

EMERGENCY APPEAL

OPERATIONAL STRATEGY

Morocco, MENA | Morocco Earthquake 2023



Installations of Transitional Shelter Units (TSUs) continue throughout the provinces of Chichaoua, Taroudant, and El Haouz/Marrakech, where the Moroccan Red Crescent (MRC) is actively working to support people affected by the earthquake as part of this operation.
(Photo: IFRC)

<p>Appeal No: MDRMA010</p>	<p>To be assisted: 500,000 people</p>	<p>Appeal launched: 12/09/2023</p>
<p>Glide No: EQ-2023-000166-MAR</p>	<p>DREF allocated: CHF 1,000,000</p>	<p>Disaster Categorisation: Red</p>
<p>Operation Start date: 08/09/2023</p>	<p>Operation End date: 31/12/2025</p>	
<p>Operational Strategy Revision</p>	<p>Revision #1</p>	<p>Date: 14/11/2024</p>

IFRC Secretariat funding requirement: CHF 75 million
Federation-wide funding requirement: CHF 100 million

TIMELINE

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- 8 September 2023:** A 6.8 magnitude earthquake strikes central Morocco.
 - 9 September 2023:** DREF for CHF 1 million approved, first surge alert is issued.
 - 10 September 2023:** Disaster brief is published.
 - 11 September 2023:** IFRC Secretary General categorises the earthquake as a 'red level' emergency.
 - 12 September 2023:** Emergency Appeal for CHF 100 million is launched.
 - 16-20 September 2023:** Water, Logistics, and Sanitation ERUs arrive in Morocco.
 - 7 November 2023:** The first Operational Strategy is launched.
 - 14 December 2023:** Operation Update #1 is published.
 - 8 February 2024:** Operation Update #2 is published.
 - 7 May 2024:** Operation Update #3 is published.
 - 4 to 18 May 2024:** IFRC Real Time Evaluation
 - 14 August 2024:** Operation Update #4 is published.
 - 14 November 2024:** The revised Operational Strategy is published.

OPERATIONAL STRATEGY REVISION

This revised Operational Strategy was prepared in consultation with and input from the IFRC, Moroccan Red Crescent (MRC), and in-country partner national societies, including the French Red Cross, German Red Cross, Spanish Red Cross, and Qatari Red Crescent.

Reflecting on one year of post-earthquake response, the RCRC Movement stakeholders in-country have decided to produce a revised Operational Strategy. This document accounts for key evolutions in the operational response and provides updated objectives to be achieved under this Emergency Appeal, which extends until the end of December 2025. Notably, the revised strategy further considers Institutional Disaster Risk Management capacity building to enhance preparedness for potential future disasters. This revision of the Operational Strategy incorporates key recommendations from the Real-Time Evaluation applicable to the earthquake response.

The primary focus of the Operational Strategy has transitioned **from emergency response to longer-term recovery, capacity strengthening, and sustainability** for both the affected communities and the National Society. By emergency response, we primarily refer to the interventions such as relief distributions, which included essential household non-food items, shelter tools and materials, hygiene items, and food baskets. Shelter interventions encompassed the distribution of tents and Transitional Shelter Units, as well as site improvements. The WASH sector involved the rehabilitation of water points, installation of latrine and shower modules, and hygiene promotion during distributions. From the outset, a Community Engagement and Accountability (CEA) transversal component has been integrated into the response.

When referring to the shift to recovery, it is understood that within each operational sector, **activities extending beyond immediate relief assistance** have been discussed, agreed upon, and coordinated with relevant stakeholders to be integrated into this revised operational strategy. This coordination ensures that the activities address the needs and priorities effectively and align with the implementation capacities of partners. Consequently, the updated or complemented activities are listed below under each sectoral section. This includes early emergency response activities conducted to date, as well as updated strategies and interventions aimed at achieving recovery objectives.

In a nutshell, the developments within these sectors' programming are the following: since the onset of the response, relief distributions have been carried out across the targeted villages in the three initial provinces of intervention. Although these distributions are now anticipated to conclude, response partners remain prepared to continue relief and response interventions as necessary, with the objective of transitioning towards long-term recovery and resilience building. Initial Shelter and WASH interventions will persist in addressing the immediate needs of affected communities while adapting programming in accordance with the evolving situation and the authorities' recovery plans. The shelter strategy includes the installation of Transitional Shelter Units (TSUs) for various purposes, such as community housing, communal spaces, the Department of Education, and the Ministry of Health, while advocating for long-term reconstruction and rehabilitation strategies. Longer-term WASH needs will be explored to complement the infrastructure and hygiene awareness efforts established during the emergency phase.

While the operation must remain flexible to adapt its strategy according to evolving needs on the ground, this revised strategy has incorporated the priorities of the various partnering authorities and the Moroccan Red Crescent Society as comprehensively as possible.

In addition to the initial interventions, **new sectoral initiatives have been integrated** and are either in the planning stage or have already started. These include health programs, notably with a Mental Health and Psychosocial Support (MHPSS) component and a first aid component, both co-led by the French Red Cross, while a community-based health component is co-led by the German Red Cross. The Disaster Risk Reduction

component, co-led by the German Red Cross, is primarily implemented through an enhanced Vulnerability and Capacity Assessments (eVCA) method. Progress has also been made in Cash and Voucher Assistance, co-led by the IFRC. This multi-purpose cash assistance modality is the subject of ongoing piloting and advocacy efforts to assess its effectiveness in addressing needs within the Moroccan context. Additionally, cash-for-sectoral assistance, such as cash-for-shelter or cash-for-resilience, is being considered. In terms of food security and livelihoods, only direct food assistance in the form of food parcel distributions has been implemented to date. The revised Operational Strategy will place a stronger focus on developing the livelihoods sector, with consultations to be initiated in collaboration with MRC, partners, and relevant Moroccan public authorities to update and further develop the livelihoods strategy. Efforts are also underway to enhance programmatic integration across sectors and to mainstream protection, safeguarding, and community participation considerations into the response. This includes increasing the sense of safety and dignity within communities, facilitating protection-related referrals, incorporating conflict sensitivity into our community-based programmatic approach, expanding the community feedback mechanism, and strengthening participatory planning.

Geographically, **an additional province has been included** in the targeted areas. The interventions will continue in the three provinces of Chichaoua, Taroudant, and El Haouz/Marrakech, with the addition of a fourth province, Azilal. A scoping visit for inclusion in the recovery phase has been conducted in Azilal, which was also affected by the earthquake, though not as severely as the other three provinces prioritized during the relief phase. Following efforts to strengthen the MRC's response capacity and with the generous support of donors to the appeal, the MRC has decided to extend some activities during the recovery phase to this fourth province. Azilal experienced damage in two communes and has the highest pre-existing levels of poverty in the country.

A primary objective of the RCRC partners within the response is to enable the MRC to become disaster-ready, well-functioning, and well-positioned to support populations facing disasters or other humanitarian emergencies in the future. The IFRC, MRC, and partners are collectively dedicating efforts to these aspects. With the support of the IFRC and Partner National Societies (PNSs), the MRC is simultaneously developing plans to strengthen the National Society Development (NSD) component of the operation. This focus includes logistics, human resources, volunteer management, digitalization, communication, and the visibility and dissemination of the Movement's principles. One year after the earthquake, a stronger institutional perspective is emerging, aiming to foster greater convergence and a unified approach to addressing the National Society support needs at both operational and institutional levels.

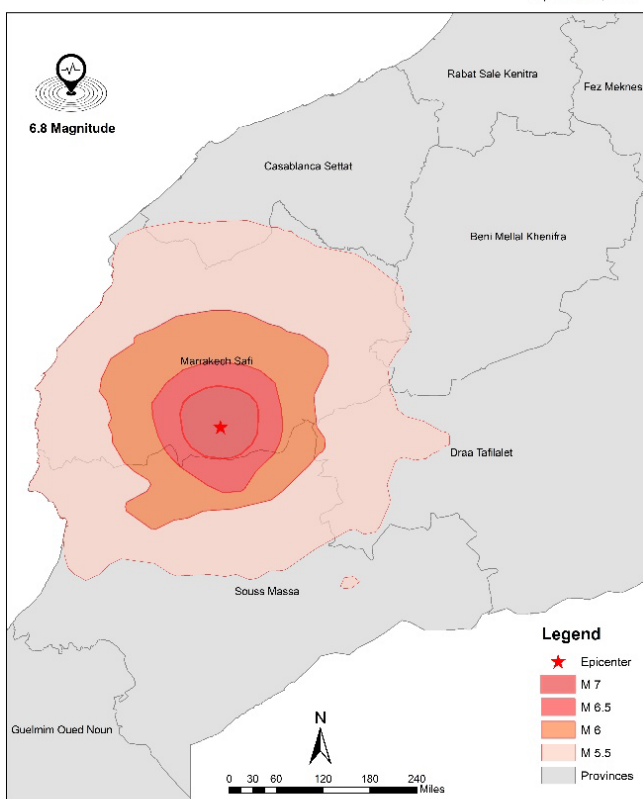
Information on planned partner interventions and sector-specific indicators is provided in the dedicated sectoral sections further down the document, facilitating the Federation-wide reporting (FWR) approach and offering a comprehensive overview of the work and contributions to this operation.

