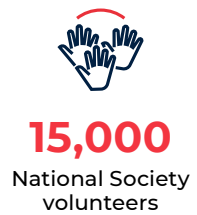


IN SUPPORT OF THE MOROCCAN RED CRESCENT SOCIETY



PEOPLE REACHED

Disasters
and crises



47,548

Health and
wellbeing



26,990

Values, power
and inclusion



6,243

Figures reflect reach up to June 2025

FINANCIAL OVERVIEW

in Swiss francs (CHF)

Moroccan Red Crescent			
Overview		Funding Sources	
Funding	Not reported	IFRC Secretariat	Not reported
Expenditure	Not reported	Participating National Societies	Not reported
		HNS other funding sources	Not reported
IFRC network			
Country	Funding Requirement		69.3M
IFRC Secretariat	Emergency Operations	Funding Requirement	40M
		Funding	28.1M
		Expenditure	14.2M
Participating National Societies	Funding Requirement	Funding Requirement	14.3M
		Funding	1.3M
		Expenditure	1.3M
HNS other funding sources	Funding	Not reported	

Appeal number **MAAMA001**

*Information on data scope and limitations is available on the back page

IFRC NETWORK SUPPORTED ACTIVITIES

National Society	Funding Reported	Climate and environment	Disasters and crises	Health and wellbeing	Migration and displacement	Values, power and inclusion	Enabling Functions
Spanish Red Cross	181,000						
Swiss Red Cross	1.1M						

Total Funding Reported **CHF 1.3M**

Q1. OVERALL PERFORMANCE

Context

Morocco, officially known as the Kingdom of Morocco, is strategically located in the Maghreb region of North Africa. It is bordered by the Mediterranean Sea to the north, the Atlantic Ocean to the west, Algeria to the east, and Mauritania to the south. The country covers an area of approximately 710,850 square kilometres, featuring diverse geography including coastal plains, mountainous regions (notably the Atlas and Rif Mountain ranges), and arid desert areas.

The country has a population exceeding 38 million inhabitants. The population is growing at an annual rate of approximately 0.95 per cent, with projections indicating an increase to 40.55 million by 2030. Urbanization is accelerating, with approximately 68 to 70 per cent of people now living in cities, compared to around 58 per cent a decade ago, placing pressure on housing, infrastructure, and services.

Morocco is a constitutional monarchy, with King Mohammed VI wielding considerable power. While the country's economy is stable and has done well in recent years, income inequalities remain high in the country. Upcoming elections are anticipated to further shape the country's political context.

Morocco's economy is diverse, with key sectors including agriculture, mining (particularly phosphates), manufacturing, and tourism. High unemployment rates and persistent poverty are challenges that the country faces, which have been exacerbated by COVID-19 pandemic. Social issues in Morocco include disparities in wealth and access to services, gender inequality, and the rights of marginalized groups.

The country's infrastructure and growth were impacted by the devastating September 8, 2023, earthquake. The earthquake claimed at least 2,960 lives and injured over 5,600 people, making it the deadliest in Morocco since the 1960 Agadir earthquake. It heavily damaged parts of Marrakech and devastated several remote settlements in the Atlas Mountains. Discrepancies between governmental and international estimates indicate that between 380,000 and 2.8 million people were affected, including at least 100,000 children with the broader area housing 6.6 million residents. The provinces of Al Haouz, Chichaoua, Taroudant, Marrakech, Azilal and Ouarzazate were affected to varying degrees by the earthquake.

Morocco's population faces interconnected challenges, including poverty, disparities in healthcare access, food insecurity, and the impacts of crises and disasters. The 2023 earthquake has exacerbated these issues, particularly in affected areas where rebuilding efforts are ongoing. Climate change and environmental issues, such as droughts, also pose significant threats.

On 14 December 2025 storms and heavy rain caused flash floods across Morocco, hitting Safi hardest with deaths and major damage.

Key achievements

Climate and environment

In 2025, the Moroccan Red Crescent Society strengthened climate and environmental action within the earthquake response and broader disaster risk reduction programming. Sustainable practices were introduced through a Green Supply Chain Management approach, including improved procurement, fleet management and recycling practices, as well as the introduction of a GPS tracking system to optimize routes and reduce transport-related emissions. Environmental considerations were integrated into community recovery planning through rapid environmental impact reviews linked to community vulnerability assessments. The National Society also contributed to regional climate dialogue through participation in the ClimAfrica 2025 Conference and advanced collaboration with national authorities and partners on early warning systems and the Early Warnings for All initiative.

