted as the MoE requested to amend it. The approval of the new design and related documents were received only at the end of November 2005. Besides, the Iranian Heritage Organisation that looks after the historic relics in the country questioned the height of the BMSC. Because of its proximity to the Arg-e-Bam citadel, the world heritage site, the Iranian Heritage Organisation insisted on revising the design to guarantee a better view of the citadel. The design was to be changed again in such a way that the level of the whole building was lowered by one floor. This change obliged the contractor to excavate and move an additional 6,000 m<sup>3</sup> of soil from the site in order to lower the whole school.

To make up for the loss of time and accelerate the construction progress, the contractor reinforced its labour force and sub-contracted staff. Despite the efforts of the Federation, contractor and consultants, the construction process was influenced by the chronic problems which have been common in Bam, including the shortage of essential construction materials, irregular supply of water and electricity, lack of skilled workers and security. The completion of the project was therefore delayed by 3-4 months against the contractual schedule.



**Arg-é-Bam Model School Complex**

By the end of February 2007 the construction of the BMSC was completed and it was furnished with standard furniture and equipment on the basis of the list made by MoE. The BMSC was handed over to the MoE on 24 February 2007. The UNESCO Tehran Cluster Office and the MoE are now working on giving special training to the management team and selected teachers of the school and developing the special curricula for the BMSC.

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This school complex consists of three schools at the pre-primary, primary and lower secondary levels and has 17 classrooms for 400 students. It consists of the main building, gymnasium, observatory, kitchen, outdoor amphitheatre, external guard house, sanitation facilities, play-ground, gardens and external masonry wall. The school is equipped with a heating and cooling system.

This project was financed by the Red Cross Societies of Andorra, Australia, Canada, Croatia, Germany, Ireland, Japan, Monaco, Netherlands, New Zealand, Norway, Poland, Sweden; Taiwan Red Cross Organization; and the governments of Australia, Ireland, and Sweden.

The inauguration ceremony of the schools constructed by the International Federation was held in Bam on 6 December 2006. It was attended by representatives of the MoE, local authorities from Kerman and Bam, the International Federation, IRCS, several donor National Societies and representatives of the diplomatic community in Iran, as well as students and teachers. Dr. Khatami, IRCS President; Mr. Bourbour, Deputy Minister of Education; and Mr. Ibrahim Osman, Deputy Secretary General of the International Federation, led the ceremony. Appreciation plaques and letters of thanks were handed over to the representatives of the donor National Societies which supported the schools' construction programme.

The RRB, UHC and the schools have the insignias fixed at the entrance, identifying the donors and the dates of completion.

The reconstruction programme of the International Federation and the inauguration ceremonies of the UHC and schools were widely covered by Iranian newspapers and TV channels. The Federation Delegation in Iran is working on the production of a DVD film and a photo-album (pictorial) which will be available within the next 2 months.

### **2.3.4 Projects in response to the International Federation's revised plan of action, implemented through bilateral cooperation**

Responding to the International Federation's appeal, the German Red Cross supported several reconstruction projects in Bam. These projects, implemented through bilateral cooperation with the IRCS, include an orthopaedic centre, two warehouses, a cultural complex and a branch office of the IRCS in Bam. The two warehouses and branch office were completed in February 2007 and the other projects are expected to be completed by the end of 2007. The International Federation does not have financial obligations in relation to these projects, as they have been implemented through the direct bilateral support.

#### **Result**

With the Zia UHC added to the health care system in Bam, the people living in the area now have direct access to health services provided by this UHC. As the reconstruction of the health sector in Bam has been completed in general, the health services in the city have now come back to normal.

The schools' construction programme implemented by the International Federation in Bam with the financial support of donor national societies and governments has contributed to providing Bam children with adequate educational facilities. With the construction of the schools, the students moved from temporary containers to permanent school buildings and are now studying in schools which are safe, modern and fully furnished. The Arg-e-Bam Model School Complex, once functional, will serve as a model school for Iran and neighboring countries.

With the construction of the RRB, the IRCS now has a relief and logistics base which can serve disaster-prone provinces in eastern part of the country.

## **3. Disaster Preparedness and Capacity Building**

**Objective: The IRCS capacity in disaster management has been strengthened at the national, regional and community levels.**

### **Activities**

The Bam operation demonstrated the IRCS' capacity to carry out a timely and large-scale relief and rescue operation and also highlighted the need to further increase its disaster management capacity in order to be better prepared for future disasters. The DM programme was aimed at replenishing the relief items distributed by the IRCS during the emergency relief phase and strengthening its DM capacity through various types of training.

