

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

MOROCCO:EARTHQUAKE

Appeal No. 06/04
12 September 2006

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

Final Report; Period covered: 24 February 2004 to 31 December, 2005; Final appeal coverage: 97%.
<[click here to link directly to the attached Final Financial Report](#)>.

Appeal history:

- Launched on 24 February 2004 for CHF 2,832,000 (USD 2,282,852 or EUR 1,799,553) for an initial period of 6 months to assist 30,000 beneficiaries.
- Given the broad financing of this Appeal, the initial plan of action that was based on the emergency phase was revised to reflect the amount of contributions received. The new plan of action included a post-emergency phase and a rehabilitation phase extending the operation another 16 months; Final Report was therefore due by the end of March, 2006. The remaining funds of CHF 228,727 are expected to be transferred in three months time to the Regional Office programmes, with an earmarking for activities in Morocco, provided that no donor will request the return of their contribution unused in this operation.
- Disaster Relief Emergency Funds (DREF) allocated: CHF 75,000. This amount was subsequently reimbursed.

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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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>

For longer-term programmes, please refer to the Federation's Annual Appeal.

Background

An earthquake of a magnitude of 6.3 on the Richter scale struck northeastern Morocco on 24 February 2004. The epicentre was situated in the Strait of Gibraltar, approximately 15 km west of the port city of Al Hoceima. The impact was felt throughout the region by 500,000 inhabitants. The toll stood at more than 570 dead, with as many injured, and thousands of people lost their homes.



The Moroccan Red Crescent (MRC) was one of the first organizations to respond to the disaster. Responding to its request, the International Federation launched a preliminary emergency appeal and deployed a five-member Field Assessment and Coordination Team (FACT) reinforced by a National Society liaison agent, health and information delegates from the Federation Secretariat in Geneva and a senior regional disaster management officer from the Federation's Regional Office for North Africa in Tunis.

National Societies responded favorably to the appeal launched by the Federation. In addition to allocated funds, representatives of the Swiss Agency for Development and Cooperation (SDC) and the

Swiss Red Cross made a valuable contribution: three all-terrain vehicles with their drivers. ECHO earmarked EUR 500,000 for the operation to be allocated by the National Societies of France, Spain and Germany. The Spanish government deployed an emergency medical team (SAMUR), a water and sanitation unit and relief supplies. The Norwegian Red Cross supplied two mobile warehouses and offered the services of a technician to assemble them. The National Societies of Germany, the Netherlands, Finland, Tunisia and the United Arab Emirates were present on the ground.

The national and international media played a crucial role in drawing global attention to the disaster and it was due in part to them that the MRC received the necessary aid.

Neighbouring populations also contributed by acting on the ground and sending donations in kind such as food and clothing to the disaster areas. NGOs also took part by monitoring and distributing aid collected abroad.

During the emergency phase, with the support of the FACT and the emergency response unit (ERU) of the Spanish and French Red Cross Societies specialized in logistics, the MRC addressed the most pressing challenges in the hardest-hit communities. Three teams composed of various parties—Civil Defence, the army, Interior Ministry, Health Ministry and others—were mobilized in connection with the so-called ORSEC plan, or national disaster response plan. They carried out a number of relief operations in the region: tracing, rescue and other activities falling under their respective responsibilities.

In total, 6,260 tents were distributed to the earthquake victims or set up in the Imzouren tent camp. Other essential needs were met through the distribution of 42,546 blankets, 1,585 kitchen sets, 15,034 jerry cans, 6,896 tarpaulins and 801 bales of clothing and aid in the form of food, water and medicines in the 8 sectors identified in the FACT/MRC assessment as being the most seriously affected. Top priorities included restoring social services and infrastructures, in particular, schools, health dispensaries, hospitals and social centres.

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In late March 2004, the Moroccan Red Crescent completed the emergency phase of the operation launched in response to the Al Hoceima earthquake. Under an agreement signed on 11 March 2004 with the Moroccan Government, the remainder of donations in kind, which for the most part had not been requested in the Appeal, were handed over to the Regional Assistance Committee, the government body in charge of coordinating assistance for the disaster victims. During the same period, the MRC concluded an agreement with the authorities to transfer to them the responsibilities of managing the tent camp of Imzouren where some 1,500 people were sheltered.

A swift, generous response from the stakeholders enabled the MRC to act quickly during the emergency phase and thus meet the needs of the most vulnerable persons, such as shelter and essential relief and personal hygiene items.

After the emergency phase, the MRC undertook recovery, reconstruction and capacity-building operations at the local and national levels during the next two phases.

<u>Contributions</u>	<u>2004 - 2005</u>	<u>%</u>
<u>Federation</u>		
Emergency Phase (ERU, FACT)	1,558,628	
In Kind	734,363	
Cash	2,003,034	70%
Total	4,296,025	
<u>Bilateral Projects</u>		
French/Spanish RC	715,000 (EUR 500,000)	
Netherlands/Belgium RC	608,000 (EUR 390,000)	
United Arab Emirates RC	500,000 (USD 400,000)	
Total	1,823,400	30%
<u>TOTAL</u>	6,119,425	100%

These funds enabled the MRC to first organize the recovery phase, followed by the reconstruction phase and capacity-building phase at the local and national levels.

During phase two of the operation, the MRC set up infrastructures suited to seismic risk areas and acquired basic equipment, enhanced support staff skills, trained national disaster response team volunteers and launched long-term projects for the affected population: construction and management of community centres in affected rural areas and public awareness campaigns relating to earthquake risks.

Revised preliminary appeal

To this end, the Moroccan Red Crescent, with the support of the Tunis Regional Office for North Africa, drew up in April 2004 a plan of action covering the period from May 2004 to December 2005. It was presented at the regional meeting of bilateral partners, which was held in Morocco in May 2004 with a view to incorporating bilateral projects into the plan of action. The plan was reviewed periodically over the past 12 months.

The plan of action, which is divided into two parts, (i) recovery efforts in the affected areas aimed at reducing victims' level of vulnerability and (ii) building MRC operational capacity, focuses on the following four core areas:

1. **Disaster preparedness**
 - Strengthening logistics capacity at the regional and national levels;
 - Setting up a disaster management unit to mitigate risks in the event of disaster;
 - Training for and specialization of a national disaster response team;
 - Increasing cooperation with the government and other national players.
2. **Health/emergencies**
 - System-wide introduction of a psychological support programme (PSP);
 - Environmental and emergency health, a component of the disaster management programme.
3. **Humanitarian values**
 - Promoting humanitarian principles and values in all National Society activities;
 - Organizing awareness campaigns;
 - Holding Red Cross and Red Crescent days throughout the world.
4. **MRC organizational development and capacity-building**
 - Strengthening structures and human resources;
 - Managing volunteers and youth;
 - Setting up an information, communication and development unit for a communication strategy;
 - Improving National Society planning and project management capacities;
 - Developing local branches.

Implementation of the plan of action for the rehabilitation phase will require CHF 3,725,400, or 61 per cent of the Appeal amount.

Bilateral contributions from the National Societies of France, the Netherlands, Belgium, Spain and the United Arab Emirates cover 48 per cent of the required funds.

Contributions received through the Federation in 2004 and 2005 amount to CHF 2,737,397, or 45 per cent of the Appeal amount.

Breakdown of expenses required for the rehabilitation phase (project PMA505) compared with amounts contributed through the Federation

Contributions versus expenses	CHF
Opening balance	
Donations in kind	734,363
Cash donations	2,003,034
Total income	2,737,397
Expenses	2,508,669
Closing balance	228,727

In late December 2005, CHF 2,508,669 was spent from funds received through the Federation, 91.5 per cent of funds received for the emergency phase to implement projects featured in the plan of action.

Given the National Society's ability to manage the operation, the International Federation exceptionally decided not to open its Delegation in Morocco, leaving the MRC with the full financial and operational responsibility of

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the operation. Follow-up and support for the National Society are ensured by the Regional Office for North Africa. This support was given in the form of contacts and missions carried out on a regular basis in Morocco, individual training courses and ongoing coaching provided to the financial managers' team.

The MRC and the International Federation signed a Memorandum of Understanding outlining the roles and duties of the two partners. The Federation's Regional Office for North Africa in Tunis helped the MRC implement the plan of action, including the financial management of funds and provided overall coordination of stakeholder initiatives.

Audits

In compliance with Federation transfer procedures with respect to National Societies, an external audit of the 2004 business year was organized by the Federation in 2005 to assess the use of funds transferred to the MRC for this operation. Although the funds appear to have been used appropriately and in line with the approved budget, the report points out that the National Society suffers from operational gaps with regard to the structures in place, management and organization systems and internal procedures. Based on recommendations presented in the conclusions of the report, a plan of action was developed by the MRC with a view to tackling the weaknesses of the system. A second external audit for 2005 will be conducted in September and October 2006. The findings of these audits can be obtained from the Federation's Regional Office for North Africa.

National Society capacity-building projects are aligned with the regional plan for North Africa (annual Appeal).

Recalling the Facts

An earthquake measuring 6.3 on the Richter scale hit northeastern Morocco on 24 February 2004. The epicentre of the quake was located in the Strait of Gibraltar 15 km west of the port city of Al Hoceima, ¹ capital of the *wilaya* bearing the same name. Al Hoceima is located 295 km from the capital city of Rabat.

According to government reports, the earthquake took 640 lives and injured 547 people. The earthquake affected a region within a 78-km perimeter, bordered on the west by the village Sidi Daoud (towards Tangiers) and on the east by the village M'noud (towards Nador) with the city of Imzouren at its centre. Imzouren and seven rural communes were declared to be the hardest-hit by the disaster.

In Imzouren, an urban commune of 25,547 inhabitants, 110 houses were completely destroyed within the urban perimeter alone.

The table below lists the most-affected rural communes:

Rural communes	Ait Kamara	Louta	Bni Bou Ayach	Tamassint	Bni Abdellah	Nekor	Tifrouine
Number of inhabitants	7,615	5,501	13,125	12,051	9,400	11,859	7,436

Most of the rural communes are in mountainous areas, dotting the sides of the Rif Mountains.

¹ The *wilaya* of Al Hoceima is composed of several urban and rural communes.

Red Cross and Red Crescent Operations – objectives and achievements

Emergency Phase (Relief Operation: Provision of Food and Non-food Assistance)

24 February/31 March 2004 (*For more information, please see previous situation reports.*)

Stakeholders responded swiftly and generously, enabling the Moroccan Red Crescent to act quickly during the emergency phase and thus meet the needs of the most vulnerable: shelter, essential relief goods and personal hygiene items.

MRC at the National and Local Levels

Alongside the Army and Civil Defence units, the local MRC branch of Al Hoceima was among the first to respond to the disaster.