DESCRIPTION OF THE EVENT



Morocco Earthquake

September 8, 2023



Source: EC-JRC
Disclaimer: The maps used do not imply the expression of any opinion on part of the International Federation of Red Cross and Red Crescent Societies or National Societies concerning the legal status of a territory or of its authorities.

On 8 September 2023, Morocco was struck by a 6.8 magnitude earthquake, centred in the High Atlas Mountains, 71 km southwest of Marrakech. Followed by a 4.9 magnitude aftershock, the earthquake caused extensive damage to buildings and critical infrastructure throughout the provinces of El Haouz/Marrakech, Chichaoua, and Taroudant, as well as Ouarzazate and Azilal.

Remote villages near the epicentre in the Atlas Mountains have suffered substantial damage and emergency services faced difficulty reaching the people affected due to damaged roads and challenging terrain.

Authorities have reported some 3,000 human casualties, and some 6,000 people injured as well as almost 60,000 houses destroyed or damaged in urban, peri-urban, and rural areas. Schools, health facilities, and other public amenities have also suffered severe damage.

Severity of humanitarian conditions

Damage to houses and critical infrastructure is extensive in all affected areas, resulting in an urgent need for shelter and essential household support. To date, many people continue to live in tent settlements close to their damaged homes, while others are crowded in communal 'displacement' sites or informal shelters which lack electricity, proper water and sanitation, security, and privacy.

Water and sanitation facilities have been greatly damaged or destroyed in many communities, exacerbating the risk and spread of diseases stemming from untreated water sources, poor hygiene practices and open defecation. Communicable diseases, in particular, threaten people living in cramped tented settlements.

Primary health care services have been disrupted in the affected areas, posing significant risks to people requiring services for chronic diseases and preventive care, including children and pregnant women. Access to medical, rehabilitation, and psychosocial services is also limited, especially for those in rural areas, while interactions with affected individuals have highlighted the need to provide mental health and psychosocial support services together with other forms of humanitarian assistance.

Considerable damage to houses, buildings, and infrastructure has also limited access to livelihoods in affected communities. Many people in remote areas rely on barter trade for survival and have found their resources destroyed or made inaccessible under the rubble of their damaged homes.

The destruction of schools has also led many children, especially girls, to temporarily halt their primary education, while those who have returned often face very difficult and sometimes hazardous conditions.

One year after the earthquake, progress remains slow with rubble clearing and reconstruction, leaving many families still grappling with the devastating aftermath and lingering trauma. For many households, re-establishing normal living conditions feels premature, as their primary focus is to secure proper housing.

CAPACITIES AND RESPONSE

1. National Society response capacity

1.1 National Society capacity and ongoing response

The Moroccan Red Crescent Society (MRC) was established in 1957 and admitted into the Red Cross Red Crescent Movement in 1958. Serving as an auxiliary to the Moroccan public authorities, the MRC complies with the principles and values of the Movement, provides assistance to communities affected by disasters and armed conflict, and works to help people prepare for and build resilience in the event of emergencies. The MRC actively promotes international humanitarian law (IHL) and humanitarian principles and is recognised for its crucial role in humanitarian and social sectors. As part of its mandate, the National Society works to prevent hardship for those affected by disasters and provide rapid assistance, including relief and first aid.

The Government of Morocco leads the overall coordination and management of humanitarian assistance for this earthquake, both locally and internationally. The MRC maintains close working relationships with relevant government departments and ministries, security authorities, and other agencies as needed, and also hosts several staff seconded from various ministries. The IFRC maintains close connections with United Nations agencies and other key stakeholders.

Headquartered in Rabat, the MRC has its own core staff for project management, finance, logistics and human resources. Branch and sub-branch offices in Marrakesh, Chichaoua, and Taroudant continue to actively respond to the emergency as well. Currently, the MRC has 8,565 volunteers in 102 branches throughout the country.

Ongoing response

Immediately following the earthquake, the MRC deployed emergency response teams, including 300 volunteers, to provide medical assistance, household and shelter items, and psychosocial support (PSS) services. The MRC has also continued to provide first aid and essential household items at community shelters. With technical support from the ICRC, the MRC also provides Restoring Family Links (RFL) support to separated households and other vulnerable people. Currently, the National Society is working closely with the IFRC and partners in delivering services and conducting response and recovery interventions through its field staff and volunteers.

Over the past twelve months following the earthquake, the response has primarily focused on providing emergency assistance through an integrated programmatic approach across the three most affected provinces: El-Haouz-Marrakesh, Taroudant, and Chichaoua. In recent months, interventions have shifted towards integrating early recovery programming and addressing longer-term needs.

A comprehensive overview of the achievements throughout the past year is detailed in a dedicated report, *Operation Update #5*¹, which will be published subsequently after the release of this revised operational strategy.

1.2 Capacity and response at the national level

In the aftermath of the earthquake, public authorities at the local, regional, and national levels responded quickly and at scale to the emergency, providing and sustaining critical lifesaving services.

To date, the national government and foundations have launched several initiatives to support those most severely affected by the earthquake, including providing furnished and equipped accommodations for families in Al Haouz;² an online register³ for people affected by the earthquake to seek support; and the High Atlas Development Agency,⁴ which will oversee the development of a multi-sectoral integrated programme to help

¹ *Operation Update* reports are published on the IFRC GO Platform: [IFRC GO - Emergency](#)

² <https://reliefweb.int/report/morocco/al-haouz-earthquake-mohammed-v-foundation-solidarity-sets-accommodation-platform-degouj-douars-people>

³ <https://www.recensementcatastrophes.ma/>

⁴ <https://www.maroc.ma/en/news/moroccos-upper-house-adopts-bill-create-high-atlas-development-agency>

reconstruct and rehabilitate the hard-hit areas of Marrakesh, Al Haouz, Taroudant, Chichaoua, Azilal, and Ouarzazate.

Additionally, the government has implemented a cash safety net project, providing unconditional financial support of MAD 2,500 (CHF 219) per household per month for a year to assist with temporary relocation. The government has further introduced reconstruction cash grants, offering conditional subsidies for repairs and reconstruction. This programme has recently been extended for an additional five months, until February 2025. The amount of these grants varies depending on whether the house was completely or partially damaged. The specifics of the national recovery plan are still being refined⁵.

2. International capacity and response

2.1 Red Cross Red Crescent Movement capacity and response

IFRC membership

The IFRC's mandate is to support the MRC in strengthening its operational and structural capacity for continued effective humanitarian response and to enhance long-term sustainability through capacity and organizational development at both headquarters and branch levels. Through its Country Cluster Delegation and MENA regional office, the IFRC works closely with the MRC, providing ongoing technical support for its programmes and support services. The IFRC also maintains close collaboration with the MRC's branch office in Marrakesh, specifically for this earthquake response and recovery operation.

Coordination meetings are held weekly bringing together the MRC, IFRC, and in-country Participating National Societies (PNSs) to share information, facilitate coordinated planning, provide updates on progress, discuss challenges, and ensure alignment in resource use and strategies related to the earthquake operation. Regular technical working groups are held, along with strategic membership coordination meetings at the senior management level.

Currently, the French Red Cross (FRC), German Red Cross (GRC), Qatar Red Crescent (QRC), and Spanish Red Cross (SpRC) are based in-country to support the MRC under the earthquake response and recovery operation. The German Red Cross has maintained an office in Morocco for several years, primarily focusing on Disaster Risk Reduction (DRR), Health, and National Society Development (NSD) activities. Prior to the earthquake response, other PNSs were not present in the country. The FRC now co-leads Mental Health and Psychosocial Support (MHPSS) and first aid activities, while the GRC co-leads technical guidance on Community-based Disaster Risk Reduction (CB-DRR) and Community-based Health and First Aid (CB-HFA). The SpRC supports DRR, NSD, and other cross-cutting activities, while the QRC contributes to the Livelihoods and Health sectors. The MRC, IFRC, and PNSs meet regularly to ensure that operational strategies are aligned and complementary. As part of Federation-wide coordination, all partners have contributed towards preparing this Operational Strategy and will subsequently participate in Federation-wide reporting to track progress and address shared challenges under this operation.