### **3.1 Stock replenishment**

An extremely quick and efficient response of the IRCS in terms of distribution of shelter and other relief supplies to the earthquake survivors was predetermined by its national mandate and availability of substantial disaster preparedness stocks throughout the country. These stocks were mobilised and released for the delivery to the earthquake affected area in a matter of hours and days. However, the extensive distribution of relief items depleted most of the relief stocks kept by the IRCS and it would have taken the National Society several years to replenish them.

Several donors, namely the German, Netherlands and Swedish Red Cross Societies, the Swedish Government as well as United States Agency for International Development (USAID), positively reacted to the IRCS and the International Federation's appeal to allocate part of their resources for the replenishment of the IRCS' depleted relief stock.

In close consultation with the IRCS, the International Federation purchased the items for IRCS' stock replenishment and had them stored in the IRCS warehouses by September 2005.

**Table No. 3 Replenishment items procured by the International Federation**

<b>Item</b>	<b>Unit</b>	<b>Quantity</b>
Plastic Sheeting	Roll	2,250 (8 m wide, 30 m long)
Hydraulic Relief & Rescue set	Set	5
Kerosene lanterns	Piece	50,000
Canvas (fabric for making tents by IRCS)	Roll	7,027
Kitchen sets	Set	13,150

\* The final report on the IRCS stock replenishment is available upon request.

### **3.2 Disaster Preparedness**

Between February and March 2004 the International Federation commissioned an operations review of the Red Cross and Red Crescent Movement response to the Bam earthquake. While appreciating the National Society's timely and effective response to the earthquake, the final review report recommended some specific actions to improve the IRCS' future response to disasters. These recommendations formed the basis for planning the DP programme for the IRCS.

The Federation Delegation and the Relief and Rescue Organization of the IRCS jointly worked out the DM Plan of Action for 2005 and 2006 in a way that could best accommodate the recommendations of the operations review. It focused on enhancing the DM capacity of the IRCS by giving priorities to national and provincial DM training, specialized training for rescue teams and the integration of psychosocial support programme (PSP) and HIV/AIDS training into the overall DM training programme.

The first phase of the DM training targeted operations and logistics managers of the IRCS in Tehran and provinces in order to streamline the disaster response operation procedures at all levels. A total of 166 people attended the four national DM workshops which were held from November 2004 to January 2005.

In the rest of 2005 and in 2006 the International Federation and the IRCS conducted DM training for IRCS branch directors at city and district levels throughout the country. The purpose of these training workshops was to enable branch managers to independently manage all disaster response operations in conformity with the standard operating procedures. The training curriculum included various policies of the Federation, disaster management tools, procedures and standards applied by both the International Federation and the IRCS. Besides, practical and technical issues concerning the implementation of relief operations were also discussed. Integrating PSP into DM activities, particularly

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PSP interventions during and after emergencies, was an important part of the workshops. A total of 338 IRCS branch directors were trained in eight DM training workshops.

**Table No. 4 Disaster management training workshops for IRCS branch directors**

No	Dates	Venue	Participants
1	10-12 June 2005	Mashad	60 branch directors from five provinces
2	6-8 July 2005	Urmie	41 branch directors from two provinces
3	26-28 September 2005	Qazvin	45 branch directors from three provinces
4	14-16 January 2006	Bandar-Abbas	29 branch directors from three provinces
5	25-27 January 2006	Rasht	43 branch directors from four provinces
6	1-3 February 2006	Borujerd	37 branch directors from three provinces
7	19-21 February 2006	Yasooj	27 branch directors from four provinces
8	5-7 March 2006	Yazd	56 branch directors from four provinces

Developing a community-based approach to IRCS DM activities was a key component of the DM programme. At the end of 2004, the Kerman provincial authorities directly approached the International Federation Delegation with a request to organise extensive training for government employees and community leaders in DM techniques. After a series of discussions with the IRCS and the Kerman Province Disaster Management Centre, a pilot Community Based Disaster Preparedness (CBDP) project began in Kerman. The project aimed to introduce CBDP approaches to local officials, community people and IRCS staff through various training workshops and simulation exercises. The training was divided into training of trainers (ToT) and a general training session and was implemented by the IRCS with technical support from a consultant and the Federation Delegation.

During the first phase, the International Federation and the IRCS conducted a total of ten ToT workshops for 389 people from the IRCS Kerman Provincial Branch, local authorities and selected communities in Kerman. Each workshop consisted of a presentation, group discussion, case studies and practical exercises, which allowed the participants to learn not only about the CBDP concept but also some practical skills of rescue and first aid.