Under the leadership of the Al Hoceima branch president, all the local branch staff was immediately dispatched to the region to provide relief to the earthquake victims. At the request of the MRC President, HRH Princess Lalla Malika, the secretary general of the MRC Central Committee immediately ordered relief supplies from the MRC emergency stock to be delivered to Al Hoceima: 90 tents and 1,200 blankets from the central warehouse in Rabat. Volunteers from the 71 local committees were mobilized immediately.

Further, the MRC secretary general, who remained in touch with the Federation's Regional Office for North Africa in Tunis, hoped that the international emergency teams could be dispatched as soon as possible in order to help MRC volunteers organize the relief operation. Accordingly, the Moroccan Red Crescent and the International Federation jointly decided to launch a preliminary emergency appeal to the international community.

The IFRC'S deployment of emergency mechanisms: DREF, FACT and ERU

In addition to preliminary emergency appeal No. 06/04 in which the International Federation requested CHF 2,832,000 worth of aid to assist 30,000 victims for six months, a FACT team tasked with making a fast assessment of priority needs and coordinating the International Movement's response to the disaster was sent within 24 hours of the earthquake.

An emergency response unit specialized in logistics (joint Spanish Red Cross and French Red Cross team) was dispatched by the IFRC within 48 hours. This team, designated by the Regional Office for North Africa in consultation with the Federation Secretariat, was composed mainly of staff on assignment in the region (Algeria, the Middle East and a senior MRC liaison official). The team members, familiar with specific problems relating to earthquakes and North African culture (three out of six persons were Arabic speakers), were operational at once and well received by the MRC teams and the beneficiaries.

Representatives of the National Societies of the Netherlands, Finland, Norway, Germany, Switzerland, Spain and the United Arab Emirates and those of the stakeholders—ECHO, USAID, SDC and Italian Cooperation—joined the teams. In the early hours of the operation when government shipments were flown in and donations received, some thefts occurred and goods were embezzled (donations from the Belgian Government, the Finnish Red Cross and the Netherlands Red Cross), despite the presence of delegates seconded by the National Societies to oversee the reception of those contributions. Many lessons were learned following the post-disaster evaluation: gaps in the logistical organization of receiving donated goods, their delivery to the warehouses, the lack of coordination and accurate information between the Civil Defence services and those of the Red Crescent and the lack of MRC managers' capacity to immediately establish a stock inventory.

MRC core areas and activities during the emergency phase

Activity	No. of persons mobilized	Beneficiaries	Coordination
Camp management	525 volunteers	1,500 people	Local authorities, Civil Defence, with United Nations agencies (OCHA, UNICEF) and local and international NGOs
Distribution of relief items	26 administrative staff	Equipment	
Distribution of food items	9 physicians	9 ambulances	
Water and sanitation	9 nurses	2 all-terrain vehicles, several passenger cars (volunteers)	
Health	2 pharmacists		
Psychological support	9 drivers		
Departure of emergency teams, shutdown of camp, handover to the authorities: March 2005			

Relief distribution: food and non-food items



The Moroccan Red Crescent Society distributed emergency relief items to people affected from the earthquake

Objective

Complete the distribution of emergency relief items (end March 2004)

Expected results

- Complete MRC and logistics ERU distribution reports;
- Hand over equipment and logistics expertise;
- Deliver remainder of logistics equipment to Rabat when operation is concluded.

Progress and achievements

Undistributed donations of food, water, sanitation equipment, medicines and logistical ERU equipment were transferred to the government authorities in line with an agreement signed on 11 March 2004 between the MRC and the Regional Assistance Committee, or stored in the National Society's central

warehouse.

Logistics equipment recovered after the departure of the logistics ERU (see below) was stored in the MRC's central warehouse.

The signing of the agreement also marked the gradual end of the emergency phase of the operation in Al Hoceima.

Shelter/water and sanitation/health: camp management of 1,500 disaster victims in Imzouren

Objective

Temporary camp management of 1,500 earthquake victims in Imzouren and transfer of management to the authorities according to government plans (latest end March).

Expected results

- Improvement of water and sanitation facilities in the MRC camp following the input from a Federation expert;
- Distribution of food aid organized by the MRC;
- Health checks carried out by an MRC medical team.

Progress and achievements

Health

The health situation was not alarming; no flare-up of epidemics linked to the disaster was reported. According to a survey of most health establishments in the region, 50 per cent of the patients suffered mainly from stress and forms of psychological trauma, and others, from respiratory infections.

The only shortages reported were limited in scope and were in connection with tetanus vaccines and antibiotics to treat acute respiratory infections at the Tamassint health centre and anaesthetics at Mohammed V Hospital in Al Hoceima.

Water and sanitation

The water supply system was not damaged and water supply was not interrupted. Water quality checks showed that there was no danger of epidemics caused by waterborne disease.

Twelve latrines were installed in the victims' camp, thus contributing to the residents' well-being. After the ERUs' departure, the MRC continued regular food distributions, primarily to women and children. Appropriate installations, in particular of latrines, which fell short of Sphere standards, were lacking.

Food and non-food items

There were no acute food shortages. Supply was sometimes a problem, as many shops were closed. The MRC had received many food donations but lacked storage space.

Shelter

During the emergency phase, assessments highlighted a need for shelter. That need was met, but the lack of warehouses and storage capacity of the MRC and of the authorities, who were taken by surprise by local and international mobilization capacities, was clearly felt.

Completion of emergency phase

The 11 March 2004 agreement with the government stated that the remaining in-kind donations, most of which had not been requested in connection with the Appeal, were handed over to the Regional Assistance Committee, the government body in charge of coordinating assistance for the earthquake victims. In late March 2004, the MRC and the authorities agreed to transfer skills relating to the management of 1,500 people sheltered in the camp, thus ending the emergency phase of the operation launched in the wake of the Al Hoceima earthquake.

Impact

- The amount of tents provided largely exceeded the management capacities of national bodies; therefore, the MRC took over, focusing on that priority. The distribution of tents received via the Appeal and otherwise had enabled the National Society to meet basic needs in the most affected areas. The beneficiaries greatly appreciated such well-organized and coordinated distributions by the local authorities' representatives and the impartial action of the Red Cross/Red Crescent Movement;
- Some 1,500 disaster victims, sheltered in the MRC camp of Imzouren benefited not only from family-size tents and an infrastructure allowing access to water and sanitation but also distribution of food and medical care. Activities organized by the MRC with a view to providing psychological support were especially appreciated by the women and children of the camp;
- Under the agreement signed by the Regional Assistance Committee, the MRC contributed to the efforts of the local authorities to gradually restore normal living conditions in the affected communities.

Constraints

- The quality of relief items received was uneven. Tents were not at all of the same quality. Some even lacked necessary accessories such as stakes;
- The MRC did not have adequate or necessary storage capacities in the region or the handling equipment required when collecting donations;

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- Expertise in systemic logistics follow-up had not been provided;
- Operational procedures for emergency situations had not been established.

Recommendations

In connection with preparedness and the disaster management response at the national, regional and local levels, efforts to harmonize national and regional disaster plans, with a special focus on optimizing coordination between the MRC and the authorities, should be pursued. The Moroccan ORSEC plan, a national disaster response plan, has not been reviewed for many years and the emergency phase highlighted the need to create a dialogue between the national partners in order to better define the roles and responsibilities of each body and to enhance the coordinating mechanisms in the frame of a strategic emergency plan.

Federation Coordination

Moroccan Red Cross and the International Federation

From the early hours of the earthquake, the Regional Office for North Africa was in contact with the secretary general of the MRC and its teams. It was quickly decided that a FACT team would be deployed. At the onset, this team was coordinated by the disaster management regional delegate in order to ensure effective communication early on between the FACT team and those of the National Society, but also to facilitate the transition of the emergency phase operation and its incorporation into regional strategies. The impact of this coordination proved to be positive as well in the development after the post-emergency phase of a plan of action with a major National Society capacity-building component. The plan of action enhanced the support already provided through regional appeals.

Bilateral assistance of sister National Societies

As soon as the appeal was launched, several National Societies swung into action: the Spanish Red Cross was the first on the scene, after having mobilized a 16-person team to deliver relief items sent by road from Spain, owing to its geographical proximity to the disaster area. Representatives of the German, Netherlands, Finnish and Swiss Red Cross Societies, as well of those of the Tunisian, Algerian and United Arab Emirates Red Crescent Societies, were swiftly dispatched to Morocco in order to deliver relief items contributed by National Societies or to purchase relief items locally. All those operations were fully coordinated by the MRC in close cooperation with the Federation team.

United Nations Disaster Assessment and Coordination (UNDAC)

On a wider scale, UNDAC presided over daily coordination and information meetings with various agencies and NGOs present on the ground. Representatives of the International Federation and National Societies attended on a regular basis, providing all necessary information on Red Cross Red Crescent activities, assessments and plans.

After UNDAC's departure, the International Federation resumed the daily meetings and continued to actively support the MRC in setting up a coordination process of assistance with the government authorities. This work was pursued by the Regional Office for North Africa during the rehabilitation phase. The Regional Office organized several planning missions for the MRC and other partners on site in order to implement a plan of action and ensure maximum input by interested donor Societies.

With the rapid decline in the number of organizations present on the ground, coordination meetings became less frequent until they were halted altogether on 4 March 2004. Therefore, the International Federation continued to actively support the MRC in setting up a coordination process of assistance with the government authorities.

Post-Emergency Phase

Objective

Evaluate operations carried out during the emergency phase and review the key lessons learned, conduct critical incident stress debriefing sessions of the 85 MRC national disaster response team volunteers.

Expected results

- Organize critical incident stress debriefing and technical sessions bringing together the players of the Red Cross/Red Crescent Movement: the MRC, the IFRC and the National Societies;
- Evaluate emergency procedures aimed at pinpointing key points during the alert phase and kick-off phase;
- Assess operational aspects of the response and transition from the emergency phase to the rehabilitation phase: volunteer management, coordination with the Federation's response mechanisms and between the National Society and other national players, such as Civil Defence, the Ministry of Health and local authorities;
- Set immediate, medium and long-term priorities;
- Define MRC operational areas to diminish the risks in the disaster areas and ensure the necessary cooperation to achieve this objective.

Progress and achievements

Several evaluations, such as the emergency phase evaluation, critical incident stress debriefing of volunteers, and psychological support needs assessment, enabled the MRC, with support from the Federation's Regional Office in Tunis, to devise a plan of action running from May 2004 to December 2005.

Red Cross and Red Crescent Movement partners wishing to act bilaterally, for example, the Spanish Red Cross and the French Red Cross, the Netherlands Red Cross and the Belgian Red Cross, OPEC and the United Arab Emirates Red Crescent Society, were deeply involved in the planning phase from the outset: their input to the plan of action led to the implementation of closely coordinated and synergistic projects.