Disasters and crises

The earthquake response remained the central focus of the Moroccan Red Crescent Society in 2025, with operations reaching 76,099 direct beneficiaries across four affected provinces and delivering over 491,000 instances of humanitarian assistance. The response expanded from emergency relief toward early recovery, with full implementation across eight sectors including shelter, livelihoods, cash assistance, water and sanitation, health and disaster risk reduction. Community-based disaster risk reduction activities progressed through 110 enhanced vulnerability and capacity assessments, resulting in 50 community action plans. Preparedness and response capacities were further strengthened through fire awareness and response trainings and ongoing coordination with national authorities on disaster risk management planning and early warning systems.

Health and wellbeing

Health and wellbeing programming expanded significantly in 2025 through the Moroccan Red Crescent Society's earthquake response and development programmes. The National Society strengthened its First Aid network through new trainer certifications and rescuer trainings, supported by updated national training manuals and refresher sessions. Community-based health promotion activities were implemented in Meknes and Khouribga provinces, where volunteers were trained across multiple health modules to deliver awareness sessions and support community preparedness. Waste management interventions, including the distribution of waste incinerators, supported environmental health in targeted communes. In parallel, a draft Health Strategy for 2025–2030 was developed, integrating community-based health, mental health and psychosocial support, health promotion, and First Aid in both emergency and community contexts.

Migration and displacement

In 2025, the Moroccan Red Crescent Society continued to strengthen protection-related services through its Restoring Family Links programme, assisting 347 individuals and closing 67 per cent of cases during the reporting period. These services supported individuals affected by separation and displacement linked to crises and migration pathways. Protection considerations were further integrated across the earthquake response through the mainstreaming of protection, gender and inclusion approaches. Training, field assessments and operational tools enabled staff and volunteers to better identify and support vulnerable groups, including persons with disabilities and pregnant women. These efforts contributed to more inclusive programming and strengthened the National Society's capacity to address protection needs in emergency and recovery contexts.

Values, power and inclusion

The Moroccan Red Crescent Society significantly strengthened community engagement, accountability and inclusive programming in 2025. More than 700 staff and volunteers were trained or briefed on community engagement approaches, and feedback mechanisms were expanded across branches through the establishment of a hotline and structured feedback systems. Protection, gender and inclusion was further mainstreamed through dedicated trainings and field assessments, strengthening the capacity of staff and volunteers to integrate inclusive approaches across sectoral programming. Communities in earthquake-affected areas expressed strong appreciation for the National Society's sustained presence and responsiveness. These efforts helped reinforce trust, strengthen accountability and ensure that community feedback informed programme adjustments throughout the recovery phase.

Q2. CHANGES AND AMENDMENTS

In 2025, the Azilal provincial branch was integrated into the earthquake response, with the necessary administrative and operational processes conducted internally within the provincial branch and finalized by the end of the year.

During the emergency phase (September 2023 to summer 2024), the operation focused on delivering multisectoral relief to approximately 110 priority villages, mainly the most vulnerable douars across the three affected provinces. As the response shifted toward early recovery, the geographic scope expanded. Assistance is now increasing in coverage, with some douars receiving comprehensive multisectoral support and others benefiting from targeted assistance, such as temporary school units for classrooms or cash support for housing repairs. Initially targeting just over 110 douars, the operation expanded to cover 648 douars (villages) and schools by the end of 2025 in order to address evolving needs and strengthen sector-specific support. The objective remains to deliver comprehensive assistance

across all targeted areas, guided by prioritization discussions with local authorities, the Moroccan Red Crescent Society, and operational capacity considerations.

At the beginning of 2025, the Moroccan Red Crescent Society, together with its partners, envisaged extending the response operation into 2026 due to initial implementation delays and the ambitious operational strategy. A revised operational planning and budget review were therefore conducted during the summer of 2025, with the outcomes reflected in the 2026 annexes outlining continued activities and the implementation timeline published in October 2025. The review assessed the feasibility of extending activities across sectors while ensuring alignment with available resources. Workforce planning was also adapted to reflect a gradual scale-down of operations to ensure a smooth transition. The updated plan and revised budget were presented to partners during a partners' call held on 22 September 2025, followed by bilateral discussions to secure approval for the use of funds in 2026 and to seek additional support to address funding gaps.