**Table No. 5 CBDP Training of Trainers workshops in Kerman Province**

No	Number of workshops	Period	Venue	Participants
1	Three ToT training workshops	Oct - Dec 2005	Kerman	190 staff and volunteers from IRCS branches and selected communities in Kerman Province
2	Seven ToT training workshops	Dec 2005 – Jan 2006	Sirjan, Rafsanjan, Jiroft, Ryne, Zarand, Baft, and Kerman	199 people from local departments of ministries of education and health in various cities and Kerman

During the second phase, and as per the requirement of qualification, the newly trained CBDP trainers conducted follow-up training workshops for people living in communities and implemented CBDP projects in the selected communities, supported by the IRCS branches. Within six months the trainers organized a total of 94 CBDP training workshops for 39,875 people from various sectors of the community in 18 cities of Kerman Province. During these workshops 350 trainers were certified as qualified CBDP trainers. In 30 communities they formed CBDP committees and organized various CBDP activities using the local resources.

With a view to improving planning and coordination among key DM players in communities, in August 2006 the International Federation and the IRCS organized three contingency planning workshops for 73 persons from the IRCS and local authorities in Kerman. All technical details of the contingency planning process were introduced and discussed in depth through presentations and case studies. The new contingency planning guidelines developed by the International Federation was appreciated by the participants and they agreed to use it as a comprehensive checklist for developing inter-agency contingency plans for specific disasters in their respective cities. These workshops were very useful to the IRCS branches and local authorities in identifying the problems in making timely and effective disaster response in their respective communities and the areas that need to be improved for better coordination.



**The simulation exercises conducted with participants from different backgrounds provided them the opportunity to test their level of disaster preparedness**

Based on the theories learned during the workshops, the communities developed their own contingency plans and tested them through simulation exercises. The IRCS Kerman Provincial Branch and the local authorities conducted a large-scale simulation exercise on 17 November 2006, in which CBDP trainers, relief workers, local CBDP teams, fire brigades, different governmental organizations, and local authorities participated. All parties worked according to the standard operating procedures and carried out their tasks with credit. This simulation exercise provided the Kerman authorities and the IRCS Provincial Branch with an opportunity to test their level of disaster preparedness and take necessary actions to improve it.

As part of the public awareness campaign and with the support of the Federation Delegation, the IRCS produced posters and pamphlets with the title “Community-Based Disaster Preparedness”. These posters and pamphlets were distributed among schools, different organizations, departments and other educational centres in the Kerman Province.

In order to standardize the first aid training of the IRCS, the International Federation and the IRCS conducted three Community Based First Aid (CBFA) conferences in November 2005 in Hamedan, Iran, with the support of the Federation’s Regional Office in Amman. Each conference, lasting four days, was facilitated by first aid experts from Syria and Lebanon. A total of 770 first aid trainers and 30 heads of training departments of provincial branches of the IRCS attended these conferences. Each conference consisted of plenary and group discussions, presentations by groups, physical exercises and questions and answers. The conferences provided the participants with an opportunity to become familiar with the new first aid training manual developed by the Amman Regional Office.

The PSP programme played an important role in supporting the traumatized people in Bam during and after the Bam earthquake operation. The IRCS has continued to provide PSP services to earthquake victims in Bam, using the PSP capacity developed with the support of the International Federation and various participating national societies. The programme in 2005-2006 consisted of training in sewing, embroidery and computer. The IRCS Bam Branch organized training courses in two phases and a total of 1,120 people benefited from this PSP project.

**Table No. 6 PSP courses for Bam people**

Phase	Activity	Number of classes	Period	Participants
1 <sup>st</sup> Phase	Computer training for women	6	July 2005 – January 2006	120
	Computer training for men	6	July 2005 – January 2006	120
	Embroidery training for women	6	July 2005 – January 2006	120
	Sewing training for women	6	July 2005 – January 2006	120
2 <sup>nd</sup> Phase	Computer training for women	8	May 2006 – January 2007	160
	Computer training for men	8	May 2006 – January 2007	160
	Embroidery training for women	8	May 2006 – January 2007	160
	Sewing training for women	8	May 2006 – January 2007	160

The International Federation arranged for a study tour to Turkey by an IRCS delegation on 16-23 July 2005. The purpose of the tour was to learn from the earthquake preparedness and other related DM activities of the Turkish Red Crescent Society, which they could then share within IRCS departments. The study visit proved useful in further developing of the IRCS’ disaster preparedness and disaster response capacity.