The evaluation of the emergency phase, conducted at a workshop from 14 to 16 May 2005 at the MRC's National Training Centre, brought together 85 volunteers (members of the MRC national disaster response team who had taken part in the operation), National Society management, representatives of the Federation's Regional Office for North Africa in Tunis and the French Red Cross representative for North Africa. The evaluation highlighted the strengths and weaknesses of the MRC operation.

Strengths

- The MRC's 550 volunteers who participated in the emergency phase showed a great deal of enthusiasm and good will;
- The MRC immediately responded by mobilizing all its national resources, albeit modest;
- The international network of the Red Cross/Red Crescent Movement was activated immediately, enabling the MRC to work alongside the FACT and logistics ERU teams and benefit from their expertise.

Weaknesses

- The lack of specialized training of the MRC volunteers did not make for optimal management of operations according to international standards (logistics follow-up, reporting);
- Equipment available at headquarters and local branches of the MRC was inadequate to ensure effective management of the operation;
- Storage capacities in the disaster area were inadequate or even non-existent. Further, no stocks had been pre-positioned;
- The massive arrival of international donations made the inspection and delivery of goods very difficult, triggering several incidents and delays;
- The national disaster response plan and the MRC's mandate in the framework of the plan of action should be re-examined and improved.

Impact

The 85 volunteers who attended the workshop benefited from group and individual stress debriefing sessions which enabled them to express their distress and regain their emotional balance.

The workshop also enabled the MRC to evaluate its capacities and pinpoint its weak and strong points and the opportunities highlighted by the operation. The plan of action drafted subsequently took account of these observations in order to strengthen, by means of well-defined projects, the MRC's capacities in the areas identified.

Constraints

The presence at the workshop of the representatives of Civil Defence, the Health Ministry and the Royal Armed Forces, who had taken part in the emergency operation, would have been desirable to increase efficiency and improve coordination among the main players. However, they were unable to attend owing to other engagements.

RECOVERY, RECONSTRUCTION AND CAPACITY-BUILDING PLAN OF ACTION: MAY 2004- DECEMBER 2005

Based on the needs assessment of the victims and of National Society capacity-building, the Moroccan Red Crescent and the International Federation of Red Cross and Red Crescent Societies developed a plan of action for the period running from May 2004 to December 2005.

The plan of action covers rehabilitation and capacity-building projects in the affected areas, preparedness and disaster response at the national level and organizational development.

Plan of action objectives: projects planned, under way or carried out

<u>Disaster response</u>	Period	Funding partners
<u>Rehabilitation phase in affected areas</u>		
WAREHOUSE		
<ul style="list-style-type: none"> - Restocking basic emergency supplies - Construction of warehouses/lightweight structures - Workshop /logistics training 	2004	Spanish Red Cross
<ul style="list-style-type: none"> - Regional disaster management centre for the northern provinces, based in Oujda, and regional warehouse equipment/training centre/administration <ul style="list-style-type: none"> o Regional warehouses o Training centre o International humanitarian law centre o Health post o Garage for ambulances and relief vehicles o Administration/offices and meeting room 	2004–2005	Federation United Arab Emirates Red Crescent
COMMUNITY CENTRES AND STRUCTURES		
<ul style="list-style-type: none"> - Reconstruction of Al Hoceima branch; health and disaster preparedness programmes - Strengthening of MRC facilities <ul style="list-style-type: none"> o Offices (repairs/equipment) o Health posts (repairs/equipment) o Community centres - Installation of vocational centre (Louta, education, health post, disaster preparedness, youth, training) 	2005	Netherlands Red Cross
	2005	French Red Cross

<ul style="list-style-type: none"> - Vocational training for women - Awareness programme for people in risk areas - Support for community-based disaster preparedness projects (health, education, community-based first aid, psychological support programme) 		Spanish Red Cross To be confirmed
CAPACITY -BUILDING <i>(This component is included to provide information on projects in affected areas, as it appears in the section below on MRC capacity-building.)</i>		
<ul style="list-style-type: none"> - Disaster management (activities related to the establishment of disaster management units and a regional centre in Oujda) <ul style="list-style-type: none"> o Strengthening of the regional disaster response team o Logistics training o Simulation exercises 	2004–2005	Federation
DISASTER PREPAREDNESS AT THE NATIONAL LEVEL		
<ul style="list-style-type: none"> - Evaluation of emergency phase and internal and external response mechanisms 		Federation
<ul style="list-style-type: none"> - National disaster response team: <ul style="list-style-type: none"> o Refresher course and specialized training for 85 people who had been trained in 2003 o National camp for 200 people to reinforce the national disaster response team o Advanced first-aid emergency training (300 people targeted, 10 training courses) - uniforms/equipment for the teams o Equipment (2 vehicles, 1 truck, 2 fuel trucks, 4 ambulances, 2 fork lifts, 4 pallet loaders, 1 4x4 vehicle) 	2004–2005	Federation ICRC French Red Cross French Red Cross OPEC
<ul style="list-style-type: none"> - Disaster management seminar - Logistics and training workshops (Marrakech, Oujda, Casablanca) - Seminar on coordination among key players in time of disaster - Training for provincial committee staff - Information and awareness-building seminar to provide a better understanding of Red Cross Red Crescent emergency mechanisms available in time of disaster 	2005 2005 Oct. 2005 2005	Federation Federation
<ul style="list-style-type: none"> - Review of MRC national disaster management plan (based on lessons learned from previous emergency operations) <ul style="list-style-type: none"> o Adaptation and dissemination of Plan to branches and disaster management units o Training of Red Cross/Red Crescent staff and volunteers o Simulation exercises at branch level - Increased cooperation with the government and local authorities with regard to the revision of the national disaster response plan (ORSEC) 	June 2005 Nov. 2004– 2005	Federation Federation
Health care in emergency situations <i>(This component will be developed in the frame of an approach contained in the section on disaster management.)</i>		

<ul style="list-style-type: none"> ○ Psycho-social programme <ul style="list-style-type: none"> ▪ Support for the MRC in establishing a national PSP strategy and plan of action ▪ PSP workshop ▪ Development/translation of psychological support programme and training-of-trainers modules, educational material in French and Arabic ▪ Incorporation of psychological support programme modules into all other curricula (disaster management/health care) ○ Training in environmental health <ul style="list-style-type: none"> ▪ Water/hygiene ▪ Planning and establishment of health services in emergency situations ▪ Development/production of promotional material ▪ SPHERE training courses 	<p>2004- 2005</p> <p>Sept. 2005</p> <p>2005</p> <p>Aug. 2005</p>	<p>Federation, French Red Cross</p> <p>Federation Federation</p> <p>Federation</p>
Humanitarian values		
<ul style="list-style-type: none"> - Promotion of humanitarian values and principles within MRC activities - Development of tools and material in French and Arabic - Public campaigns and celebration of Red Crescent events 	<p>April 2005</p>	<p>Federation</p>
Organizational development		
<ul style="list-style-type: none"> - Branch development <ul style="list-style-type: none"> ○ Basic Red Cross/Red Crescent training <ul style="list-style-type: none"> ▪ Staff ▪ Volunteers ▪ Communities ○ Opinion poll on MRC image ○ Reinforcement of local Red Crescent structures 	<p>2005</p>	<p>Federation</p>
<ul style="list-style-type: none"> - Volunteer and youth management <ul style="list-style-type: none"> ○ Support for MRC in setting up national policy and plan of action <ul style="list-style-type: none"> ▪ Volunteer status ▪ Recruitment, compensation ▪ Central database ▪ Retention and mobilization plans ○ Increased involvement of youth sections in MRC activities (disaster management, health, principles and values) at the community level; better positioning of youth. ○ Refresher courses, specialized training 	<p>2005</p>	<p>Federation</p>
<ul style="list-style-type: none"> - Information/communication <ul style="list-style-type: none"> ○ Establishment of information/communication unit, including 	<p>2005</p>	<p>Federation</p>

<ul style="list-style-type: none"> training and equipment. ○ Support for communication strategy development <ul style="list-style-type: none"> ▪ Improved circulation of information between branches and central committees ▪ Increased visibility of MRC activities ○ Development of contacts and establishment of partnership with media 		
<u>NATIONAL TRAINING CENTRE</u>		
- Expansion of national training centre, Mehdia	2004–2005	Federation
<u>CAPACITY-BUILDING/MANAGEMENT PROJECT</u>		
<ul style="list-style-type: none"> - Project planning and management - Financial management <ul style="list-style-type: none"> ○ Capacity and resource assessment of MRC; development of plans of action to enhance financial management (central committees/local branches) ○ Support for MRC finance department in managing financial reports required by donors (participating National Societies, contract management, for example, ECHO, USAID) - Training seminars on project formulation and report writing <ul style="list-style-type: none"> ○ Training the trainers Branch staff training	Feb. 2005	
<u>Other</u>		
<ul style="list-style-type: none"> - Final evaluation - Meeting of partners 	Oct. 2005 Nov.2005	

Federation Coordination

The Regional Office for North Africa in Tunis organized a two-day regional meeting of all bilateral partners in the North Africa region, namely the National Societies of France, Spain, the Netherlands and Belgium, in order to draw up a sound plan of action, coordinate support to the National Societies in the region, and in particular, to maximize efforts and available resources in a spirit of transparency and complementarity.

Among other things, the plan of action reflects the wish of the MRC and its partners to work efficiently and effectively in order to:

- Provide national disaster response team with refresher courses and specialized training courses;
- Incorporate disaster response modules, aligned with the Sphere Project Humanitarian Charter, into national disaster response initiatives;
- Familiarize MRC staff with the Federation’s disaster response tools;
- Acquaint national disaster response team members with International Federation mechanisms such as field assessment and coordination team (FACT), emergency response unit (ERU), disaster relief emergency fund (DREF) and disaster management information systems (DMIS).

External stakeholders (OPEC), that had seen the plan of action, also responded favourably and expressed a commitment to the plan of action.

Plan of action implementation: May 2004–December 2005

Overview

The MRC began to implement the plan of action with its partners under the International Federation’s coordination upon its adoption in late May 2004. By December 2005, most of the projects contained in the plan of action had been completed; others were nearing completion.

However, in parallel with its regular national activities and those planned in connection with the Federation’s regional Appeal, the MRC carried out several projects contained in the plan of action; in short, over 91.5 per cent of initial objectives were achieved. The operation reached completion according to the plan by the end of 2005, except for the Mehdiya Training Centre, which is scheduled for June 2006.

Bilateral projects will take longer than planned by this appeal, owing to delays. Some have already been planned as medium-term development programmes.