Operations are continuing in 2026 with the remaining funds to complete planned activities. The review did not introduce major changes to the overall strategy but resulted in a no-cost extension primarily focused on extending the timeframe. The planned extension of nine to twelve months allows the Moroccan Red Crescent Society and its partners to adjust programming to evolving needs and context. While key activities may continue for up to six additional months, the final phase—particularly the last three to six months of 2026—will focus on completing later-started components such as livelihoods and National Society development support, including construction activities, conducting final evaluations, and facilitating the transition to the post-operation phase.

The official opening of the Moroccan Red Crescent Society sub-branch in Tahanaout (El Haouz province) on 20 May 2025 marked an important step in strengthening the organization's operational presence following the earthquake. The office will function as both a sub-branch and training centre, supporting field operations, strengthening community engagement, and enhancing collaboration with local partners. In January 2025, a fully equipped office was also established in Demnate to support response activities in Azilal province. However, following an efficiency assessment, the management of the Moroccan Red Crescent Society decided in December 2025 to conclude activities implemented by the Demnate local branch, and a handover process was initiated to ensure continuity while streamlining operations.

Q3. MEASURING RESULTS OF THE IFRC NETWORK ACTION

ONGOING EMERGENCY RESPONSE

For real-time information on emergencies, see IFRC GO page: [Morocco](#)

Name	Morocco Earthquake 2023
Appeal number	MDRMA010
Duration	08 September 2023 to 31 December 2026
People to be assisted	125,000
Funding requirements	Federation-wide funding requirement: CHF 100M IFRC Secretariat funding requirement: CHF 75M
Link to Emergency Appeal	Morocco Earthquake Emergency Appeal
Link to Operational Strategy	Revised Morocco Earthquake Operational Strategy
Link to latest Operation Update	Operations Update No.7

On 8 September 2023, Morocco was struck by a 6.8 magnitude earthquake, centered in the High Atlas Mountains, 71km 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 suffered substantial damage and emergency services faced difficulty reaching affected people due to damaged roads and challenging terrain. Authorities 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 also suffered severe damage.

One year after the earthquake, the situation is evolving slowly with clearing of the rubbles and reconstruction. Many families still live with the devastating consequences of the earthquake and trauma is still very present. For many households, thinking of re-establishing normal living conditions is still premature and moving to a proper house remains their priority.

The overall objective of the revised strategy is to enable the Moroccan Red Crescent to meet the needs of people affected by the earthquake and enhance community resilience to respond to potential disasters. Additionally, it aims to support the National Society in developing robust and accountable humanitarian services and systems. The operational strategy has moved from emergency response to longer-term recovery, capacity strengthening, and sustainability for both affected communities and the National Society. Relief interventions will continue where needed, with the aim of transitioning toward long-term recovery and resilience building. Geographical expansion and targeting Recovery interventions will continue in the provinces of Chichaoua, Taroudant, and El Haouz/Marrakech, with the addition of Azilal, where a scoping visit has been conducted. This province was also affected by the earthquake but not as heavily as the other three, which were prioritized during the relief phase. The geographical targeting approach has been adopted to limit the geographical scope and number of villages or communities targeted.

Shelter and WASH: Initial Shelter and WASH interventions will continue to address the direct needs of affected communities while adjusting programming according to the evolving situation and the authorities' recovery plans. The shelter strategy 13 includes the installation of Transitional Shelter Units (TSUs) for various purposes (community housing, communal spaces, Department of Education, 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.

Risk Reduction and Health: New activities include multi-hazard risk reduction programming at the community level, addressing disaster and climate risks, and Community-Based Health. These will be further defined as findings from the enhanced Vulnerability and Capacity Assessment (eVCA) and risk mapping are completed. Mental health and psychosocial support (MHPSS) and MRC's First Aid capacity strengthening components are now fully integrated into the response, with activities planned to commence in October following preparatory work and assessment of needs and capacities. The upcoming response phase will include a strong focus on disaster preparedness, both at the community level and within MRC.

Food Security and Livelihoods: Programming tailored to the local context and capacities will be progressively implemented according to consultations with communities and authorities.