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To develop the DM knowledge and skills of IRCS' DM staff, the International Federation arranged for their participation in overseas training workshops on ERU Basic Health Care Unit (Berlin in April 2006), Regional Disaster Response Training (Ankara, September 2006) and logistics (Tunis, November 2006). Preparations were made to conduct a search and rescue training workshop in Tehran in 2007 with the help of the Swedish Rescue Services Agency and the Swedish Red Cross.

Considering the role played by the media in covering and supporting the Red Cross/Red Crescent relief operations and having discussed the modality of mutual cooperation, the Federation Delegation conducted a DM training workshop for 35 journalists of the Islamic Republic News Agency (IRNA), in Tehran on 25 May 2006. The topics of the workshop included the Red Cross/Red Crescent Movement, the Federation's disaster response system and DM-related issues (terminologies, cycles, SPHERE).

Together with Iranian authorities and UN agencies, the International Federation became one of the sponsors of the lessons learned workshop of the Lorestan earthquake, which was held in Borujerd on 27-28 June 2006. This earthquake which occurred on 31 March 2006 left 63 people dead, 1,418 injured and 15,000 families homeless. The subsequent relief operation raised many issues to be addressed by the Iranian authorities and aid agencies for better disaster response in the future. The workshop was attended by representatives from different ministries of the Iranian Government, the Lorestan Governor General's office, UN agencies, aid organizations, embassies and IRCS. The Federation Delegation made a presentation on international standby arrangements and, together with representatives of United Nations Development Programme (UNDP) and United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA), facilitated the discussion on this topic at the workshop. Meanwhile, the IRCS made a presentation on its response to the quake disaster. This workshop was very helpful to the participants in learning the lessons from the Lorestan earthquake and improving cooperation and coordination between the parties concerned in future disaster response operations in Iran.

Between May and June 2006 the Federation Delegation held several meetings with UNOCHA in Tehran to improve coordination between the International Federation/IRCS and UN agencies during emergencies in Iran. The two sides identified the areas for mutual cooperation during disasters and agreed on concrete actions to be taken in this regard.

In the reporting period there was no progress in making the Tehran Relief Centre operational mainly due to the change process in Geneva. However, the IRCS provided an important logistic support to the Federation's earthquake operation in Pakistan and sent its own relief teams and relief consignments to Pakistan and tsunami-affected countries. The International Federation and the IRCS will continue to work together in order to find a better way to use the IRCS' resources and potentials in regional operations.

### **Result**

Through implementation of the DM programme, the International Federation was able to carry out some of the recommendations made by the Bam Operations Review and assist the IRCS in building up its capacities, especially in the field of DM. Some positive changes have been noted in the IRCS' performance, summarized below:

- The IRCS replenished the relief stock in time for responding to future disasters.
- All IRCS branch directors at city and district levels are now familiar with the standard operating procedures of both the IRCS and the International Federation and are running the disaster response operations accordingly as proven during the Lorestan earthquake in March 2006. Despite the scale of this disaster, the operation went smoothly and the IRCS worked well in mitigating the impact of the disaster.
- The IRCS has standardized its first aid training for staff and volunteers.
- During relief operations in 2005 and 2006, IRCS branches used the SPHERE standards in planning and distribution.
- IRCS branches in Kerman are working on developing inter-agency contingency plans and testing them through relevant simulation exercises.
- Both the IRCS and the Kerman provincial government regard the CBDP as an effective way to build well-prepared communities and are working to increase the number of CBDP communities.
- The IRCS Treatment and Rehabilitation Organization is now in the process of developing an emergency response unit (ERU) hospital and Basic Health Care Units (BHCU).
- The IRCS' relief interventions improved during the earthquakes in Zarand, Qeshm and Lorestan in 2005-2006.

## **National Society Capacity Building**

The Bam operation was one of the largest international operations ever mounted by the IRCS with the support of the International Federation, PNSs and other donors. Many humanitarian actors were involved in the operation and all sorts of relief and rescue means were used. It was a good occasion for the IRCS to test its level of disaster preparedness and disaster response and identify the areas of future improvement. In the course of running the operation, the IRCS experienced in practice the International Federation's emergency response mechanisms such as FACT and ERUs as well as their field activities. On-the-job training in ERU during the operation and the hand-over of ERU equipment enabled the IRCS to develop its own ERU capacity.

While working with delegates from the International Federation and PNSs, the IRCS could build on its capacity in the fields of DM, health, construction, logistics and, more importantly, organizational development and create conditions for its further development by determining the areas of future cooperation.