Programme planning is an ongoing process; plans and projects are continually evaluated so that programmes under way can be readjusted, if necessary.

Impact

The impact of most of the projects carried out to date cannot yet be measured. However, the MRC and its volunteers enthusiastically supported the projects contained in the plan of action. Their implementation provided an impetus for a good number of local committees. Nevertheless, the enthusiasm and good will of those taking part in the projects do not suffice. To achieve expected results, that good will must also reflect a political will by governance to take the necessary decisions taken to remedy shortcomings observed during the operation and the lack of internal procedures.

Constraints

- The dissolution of the MRC regional committee of the Al Hoceima branch unfortunately created major problems with regard to project identification, formulation and implementation in the affected areas;
- A lack of structure within the central committee (headquarters) of the MRC made it difficult to assign tasks and determine relevant duties relating to programme and/or project management. The current structure of the MRC’s central administration is not suited to project cycle management. Project managers, counterparts of international partners, have not yet been designated, except for those in the areas of health and finance, making the planning, follow-up and report-writing processes even more difficult.

Progress and achievements/objectives contained in the plan of action

DISASTER RESPONSE – Rehabilitation of affected areas

WAREHOUSE	
-	Restocking basic emergency supplies
-	Building warehouses/lightweight structures
-	Workshops/logistics training
-	Regional Disaster Management Centre for the northern provinces based in Oujda and equipment for regional warehouses, training centre, health post, International Humanitarian Law Centre, administration

Restocking basic emergency supplies

The Spanish Red Cross and the Netherlands Red Cross provided the MRC with basic emergency supplies: tents, camp-beds, blankets, tarpaulins, buckets, kitchen sets and first-aid kits. Emergency supplies are being stored in the MRC’s central warehouse in Rabat (Skhirat).

Items	Spanish Red Cross	Netherlands Red Cross
Tents	30	100
Blankets	1000	1,020
Camp-beds	30	500
Tarpaulins	-	200

Buckets	160 (5 litres each)	255 (20 litres each)
Kitchen sets	-	100 (1 set for 5 people)
Sleeping bags	50	-
First-aid kits	50 (with 50 refills)	-

After the departure from Al Hoceima of the logistics emergency response unit, composed of members of the Spanish and French Red Cross Societies, the MRC recovered the equipment, which will be used to strengthen its logistics capacities at the national level. This equipment will remain in the MRC's central warehouse and will be available to national disaster response teams.

Impact

Emergency supplies proved to be the prerequisite for all emergency operations. Current efforts to build stockpiles fill a gap in this area and are due, first and foremost, to the modest financial means available to the MRC for procurement purposes.

Constraints

Other national disaster response bodies are not always familiar with the role and responsibilities of the MRC as an auxiliary of the public authorities, leading to misunderstandings with respect to the National Society's mandate in emergency situations.

Despite the MRC's genuine awareness and decision to view disaster management as a priority, a strategic approach to disaster management has not yet been developed, and hence, a national plan, which could be adopted by and disseminated throughout the MRC's 71 branches. This cannot be achieved without establishing an adequate structure at the central level that can manage both this programme and the huge potential in human resources—volunteers—that is available within the National Society.

Regional warehouse for the northern provinces (Oriental region, Oujda)



The MRC allocated funds for the construction of a warehouse in Oujda province

Objective: Build, equip and operationalise the multi-functional regional complex for the entire Oriental region (budget: CHF 300,000)

Expected results

- Build a regional warehouse for the Oriental administrative division designed for storage of food and non-food relief goods to meet needs in the event of disaster;
- Improve response time with regard to natural and human-caused disasters with a view to aiding the victims in a risk area within a 300-kilometre perimeter; centre can also serve 8 Algerian *wilayas* at risk;
- Take part in activities of the regional inter-sectoral committee in charge of disaster response and communication at MRC headquarters.

Additional project

- Recruit and train, in an earthquake-prone and politically sensitive area, 400 volunteers yearly to respond swiftly and effectively to the population's needs;
- Set up a national disaster relief training centre according to areas of operation: first aid, logistics, water and sanitation, camp construction, psychological support programme;
- Prepare the population for disaster by launching public awareness programmes;
- Have community volunteers organize information, education and community health communication campaigns;
- Combat women's illiteracy in underprivileged neighbourhoods: teach 70 women a year to read and write;

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- Set up MRC youth clubs in schools and underprivileged areas and a juvenile delinquency prevention and psychosocial support centre;
- Establish a vocational training centre for destitute children (provide vocational training for 50 children in electricity, mechanics and computer science per year);
- Set up a health promotion centre to help improve health conditions of the most vulnerable inhabitants of industrial areas; ensure proximity to health care (3,600 visits per year);
- Distribute food and clothing to 3,000 poor people per year;
- Evacuate and transport the sick and wounded;
- Establish an international humanitarian law centre; disseminate international humanitarian law to the student population and management;
- Set up a tracing office;
- Supply the warehouse;
- Procure supplies and equipment required to carry out activities.

Progress and achievements

The MRC made a strategic decision to allocate CHF 300,000 of the Appeal funds for capacity-building in earthquake-prone areas, in particular for the construction of a warehouse measuring 1,049 square meters in Oujda province. The area borders Algeria and is both an earthquake-prone and politically sensitive area. The groundbreaking ceremony took place on 30 August 2004 with the Minister for Employment and Vocational Training and the Head of Delegation of the International Federation's Regional Office for North Africa presiding. During the ceremony the president of the MRC Oujda branch presented the project, its objectives and funding sources.

A request for bids was launched in September 2004 for the construction of the centre. In accordance with local procedures, the bid was awarded to SOGEGAF, Ltd.

The Red Crescent Society of the United Arab Emirates confirmed its contribution to the second phase of the project for warehouse equipment. An agreement between the Moroccan Red Crescent and the National Society of the United Arab Emirates is currently being drawn up.

The project is well on its way, thanks to the Oujda regional committee's effective management and the leadership of the local project coordinator. The construction phase should be completed during the summer, and the equipment should be supplied by September. The inauguration is initially planned in October. Situation reports, available upon request, are regularly prepared and forwarded by the Oujda branch to central headquarters and then to the Regional Office for North Africa.

Impact

In addition to serving as a regional warehouse of the MRC in connection with disaster response operations, the Oujda regional centre will be multi-functional and versatile, catering to the needs of the most vulnerable and strengthening local branch capacities.

The local authorities are especially interested in the Centre's development and have expressed a desire not only to build a stronger partnership with the MRC local branch, but also to contribute to the Centre's operational costs (availability of human resources, meeting facilities and the like). This expression of interest and the will of the MRC branch president to see the Centre flourish also had an effect on the social and humanitarian associations working in the region.

Constraints

To date, there have been no constraints to report; construction work has proceeded according to the plan. Progress reports are available upon request from the Regional Office for North Africa. The Centre has not yet been inaugurated owing to the delay in installing the equipment financed by the United Arab Emirates Red Crescent Society.

COMMUNITY CENTRES AND FACILITIES
<ul style="list-style-type: none">- Reconstruction of Al Hoceima MRC branch; health and disaster preparedness programmes- Reinforcement of MRC facilities<ul style="list-style-type: none">o Offices (repairs and equipment)o Health posts (repairs and equipment)o Community centres- Establishment of a vocational training centre (Louta, education, health post, disaster preparedness, youth, training), vocational training for women- Awareness programme for inhabitants of risk-prone areas- Support for community-based disaster preparedness (health, education, community-based first aid, psychological support programme)

Objective

Help rehabilitate facilities and improve living conditions of vulnerable persons affected by the earthquake.

Netherlands and Belgian Red Cross Societies' projects

Objective

Reinforce the Al Hoceima MRC branch structures (stocks, equipment, help rebuild headquarters, including a warehouse and health care centre) and its disaster management capacities (training, development of a regional disaster response plan in cooperation with the local authorities and Civil Defence).

Spanish Red Cross project

Objective

Strengthen MRC structures and capacities, in particular of the Al Hoceima branch with respect to disaster management (emergency supplies, awareness programme aimed at children).

French Red Cross project

Objective

Help improve living conditions of women living in rural areas.

Expected results

- Build a training and development centre in the Louta rural commune (education, health post, risk awareness, training) featuring a day care centre enabling women to work;
- Acquire at least one skill from training workshops facilitating reinsertion in the job market;
- Improve and stabilize rural women's incomes by encouraging them to set up production cooperatives, thus ensuring them a stable income;
- Enhance psychosocial services for women and children beneficiaries;
- Help improve health conditions of women beneficiaries;
- Self-finance training and development centre through beneficiaries' participation in income-generating activities;
- Teach women beneficiaries of the centre to read and write.

Progress and achievements

This bilateral project between the French Red Cross and the Moroccan Red Crescent is part of the plan of action. It is aimed primarily at women in rural areas and affected by the earthquake. According to assessments, 60 % of women in the rural district of Louta suffered material or human losses during the quake. The project focuses in particular on young women over the age of 15 and women not having been able to attend school and/or without

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access to regional education and training centers. Children between the ages of 2 and 5 accompanying their mother will also benefit from the project.

The Louta centre will be inaugurated at a ceremony organised jointly with the French Red Cross in the first quarter of 2006.

The programmes supported by the partner Red Cross societies are in the final stages of development and expected to be completed shortly. The dissolution of the Al Hoceima branch of the Moroccan Red Crescent, following the institution of legal proceedings against the president of the branch at the time of the quake, left a big gap and made it impossible to hold discussions with counterparts at the Moroccan Red Crescent on the spot. The proceedings recently concluded, finding no irregularities on the part of the Moroccan Red Crescent and requiring compensation to be paid to the person incriminated. The regional committee of Al Hoceima has been reconstituted and is expected to be operational again soon.

The International Federation's Regional Office for North Africa initiated and facilitated the recruitment of a Moroccan programme officer (Mrs Nabila Zouhiri), who in June began working for the Dutch Red Cross under the auspices of the International Federation. This agreement between the Dutch Red Cross and the International Federation has proven very productive. The plan is to extend the contract of the programme manager for a further year.

Impact

It is not possible to assess impact since the project was launched only recently, starting with the recruitment of a project coordinator, based in Al Hoceima, in May 2005.

Constraints

Implementation was delayed relatively to the initial timetable and only 2 % of the budgeted amount had been spent by 30 April 2005.

It should be noted that the implementation deadlines are fairly flexible, since the funds required for the project are those of the Red Cross Societies involved and are therefore not subject to the same conditions and constraints as funds received through the International Federation.