ICRC

The IFRC continues coordinating with the ICRC via its regional office in Senegal to support streamlined assistance to the MRC, particularly in the areas of capacity building for the management of the deceased, and to ensure continued delivery of Restoring Family Links (RFL) services.

A Movement Coordination Agreement (MCA) was signed in June 2024 between the MRC, IFRC, and ICRC, with PNSs signing as annexed parties.

2.2 International Humanitarian Stakeholder capacity and response

Several UN agencies (including the IOM and UNICEF) and other humanitarian organizations, such as CARE and Oxfam, were already present in Morocco prior to the earthquake. As Morocco has not requested international

⁵ The government is contemplating a five-year strategy and has recently appointed a director for the Grand Atlas Development Agency, which will spearhead the coordination of this initiative.

assistance for this emergency, the UN agencies are only providing ongoing technical support to local and civil society actors supporting this response. An informal coordination group led by national and international NGOs has been established to share information among the partners active in the response.

The MRC participates in both formal and informal coordination forums to enhance collaboration with external partners. A formal NGO coordination cluster, led by Alianza por la Solidaridad/Action Aid, brings together a dozen international NGOs. The MRC and IFRC actively participate in general coordination meetings and thematic sub-cluster meetings, particularly focusing on WASH, Protection, and Shelter. Additionally, the IFRC and MRC have initiated an informal coordination group on Cash and Voucher Assistance (CVA), which includes members from UN agencies and NGOs. The IFRC and MRC also maintain ongoing relations with development agencies in Morocco, notably collaborating on GIZ on WASH initiatives.

3. Gaps in the response

As the operation transitions towards recovery and long-term resilience building, the need for relief distribution items remains prevalent among affected communities. Vulnerable displaced individuals continue to be housed in temporary settlement “sites”, which often lack adequate water, sanitation, and health facilities. Women, girls, and vulnerable groups, such as people with disabilities, elderly individuals, and unaccompanied minors, also face protection risks, especially in congested living conditions with limited resources, difficult access, and harsh weather conditions.

The RTE highlighted a few areas for improvement for the operation that have been taken on board when developing this ROS, including i) strengthening coordination with external actors including authorities and technical departments at different levels, ii) promoting the federation-wide ways of working as outlined in the Agenda for Renewal to promote close coordination between Movement partners present in Morocco, iii) working to support MRC in improving their readiness levels and strengthening their auxiliary role alongside the implementation of the response, and iv) increase the awareness, understanding and integration of PGI and CEA approaches in the operation. The planned operations include activities that aim to address these recommendations.

This revised strategy attempts to address some of the existing gaps, including longer-term food security and livelihoods; transitional shelter needs; health concerns such as mental health and psychosocial trauma; safe water supply; safe sanitation facilities and hygiene practices; the participation of communities to ensure that assistance addresses existing needs; and customized services to address the protection concerns of vulnerable groups. It should be noted that all efforts related to the reconstruction of housing or infrastructure, such as health centres or schools, fall under the jurisdiction of the government. Consequently, the MRC is considering supporting where feasible but has not been given the mandate to operate in this area to date.

A key component of this strategy is capacity strengthening for the National Society to address gaps in technical expertise across programme sectors, improve the management of volunteers and staff, and enhance financial and administrative services. It also focuses on accountability to stakeholders and the communities served, as well as improving the National Society's ability to operate in more efficient workspaces and better-equipped warehouses.

Throughout the recovery phase, an emphasis will be placed on preparedness work including the support MRC with the disaster law advocacy work and the strengthening of auxiliary role.

OPERATIONAL CONSTRAINTS

1. Moroccan Red Crescent capacity

The MRC continues to fulfil its auxiliary role to the public authorities in the humanitarian field and mandate as a partner in this operation. The significant size and scope of this response has required a substantial scale-up of

the MRC which has been implemented throughout the first year of the response and still continues today. In response to the need to strengthen its administrative, logistics and procurement, financial management, and human resources, the IFRC and partners are supporting the National Society through capacity strengthening, coordination, technical expertise, and human resource management. In addition to ensuring that both the technical and corporate service departments can effectively support the operation until its conclusion, the provided support aims to enhance the MRC's overall capacity as a National Society, in being well-positioned, adequately prepared, and ready to respond to any possible future disasters. In this regard, a greater emphasis will be placed on reinforcing the mandate of the MRC's auxiliary role in alignment with International Disaster Response Law. This will include addressing the implications of the auxiliary mandate to mitigate common regulatory risks in international disaster response operations, such as customs, tax, and visa procedures.

This revised Operational Strategy places a greater focus on long-term gains and the sustainability of the MRC's capacity in sectoral technical expertise; management and accountability of financial and human resources, logistics and procurement, information technology; accountability to stakeholders through more informed planning, monitoring, evaluation, and reporting, supported with improved information management; and with greater duty of care and management of volunteers. Within the scope of the operation, an NSD plan is under development and will support the long-term development of the MRC.

2. Local procurement

The initial phase of the operations following the earthquake in September faced huge challenges, as local procurement was initially not possible. The market was overwhelmed with demand from the authorities, as well as from well-meaning private individuals, including expatriate Moroccans who travelled to Morocco to purchase and send supplies to the affected areas. This surge in demand caused prices to skyrocket while supplies dwindled. The market has stabilized since then, allowing for some local procurement. Additionally, international procurements have been made after resolving the temporary ban on imports that the MRC experienced in the aftermath of the earthquake.

3. Environment

Many affected communities were inaccessible by road even before the earthquake, requiring transportation by two-wheeled vehicles, on foot, or by donkey. Despite significant efforts by authorities to clear and repair damaged roads, the risk of further damage or new blockages due to rockfalls on mountain roads remains high. Autumn and spring rainfall in parts of the country increase the risk of flooding and landslides, while heatwaves, drought, and dust storms in other areas could exacerbate humanitarian needs and further worsen access to affected communities.

FEDERATION-WIDE APPROACH

As with the previous Operational Strategy, this revised strategy supports the response and recovery priorities of the MRC using a Federation-wide approach involving consultation with the MRC, IFRC, French Red Cross, German Red Cross, Qatar Red Crescent, and Spanish Red Cross who are present in-country. This Federation-wide approach will ensure that all recovery activities supported with multilateral funding, bilateral contributions or domestically, are linked to provide a comprehensive positive humanitarian impact, while leveraging existing capacities of the overall IFRC network in-country, in line with the IFRC Way of Working. Through close coordination, joint planning and programming, the IFRC network has managed to maximize the use of resources and harness technical expertise from the best-placed partner during the first year of the response. This approach is being reinforced through this ROS.

In-country, the IFRC and partners support the MRC in the implementation and coordination of field operations, collective representation, policy discussions, National Society Development, and capacity strengthening. This includes supporting the MRC in enhancing its service delivery and accountability by improving the management of its volunteers, and its branches and systems while strengthening its financial services, logistics and procurement, human resources, information technology, information management, and planning, monitoring, evaluation and reporting. This overall effort is supported by the IFRC Country Cluster Delegation and the IFRC

MENA Regional Office in Beirut and includes humanitarian diplomacy, resource development, and overall Movement Coordination.

On 4 June 2024, the Movement Coordination Agreement was signed by the MRC, ICRC, and IFRC for Morocco, confirming the MRC's central role as convenor in the country under the Seville Agreement 2.0 (SA 2.0).

The Federation-wide funding requirement for this Emergency Appeal comprises all support and funding to be channelled to the MRC in the response and recovery to this emergency. This includes the MRC's domestic funding ask, the funding ask of supporting Red Cross and Red Crescent National Societies, and the funding ask of the IFRC secretariat.

OPERATIONAL STRATEGY

Vision

To enable the MRC to meet the needs of people affected by the earthquake and enhance community resilience to respond to potential future disasters, and to support the National Society in further developing robust and accountable humanitarian services and systems.

This will be achieved by providing coordination, technical support, resources, and strategic assistance to the MRC, initially in assisting households and communities directly affected by the earthquake to regain a sustainable quality of life with dignity, safety, and health. Subsequently, efforts will shift towards supporting the broader recovery of affected communities through enhanced preparedness for future risks, improved sustainable livelihoods, social and economic empowerment for vulnerable groups, and safer, more resilient shelters.

The IFRC and in-country PNSs will support the MRC in developing a unified country plan for 2025-2027 to ensure a smooth transition to a long-term strategy.

The operation will ensure that dignity, access, participation, and safety for vulnerable people are always prioritised and that all MRC staff and volunteers are provided with the necessary means for security and safety, especially when deployed to the affected areas.

Potential climate-related risks and adjustments to the operation

Morocco is at risk of flooding, flash floods, landslides, water scarcity, extreme heat, wildfires, and extreme cold waves, depending on the time of year. More recently, scarce rainfall has led to severe dry conditions in many areas while high temperatures increase the risk of wildfires and severe heatwaves, raising health risks and exacerbating drought conditions already being experienced in the region.