## **Assessment and Lessons Learned**

The implementation of the Bam earthquake operation progressed on the basis of regular and systematic monitoring, evaluation and revision of plans. The projects' implementation was monitored by IRCS staff, Federation delegates, and field progress reports. Monitoring results were used in improving the quality of implementation and reporting the progress. A total of 27 Operations Updates were issued in the period covered by this Interim Final Report.

The operation was evaluated on several occasions. The most significant were:

- Operations Review of the Red Cross and Red Crescent Movement's Response to the Earthquake in Bam which was conducted by a team of independent and Red Cross/Red Crescent consultants in February-March 2004
- Final Evaluation of the Bam Rehabilitation and Reconstruction Programme which was done by a team of two independent consultants in November 2006.

The results of the Operations Review showed that the emergency response following the earthquake had been swift and effective in meeting the immediate needs of victims and that there had been a relatively good cooperation and coordination between all parties concerned. The team also made a number of recommendations to improve the International Federation's operations in Iran and other countries in the future. These recommendations proved useful in revising the International Federation's Plan of Action for 2005-2006.

The team for the Final Evaluation of the Bam Rehabilitation and Reconstruction Programme concluded in its report that the International Federation's earthquake recovery and rehabilitation programme had fulfilled its objectives and achieved the key expected results in the revised Plan of Action. It further commented that the assistance provided during the recovery, rehabilitation and reconstruction phase had directly contributed to improving the life of the Bam population and enhancing the National Society's capacity in emergency response and disaster preparedness. In conclusion, it said that the International Federation's response to Bam may be regarded as a model operation.

\* These two evaluation reports are available upon request.

In the course of carrying out the large-scale operation in Bam for emergency response, recovery, rehabilitation and reconstruction from 26 December 2003 to 28 February 2007, the International Federation, IRCS and PNSs learned a number of lessons. Summarized below are the lessons learned during the recovery, rehabilitation and reconstruction phase (For the lessons learned during the emergency response, please read the Bam Operations Update No. 19 ([http://www.ifrc.org/cgi/pdf\\_appeals.pl?03/250319.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?03/250319.pdf)).

- The clear definition of the roles and responsibilities of the parties involved in the reconstruction of Bam and the sharing of lead roles between the International Federation and the IRCS in implementing the construction projects were instrumental in completing them in time.
- The implementation of the Bam reconstruction programme could have been completed 4-6 months earlier if some issues had been addressed in time. It took several National Societies 6-8 months to decide on their support to the schools reconstruction programme even though they had funds available. The last contribution of almost EURO 1 million was formally confirmed only in February 2005, while two others of

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a similar amount were formally confirmed only in November and December 2004, i.e. almost one year after the earthquake. The International Federation was not in a position to start the final discussion with the Iranian authorities on the number of schools to be built with its support since the total available funds could be only guessed. As a result of the above factors, at least six of the sites initially allocated to the International Federation for schools construction were given to other agencies. It took additional time to select, approve and hand over totally new sites to the International Federation.

- The experience of the Bam earthquake operation and the subsequent training for streamlining the IRCS' operating procedures and systems at national and branch levels paid off during the National Society's response to the earthquakes in other regions in 2005-2006.
- Close cooperation between the IRCS branches and local authorities is essential in developing well-prepared communities.
- Cooperation between national societies in the MENA region is effective in helping each other in building up the capacity in first aid, gender, health, etc.
- Close coordination between the International and PNSs is crucial in achieving optimal result in implementing capacity building projects for the host national society.

The International Federation highly appreciates the Red Cross and Red Crescent Societies, governments, institutions and individuals that had rendered their generous support to the Federation's Bam earthquake operation, thus enabling it to meet a wide range of needs of the earthquake victims and improve the IRCS' performance in DM.

### **Conclusion and Further Plans**

The implementation of the Bam Appeal programmes was completed in with a balance of around CHF 800,000, which represent mainly non-earmarked donations in response to the emergency appeal 25/03. Substantial part of this balance represents the left over of the contingency reserve which was kept through the period of construction programme implementation to protect the International Federation and its donors from the risks normally affiliated to the large scale construction programmes with elements of uncertainty. Thanks to proper planning and implementation, part of this contingency reserve has been maintained until the final completion of the programme.