Cash-Based Programming: In lieu of in-kind distributions, advocacy for cash-based programming will be expanded to enable the population to allocate resources towards their most pressing needs or specific sectoral assistance. Cash or voucher assistance will also be considered as a modality for other sectoral interventions (especially for shelter, livelihoods, DRR).

Protection Mainstreaming: Protection, Gender and Inclusion (PGI) efforts are now fully integrated to strengthen the Moroccan Red Crescent as a safe and inclusive organization that ensures dignity, access, participation, and safety for all identities through its organizational structure, working processes, and service delivery.

STRATEGIC PRIORITIES



Climate and environment

Progress by the National Society against objectives

In terms of environmental sustainability, the Moroccan Red Crescent Society has committed to reducing the environmental footprint of its operations through an integrated Green Supply Chain Management approach. With support from the IFRC delegation and the MENA Regional Office, sustainable practices have been integrated into procurement, fleet management, recycling, and supplier selection. A key measure includes the introduction of a GPS tracking system to replace traditional logbooks, improving route optimization, traceability, and reducing transport-related emissions.

The earthquake operation is progressively strengthening sustainability practices by improving planning and resource optimization and committing to rapid environmental impact reviews prior to approving community-consulted recovery projects under the [eVCA](#) plans of action, including assessments of species and the capacity of natural resources to support activities.

The Moroccan Red Crescent Society held two workshops in Meknes and Khouribga between mid-June and July 2025 (in the BMZ programme target provinces) on Early Warning Systems. The National Society is also following up with the Ministry of Interior on the [Early Warnings for All initiative](#), with IFRC and the World Meteorological Organization serving as pillar leads.

Management from the Moroccan Red Crescent Society and IFRC also participated in the ClimAfrica2025 Conference held in Rabat in September 2025, following an official invitation to present the National Society's initiatives in this area.

IFRC network joint support

The IFRC network jointly supports the Moroccan Red Crescent Society in strengthening community resilience through capacity assessments and community-based disaster risk reduction activities, while providing appropriate environmental guidelines and approaches. With the approved extension plans, IFRC will continue supporting the National Society into 2026, with a focus on long-term capacity strengthening and scalability.



Disasters and crises

Progress by the National Society against objectives

Community-based disaster risk reduction advanced through the consolidation of data and the digitalization of participatory community maps using Sketchmap, building on the initial paper-based mapping exercises. Plans of Action developed from the [eVCA](#) findings are progressing following technical review at branch level, validation by local authorities, and presentation to communities, with implementation expected to begin in 2026. Under the BMZ disaster risk reduction programme, the Moroccan Red Crescent Society plans to expand activities from two to ten provinces.

The School-Based Disaster Risk Reduction Training of Trainers was conducted on 9 September with 14 participants (six male and eight female). Following the training, officers delivered three cascade trainings—one in each branch involved in the earthquake response—preparing volunteer teams who were subsequently deployed to schools to conduct disaster risk reduction awareness sessions.

In September 2025, the Moroccan Red Crescent Society and IFRC management held a coordination meeting with the Directorate of Meteorology in Rabat to explore potential collaboration on disaster risk management planning.

Eight Fire Awareness and Fire Response trainings were conducted across the target areas to strengthen the technical and facilitation capacities of staff and volunteers, enabling them to deliver similar trainings to communities. Between

July 2024 and October 2025, a total of 127 staff members, volunteers, and drivers were trained across Chichaoua, Taroudant, Marrakech, and Demnate, strengthening preparedness and response capacities through a cascade training approach.

A Cash and Voucher Assistance concept note will be submitted for review to launch an external consultancy and initiate a two-to-three-year preparedness programme aimed at ensuring the National Society becomes “cash ready” by 2028.

The Moroccan Red Crescent Society, through its representatives, worked with the IFRC delegation and the regional Disaster Law Programme to develop an advocacy strategy on disaster law and the auxiliary role. In May 2025, the National Society joined the regional Community of Practice on Disaster Law and the Auxiliary Role and officially appointed national focal points for both areas.

In addition, the Disaster Law Coordinator of the Moroccan Red Crescent Society participated in the regional Disaster Law Programme workshop held in Amman in December 2025, which included capacity-building sessions and strategic discussions on disaster law and the auxiliary role.