NATIONAL DISASTER PREPAREDNESS
Assessment of the emergency phase and the response mechanisms (internal/external)
<ul style="list-style-type: none">- National Intervention Team:<ul style="list-style-type: none">o Refresher course and specialized training for 85 people (trained in 2003)o National camp for 200 people to strengthen the National Intervention Teamo Advanced training in emergency first aid (300 persons, 10 training courses) – uniforms/equipment for the teamso Equipment (2 vehicles, 1 truck, 2 tank trucks, 4 ambulances, 2 lift trucks, 4 pallet trucks, 1 4x4 vehicle).- Disaster Response Seminar- Logistics and training workshops (Marrakech, Oujda, Casablanca)- Seminar on coordination between key actors in emergencies- Training for the staff of regional committees- Information and awareness-raising seminar to enable participants to better understand the Red Cross/Red Crescent emergency mechanisms available in times of disaster.- Review of the Moroccan Red Crescent's National Disaster Response Plan (on the basis of the lessons learned from previous emergency operations)<ul style="list-style-type: none">o Adjustment and dissemination of the document to the branches/disaster management unitso Training of Red Cross/Red Crescent staff and volunteerso Simulation exercises at the branch level- Efforts to strengthen cooperation with the government and the local authorities regarding the review of the National Disaster Response Plan (ORSEC plan)

Disaster Management and Organization of Rescue Teams

Morocco's ORSEC plan (National Disaster Response Plan) had not been reviewed for a number of years and operations during the emergency phase demonstrated the need to initiate dialogue between the national partners in order to better define the roles and responsibilities of every organ and improve coordination mechanisms within the framework of a Strategic Emergency Plan.

Simulation exercise, camp management and basic and advanced training: Al Haouz camp

Objective: Enhance the skills of Moroccan Red Crescent volunteers in the area of disaster response and first aid.

Expected results

- 325 persons were trained in advanced first aid;
- 85 members of the National Intervention Team, trained in 2003, followed a practical refresher course and received specialized training;
- 410 volunteers received first-aid uniforms and equipment;
- Cooperation with key players in the ORSEC plan was strengthened;
- Regional and international cooperation was enhanced.



Progress and achievements

From 22 to 29 July 2004, the Moroccan Red Crescent organized a practical training workshop in disaster response, in Al Haouz (*wilaya* of Marrakech). The workshop was part of the disaster preparedness and response programme initiated in 2002 and 2003 and supported by the Regional Office of the International Federation, in collaboration with the ICRC and the French Red Cross.

The experience gained during Moroccan Red Crescent interventions following the floods in Mohammedia (2002) and TanTan (2003), the bomb explosions in Casablanca (2003) and the earthquake at Al Hoceima (2004), and from the assessment of the last of these operations and the know-how acquired during previous training programmes, were taken into consideration in the preparation of the exercise held at the Al Haouz camp.

The following took part in the training/simulation exercise:

- 410 Moroccan Red Crescent volunteers;
- 4 officers of the royal police force, 2 officers of the social services unit of the royal armed forces, 4 representatives of the Ministry of Health and 4 staff members of the Civil Protection Service and the Ministry of National Education attended with a view to strengthening coordination among the key actors during disaster interventions (government and non-governmental);
- 8 representatives from the National Red Crescent Societies of Libya, Tunisia, Mauritania and Qatar were present with a view to strengthening regional cooperation and laying the foundations for the creation of a regional intervention team.

The training programme was led by experts from the National Society as well as nine international experts, and supervised by the Head of Delegation of the Regional Office for North Africa. The eight-day course was structured as follows:

Beneficiaries	Basic training course	Specialized training in evaluation/refresher courses/coordination in the field/food supplies/psychological support	Advanced training in first aid	Observations
325 volunteers	X			
85 volunteers National Intervention Team		Refresher training for the National Intervention Team		Equipment: uniform and first-aid equipment
325 volunteers			X (10 courses)	
<p>OBSERVERS: to share best practices, experiences and expertise, the Regional Office for North Africa invited observers from the Red Crescent Societies of Egypt, Libya, Tunisia, Mauritania and Qatar to join the camp in order to strengthen regional cooperation and to move towards the formation of regional teams.</p>				
<p>TRAINING & SUPPORT: the camp was supported by the disaster response team of the Regional Office for the Middle East, in close cooperation with the trainers and senior staff of the Moroccan Red Crescent.</p>				

- Other specialized training courses dealing with the coordination of key actors during disasters, and information and awareness-raising campaigns to improve understanding of the Red Cross/Red Crescent emergency mechanisms available in case of disaster were held for local committees and at the national level.
- The draft disaster management plan of the Moroccan Red Crescent was reviewed and presented/disseminated to the local committees.
- Cooperation with the government and the local authorities was strengthened as part of efforts aimed at a review of the ORSEC plan.

Impact

The staff and volunteers of the National Intervention Team of the Moroccan Red Crescent familiarized themselves with the International Federation's disaster response tools and improved their knowledge of the different disaster response modules (camp management, water and sanitation, food supplies, psychological support, logistics, information/communication, report-writing), and the relevant ICRC conflict preparedness modules. Participants also expressed a need to draw up sectoral strategies (for example in the field of food relief).

The fact that other national agents also took part in the exercise made it easier for participants to understand how the Moroccan Red Crescent functions, what its capacities are and helped strengthen coordination at the local level.

The presence of representatives of sister National Societies made it possible to exchange experiences and create closer ties. In the medium term, this may lead to the establishment of a regional disaster response team.

Constraints

The choice of site and the poor weather conditions made the exercise difficult. Several volunteers sustained light injuries during the simulation exercises. These incidents raised the question of accident and health insurance for volunteers taking part in interventions or simulation exercises. The large number of participants created organizational problems concerning camp management and the ability to use the chosen methodology.



The first aid course is an important component of the first aid in emergencies programme

First aid in emergencies (French Red Cross programme)

This is the second bilateral project run by the French Red Cross and the Moroccan Red Crescent. It falls under the objectives of the plan of action, and consists of three parts:

1. Drawing up operational procedures for emergencies for the Moroccan Red Crescent;
2. Setting up first aid courses (refresher courses, training courses, diplomas);
3. Purchasing jackets for the first-aid teams of the Moroccan Red Crescent.

Operational procedures

Objectives

1. To strengthen the organizational framework of the Moroccan Red Crescent and to draw up operating procedures (for routine first aid activities and emergencies);
2. To improve the first aid administered by the Moroccan Red Crescent by training 300 trainers and giving refresher courses for first aid teams;
3. To provide the Moroccan Red Crescent with jackets in order to improve the National Society's image and ensure that its volunteers are more readily identifiable by their uniform look.

1. Strengthening the organizational framework of the Moroccan Red Crescent and drawing up operating procedures (for routine first aid activities and for emergencies):

Progress and achievements

The Moroccan Red Crescent expressed a desire to draw up a formal organizational framework accompanied by operational procedures so as to clarify the responsibilities and decision-taking mechanisms in the areas of emergency response and first aid, at the national and branch level.

To this end, at the request of the office of the director for international operations and in the view of assistance given to the Moroccan Red Crescent by the French Red Cross, a first technical mission was carried out from 22 to 24 June 2004 by the national emergency and first aid delegation. At the end of the mission a timetable was agreed upon with the members of the National Training Team of the Moroccan Red Crescent.

The 24 trainers of the National Training Team took part in this mission to investigate operational and organization procedures. Different levels of intervention were determined, that is to say, the definition of management, leadership and organization of an intervention. Group work was based on the following three topics:

- The outline of the introductory training in national emergency response (ISE);
- The role and framework of the National Intervention Team and the National Training Team;
- The intervention plan.

Participants were divided up into working groups, each group being required to draw up organizational procedures. The end of February 2005 was set as a target date for developing the training programmes and operational programmes, as well as the introductory training in national emergency response.

It was recommended that the National Training Team receive more in-depth training in emergency response. The Secretary General, who was present at this first seminar, proposed a meeting of committee presidents in order to present this project.

Experts of the French Red Cross carried out a second, follow-up mission from 14 to 18 January. Two groups of beneficiaries (the committee presidents of the northern part of the country on the first day, the committee presidents of the southern part on the second day) attended an introductory training course in national emergency response.

The programme consists of three components. The objective of the first component is to familiarize the committee presidents with organization of the French Red Cross in the areas of first aid and emergency response strategy. The second component focuses on the proposals by the Moroccan Red Crescent (strategy for emergency response and first aid) regarding awareness-raising of the general principles of first aid and emergency response, the appointment of a provincial or regional first aid coordinator, and emergency first aid in general. The third component deals with how the levels of intervention and operational plans are applied when a disaster occurs.

The third day of the training course was dedicated to a debriefing session with members of the National Training Team, with a view to preparing a technical summary of the discussions, drawing up an action plan and working method, and writing up a summary of the ISE.

Impact

The National Society has developed an outline for an introductory training course in national emergency response. The role and framework of the National Intervention Team is perceived more positively and better understood. The National Society has an intervention plan at its disposal. The presidents of the local committees have been familiarized with the workings of emergency response and first aid teams and have taken an active part in drawing up the national plans for these areas.

Constraints

The timetable for action agreed upon in June 2004 with the members of the National Training Team has not been respected. The members of the National Training Team met for the first time during the second mission by the French Red Cross. So far only the content of the SSP and ISE training courses has been determined.

The statutes of the National Society do not specifically and unambiguously call for a commitment in the field of disaster management. Consequently, the National Intervention Team of the Moroccan Red Crescent cannot be a formal part of the National Societies and, therefore, cannot be recognized by the authorities as an intervention tool.

2. Advanced training course in emergency first aid (300 target persons, 10 training courses)

Progress and achievements

A first training workshop for first-aiders was held from 24 to 31 January 2005 in Mehdia. Some 20 members of the National Training Team took part in the workshop.

The techniques for teaching first aid teams in France, and changes to be made during the current year, were presented in order to give the Moroccan Red Crescent the elements it needs to give its project a sound, well-structured footing. In addition, the Moroccan trainers gave presentations and in groups demonstrated first aid techniques. Several recommendations were issued at the end of the workshop.

Impact

Several Moroccan Red Crescent trainers demonstrated a high level of technical and teaching skills.

Constraints

Communication among the members of the National Training Team, headquarters and the trainers should be strengthened. Several participants did not attend all the sessions, which makes it difficult to ascertain the exact number of participants. Lastly, participants' widely diverging levels of skill made it impossible to draw the full benefit from this workshop.

3. Purchase and distribution of jackets

The jackets have been purchased and reserved for exclusive use by the intervention teams.

Logistics training

Objective: The goal was to teach the Moroccan Red Crescent volunteers basic and advanced logistic skills to strengthen their intervention capacities, minimize losses and hence manage donations in line with international standards.