The implementation of the projects aimed at capacity building of the Iranian Red Crescent Society, as it has been planned under the emergency appeal 25/03, will continue in 2007-2008 with the support of the International Federation's Representative Office in Tehran. With the donors' agreement, the remaining balance is planned to be used for the continuous support of the Iranian RCS capacity building, primarily in the areas of disaster management and preparedness. Therefore, the remaining funds from this Appeal are expected to be transferred in three months time to the Iranian programmes under the Middle East Annual Appeal, provided that no donor will request partial return of their contribution to this operation.

In 2007-2008 the projects in Iran will pursue the following specific objectives:

- Supporting the IRCS in making timely and effective response to disasters in the country,
- Assisting the IRCS in expanding community-based disaster preparedness projects in Kerman Province and developing its capacity in search and rescue and psychosocial support,
- Making best use of IRCS' capacity and resources in regional disaster response operations,
- Facilitating the IRCS' cooperation with other sister national societies in the region in the fields of gender, health, youth and others.

According to the construction contracts, some expenses have been booked as the retention fees which will be paid to the contractors one year after the completion of the construction projects. Besides, some other expenditures that were booked in March 2007 will be reflected in the financial system only in April 2007. As a result, an interim financial report is attached below and the final financial report will be issued when all financial transactions are completed.

**[Interim financial report below; click here to return to the title page.](#)**

# International Federation of Red Cross and Red Crescent Societies

M03EA025 - IRAN: EARTHQUAKE

Interim Financial Report

Selected Parameters	
Reporting Timeframe	2003/12-2007/02
Budget Timeframe	2003/12-2007/02
Appeal	M03EA025
Budget	APPEAL

All figures are in Swiss Francs (CHF)

## I. Consolidated Response to Appeal

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
<b>A. Budget</b>		<b>31,446,579</b>		<b>322,719</b>	<b>14,891</b>	<b>31,784,190</b>
<b>B. Opening Balance</b>		<b>0</b>		<b>0</b>	<b>107,846</b>	<b>107,846</b>

### Income

#### Cash contributions

American Red Cross		311,024				311,024
Andorra Red Cross		27,867				27,867
Australian Red Cross		1,936,145				1,936,145
Barbados Red Cross Society		24,100				24,100
Belgian Red Cross (French)		302,586				302,586
British Red Cross		493,826				493,826
Canadian Red Cross Society		3,474,525				3,474,525
Capacity Building Fund				90,099		90,099
Chilean Red Cross		1,267				1,267
Concern Worldwide		62,450				62,450
Croatian Red Cross		250,000				250,000
Cyprus Red Cross		34,305				34,305
Danish Red Cross		1,301,366				1,301,366
ECHO		965,078				965,078
Finnish Red Cross		156,000				156,000
France - Private Donors		62				62
German Red Cross		1,693,610				1,693,610
Germany - Private Donors		25,756				25,756
Great Britain - Private Donors		240,283				240,283
Hellenic Red Cross		31,169				31,169
Hong Kong Red Cross		848,673				848,673
Hungarian Red Cross		11,900				11,900
Icelandic Red Cross		42,921				42,921
IFRC		659				659
India - Private Donors		138				138
Irish Government		779,922				779,922
Irish Red Cross Society		1,266,072				1,266,072
Italy - Private Donors		600				600
Japanese Red Cross Society		881,912				881,912
Japan - Private Donors		112				112
Korea Republic National Red Cross		50,000				50,000
Libyan Red Crescent		25,000				25,000
Lichtenstein - Private Donors		312,250				312,250
Lithuanian Red Cross Society		624				624
Macao Red Cross		10,000				10,000
Malaysian Red Crescent Society		62,500				62,500
Monaco Red Cross		89,560				89,560
Moroccan Red Crescent		28,332				28,332
Netherlands Red Cross		3,383,892				3,383,892
New York Office		7,722				7,722
New Zealand Government		166,100				166,100
New Zealand Red Cross		177,687				177,687
Norwegian Red Cross		783,559				783,559
On Line donations		428,722				428,722
OPEC Fund For International Developm		858,750				858,750
Other		209,901				209,901
Philip Morris Int.		100,000				100,000
Polish Red Cross		162,670				162,670
Qatar Red Crescent Society		64,142				64,142
San Marino, Republic Red Cross		23,628				23,628
Saudi Arabia - Private Donors		1,299				1,299
Singapore Red Cross Society		30,000				30,000

# International Federation of Red Cross and Red Crescent Societies

M03EA025 - IRAN: EARTHQUAKE

Interim Financial Report

Selected Parameters	
Reporting Timeframe	2003/12-2007/02
Budget Timeframe	2003/12-2007/02
Appeal	M03EA025
Budget	APPEAL