As part of the technical support provided, IFRC shared draft terms of reference and a guiding questionnaire to support a national legal mapping exercise. Following discussions with representatives of the Moroccan Red Crescent Society, it was agreed that the mapping would be conducted through an amicable agreement with a team from the Multidisciplinary Faculty of Larache at Abdelmalek Essaâdi University. A joint action plan was subsequently developed, and the legal mapping process was launched, with completion expected in the first half of 2026.

In October 2024, the Moroccan Red Crescent Society reviewed the 2021 Preparedness for Effective Response exercise with earthquake response Movement partners present, which informed a revised plan of action. Implementation has been delayed due to the earthquake response, with preparedness activities expected to resume through 2026 toward more comprehensive disaster preparedness programming.

In 2025, IFRC provided DREF allocation for a flood emergency in Morocco. The DREF allocation of CHF 351,736 in December 2025 supported the Moroccan Red Crescent in assisting more than 2,500 people affected by floods in the areas of Marakkeh and Safi. The National Society continues to support the targeted people over a period of six months with assistance such as shelter, housing and settlements, distribution of multipurpose cash assistance, health interventions such as first aid, and WASH interventions, among others.

IFRC network joint support

With joint support from IFRC and Partner National Societies, the IFRC network continues to support the Moroccan Red Crescent Society in overseeing implementation and coordinating the roles and contributions related to the above action points.



Women in Ait Youssef, Morocco, stitch reusable menstrual pads with support from the Moroccan Red Crescent and IFRC after the 2023 earthquake disrupted access to hygiene products (Photo: IFRC)



Health and wellbeing

Progress by the National Society against objectives

By December 2025, the First Aid trainer network of the Moroccan Red Crescent Society had significantly expanded through a Level C First Aid training (Training of Trainers), resulting in the certification of 12 trainers, alongside a Level B First Aid training for rescuers with 61 certified participants. As part of the accreditation process, each Level B trainee conducted three First Aid training sessions for the general public.

In parallel, new Master Educators were accredited by the Global First Aid Reference Centre, the body responsible for issuing the International First Aid Attestation. To support decentralized training delivery, First Aid training kits were procured and distributed to 51 branches of the Moroccan Red Crescent Society across the country. In addition, three standardized First Aid training manuals (Levels A, B, and C—public, rescuer, and trainer levels) were developed. Refresher sessions aligned with the updated curricula enabled 160 previously trained First Aid trainers to be retrained by the end of 2025.

Health promotion activities in Meknes and Khouribga provinces continue under the BMZ disaster risk reduction programme with support from the German Red Cross. Volunteers from the Moroccan Red Crescent Society have been trained across 15 health modules to deliver awareness sessions through two provincial branches covering five communes. Interested community members are also being trained as community volunteers to sustain knowledge within the community and serve as local focal points supporting other institutions independently of the National Society.

In Meknes, under the same programme, 12 waste incinerators—six in each of two communes—were acquired and distributed in 2025, with memoranda of understanding with the communes under process. The programme continues to train volunteers to support community-based and school-based awareness campaigns on a range of health topics.

A draft Health Strategy of the Moroccan Red Crescent Society for 2025–2030 has been developed, integrating community-based health, mental health and psychosocial support, health promotion, First Aid (school-based, community-based, and household-level), and health in emergencies.

The branch of the Moroccan Red Crescent Society in Taroudant has also expressed interest in collaborating with the Swiss Agency for Development and Cooperation on the establishment and management of a community centre in Ouled Berhil. With support from IFRC, the branch has prioritized mobilizing human and logistical resources to support field activities with the Swiss Agency team. Joint meetings and field missions were conducted with the project manager, engineer, and local counterparts. Technical discussions and planning will continue, and as of late 2025 a joint proposal for a research and implementation project related to rockfall risks in remote areas is being prepared for submission to the Humanitarian Engineering Fund in 2026.

IFRC network joint support

The IFRC network, including the **French Red Cross** and the **German Red Cross**, continues to provide financial and implementation support to the above activities carried out by the National Society.



Values, power and inclusion

Progress by the National Society against objectives

As part of the shelter component of the earthquake response, the Moroccan Red Crescent Society supported the Department of Education through the installation of Transitional Shelter Units serving as temporary classrooms or accommodation for teachers. By December 2025, a total of 490 units had been delivered for these purposes.

The draft Health Strategy of the Moroccan Red Crescent Society for 2025–2030 incorporates school-based First Aid through dedicated training modules and learning materials.