Expected results

- To familiarize the National Society volunteers with logistical strategies as applied to management and coordination in case of disasters;
- To improve the volunteers' knowledge and know-how so as to enable them to become better at managing assistance and donations given by national and international donors;
- To improve the participants' knowledge of warehouse and vehicle fleet management.
- To clarify the role and function of logistics within the Moroccan Red Crescent;
- To raise the National Society's awareness of the need to set up a logistics emergency intervention committee capable of managing relief supplies conform to international standards.

Progress and achievements

In keeping with the recommendations made after the operation at Al Hoceima and the initial training courses given in the Al Haouz camp, three logistics training courses (two basic and one advanced) were scheduled to accomplish the objective.

During the period under review in the present situation report (May 2004 to December 2005), three training courses were held (from 15 to 18 October 2004, 27 to 30 May 2005 and 8-10 June 2005). Two courses were supervised by a logistics training officer from the International Federation and the logistics coordinator of the Moroccan Red Crescent.

The standard logistics training modules of the International Federation covered the following topics:

- The Moroccan Red Crescent logistics strategy in disaster management;
- The role and functions of logistics;
- Mapping of the capacities and logistical resources of the Moroccan Red Crescent, on the basis of a standard questionnaire and its components;
- Logistical emergency intervention committees;
- Definition of the concepts RDRT, FACT, ERU LOG; functions and interactions;
- Management and selection of warehouses;
- Transport: planning, identifying needs, management.

Impact

The participants acquired basic knowledge of logistics and were made aware of the tools developed by the International Federation for all National Societies.

A working group was formed whose aim is to focus on the creation and establishment of a logistics structure within the Moroccan Red Crescent. Five members of this group were selected to continue raising awareness among the local committees and branches.

However, it is too early to be able to assess the impact of the training courses, since the persons trained will not be used until some point in the future.

It was suggested that the impact of the course might have been greater if the practical coursework had been done in the warehouses of the Moroccan Red Crescent.

Constraints

The Moroccan Red Crescent has not yet defined a strategic approach to training that would enable it to integrate trained staff and volunteers into a defined system. In their evaluations the participants listed time and the lack of adequate structures as constraints (topics and practical exercises lacked the sufficient depth).

Vehicle fleet and materials handling equipment

Objective: To supply the National Intervention Team with the necessary means of transport, and intervention and materials handling equipment.

Progress and achievements

The full amount of the funds made available to the Moroccan Red Crescent by the OPEC Fund was used as planned. In October 2004, the following cars and utility vehicles were purchased:

- 2 Peugeot Partner 1.9 D
- 4 ambulances
- 1 flatbed truck
- 1 tank truck
- 1 Kia Sportage 4x4, 2 lift trucks, 4 hand-operated pallet trucks.

This equipment is reserved for use by the National Intervention Teams in case of disaster or for the organization of specific events.

Impact

The above vehicles supplement the existing MRC fleet, which is used to transport volunteers and injured persons, and makes it easy to move donations into and out of the central warehouse, thereby helping the Moroccan Red Crescent act more rapidly.

Constraints

The absence of any database listing the resources of the local committees makes it difficult to evaluate needs. Mapping can be considered as first step towards a needs assessment.

Health in emergency situations

(This component will be covered as part of an integrated approach to disaster management)

- Psychosocial programme (PSP)
 - Support the Moroccan Red Crescent's efforts to implement a national psychosocial support programme and to draw up a plan of action
 - Psychosocial support workshop
 - Development/translation of the PSP and TOT (training of trainers) modules and teaching materials into French and Arabic
 - Integration of the PSP modules into the other curricula (Disaster Management/Health).
- Environmental health (training)
 - Water/hygiene
 - Planning and setting up health services in emergency situations
 - Development/production of promotional material

Psychosocial support programme (PSP)

Objective: As part of an integrated approach, systematically introduce the psychosocial support programme into the disaster management programme.

Expected results

- The Moroccan Red Crescent has implemented a national PSP strategy and drawn up a plan of action
- The material needed for training was translated into Arabic and French and published.
- The PSP awareness-raising modules were integrated into the training curricula (disaster management/health).

Progress and achievements

The Moroccan Red Crescent has identified priority activities to be carried out in order to meet the need for psychological support of populations struck by natural disasters. In May 2004, at the request of the Moroccan Red Crescent, the regional psychological support coordinator carried out an assessment of psychological support needs. A consultant appointed by the Moroccan Red Crescent drew up recommendations aimed at integrating psychological support into programmes, for example first aid courses. This work was carried out together with French Red Cross teams. During regional meetings the consultant was also requested to develop a national network whose objective would be to strengthen the regional network. A section on psychological support was drawn up for incorporation into the integrated disaster management programme. Despite these projects and the achievement of concrete goals, no overall strategy or plan of action was finalized. The participants in the Al Haouz exercise were made aware of psychological support techniques and methodology.

Furthermore, as part of bilateral projects with the French Red Cross, a technical training and applied teaching workshop on PSP awareness-raising was held on 19 and 20 June 2004 at the Moroccan Red Crescent training centre. The aim of the seminar was to familiarize the 27 PSP trainers, of whom 24 are members of the National Training Team, with the available teaching materials so as to enable them to adapt it at a later stage to the Moroccan context and to refine it in terms of form and content.

Impact

It is difficult to measure any impact since the Moroccan Red Crescent does not have a strategy in this area and there is no focal person to give any kind of feedback about the programme. However, the interest and needs are there. It would be a positive step if the health committee of the Moroccan Red Crescent were to make this component an official part of its global strategy.

Constraints

The teaching material was in French and therefore had to be translated into Arabic and adapted to be appropriate to the local culture.

Humanitarian values

- Integration of the promotion of humanitarian principles and values into the different activities of the Moroccan Red Crescent;
- Development of tools and materials in French and Arabic;
- Publicity campaigns and celebration of Red Cross/Red Crescent events.

Humanitarian principles and values



The meeting held in April 2005 in Rabat represented the second phase in a regional campaign to promote respect for diversity and to reduce discrimination and intolerance

The meeting held on 13 and 14 April 2005 in Rabat, on the initiative of the International Federation's North Africa delegation based in Tunis, in collaboration with the "Principles and Values" department and with technical support from the Media and Design & Production departments of the International Federation's Secretariat, represented the second phase in a regional campaign to promote respect for diversity and to reduce discrimination and intolerance (phase 1: test in Tunis, September 2003).

The meeting was followed by a one-day workshop, held on 15 April, to develop an information and communication campaign to assist the Moroccan Red Crescent with its communication work and the production of promotional materials to be used on the

occasion of world, regional and local Red Cross/Red Crescent days and, more particularly, for the preparation of an anti-stigma campaign planned for the celebrations of 8 May.

Objectives (meeting)

Give the components of the Red Cross/Red Crescent Movement, an opportunity to discuss respect for diversity and efforts to break down discrimination and intolerance from the theoretical and practical point of view by participating in the workshops on offer; to identify problems related to discrimination in their specific context; to develop the foundations for promising local and/or national activities; to propose ideas, examples of programmes and subjects for discussion within the department of “Principles and Values”, in order to contribute to the Global Programme and thereby promote respect for diversity and reduce discrimination and intolerance; and to come up with and elaborate campaigns falling within the scope of actions embarked upon by the National Society at the local and national level.

Expected results

- Ability to integrate respect for diversity and the reduction of discrimination and intolerance in all types of existing local and/or national activities ;
- Ability to carry through local and/or national activities integrating the International Federation’s humanitarian principles and values;
- Ability to plan a campaign (who, what, how, how much will it cost, etc.);
- Ability to carry out well-targeted campaigns.

Objective (one-day workshop)

Familiarize a restricted group of participants with technical concepts so as to enable the relevant programme officers of the Moroccan Red Crescent to better prepare and implement national, regional or local campaigns.

Expected results

- A regional and local anti-stigmatization campaign focusing on the problem of HIV/AIDS, carried out in 2005 (in line with the topics identified by the participants and agreed upon by the local and regional hierarchical structures);
- A campaign on volunteer work.

Progress and achievements

The tools and methods used and presented were to a large extent adopted by the trainers for use in their own branches on the occasion of gatherings, events and Red Crescent activities.

On the occasion of the celebration of World Red Cross and Red Crescent Day on 8 May 2005, a campaign was organized to celebrate and give due recognition for Moroccan Red Crescent volunteers, the importance of volunteer work in civil society and its impact on local communities. This campaign was echoed in other celebrations of World Days (youth, first aid day, disasters, HIV/AIDS, etc.). It closed on the occasion of World Volunteer Day, on 5 December 2005, with an exhibition and a day of discussion and debate on volunteer work and volunteers.

A second campaign on non-discrimination, focusing primarily on humanitarian values, was launched and completed on World HIV/AIDS Day.

Organizational development
- Branch development <ul style="list-style-type: none">○ Basic Red Cross/Red Crescent training<ul style="list-style-type: none">• Staff• Volunteers• Communities○ Opinion poll on the image of the Moroccan Red Crescent○ Strengthening of local RC structures

<ul style="list-style-type: none">- Management of volunteers/youth<ul style="list-style-type: none">o Supporting the Moroccan Red Crescent's implementation of its national policy and plan of action<ul style="list-style-type: none">• Status of volunteers• Recruitment, indemnities• Central database• Volunteer retention and mobilization planso Greater use of the youth section in Moroccan Red Crescent activities (disaster management, health, values & principles) at the community level. Better positioning of young people;o Refresher courses, specialized training
<ul style="list-style-type: none">- Information/communication<ul style="list-style-type: none">o Establishment of an information/communication unit (including training and equipment);o Supporting the development of a communication strategy<ul style="list-style-type: none">• Better circulation of information between the branches and central committees• Greater visibility of the Moroccan Red Crescent activitieso Developing contacts & establishing partnerships with the media.

Programme to strengthen the operational capacities of the Moroccan Red Crescent/Organizational development

Objective: To support the Moroccan Red Crescent's work to set up systems aimed at strengthening its existing capacities; to develop additional capacities considered useful and institutionalize them at all levels of the National Society.

Expected results

- Assessment of the capacities and needs of the local committees of the Moroccan Red Crescent, and development of a medium-term plan of action aimed at addressing these needs;
- Drawing up of a national policy and a plan of action on volunteer management, with reference to the status, recruitment, retention, mobilization and payment of volunteers;
- Creation of central/national databases of National Society volunteers;
- Drawing up of a training plan in line with strategic needs;
- Making greater use of the Moroccan Red Crescent youth sections in all activities carried out at the community level;
- Establishment of an information/communication unit and institutionalization of the unit at the level of the national committee;
- Development of an information strategy, a plan for partnership agreements with the media, and regular contacts with journalists, in order to improve the image of the National Society;
- The establishment of the communications and reporting structure has improved the circulation of operational and activity reports, in the form of well-structured, targeted information bulletins, from the local committees to the central committee and vice versa;
- The results of the opinion poll on the image of the Moroccan Red Crescent were taken into consideration during the next planning cycle.