Given the vulnerability of affected communities, the large geographical range, the unpredictability of seasonal weather due to climate change, and ongoing localized hazards, vulnerability and risk assessments will be conducted. The findings from these assessments will inform and guide the design of interventions using a climate-smart approach.

Targeting

1. People to be assisted

The earthquake's impact on shelter and access to water and sanitation has been devastating in the most affected areas, with extremely high levels of damage in towns and villages. Nearly 60,000 households (300,000 people) had their homes destroyed or damaged, and approximately 600,000 people were directly or indirectly affected.

In the response phase of the operation, activities are focused primarily on people who lost their homes or who were displaced by the earthquake, based on exposure to the earthquake itself, pre-existing vulnerabilities, and low coping capacities in the affected areas, which brings to an estimate of around 500,000 people.

The geographical focus has been on three of the areas hardest hit by the earthquake: Chichaoua, Taroudant, and El Haouz/Marrakech. This will continue in the recovery phase of this appeal, with the addition of Azilal province. Among the 130 villages targeted in these provinces, most will receive multiple forms of assistance under this operation. Most of the planned operations within the sectoral interventions target the same beneficiaries, encompassing all residents of the 130 villages supported by this operation. This integrated approach ensures comprehensive assistance in the targeted areas through interventions in Shelter, Food Security and Livelihoods, Health, WASH, DRR, PGI, and CEA. In addition, and to account for the evolving needs on the ground, some sectoral activities have been extended beyond the initially targeted villages.

This revised approach is based on further field assessments, a greater understanding of the earthquake's impact, and the resources and capacities available for the operation. Given the operation's evolving nature and potential increases in contributions toward the operational budget or in-kind, these figures may be revised.

Following the relief phase, which provided blanket assistance to all households in the targeted villages, households and people prioritised for assistance will be determined based on set criteria, including pre-existing vulnerabilities with a focus on women, children and youth, older people, and those with disabilities, as well as people whose homes were completely destroyed or heavily damaged. Girls and women are at particular risk given the high occurrence of gender-based violence,⁶ and low participation in paid employment.⁷ Therefore, based on these respective vulnerabilities and needs caused by the earthquake, the MRC, with IFRC support, has sought to prioritise:

- Single women and households headed by single women (separated, divorced, or unaccompanied by their spouses)
- Households headed by single women accompanied by children below 18 years of age
- Separated or unaccompanied children below 16 years of age
- Persons with disabilities
- Older people (60 years of age and above)
- Persons with psychological disadvantages
- Households headed by single fathers

2. Considerations for protection, gender, and inclusion (PGI)

At the beginning of the emergency response, the initial PGI capacity within the response was low. To cover this gap, operations management and key technical sector leads, who had previous experience and knowledge in PGI, worked diligently to ensure PGI was mainstreamed across their specific sectors to meet minimum standard requirements. This revised Operational Strategy now includes a fully developed PGI action plan (see the dedicated PGI section under *Planned Operations* below), which outlines the steps required to mainstream PGI sensitisation, awareness raising and capacity development within the National Society, and ensuring that PGI continues to be part of the MRC's overall programming once this operation concludes.

3. Community engagement and accountability

The MRC, IFRC, and partners will continue ensuring that communities are consulted and involved in needs assessments, planning, implementation, monitoring and evaluation. Community engagement and accountability actions are being rolled out to the respective communities at different stages in establishing feedback mechanisms, processes for the handling of and response to complaints, and suggestions including sensitive complaints through an established safeguarding mechanism; and ensuring the inclusion of minority groups which may usually be excluded. All approaches under this operation will make sure that interventions are tailored to community requirements and address practical needs. This revised Operational Strategy prioritises

⁶ The MDG Fund reports that "[Morocco] still struggles with high levels of gender-based violence: fully 60% of Moroccan women have experienced some form of violence and a quarter of them sexual violence in their lifetime." [MDG Fund](#)

⁷ In Morocco, the labour force participation rate among females is 19.8% and among males is 68.3% for 2023. [World Bank](#)

longer-term sustainability and aims to preserve the gains achieved during the emergency response phase of the operation.

PLANNED OPERATIONS

The IFRC and its partners will continue to support the MRC in responding to and addressing needs resulting from the earthquake. In this phase of the operation, the focus shifts towards long-term sustainability and consolidating the gains made during the emergency phase by strengthening systems, processes, and the capacity of the National Society.⁸

This phase of the operation will continue to reach people through shelter, WASH, rehabilitation of livelihoods, improving health services, and preventing disease, but with long-term objectives in mind. Target communities play a central role in selecting and participating in their own recovery and resilience-building interventions, enhancing their preparedness to mitigate the effects of climate change and other potential risks faced by Morocco. Interventions are designed and will be customised to support communities transitioning from relief to recovery, moving towards long-term sustainability at a pace that suits their specific needs.

All interventions will continue to mainstream the protection of vulnerable communities and inclusion of minority groups, while the MRC will be supported in strengthening its technical, administrative, managerial, financial, and accountability systems and processes for sustainability and quality service delivery.

Lessons learned from the past and the first year of the earthquake response operation highlight several key points. First, it is crucial to pace the response to accommodate the need for institutional capacity building alongside the operation, especially when starting with limited resources. Additionally, leveraging evidence of achievements from the response phase can help establish robust collaboration with authorities, including at provincial and national levels, as well as with local administrative authorities and technical services personnel. Finally, flexibility in planning is essential to address the evolving needs, environments, and requests from Moroccan authorities.

The approach taken in this phase of the operation is Federation-wide, wherein the MRC, IFRC, and in-country partners work collaboratively, consultatively, and in coordination towards a single operational objective under this Operational Strategy. Technical sectors are led where partners are best-placed, while monitoring and evaluation activities, data collection, and findings will be shared among all partners to ensure that all relevant parties are equipped to make informed decisions.

⁸ All operational achievements thus far will be published in the upcoming Operational Update #5 report.

INTEGRATED ASSISTANCE



Shelter, Housing, and Settlements

CHF 20,117,000

Total target: 45,000 people

Objectives

1. Emergency phase: Affected communities restore and strengthen their safety and dignity through emergency shelters and the provision of household items.
2. Early recovery: Affected communities have safe and dignified mid-term transitional shelter solutions.
3. Recovery: Affected communities have access to durable solutions for both repair and reconstruction.

Priority Actions

(A) Relief distributions

(A.1) Distribute essential household-shelter items (blankets, kitchen sets, mattresses, tarps, heaters, etc.).

(B) Transitional Shelter support

(B.1) Provide improved/winterised tents.

(B.2) Provide materials for repairing and winterising tents.

(B.3) Install Transitional Shelter Units (TSUs).

a. Provide and install TSUs with effective insulation.

b. Provide and install TSUs for the Department of Education.

c. Provide and install TSUs for the Ministry of Health.

(C) Site improvement and decongestion (Shelter and DRR)

(C.1) Distribution and awareness sessions on site improvement items.

(C.2) Support participatory shelter and settlement methods (e.g. PASSA and CEA messages, for the MRC and communities to create joint ownership and DRR risk-awareness/action plans).

(D) Repair and reconstruction support

(D.1) Repair and community-driven reconstruction and improvement earthquake-resistant local building technologies (pilot homes, trainings of local masons, support to village construction teams) – Miyamoto.

(D.2) Advocate for Red Cross/Red Crescent positioning and support to long-term rehabilitation and reconstruction.

(D.3) Provide cash-based shelter support where possible and appropriate.



Food Security and Livelihoods

CHF 2,740,000

Targets per indicator

Objectives

1. Food assistance: Ensure immediate food security for affected households by distributing food parcels.
2. Food production and income-generation: Enhance food production and income-generation capabilities by distributing goat restocking packages and supporting various livelihood activities.

3. Improvement of income sources: Provide skills development and vocational training to community members to improve their income-generation activities.
4. Community risk reduction and protection of livelihoods: Integrate climate-smart disaster risk reduction and climate change adaptation into livelihood protection strategies.
5. Livelihood MRC awareness and capacity building: Strengthen the MRC's capacity in livelihoods programming through targeted training and capacity-building initiatives.

Priority Actions

(A) Food Assistance

(A.1) Distribute food parcels to target households.

(B) Food production and income-generation

(B.1) Distribute goat restocking packages to 100 households (IFRC).

(B.2) Distribute goat restocking packages to affected households (QRC).

(B.3) Support a range of livelihood activities (tree planting, seeds, distribution, etc.).

(C) Improvement of income sources

(C.1) Assess the feasibility of Household Economic Security approaches.