The Minimum Standards for Protection, Gender and Inclusion in Emergencies, available in Arabic, were shared and reviewed during a three-day national workshop in 2024 and are now used by sector teams involved in the earthquake

response. The Protection, Gender and Inclusion team has also supported operational staff in integrating this approach into their activities, including through tools to identify persons with disabilities and pregnant women.

Six Protection, Gender and Inclusion training curricula were developed and used to train 269 staff and volunteers of the Moroccan Red Crescent Society and IFRC on mainstreaming the approach. In addition, 14 minimum standards assessments were conducted. Based on these trainings and field assessments, 37 staff and volunteers of the National Society are now able to integrate Protection, Gender and Inclusion considerations into sectoral programming.

The Moroccan Red Crescent Society has also significantly advanced its Community Engagement and Accountability action plan. By December 2025, more than 700 staff and volunteers had been briefed or trained, and Community Engagement and Accountability has been integrated into sectoral activities. Eighteen staff and volunteers from 11 branches were trained as trainers. Feedback mechanisms have been expanded across branches and a hotline has been implemented, increasing the volume of feedback received from communities and supporting programme quality.

Under the BMZ programme, the National Society, with support from the German Red Cross, established a training centre in Khouribga by February 2025 with accommodation facilities that also function as a social centre for women where food preparation training is conducted.

In 2025, the Moroccan Red Crescent Society assisted 347 individuals through its Restoring Family Links services and closed 67 per cent of related cases during the reporting period.

IFRC network joint support

The IFRC network, including the **Netherlands Red Cross** through the 510 initiative, supported the Moroccan Red Crescent Society in strengthening Community Engagement and Accountability systems and digital feedback management under the earthquake operation, including the establishment and rollout of a hotline and related staff and volunteer training across earthquake response branches.

ENABLING LOCAL ACTORS



Strategic and operational coordination

Progress by the National Society against objectives

IFRC membership coordination

IFRC membership coordination involves working with member National Societies to assess the humanitarian context, humanitarian situations and needs; agreeing on common priorities; jointly developing common strategies to address issues such as obtaining greater humanitarian access, acceptance and space; mobilizing funding and other resources; clarifying consistent public messaging; and monitoring progress. This also means ensuring that strategies and programmes in support of people in need, incorporate clarity of humanitarian action, links with development assistance, and efforts to reinforce National Societies in their respective countries, including through their auxiliary role.

The **French Red Cross** provides support to the Moroccan Red Crescent in reducing psychological/psychosocial difficulties and distress of populations affected by earthquake through MHPSS initiatives. It also contributes to the National Society's sustainable capacity to conduct quality first aid training both to address the needs of the public and vulnerable populations and effectively respond to disasters.

The **German Red Cross** provides support to the National Society in health promotion by raising awareness on sexual and reproductive health, child health, and waste management. It supports the National Society in efforts to target communities and schools for increased knowledge, awareness and structures to prepare and respond to disaster and crises. It also supports the National Society in ensuring that targeted population has access to adequate/culturally appropriate shelter solutions and household items. Other support includes a micro-project in the Meknes province

based on the findings from an eVCA which highlighted community health issues linked to environmental pollution. The micro-project includes awareness campaigns and procurements to enforce good environmental practices (waste management).

The **Qatar Red Crescent Society** contributes to building resilience in disaster-affected areas by focusing on activities related to recovery and disaster management. It supports resilience building in affected areas by focusing on activities related to socio-economic empowerment of the affected communities.

The **Spanish Red Cross** supports the National Society in launching and maintaining feedback mechanisms. It also supports the National Society in strengthening the resilience of earthquake-stricken communities by improving the quality and coordination of humanitarian provided by the National Society. It also provides support in strengthening the mechanisms of disaster preparedness at community level.

Movement coordination

The Moroccan Red Crescent ensures regular exchanges with the IFRC, the International Committee of the Red Cross and participating National Societies, for the alignment of support and action between Movement partners. In times of emergencies, closer coordination is organized. This is carried out in line with the [Strengthening Movement Coordination and Cooperation \(SMCC\)](#) principles, and the newly adopted [Seville Agreement 2.0](#).

The **ICRC** in Morocco encourages cooperation with the Moroccan authorities, so as to facilitate International Humanitarian Law (IHL) promotion and implementation at national level. It also seeks to support the Moroccan Red Crescent in building its operational capacities, particularly in restoring family-links services and mine-risk education.