All figures are in Swiss Francs (CHF)

Slovak Red Cross		10,876		10,876
Slovenian Red Cross		18,564		18,564
Spanish Red Cross		65,419		65,419
Swedish Red Cross		2,405,830		2,405,830
Swiss Red Cross		34,475		34,475
Switzerland - Private Donors		13,511		13,511
Taiwan Chinese RCO		252,716		252,716
Unidentified donor		78,775		78,775
United States - Private Donors		115,043		115,043
USAID		768,000		768,000
Vietnam - Private Donors		718		718
<b>C1. Cash contributions</b>		<b>25,904,590</b>	<b>90,099</b>	<b>25,994,689</b>

## Reallocations (within appeal or from/to another appeal)

Australian Red Cross		0		0
British Red Cross			161	161
Canadian Red Cross Society		0		0
Capacity Building Fund			-59,729	-59,729
Croatian Red Cross		0		0
Danish Red Cross		-193,583		-193,583
ECHO			26,627	26,627
Good Causes Foundation		0		0
Great Britain - Private Donors		-10,000		-10,000
Hong Kong Red Cross		0		0
Hungarian Red Cross		0		0
Icelandic Red Cross		0		0
Irish Government		0		0
Italy - Private Donors		0		0
Japanese Red Cross Society		0		0
Korea Republic National Red Cross		0		0
Lichtenstein - Private Donors		0		0
Monaco Red Cross		-0		-0
New Zealand Government		-0		0
New Zealand Red Cross		0		0
Norwegian Red Cross		0		0
On Line donations		0		0
Other			75,331	75,331
Polish Red Cross		0		0
Shaker Family foundation		0		0
Singapore Red Cross Society		0	2,157	2,157
Swedish Red Cross		0		0
Switzerland - Private Donors		0		0
Taiwan Chinese RCO		0		0
United States - Private Donors		0		0
Vodafone		10,000		10,000
<b>C3. Reallocations (within appeal or</b>		<b>-193,583</b>	<b>44,547</b>	<b>-149,036</b>

## Inkind Goods & Transport

American Red Cross		992,823		992,823
Belgian Red Cross (French)		337,301		337,301
British Red Cross		2,456,419		2,456,419
Danish Red Cross		53,231		53,231
Irish Red Cross Society		122,628		122,628
Netherlands Red Cross		296,918		296,918
Spanish Red Cross		1,392,982		1,392,982
<b>C4. Inkind Goods &amp; Transport</b>		<b>5,652,301</b>		<b>5,652,301</b>

## Inkind Personnel

American Red Cross		20,047		20,047
British Red Cross		71,257		71,257
Danish Red Cross		70,706		70,706
IFRC		6,200		6,200
Norwegian Red Cross		24,593		24,593

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<i>Other</i>		18,600			18,600
<b>C5. Inkind Personnel</b>		<b>211,403</b>			<b>211,403</b>
<b>Other Income</b>					
<i>Miscellaneous Income</i>		31,818			31,818
<i>Service Agreements</i>		6,417			6,417
<b>C6. Other Income</b>		<b>38,235</b>			<b>38,235</b>
<b>C. Total Income = SUM(C1..C6)</b>		<b>31,612,946</b>	<b>134,646</b>	<b>0</b>	<b>31,747,593</b>
<b>D. Total Funding = B + C</b>		<b>31,612,946</b>	<b>134,646</b>	<b>107,846</b>	<b>31,855,439</b>

## II. Balance of Funds

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
<b>B. Opening Balance</b>		0		0	107,846	<b>107,846</b>
<b>C. Income</b>		31,612,946		134,646	0	<b>31,747,593</b>
<b>E. Expenditure</b>		-31,051,826		117,608	-107,846	<b>-31,042,065</b>
<b>F. Closing Balance = (B + C + E)</b>		561,120		252,254	0	<b>813,374</b>

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### III. Budget Analysis / Breakdown of Expenditure