(C.2) Conduct skills development and vocational training for community members.

(C.3) Support households in improving their income-generation activities (IGA).

(C.4) Assess benefits from IGA for 100 households.

(D) Community risk reduction and protection of livelihoods

(D.1) Identify activities to diversify income resources in a sustainable way (such as IGA and vocational training).

(D.2) Identify livelihood protection activities (linked to eCVA + Livelihood Risk Identification + DRR).

(D.3) Integrate climate-smart DRR and climate change adaptation into livelihoods protection.

(D.4) Identify and support nine micro-projects at community level.

(E) MRC livelihoods awareness and capacity building

(E.1) Build the MRC's capacity on livelihoods programming and support the MRC in the process of revising its livelihoods strategy.

(E.2) Train MRC staff and volunteers in Household Economic Security approaches.



Multi-purpose Cash

CHF 5,854,000

Total target: 16,000 people

Objective

1. Advocate for and deliver MPCA/sectoral cash (e.g. shelter, livelihoods, protection) assistance to support immediate needs and recovery.
2. Develop the capacities and systems of the MRC to make appropriate use of cash-based interventions.

Priority Actions

(A) CVA Implementation

(A.1) Conduct a CVA feasibility study and market assessment to ensure that affected communities have access to markets and that cash is a feasible option.

- (A.2) Pilot CVA on a small scale aiming for a scale-up in multiple locations.
- (A.3) Advocate for the use of the CVA modality when feasible.
- (A.4) Provide multipurpose cash grants to provide basic needs assistance to target communities.

(B) CVA Systems and Capacity Building

- (B.1) Establish an operational data management system for registration, de-duplication, and distribution to be scaled-up.
- (B.2) Build the capacity of MRC volunteers and staff on CVA.
- (B.3) Implement a cash preparedness programme to support the MRC in becoming “cash ready”.

HEALTH AND CARE INCLUDING WATER, SANITATION, AND HYGIENE (WASH)

(MENTAL HEALTH AND PSYCHOSOCIAL SUPPORT/COMMUNITY HEALTH)



Health and Care

(Mental Health and Psychosocial Support/Community Health/Medical Services)

CHF 879,000

Total target: 35,000 people

Objectives

1. The MRC provides quality first aid training, recognised nationally and regionally, and will fully implement the IFAA Improvement Plan, increase profits from EQ area branches, and expand first aid trainers and public trainings by the end of the project.
2. The MRC offers targeted, evidence-based MHPSS programmes to reduce psychological and psychosocial difficulties in earthquake-affected populations, improving well-being and reducing suffering.
3. Target populations are provided with integrated and appropriate support in community-based health with MRC enhancing its response capacities.
4. Communities have access to rehabilitated and equipped health care centres.

Priority Actions

(A) Mental Health and Psychosocial Support

- (A.1) Strengthen the capacities of the MRC in the field of mental health and psychosocial support.
- (A.2) Raise awareness of mental health and psychosocial support issues among people in the affected regions.
- (A.3) Provide individuals, families, and communities affected by the earthquake with psychological/psychosocial support tailored to their situation and needs.
- (A.4) Support MRC volunteers with measures to prevent psychosocial risks (PSR) associated with their work.
- (A.5) Support and develop mental health and psychosocial support on a more global level.
- (A.6) Support and advocate for the sustainability of the MRC’s MHPSS activities.

(B) MRC First Aid Capacity Strengthening

- (B.1) Provide materials, innovative resources, and a comprehensive framework to ensure that first aid is supported and well-integrated within the MRC’s system.
- (B.2) Review and improve the technical and educational aspects of the MRC’s first aid training methodology.

- (B.3) Conduct first aid training sessions for the general public, schools, and communities with a specific focus on the affected zones.
- (B.4) Support the MRC in sustainably strengthening its first aid capacities at the national and local levels.
- (B.5) Support the MRC in having its first aid training engaged by the private sector for commercial services and recognised by the public.

(C) Community-Based Health

- (C.1) Implement awareness raising campaigns on health and DRR, outreach activities in targeted schools and communities.
- (C.2) Train staff and volunteers on approaches and/or topics for implementation of disease prevention and health promotion activities.
- (C.3) Form Community Committees to promote community-based health interventions, in accordance with eVCA and community feedback.

(D) Health Care Centres Rehabilitation

- (D.1) Conduct a needs assessment to identify the 20 health centres and assess their needs in terms of equipment and rehabilitation.
- (D.2) Rehabilitate and provide medical supplies and equipment for 20 health care centres.



Water, Sanitation, and Hygiene

CHF 12,041,000

Total target: 35,000 people

Objective

Contribute to enhancing sustainable water, sanitation, and hygiene infrastructure and resilient behaviours in communities and institutions to promote well-being and dignity.

Priority Actions

(A) Increased access to health and hygiene items

- (A.1) Distribute health, hygiene and dignity kits.
- (A.2) Conduct hygiene/health promotion sessions

(B) Increased access to safe water

- (B.1) Distribute water storage items.
- (B.2) Rehabilitate water systems and facilities while ensuring proper capacity building is provided on operating and managing rehabilitated water systems.
- (B.3) Ensure water quality through frequent monitoring and the provision of field water quality monitoring devices.

(C) Improved access to secure sanitation facilities

- (C.1) Install/rehabilitate latrines and showers.
- (C.2) Ensure safe access to WASH facilities for women, girls and vulnerable beneficiaries
- (C.3) Distribute facility cleaning kits.

(D) Improved management of solid waste

- (D.1) Distribute/install/rehabilitate solid waste storage materials with effective messaging on sustainable waste management.
- (D.2) Organise clean-up campaign and raising awareness on waste management

(E) Hygiene Promotion (HP)

(E.1) Consult with communities and authorities on HP needs.

(E.2) Conduct hygiene/health promotion sessions, including reducing water-related diseases transmission.

(F) WASH capacity building

(F.1) Conduct capacity building for staff and volunteers to implement disease prevention and hygiene/health promotion activities.

(F.2) Conduct capacity building in WASH project management for volunteers.

PROTECTION AND PREVENTION

(PROTECTION, GENDER, AND INCLUSION (PGI), COMMUNITY ENGAGEMENT AND ACCOUNTABILITY (CEA), MIGRATION, RISK REDUCTION, CLIMATE ADAPTATION AND RECOVERY, ENVIRONMENTAL SUSTAINABILITY, EDUCATION)



Protection, Gender, and Inclusion (PGI)

CHF 1,443,000

Total target: 45,000 people

Objective

The MRC is a safe and inclusive organisation that ensures dignity, access, participation, and safety for people of all identities through its organisational structure, work processes, and service delivery.

Priority Actions

(A) Build leadership capacities in PGI

(A.1) Conduct a PGI session with the IFRC and MRC's governance, leadership, and senior management.

(A.2) PGI organogram review.

(B) PGI considerations are embedded in all processes, policies, strategies and tools

(B.1) Strengthen the PGI Legal Framework and internal policies.

(B.2) Development and Endorsement of the Protection from Sexual Exploitation and Abuse (PSEA) Policy.

(B.3) Development and Endorsement of the Child Safeguarding Policy.

(B.4) Enhance HR procedures and policies with a focus on PGI.

(B.5) Develop communication materials on protection policies for staff and volunteers.

(C) Qualified staff and solid internal and external coordination mechanisms are in place to support PGI actions

(C.1) Recruit a full-time PGI delegate.

(C.2) Recruit a full-time PGI coordinator with the MRC.

(C.3) Identify PGI focal points per sector/branch.

(C.4) Establish and coordinate the PGI working group.

(C.5) Participation in the Civil Society Protection cluster.

(D) Strengthen the capacity of staff and volunteers to mainstream PGI

(D.1) Implement and analyse the PGI KAP Survey.

(D.2) Conduct PGI training for staff and volunteers.

(D.3) Conduct training on PGI guidelines and standard operating procedures (SOPs).

(E) Implement PGI mainstreaming activities that apply to all marginalised groups

(E.1) Collect and analyse SADD data.

(E.2) Conduct PGI minimum standards assessments of all sectors and adapt programmes accordingly.

(F) Specialised PGI activities are implemented for all marginalised groups in MRC programming

(F.1) Set-up safe spaces initiatives.

(F.2) Develop and facilitate PGI information, education, communication (IEC) sessions.

(F.3) Establish and communicate PGI referral pathways.

(G) Develop and implement a PGI learning and research strategy

(G.1) Conduct qualitative research.

(G.2) Develop structures and systems to collect, manage, and disseminate data and information on PGI.

(G.3) Document and disseminate PGI best practices and case studies.

(G.4) Conduct participative and community evaluations of safe spaces.

(G.5) Cash-for-protection.