Progress and achievements

With support from the International Federation's Regional Office in Tunis, the Moroccan Red Crescent embarked on an ambitious plan to strengthen its organizational and operational capacities, with a view to offering the community better services. The National Society is very open to the transfer of knowledge. The staff and volunteers of the Moroccan Red Crescent are aware of the need to comply with recognized best practices and are very eager for training. Numerous training courses in essential areas as defined in *Strategy 2010* (disaster management, community health, principles and values), but also in financial management, project planning, information, communication and report-writing were organized during the period under review. A large number of volunteers was trained in the above fields and techniques. These training courses also enabled participants to become more familiar with the systems and tools developed by the International Federation. Paradoxically, this has not been accompanied by any real willingness or, for the time being, possibility, to set up adequate structures to capitalize on the benefit brought by these training courses. What is more, in the absence at the central level of a

structure or person recognized by all who can support these activities, the training courses have not had the hoped-for effect. There are few visible results. An improvement in reports and the presentation of project in some branches was noted, but none of the organizational structures were modified at the central level. Consequently, the branches continue to receive only “anecdotal”, marginal support in these fields.

As regards volunteer work, several actions were carried out (information campaign, awareness-raising days, work with the UNDP on a “study of volunteer work in Morocco”) but so far no concrete decisions have been taken at the central level. However, it was noted with interest that these activities have an impact on youth and the branches, in which there is much more awareness of the fact that volunteers have to be better managed; this could lead to internal adjustment processes within the Moroccan Red Crescent.

Constraints

With the exception of the committee of Grand Casa, the Moroccan Red Crescent has still not embarked on the process of regionalisation. Once they have returned to their local committees, volunteers trained to serve as a regional resource are not able to carry out regional coordination activities in the different technical sectors. It should be noted that in most cases the local committees have neither offices nor any means of communication or transport. Under these circumstances, a Moroccan Red Crescent web site would have facilitated the exchange of information. However, an MRC web site did not see the light until the first quarter of 2006.

Since it was not possible to strengthen the branches on the basis of a strategic approach to capacity-building, these efforts were undertaken through the various programmes. The aim of the programme officer was to provide the staff with a maximum of possibilities and tools in order to achieve the best possible implementation of the programmes in progress.

<u>CAPACITY-BUILDING/PROJECT MANAGEMENT</u>
<ul style="list-style-type: none">- The project planning and project management process- Financial management<ul style="list-style-type: none">o Evaluation of the capacities & resources of the Moroccan Red Crescent and development of plans of action so as to improve financial management (central committees/local branches)o Support for the finance department of the Moroccan Red Crescent to help it establish the financial reports required by donors (PNS, contract management, ECHO, USAID, etc.)- Training seminars on project proposals and report writing<ul style="list-style-type: none">o Training the trainerso Training branch staff

Objective: Institutionalization by the Moroccan Red Crescent of the systems necessary for efficient project management, that is to say, modern financial management, project follow-up and report writing.

Expected results

- More efficient management of programmes in compliance with international standards, which could lead to more partnerships with other stakeholders;
- The programme/project officers of the Moroccan Red Crescent will apply the knowledge acquired during the PPP training courses (or other project management training);
- The Moroccan Red Crescent will be able to produce regular situation and activity reports;
- The Moroccan Red Crescent will have a network of volunteers trained in report writing and capable of writing activity reports at the local committee level, as well as information bulletins and operation reports in emergency situations;
- The Moroccan Red Crescent will have an internal system in place which permits a regular exchange of pertinent, structured information in the form of reports;
- Financial management at the level of the local committees and within the national committee will have been updated and all financial officers will have been briefed about the financial regulations of the International Federation and the regulations and policies adopted in this regard;

- Support for the financial department of the Moroccan Red Crescent was given so as to meet the need to write up financial reports in line with donor requirements.

Progress and achievements

A consultant recruited by the International Federation assisted the Moroccan Red Crescent with setting up a system for the financial management of the funds allocated to the plan of action. A person in charge of financial management was designated at the Moroccan Red Crescent. A training course was organized in Rabat to teach about the procedures of the International Federation and main donors. To complete his training, the Regional Office invited the new financial management officer for a one-week stay, during which the operational briefing was continued and preparations for the forthcoming audits were begun. The fact that the Moroccan Red Crescent made available a person in charge of finances for the earthquake operation proved extremely beneficial and allowed for coaching and close follow-up to the financial management of this operation. A plan of action at the branch level was started but not finalized, despite numerous reminders from the Regional Office. At a time when the Moroccan Red Crescent is developing cooperation at the international level, enters into a growing number of partnership agreements and diversifies its sources of financing, it is unfortunate that this opportunity should not have been seized. However, the objective remains current and was restated in the regional Appeal.

In the medium term, the national committee hopes to computerize its entire financial accounting system, initially at headquarters and subsequently at the local committees.

An initial evaluation of report writing was made in July 2004. During the Al Haouz exercise a consultant of the International Federation raised the awareness of the national intervention team of the importance of report writing and gave report-writing training to the person designated as focal point by the Moroccan Red Crescent. Two report-writing training courses were organized in December 2004. The first took place from 8 to 10 December and dealt with information management in emergencies. The second was held from 12 to 14 December, for a restricted group of programme officers.

During the first training course, attended by 27 volunteers and staff of the Moroccan Red Crescent, the objective of the topics covered during the presentations and practical group exercises was to:

- Train the National Society volunteers in information management and report writing in emergency situations;
- Initiate the participants into evaluation techniques and how regional coordinators have to be able to evaluate needs and ensure the follow-up to activities in an emergency;
- Familiarize the participants with the International Federation's emergency mechanisms (web site management, information, DMIS);
- Clarify the role and function of report writing (project management cycle: in the context of an emergency).

The second training course held in 2005 for programme officers focused on the management of the programmes/projects outlined in the plan of action, and techniques used to ensure that reports are established to a timetable.

The participants recommended that the Moroccan Red Crescent directors should restructure the current arrangements and designate programme officers who would be in charge of project management (including report writing).

Basic outlines for activity reports and one model training report were developed in French and Arabic and submitted to the directorate for approval and presentation to the persons in charge and the relevant committees.

It was encouraging to note that the analysis of the evaluation sheets and observations by the course moderators showed that the volunteers participated actively and enthusiastically in the course work and engaged in lively discussions. The report outlines discussed with the programme officers and adapted to the specific needs of the Moroccan Red Crescent will have to be approved by the central committee before being transmitted to the branches. Unfortunately, approval has not yet been given.

Impact

It is impossible to measure impact, since to date the organizational structure of the Moroccan Red Crescent has still not been adjusted to project management.

Constraints

Despite an offer by the International Federation to fund a post in the areas of communication and report writing for the duration of the Appeal, with the aim of enabling the National Society to find the means to institutionalize this position within the structure of the Moroccan Red Crescent, the post was never created. Apart from the fact that programme and project officers were designated and this information was circulated through the official channels of the National Society, the focal person unofficially appointed as report-writing officer never had his position recognized within the Moroccan Red Crescent, which meant he had no legitimacy or authority in the matter. It has been very difficult to obtain well-written reports on time.

The network of trained persons competent in the area was never activated and the proposed model outlines have so far not been approved or used.

- | |
|---|
| <ul style="list-style-type: none">• NATIONAL TRAINING CENTRE• Expansion of the national training centre (Mehdia) |
|---|

Project to expand the national staff training centre at Mehdia (Budget: CHF 400,000)

Objective: To build the capacities of the national training centre of the Moroccan Red Crescent by expanding and modernizing the centre

Expected result

Construction of an additional wing (including a large conference room, meeting rooms, a large dormitory, a cafeteria and a room offering Internet access)

Progress and achievements



The staff training centre of the Moroccan Red Crescent in Mehdia has organized countless training courses and meetings since its construction

The staff training centre of the Moroccan Red Crescent in Mehdia was built with financing from the German Red Cross. Since its construction the centre has organized countless Moroccan Red Crescent training courses and meetings and provided accommodation for participants. Situated 40 km outside Rabat, the centre is linked to the Moroccan capital by a motorway.

The centre rents out its two meeting rooms and offers accommodation to other national and international bodies. The income generated in this way makes the centre at least partly self-financing.

However, these revenues were never sufficient to invest in rebuilding or a partial expansion of the centre, even though renovation work must urgently be carried out to meet the need for better-quality accommodation. The centre's teaching and presentation aids are less than modest and would have to be replaced almost entirely.

The project for the expansion and modernization of the Mehdia centre was developed by the Moroccan Red Crescent in partnership with the International Federation, which allocated CHF 400,000 for construction work. The Moroccan Red Crescent does not have at its disposal the full amount necessary to purchase the required equipment, estimated to cost CHF 150,000. Donors are warmly encouraged to contribute to financing; the complete dossier is available upon request from the International Federation's Regional Office in Tunis or from the Moroccan Red Crescent.

The construction contract was opened to tender (restricted call for tenders) in April 2005. The tender was awarded to the company *L'expert des ouvrages techniques* in compliance with current procedures.

The work began on 25 May 2005 and is expected to be completed on time in 2006. This explains why the last two payments will be made in 2006 even if financial commitments were entered in 2005.

Impact

The project has only just been launched and its impact will be measurable only in the years to come.

Constraints

The start of the project was delayed because the initial plans proposed by the engineering consultants were not approved by the Moroccan administration and therefore had to be modified.

The Red Cross and Red Crescent Movement principles and initiatives

Coordination mechanisms set up by the International Federation

The Moroccan Red Crescent was able to finalize a coherent plan of action under which every component of the Movement was able to state its support for the National Society. The sister National Societies with which bilateral agreements exist opted to finance operational support in the earthquake zone, which enabled the International Federation to balance its support and to concentrate on capacity-building and strengthening of the teams and structures of the Moroccan Red Crescent as a whole, by working on fundamental topics, establishing solid foundations, and training teams and communities. The coordination work was proved to have been effective by the results achieved at the end of the operation. The rehabilitation activities carried out by the Moroccan Red Crescent did not end after the emergency and rehabilitation phase but continue in the form of a medium-term plan of action (plan of action presented at the general assembly for approval by the entire governance).

Since the start of the operation the International Federation's Regional Office in Tunis at the request of the Moroccan Red Crescent coordinated activities carried out by the partners as part of the above relief operation. In May 2004 and June 2005 the Regional Office organized a two-day coordination meeting with the aim of strengthening dialogue among the teams, harmonizing support given to the Moroccan Red Crescent and creating a space for planning and discussion ongoing programmes and sharing experiences and expertise.