Account Groups	Budget	Expenditure					TOTAL	Variance
		Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation		
A		B					A - B	
<b>BUDGET (C)</b>		<b>31,446,579</b>		<b>322,719</b>	<b>14,891</b>	<b>31,784,190</b>		
<b>Supplies</b>								
Shelter - Relief	13,944,652		2,762,023			2,762,023	11,182,629	
Construction - Facilities/Infrastruc			1,772,592			1,772,592	-1,772,592	
Construction Materials	5,890,115		9,384,004			9,384,004	-3,493,889	
Clothing & textiles	2,301,293		3,259,710			3,259,710	-958,416	
Food	4,176		21,092			21,092	-16,916	
Seeds,Plants	211		7			7	205	
Water & Sanitation	-3,952		137,152			137,152	-141,103	
Medical & First Aid	174,799		280,580			280,580	-105,782	
Teaching Materials	429,578		477,610		8,319	6,177	-62,528	
Utensils & Tools	302,906		2,299,337			2,299,337	-1,996,431	
Other Supplies & Services	56,880		2,440,979			2,440,979	-2,384,098	
<b>Total Supplies</b>	<b>23,100,659</b>		<b>22,835,085</b>		<b>8,319</b>	<b>6,177</b>	<b>22,849,581</b>	<b>251,078</b>
<b>Land, vehicles &amp; equipment</b>								
Vehicles	17,010		81,590			81,590	-64,580	
Computers & Telecom	2,752		81,479		6,393	87,872	-85,120	
Office/Household Furniture & Equipm.			71,437			71,437	-71,437	
Others Machinery & Equipment			125,042			125,042	-125,042	
<b>Total Land, vehicles &amp; equipment</b>	<b>19,762</b>		<b>359,548</b>		<b>6,393</b>	<b>365,941</b>	<b>-346,179</b>	
<b>Transport &amp; Storage</b>								
Storage	205,412		187,866			187,866	17,547	
Distribution & Monitoring			897,079			897,079	-897,079	
Transport & Vehicle Costs	160,621		232,141			232,141	-71,520	
<b>Total Transport &amp; Storage</b>	<b>366,033</b>		<b>1,317,085</b>			<b>1,317,085</b>	<b>-951,052</b>	
<b>Personnel Expenditures</b>								
Delegates Payroll	1,108,898		1,214,882			1,214,882	-105,984	
Delegate Benefits	125,796		912,236			912,236	-786,440	
Regionally Deployed Staff	523,038		205		1,047	1,252	521,786	
National Staff	152,935		544,333			544,333	-391,398	
National Society Staff			434,564		1,930	2,439	438,934	
Consultants	692,026		428,361			8,439	436,800	
<b>Total Personnel Expenditures</b>	<b>2,602,693</b>		<b>3,534,582</b>		<b>1,930</b>	<b>11,925</b>	<b>3,548,437</b>	<b>-945,743</b>
<b>Workshops &amp; Training</b>								
Workshops & Training	1,184,294		262,713		12,638	16,086	291,437	892,857
<b>Total Workshops &amp; Training</b>	<b>1,184,294</b>		<b>262,713</b>		<b>12,638</b>	<b>16,086</b>	<b>291,437</b>	<b>892,857</b>
<b>General Expenditure</b>								
Travel	228,452		300,511		959	30,789	332,259	-103,808
Information & Public Relation	141,489		136,660		4,070	26,271	167,000	-25,511
Office Costs	659,645		84,898		449	197	85,545	574,100
Communications	111,003		195,258		20	129	195,408	-84,404
Professional Fees	141,804		11,601				11,601	130,203
Financial Charges	813,610		-64,288		-138,348	11	-202,625	1,016,235
Other General Expenses	348,773		30,054			2,859	32,913	315,860
<b>Total General Expenditure</b>	<b>2,444,776</b>		<b>694,694</b>		<b>-132,850</b>	<b>60,256</b>	<b>622,100</b>	<b>1,822,676</b>
<b>Depreciation</b>								
Depreciation			28,911				28,911	-28,911
<b>Total Depreciation</b>			<b>28,911</b>				<b>28,911</b>	<b>-28,911</b>
<b>Program Support</b>								
Program Support	2,065,972		1,993,874		-7,644	7,010	1,993,240	72,733
<b>Total Program Support</b>	<b>2,065,972</b>		<b>1,993,874</b>		<b>-7,644</b>	<b>7,010</b>	<b>1,993,240</b>	<b>72,733</b>
<b>Operational Provisions</b>								

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**III. Budget Analysis / Breakdown of Expenditure**

Account Groups	Budget	Expenditure					TOTAL	Variance
		Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation		
A							B	A - B
<b>BUDGET (C)</b>			31,446,579		322,719	14,891	31,784,190	
Operational Provisions			25,334				25,334	-25,334
<b>Total Operational Provisions</b>			25,334				25,334	-25,334
<b>TOTAL EXPENDITURE (D)</b>	31,784,190		31,051,826		-117,608	107,846	31,042,065	742,124
<b>VARIANCE (C - D)</b>			394,753		440,327	-92,955	742,124	