Community Engagement and Accountability

CHF 2,025,000

Total target: 45,000 people

Enhance community trust and improve the quality and sustainability of programmes and operations by institutionalising CEA in the National Society.

Objectives

Integrate meaningful community participation, open and honest communication, and mechanisms to listen to and act on feedback throughout all stages of the programme cycle.

Ensure that selection criteria and targeting are discussed, agreed, and explained to communities, including how questions, complaints, and issues will be managed.

Priority Actions

(A) Training and capacity building

(A.1) Train MRC staff and volunteers on the CEA approach and feedback mechanism (to effectively engage with affected communities).

(A.2) Rollout CEA briefings to senior leadership, including the Board and governance members.

(A.3) Integrate CEA in all other relevant National Society trainings.

(A.4) Carry out regular field visits to support and mentor branches and programmes.

(B) Community Feedback Mechanism

(B.1) Establish feedback mechanisms for the response operation

(B.2) Advertise the feedback mechanism to communities through preferred channels.

(B.3) Hold regular FGDs, PDMs, and surveys to check that people are aware of and feel comfortable using the feedback mechanism.

(B.4) Analyse, respond to, and act on feedback, to adjust and improve operations.

(B.5) Update SOPs for community feedback and management to guide CEA integration in the operations.

(C) Information provision and community participation

(C.1) Ensure a constant flow of relevant information about the operations to people impacted by earthquake.

(C.2) Hold regular community meetings to check if the programme is using the most effective channels, approaches, and languages to reach different groups and that the information is being received and useful.

(C.3) Involve communities in planning and implementation



Risk Reduction, Climate Adaptation, and Recovery

CHF 7,467,000

Total target: 35,000 people

Objectives

1. Strengthen the resilience and capacities of disaster and crisis-affected communities through climate-smart community-based risk reduction actions informed by enhanced Vulnerability Capacity Assessments and advanced planning.
2. Support the MRC to improve its Disaster Risk Management and Disaster Preparedness capacity.

Priority Actions

(A) Roadmap to Community Resilience (R2CR) via enhanced Vulnerability Capacity Assessments (eVCAs)

- (A.1) Rollout R2CR via eVCAs Training of Trainers (ToT) for MRC staff and volunteers.
- (A.2) Train MRC staff and volunteers as facilitators of eVCAs.
- (A.3) Conduct eVCAs in targeted communities to evaluate hazards, risks, and vulnerabilities.

(B) Strengthen community resilience through Community-Based Disaster Risk Reduction (CB-DRR) activities

- (B.1) Provide CB-DRR equipment and training sessions to local communities and schools (to strengthen their response capacities).
- (B.2) Support communities in implementing (risk reduction) micro-projects [post-eVCAs].
- (B.3) Support schools in implementing risk reduction measures.

(C) Improve the MRC's Disaster Risk Management and Disaster Preparedness capacity

- (C.1) Support the MRC in implementing its PER Plan of Action (including conducting a Post-Operational Assessment and review the PER Plan of Action).
- (C.2) Strengthen the capacity of MRC staff and volunteers in support services (FIN, IM, and LOGS) for Disaster Management.
- (C.3) Work on the MRC's scenario planning, contingency planning, and simulation exercises.
- (C.4) Procure and preposition relief items in four provinces affected by the earthquake.
- (C.5) Support the development of the MRC's branch level preparedness capacity, including establishing BDRT-CDRT and equipment provision.
- (C.6) Collaborate with public authorities (at the local/commune administrative level) to review and strengthen their Disaster Response plans (i.e. Plan Communal de Developpement - PCD).
- (C.7) Support the MRC in its Disaster Law advocacy with the authorities.



Environmental Sustainability

CHF 242,000

Objective

The environmental impact of the operation is reduced with a focus on greener supply chain practices and procurement of locally produced items, effective waste management and recycling, and environmental screening of longer-term sectorial interventions.

Priority Actions

(A) Distributions - installations

(A.1) Provide solar energy lights in target communities.

(B) Systems and Capacity Building

(B.1) Organise a training session on the Nexus Environmental Assessment Tool (NEAT+) for IFRC and MRC teams.

(B.2) Include a session on “green response” and considerations in reducing the carbon footprint, waste, and supporting local procurement in logistics training.

(B.3) Assess MRC facilities on energy consumption and identify recommendations to be implemented to improve efficiency.

Enabling approaches



National Society Strengthening

CHF 7,831,000

Objectives

1. The MRC provides a rapid, effective, and inclusive response to people in emergencies through quality service delivery by trained staff and volunteers.
2. The auxiliary role of the MRC in DRR is clearly defined and widely recognised, supported by International Disaster Response Law (IDRL).
3. The MRC responds effectively to a wide spectrum of evolving crises through enhanced Preparedness and Response Capacity.

Priority Actions

(A) Support and provide training for MRC staff and volunteers in the four provinces affected by the earthquake

(A.1) Programme – sectoral training (Shelter, FSL, CVA, Health, WASH, DRR, CEA, PGI).

(A.2) Secretariat support services training (Supply Chain Management, Communication, HR/Admin, Finance, IT, IM, PMER).

(B) Reinforce the MRC’s auxiliary role and strengthen its Disaster Management strategy and response capacity

(B.1) Reflecting on the auxiliary role of the MRC.

(B.2) Develop an advocacy plan to strengthen the MRC’s auxiliary role based on its strategic plan.

(B.3) Negotiate a pre-disaster agreement or secure a government-issued legal instrument to formally recognise the MRC’s legal facilities.

(C) Volunteer Management and Duty of Care

(C.1) Support the development of Volunteer Management Systems (i.e. HR/FIN processes: recruitment, onboarding and training, payment of volunteers).

(C.2) Recruitment, onboarding, and training of MRC volunteers.

(C.3) Ensure duty of care and support for MRC volunteers.

(D) MRC internal systems and processes

(D.1) Support the development of a robust financial management and reporting system for the MRC.

(D.2) Provide support in HR management and recruitment, and an efficient standardised payroll system.

(D.3) Draft a staff regulation policy.

(D.4) Support the MRC in producing accurate and timely analyses at the internal level, Movement-wide, and partner level (to inform and guide decision-making and reporting through the production of maps, charts, and infographics).

(D.5) Map, revise, and verify current SOPs and command chains.

(E) MRC Governance and leadership

(E.1) Conduct workshops on governance for the MRC.

(E.2) Develop a strategy for emergency response that supports incorporating and adapting existing procedures to transition to resilience, aligning with the MRC's Strategic Plan.

(E.3) Support development of MRC policies, procedures, and business continuity plans to support continued service delivery and effective risk management.

(E.4) Support enhancements to leadership development with a focus on governance and management, strengthening mechanisms for integrity and accountability.

(E.5) Conduct the Movement Induction Course (MIC) for new management members at branches.

(E.6) Conduct OCAC and support the MRC towards self-development and enhanced service delivery (TBC).

(F) Resource mobilisation and development

(F.1) Support resource mobilisation and donor engagement, including on strategizing and planning, National Society systems, and core cost policy.

(G) Coordination capacity building

(G.1) Conduct a 12-month workshop and commemorative event.

(G.2) Conduct a 24-month workshop.

(G.3) Conduct a lessons learned workshop.

(H) Infrastructure and equipment upgrades

(H.1) Strengthen the capacity of the MRC's headquarters and branches on infrastructure and equipment (including repair and maintenance, management of assets, management of systems, IT, and telecom).

(H.2) Office upgrades.

(H.3) Warehouse upgrades.

(H.4) IT equipment upgrades.



Coordination and Partnerships

CHF 123,000

Objective Ensure a well-coordinated emergency operation and availability of funding.

Priority Actions

(A) Membership Coordination

(A.1) Engage the IFRC membership to ensure a well-coordinated response to the earthquake through in-country coordination mechanisms (membership, strategic, operational, and technical), reflecting the IFRC's Way of Working.

(A.2) Conduct weekly team meetings with affected branches to ensure effective coordination of the response.

(A.3) Schedule regular coordination meetings with partners supporting the operation but who are not present in the country through partner calls.

(A.4) Maintain a Federation-wide approach through harmonised planning, implementation, monitoring, reporting, and evaluation among IFRC members.

(A.5) Ensure funding and implementation of the IFRC appeal and regularly produce information material, in close collaboration with the IFRC Regional Office as well as the Geneva Secretariat's SPRM department.

(A) Movement Coordination

(A.1) Further to signing the Movement Coordination Agreement, collect PNS endorsements as signatories of the annexes.

(C) Interagency coordination

(C.1) Support the MRC's existing engagement with country-level coordination structures to identify gaps and facilitate collaboration at the national level.

(C.2) Engage with coordination structures to inform assessments, gap analysis, and the response.