Cooperation with the ICRC and National Societies (bilateral projects with the French, Spanish, Dutch and Belgian Red Cross Societies) is very good and has resulted in growing interaction among the programmes supported by the partner National Societies. The complementarity of activities and programmes has made it possible to develop a "Red Cross/Red Crescent Movement" approach which is greatly appreciated by the Moroccan Red Crescent.

In 2006 and 2007 cooperation is to increase on a range of important subjects such as migration and awareness-raising in communities, as well as in the essential areas defined in the "strategy 2010" document.

A model for cooperation – an example of interaction

The cooperation structures established in the psychological support programme (PSP) show that there is now a real commitment to cooperation.

- The French Red Cross undertook to train a team of five members in each of the 60 most active local committees, using the psychological support and first aid module, and to select and train 60 programme coordinators. The French Red Cross will assist the National Societies with setting up a 24-member national team of PSP trainers (8 trainers with the national committee and 16 for the eight regions). A total of 384 of persons will receive training.
- The International Federation will support the psychological support programme of the Moroccan Red Crescent by offering training to the above 384 persons as part of disaster management courses, using established, well-defined programmes.
- The Moroccan Red Crescent will create and adapt the teaching materials and coordinate the implementation of the programme at headquarters and at the level of the local committees.

Evaluation and experience gained

The activities of the Moroccan Red Crescent during the earthquake at Al Hoceima had a positive impact on the populations affected by the quake and on the emergency-response experts of various national and international organizations on site as well as on the International Federation.

The evaluation meeting and emotional debriefing following the Al Hoceima operation was beneficial insofar as it made those involved aware of the need to strengthen the volunteer potential of the National Society, coordination among the different branches and, above all, the different partners as part of larger-scale cooperation (NGOs, government, the private sector and sister National Societies).

The Moroccan Red Crescent benefited from the experience in that it strengthened its national intervention teams, its logistical capacities (equipment, construction, warehousing, training centre) and its human resources.

Logistics:

A warehouse at Oujda is being built (International Federation) in addition to that at Shkirat;

A community centre is being finalized at Louta (French Red Cross);

A warehousing centre is being built at Al Hoceima (Dutch Red Cross);

The training centre at Mehdia (International Federation) is being expanded and renovated;

The vehicle fleet and other equipment have been supplemented by:

6 Peugeot Partner 1.9 D (3 were given by the International Federation and 3 by the French Red Cross)

4 ambulances

1 flatbed truck

1 tank truck

1 Kia Sportage 4x4, 2 lift trucks, 4 hand-operated pallet trucks;

To this must be added the material left by the Spanish and French Red Cross after the emergency phase; IT material (20 personal computers, printers, 5 portable computers, etc.)

Other equipment (shelters, jackets, emergency supplies).

Human resources:

Several teams were trained in disaster management (intervention plan, training of national intervention teams and national training teams, logistics, simulation exercise), and health (4 SPHERE courses, at the local and regional level (training of trainers)), communication/information, report-writing, humanitarian principles and values, creation of regional teams.

The work carried out under the plan of action improved the visibility of the Moroccan Red Crescent and the International Federation, strengthened the role of the Moroccan Red Crescent as an auxiliary to the public authorities, and resulted in adoption of the idea of sustainable humanitarian development.

However, in order for the Moroccan Red Crescent to be able to develop its capacities, this investment must be accompanied by a process of institutional and organizational development at the central and local levels (review of internal structures, tighter management of human resources, implementation of management systems and operational procedures).

Human resources

The present Appeal was drawn up primarily by the Moroccan Red Crescent, with support from the Regional Office for North Africa. Except during the emergency phase, during which a team of delegates assisted the Moroccan Red Crescent teams for the first two weeks of the course, no delegates were recruited for this operation. The plan of action was implemented by Moroccan Red Crescent staff, with support from the head of delegation, the regional disaster management delegate and occasional help from technical experts or consultants. Not until 2005 did the Regional Office, with the agreement of the Moroccan Red Crescent, decide to hire a Moroccan programme officer to assist with the completion of the operation and the preparation of the reports and audit.

Financial report (see Annex 1)

The balance of the available funds is planned to be used to make the last two payments due for the national training centre in Mehdia. All expenses should be paid out by July 2006. The funds spent in 2006 will be audited in early 2007.

Continuation of activities under the regional plan of action for 2006

In the face of crises and disasters, the Moroccan Red Crescent, aware of its increasingly important role in communities, is also called upon to pursue its process of organizational change. As a result, the plan of action has been extended until the end of 2006 in order to give the Moroccan Red Crescent time to acquire the tools and skills needed to understand the vulnerability of local communities and to take stock of local capacities

To this end, activities in 2006 will focus on:

- Strengthening and developing the MRC branches (Basic Red Cross/Red Crescent training, strengthening of local Red Crescent structures);
- Managing volunteers (status, recruitment, payment, central database);
- Involving the youth sections in Moroccan Red Crescent activities, strengthening the youth network;
- Information and communication (surveys and opinion polls, establishment of a communications cell, internal and external communications strategy, ongoing information of the branches, visibility of the MRC, relationship and partnerships with the media);
- Partnerships (setting up a committee for building and maintaining partnerships in all sectors);
- Adopting financial management tools and procedures so as to better inform donors about financing aspects;
- Continuing vulnerability and capacity studies;
- Disseminating humanitarian principles and values, celebration of world days;
- Continuing the project planning and management process.

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

International Federation of Red Cross and Red Crescent Societies

MOROCCO: EARTHQUAKE

Selected Parameters	
Year/Period	2004/01-2006/05
Appeal	M04EA006
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
A. Budget		2'832'086				2'832'086
B. Opening Balance		0				0
Income						
Cash contributions						
American Red Cross		29'716				29'716
Austrian Red Cross		47'265				47'265
Belgian Red Cross (French)		3'787				3'787
British Red Cross		63'595				63'595
Canadian Red Cross Society		139'664				139'664
Danish Red Cross		8'111				8'111
Finnish Red Cross		11'181				11'181
France - Private Donors		3'823				3'823
Icelandic Red Cross		13'636				13'636
Irish Government		311'900				311'900
Italian DREF		305'800				305'800
Japanese Red Cross Society		95'367				95'367
Korea Republic National Red C		30'000				30'000
Kuwait Red Crescent Society		253'300				253'300
Lebanese Red Cross		3'398				3'398
Libyan Red Crescent		5'000				5'000
Liechtenstein Red Cross		10'000				10'000
Monaco Red Cross		41'403				41'403
New York Office		31'838				31'838
Norwegian Red Cross		71'704				71'704
On Line donations		15'869				15'869
OPEC Fund For International C		297'250				297'250
Other		0				0
Poland - Private Donors		1'274				1'274
Swedish Red Cross		86'620				86'620
Swiss Red Cross		80'000				80'000
Switzerland - Private Donors		2'600				2'600
Turkish Red Crescent Society		37'995				37'995
United States - Private Donors		940				940
C1. Cash contributions		2'003'034				2'003'034
Reallocations (within appeal or from/to another appeal)						
DREF		0				0
C3. Reallocations (within appe:		0				0
Inkind Goods & Transport						
Belgian Red Cross (French)		88'149				88'149
Danish Red Cross		138'172				138'172
Finnish Red Cross		172'807				172'807
Norwegian Red Cross		309'357				309'357
Swedish Red Cross		25'877				25'877
C4. Inkind Goods & Transport		734'363				734'363
C. Total Income = SUM(C1..C6)		2'737'397				2'737'397
D. Total Funding = B + C		2'737'397				2'737'397

International Federation of Red Cross and Red Crescent Societies

MOROCCO: EARTHQUAKE

Selected Parameters	
Year/Period	2004/01-2006/05
Appeal	M04EA006
Budget	APPEAL

All figures are in Swiss Francs (CHF)

II. Balance of Funds

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
B. Opening Balance		0				0
C. Income		2'737'397				2'737'397
E. Expenditure		-2'508'669				-2'508'669
F. Closing Balance = (B + C + E)		228'727				228'727

International Federation of Red Cross and Red Crescent Societies

MOROCCO: EARTHQUAKE

Selected Parameters	
Year/Period	2004/01-2006/05
Appeal	M04EA006
Budget	APPEAL

All figures are in Swiss Francs (CHF)

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
BUDGET (C)		2'832'086					2'832'086	
Supplies								
Shelter	433'000		161'713			161'713	271'287	
Clothing & textiles	635'000		273'514			273'514	361'486	
Food	200'000						200'000	
Water & Sanitation	101'000		172			172	100'828	
Teaching Materials			2'706			2'706	-2'706	
Utensils & Tools	164'000		69'857			69'857	94'143	
Other Supplies & Services	350'000						350'000	
Total Supplies	1'883'000		507'962			507'962	1'375'038	
Land, vehicles & equipment								
Vehicles	50'000						50'000	
Total Land, vehicles & equipment	50'000						50'000	
Transport & Storage								
Storage	250'000		64'961			64'961	185'039	
Distribution & Monitoring			166'656			166'656	-166'656	
Transport & Vehicle Costs	100'000		1'533			1'533	98'467	
Total Transport & Storage	350'000		233'150			233'150	116'850	
Personnel Expenditures								
Delegates Payroll	160'000		27'828			27'828	132'172	
Delegate Benefits			26'787			26'787	-26'787	
Regionally Deployed Staff	150'000						150'000	
National Staff			51'766			51'766	-51'766	
National Society Staff			3'315			3'315	-3'315	
Consultants			53'572			53'572	-53'572	
Total Personnel Expenditures	310'000		163'268			163'268	146'732	
Workshops & Training								
Workshops & Training			10'881			10'881	-10'881	
Total Workshops & Training			10'881			10'881	-10'881	
General Expenditure								
Travel	15'000		71'762			71'762	-56'762	
Information & Public Relation	5'000		11'647			11'647	-6'647	
Office Costs	35'000		21'194			21'194	13'806	
Communications			23'112			23'112	-23'112	
Professional Fees			11'053			11'053	-11'053	
Financial Charges			60'806			60'806	-60'806	
Other General Expenses			3'462			3'462	-3'462	
Total General Expenditure	55'000		203'037			203'037	-148'037	
Federation Contributions & Transfers								
Cash Transfers National Societies			1'240'403			1'240'403	-1'240'403	
Total Federation Contributions & Transfers			1'240'403			1'240'403	-1'240'403	
Program Support								
Program Support	184'086		149'968			149'968	34'117	
Total Program Support	184'086		149'968			149'968	34'117	
TOTAL EXPENDITURE (D)	2'832'086		2'508'669			2'508'669	323'416	
VARIANCE (C - D)			323'416			323'416		