(D) Humanitarian diplomacy and advocacy

(D.1) Support the MRC in carrying out humanitarian diplomacy, including support to promote, negotiate, communicate, and advocate as an integral part of daily actions both within and outside Morocco.

(D.2) Work with the MRC and partners to advocate for resolving the governance gap.

(D.3) Ensure quality assurance and accountability including Planning, Monitoring, Evaluating, and Reporting (PMER), Information Management (IM), Risk Management (RM), and Community Engagement and Accountability (CEA).

(E) Resource mobilisation and engagement with external partners

(E.1) Develop a Joint Resource Mobilisation Plan, in coordination with the IFRC's MENA and Geneva offices.

(E.2) Mobilise outreach to a wide range of Movement and non-Movement partners, including governments, the private sector, foundations, high-net-worth individuals, and the public both in Morocco, across MENA, and internationally.

(E.3) Disseminate key messages with international partners and media agencies, and through IFRC platforms, in coordination with the communications surge and the Humanitarian Diplomacy focal point, to promote the Emergency Appeal.

(F) Grants management

(F.1) Ensure adherence to donor requirements and conditions.

(F.2) Respond to donor queries and requests for clarification.

(F.3) Ensure quality and timely reporting to donors.



IFRC Secretariat Services

CHF 14,238,000

Objective

The MRC continues to improve its service delivery, organisational capacity, and accountability for large-scale programming with the support of the IFRC and Federation partners.

Priority Actions

(A) Supply Chain Management

(A.1) In coordination with the MRC, support the overall coordination and management of country and regional supply chains in line with the Federation's GLS Strategy.

(A.2) Support the MRC with the replenishment of stocks delivered to affected populations.

(A.3) Ensure procurement objectives are met to optimize service quality and cost-effectiveness, while adhering to *National Society* procedures and *IFRC* standards.

(A.4) Support rapid light fleet deployment for the operation

(A.6) Provide personal protection equipment to warehouse staff and other employees.

(A) Communications

(A.1) Support the visibility, advocacy, and positioning of both the MRC and IFRC-wide support to humanitarian activities in Morocco.

(C) Planning, Monitoring, Evaluation, and Reporting (PMER)

(C.0) Support the revision of the Operational Strategy.

(C.1) Establish a M&E framework in collaboration with the MRC and in-country PNSs.

(C.2) Conduct multi-sectoral baseline and endline surveys for the recovery phase of the operation

(C.3) Conduct sectoral assessments

(C.4) Commission external evaluations

(C.5) Conduct on-the-job training with PMER/IM branch staff

(D) Information Management (IM)

(D.1) Conduct Red Rose training with MRC staff and volunteers.

(D.2) Review and renew the Red Rose contract and service fees.

(D.3) Develop/enforce data management and data protection policies

(D.4) Support IFRC-PMS-MRC staff in developing their data storage / activities' trackers / databases

(D.5) Develop data visualisation products (maps, dashboards, etc).

(D.6) Conduct in-person training for MRC IM staff

(E) Human Resources

(E.1) Ensure that staffing needs are met through timely and fast-tracked recruitment, immediate surge support, contract management, and HR support to the delegation and operation.

(E.2) Ensure the safety of IFRC personnel through acceptable and reliable protective measures and enhance access to affected persons and communities.

(E.3) Using MRC security guidance, provide adequate security for all personnel, assets, and operations under the IFRC's responsibility by ensuring that safety and security risks are identified and addressed.

(F) Safety and Security

(F.1) Update security arrangements in compliance with IFRC Minimum Security Requirements and Duty of Care (including specific security guidelines for select regions as needed).

(F.2) Provide adequate security for all personnel, assets, and operations under the IFRC's responsibility by ensuring that safety and security risks are identified and addressed as per IFRC guidelines.

(G) Administration and Corporate Services

(G.1) Together with the MRC, ensure the effective and efficient provision of administrative and welcome services (transport, accommodation, visas, IT, and office facilities).

(G.2) Provide high-quality legal advisory services to the IFRC Cluster Delegation and the MRC.

(G.3) Oversee business continuity at the IFRC Cluster Delegation and facilitate advice to the MRC, as needed, including support from the Regional Office when required.

Risk management

A risk management framework has been in place since the beginning of the operation. This was updated regularly and will continue to be updated as needed throughout the operational timeframe.

Risk mitigation actions have successfully reduced the level of risk for several identified areas. Notably, import processes have been streamlined through ongoing advocacy with authorities and enhanced relationships with customs officials. The establishment of an in-country bank account has facilitated quicker and more efficient payments, while efforts to strengthen relationships with suppliers have reduced local procurement timeframes and increased overall efficiency. Additionally, the implementation of a close monitoring system for weather events has mitigated their impact on operational activities through proactive planning. Regarding expenditure rates and the absorption of earmarked funds, the flexibility of certain partners has enabled IFRC/MRC to meet donor requirements and commitments effectively.

Risk	Likelihood	Impact	Mitigation Steps
Import of humanitarian goods faces long delays in customs and limited availability in the local market.	High	High	<p>Continue Humanitarian Diplomacy with the Government of Morocco to allow the import of goods.</p> <p>Define a lobbying strategy to strengthen the recognised role of the MRC and its access in case of disasters and the legal facilities it enjoys achieving its humanitarian mission.</p> <p>Schedule meetings with customs to review procedures and agree on faster processes.</p> <p>Explore import modalities in coordination with Movement partners.</p> <p>Develop strong relationships with reliable local suppliers to prefer local procurement whenever feasible.</p>
Lack of attractiveness of the IFRC for suppliers due to complex procurement processes and payment conditions, resulting in difficulty identifying local suppliers and increased unattractive proposed offers to the local market. This can lead to limited local suppliers wanting to work with the IFRC.	Very High	High	<p>Use a country-wide, and not a localised, approach to local procurement.</p> <p>Propose adjusting and contextualising procurement processes to better match the practices in the country.</p> <p>Ensure quality assurance of products by IFRC technical experts to meet the highest available standards.</p> <p>Coordinate with the MRC and other PNSs to facilitate the acquisition of products based on their respective procedures.</p>
Limited multilateral coordination systems for humanitarian actors and low awareness of interventions by non-traditional organisations.	High	Medium	<p>Conduct bilateral coordination with government representatives at all levels as well as with UN agencies and other non-traditional organisations at the field level.</p> <p>Continue Humanitarian Diplomacy efforts with the Government of Morocco.</p>
Extreme weather events trigger changing needs for communities and render access and/or working conditions difficult.	Very High	High	<p>Prioritise higher altitude and less accessible communities to receive earlier relief and support.</p> <p>Anticipate seasons ahead of time with the different needs for communities and stock contingency planning for winter and summers.</p>

			Adjust activity planning to ensure duty of care to staff and volunteers and provide appropriate equipment and refreshments during working hours in the field.
Lack of adaptability of payment procedures results in difficulties working with local suppliers: Due to the Moroccan market system and the nature of purchases, many suppliers ask for advance payment (mostly 50 per cent) and preferably in cash.	Very High	High	<p>Establish a sustainable treasury flow in-country, seek longer-term agreements with suppliers moving into bank transfers, and develop a Federation-wide procurement plan.</p> <p>Propose contextualised standard operating procedures in procurement and finances that would support mitigating and covering those risks.</p>
Limited capacity to meet earmarked partner requirements on funding pledges due to initial delays on implementation and overlapping or sometimes conflicting priorities.	Very High	Medium	<p>Maintain advocacy with partners on the importance of unearmarked contributions.</p> <p>Request extensions of pledge timeframes and flexibility from donors.</p> <p>Scale-up operation's human and logistical resources to increase the pace of deliveries.</p>
Limited systems are in place for safeguarding.	High	High	<p>Support the MRC in the development and rollout of PGI and PSEA policies.</p> <p>Set up safeguarding systems, and appropriate, safe, and confidential referral mechanisms for protection cases.</p> <p>Put in place internal and community reporting, complaint, and feedback mechanisms together with the CEA team.</p>
Challenges in recruitment and deployment of international staff due to language requirements, and administrative constraints.	High	High	<p>Ensure that conversations take place between the MRC and the Moroccan government to support visas and residency requests for the IFRC and partners' international staff.</p> <p>Explore the possibility of obtaining legal status for the IFRC in Morocco to ensure that long-term support to the MRC can be provided.</p> <p>Support the MRC in strengthening its work on defining its auxiliary role and Disaster Law strategy.</p> <p>Develop workforce plans, improve recruitment planning, and expand the use of diversified job advertisement platforms.</p>

Quality and accountability

The IFRC continues with its mandate to ensure quality and accountability throughout this operation in support of the MRC. Together with partners in-country, several measures are in place to support greater accountability to all stakeholders.

Quality of service delivery and accountability to stakeholders

Quality service delivery is being mainstreamed throughout the operation, with community engagement, risk management, information management, planning, progress and results monitoring, evaluation, and reporting conducted to support continuous improvement in quality programming and accountability to the communities being served and other key stakeholders. All programme areas will continue to monitor and report on their respective interventions and activities with the help of IM and PMER colleagues to improve timeliness, efficiency, and accuracy. Efforts are ongoing to provide more effectively disaggregated data for a clearer picture of the people being served and increased accountability to all key stakeholders.

Currently, post-distribution monitoring and satisfaction surveys have been conducted, and community engagement and feedback mechanisms are being established in the target communities to help accurately meet needs and strengthen community ownership of intervention gains. The IFRC and Federation partners continue to support the MRC in establishing an efficient, effective, and practical monitoring system.

The creation of a joint working group led by the IFRC specifically for monitoring and evaluation (M&E) is underway and will include relevant MRC colleagues and all in-country partners. This in-country working group will discuss, guide, and coordinate all operational M&E activities, facilitate information sharing, and support informed decision-making to achieving the operation's objectives and the long-term sustainability of the MRC's own monitoring, evaluation, and reporting capacities.

Under this appeal, the IFRC also continues to ensure that financial and narrative reporting to donors and stakeholders is done in a timely manner in line with IFRC reporting protocols and pledge stipulations. Both internal and external audits of the operation will also be conducted.

In May 2024, the IFRC conducted a real-time evaluation to review operational needs and incorporate recommended actions into the revised Operational Strategy. Apart from the ongoing field monitoring surveys and other M&E activities, a mid-term evaluation and a final evaluation are planned for appropriate intervals according to the timeframe of the operation.

Federation-wide Reporting (FWR)

This revised Operational Strategy includes input from all IFRC partners in-country, and apart from the MRC and IFRC, include the French Red Cross, German Red Cross, Qatar Red Crescent, and Spanish Red Cross. The FWR approach uses standard indicators wherever possible to ensure coherent, consistent, and high quality data to align the efforts of all partners in their collaborative support of the MRC. This approach will assess planning, monitoring, reporting, and data management across all IFRC partners for more informed decision-making and resource mobilisation. Through the MRC, IFRC partners will facilitate knowledge creation, documentation of good practices, and corrective actions and strategies where relevant.

Future operational updates will adhere to the FWR approach to provide a more complete view of the collective work and contributions of the IFRC membership in this operation.

The IFRC will continue to coordinate with the ICRC on relevant interventions relating to Morocco and this operation.

MRC capacity strengthening

The IFRC and its partners will continue supporting the MRC with resources and capacity to collect and manage data, generate knowledge, and meet reporting requirements. Together with partners, the IFRC will also help the MRC in establishing a monitoring and evaluation framework for ongoing activities. Additionally, the IFRC will contribute to the development and strengthening of existing accountability and protection approaches and

standards, including piloting community feedback mechanisms through CEA, and supporting the development of a comprehensive PGI and PSEA framework.

Capacity strengthening is planned in all sectors of this Operational Strategy, covering technical programmes, coordination and partnerships, sustainability, resource mobilisation, volunteer management, supply chain management, National Society systems and processes, accountability, governance and leadership, humanitarian diplomacy, and infrastructure upgrades for improved service delivery over the long-term in both emergency and non-emergency situations.

Currently, the following Federation-wide list of indicators has been defined for the recovery phase of this operation. These may be adjusted to accommodate changes as the recovery phase continues to evolve.

Monitoring & Evaluation – main indicators

- Shelter:

- # Number of NFI-Household-Shelter items distributed

- # Total number of TSUs installed

- # Number of households provided with assistance for repairs or construction

- Food Security and Livelihoods (FSL):

- # Number of food parcels delivered

- # Number of goats provided to households

- # Number of IGA vocational trainings-skills development delivered to community members

- # Number of community micro-projects identified and supported

- Multi-purpose Cash (CVA):

- # Number of households/individuals supported with MPCA

- # Total amount of cash transferred to beneficiaries

- % Percentage of assisted household/individual beneficiaries reporting that MPCA is their preferred modality of assistance (vs. in-kind)

- # Number of framework agreements signed by the MRC with Financial Service Providers (FSPs)

- Health (MHPSS):

- # Number of MHPSS training sessions delivered to MRC staff and volunteers

- # Number of group or individual psychosocial care sessions provided

- # Number of managers and team leaders trained in the prevention of Psychosocial Risks (PSR) for themselves and their teams, in accordance with the action plan

- # Number of bilateral/plurilateral partnership frameworks set up with MHPSS referral authorities

- Health (First Aid):

- # Number of national first aid policies designed and approved

- # Number of branches equipped with the necessary materials (FA Kits and FA Training Kits)

- # Number of MRCs First Aid Trainer Manuals updated in accordance with the GFARC's latest guidelines

- # Number of General Public First Aid training sessions held in affected zones

- Health (Community-based health):

- # Number of people reached with community-based health activities

- # Number of awareness raising campaigns conducted (door-to-door sensitisation)

- # Number of MRC staff/volunteers trained in implementing Disease Prevention and Health Promotion activities

- Health (Health Care Centres Rehabilitation):

Number of health care centres rehabilitated
Number of health care centres provided with medical supplies and equipment

- Water, Sanitation and Hygiene (WASH):

Number of health and hygiene kits (hygiene kits, dignity kits, packs of sanitary pads) distributed
Number of water storage items distributed (jerry cans, buckets) distributed
Number of villages benefitting from rehabilitated/installed latrines/showers
Number of Solid Waste Management (SWM) systems rehabilitated/repared

- Risk Reduction, Climate Adaptation, and Recovery (DRR):

Number of communities with enhanced Vulnerability Capacity Assessment (eVCA) processes finalised
Number of communities provided with safety boxes (and/or other DRR equipment)
Number of communities with at least one risk reduction-mitigation measure implemented (as identified in the eVCA)
Number of PCDs (Plan Communal de Developpement) integrating DRR/climate change and validated by relevant public authorities

- Community Engagement and Accountability (CEA):

Total number MRC staff, volunteers, and leadership trained/briefed on CEA
Number of functional feedback mechanisms established
Number of information dissemination channels established by the MRC
Number of consultations/participatory planning sessions made with authorities and community leaders

- Protection, Gender, and Inclusion (PGI):

Number of individuals (all staff and volunteers) trained on PGI
Number of safeguarding policies (PSEA, Child Safeguarding policy) developed and endorsed
Number of Codes of Conduct (CoCs) revised and systematically signed by staff and volunteers
Number of 'Child-Friendly spaces' and 'women safe spaces' set up

- National Society Development (NSD):

Number of volunteers insured or equipped
Total number of trainings for MRC volunteers and staff
Number of MRC branches or warehouses supported with infrastructure repair or equipment

- Sustainability:

Number of solar energy lights installed/distributed
Number of NEAT training sessions conducted for the IFRC/MRC

- Coordination and Partnerships:

Number of joint MRC-IFRC meetings with local authorities
Number of Movement Coordination Agreement (MCA) agreements signed between the IFRC - ICRC - MRC
Number of Joint Resource Mobilisation Plans
Number of donor reports submitted

- Secretariat Services:

Number of vehicles in the fleet
Number of RedRose trainings with MRC staff and volunteers
Number of joint M&E framework established
Number of staff currently in function with IFRC (international, staff on loan, seconded national)

FUNDING REQUIREMENT

Federation-wide funding requirement*

<p>Federation-wide Funding Requirement including the National Society domestic target, IFRC Secretariat, and the Participating National Society funding requirement</p> <p>CHF 100 million</p>	<p>IFRC Secretariat Funding Requirement in support of the Federation-wide funding ask</p> <p>CHF 75 million</p>
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**For more information on the Federation-wide funding requirement, refer to the section: Federation-wide Approach*

Breakdown of the IFRC secretariat funding requirements



OPERATING STRATEGY

MDRMA010 - Morocco – Morocco Earthquake 2023

FUNDING REQUIREMENTS

Planned Operations	52,808,000
Shelter and Basic Household Items	20,117,000
Livelihoods	2,740,000
Multi-purpose Cash	5,854,000
Health	879,000
Water, Sanitation, and Hygiene	12,041,000
Protection, Gender, and Inclusion	1,443,000
Education	0
Migration	0
Risk Reduction, Climate Adaptation, and Recovery	7,467,000
Community Engagement and Accountability	2,025,000
Environmental Sustainability	242,000
Enabling Approaches	22,192,000
Coordination and Partnerships	123,000
Secretariat Services	14,238,000
National Society Strengthening	7,831,000
TOTAL FUNDING REQUIREMENTS	75,000,000

all amounts in Swiss francs (CHF)

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Reference



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