External coordination

The Moroccan Red Crescent is designated by the Government of Morocco to be an auxiliary actor in the National Disaster Risk Management Strategy and a wide array of community-based activities. This role entails a multi-layered coordination with the Ministry of Interior at different administrative levels, as well as the technical delegations (e.g. education, health, social affairs) at the provincial level.

The Moroccan Red Crescent has established a contingency plan draft at national, regional, and provincial levels, which best situates it in cooperation with the national actors, as well as donors, NGOs, and UN agencies present in the country – for existing and potential partnerships.

In the context of the earthquake, the National Society has utilised its auxiliary role in order to coordinate with the public authorities as well as to facilitate distributions through outreach to the Mohammed V Foundation. Working groups have been set up - in an informal capacity - with other NGOs as part of the response. The Moroccan Red Crescent looks to learn from these practices and translate them into institutional frameworks.



National Society development

Progress by the National Society against objectives

In line with the IFRC National Society Development Compact, Policy, Framework and Competency Framework, the Moroccan Red Crescent Society defined its development priorities and validated its National Development Plan 2025–2027 on 19 December 2024 (Protocol No. 71, 15 January 2025), building on its 2021–2025 Strategy focused on disaster risk management, National Society development, and humanitarian diplomacy. The plan prioritizes institutional development, capacity building, minimum standards for committees at all levels, [digital transformation](#), and infrastructure development to strengthen pre-positioning and climate and disaster readiness. To ensure national ownership, the National Society established an NSD Steering Committee, technical committees composed of experts from the Moroccan Red Crescent Society, IFRC and Partner National Societies, and a structured communication mechanism.

The Moroccan Red Crescent Society strengthened its auxiliary role by appointing national focal points for disaster law and the auxiliary role in early 2025. A baseline study on national disaster law was initiated in late 2025 to inform future policy development and advocacy. In addition, the National Society revised its Preparedness for Effective Response

plan of action in late 2024 to incorporate lessons from the earthquake operation, with branch-level self-assessments planned for 2026.

Capacity strengthening of governance and leadership progressed through Movement Induction Course, Protection, Gender and Inclusion, and Community Engagement and Accountability trainings conducted in early 2025. These efforts clarified the roles of regional, provincial and local committees and reinforced the Fundamental Principle of Unity. Four members of the Moroccan Red Crescent Society were accredited by the International Committee of the Red Cross and IFRC as French-language facilitators for the Movement Induction Course. With support from the German Red Cross, French Red Cross and IFRC, national guidelines and procedures for volunteer management are being developed in line with national volunteering legislation. A draft National Society Development Strategy 2025–2035 was also completed in September 2025 to outline long-term objectives and expected results.

Volunteer management and duty of care have also advanced. A comprehensive volunteering policy has been drafted with technical support from the French Red Cross, German Red Cross and IFRC, supported by volunteering management regulations and procedures expected to be finalized in 2026. The National Society plans to introduce the CiviCRM platform for volunteer data management while continuing to use the RedRose system for indemnity payments. Insurance coverage was also secured for 720 active volunteers working in earthquake-affected provinces for 2026 through IFRC support.

In financial and human resource development, the National Society is advancing a finance development programme with the Norwegian Red Cross, following an assessment conducted in September 2025. This initiative will lead to the introduction of an enterprise resource planning system integrating finance, human resources, logistics and fleet management at the national level. The Moroccan Red Crescent Society also recruited a national human resources coordinator and around 20 additional staff members with IFRC support, while drafting a revised salary scale and related policies.

The Moroccan Red Crescent Society is also advancing digital transformation and infrastructure upgrades at central and branch levels. In 2025, a hotline call centre was established in Taroudant and is now fully operational, supporting accountability and communication with affected communities. Wireless network infrastructure was upgraded at the Rabat administration and Taroudant branch to improve connectivity and reliability. Comprehensive IT support was also provided throughout the year, including infrastructure management, user support, equipment procurement and maintenance of communication systems, strengthening operational continuity across branches.

Infrastructure development is also progressing, including the construction of provincial offices and training centres in Taroudant and Chichaoua, rehabilitation of the regional warehouse in Agadir and the headquarters in Rabat, and the acquisition of a logistics warehouse and training centre in Marrakesh.

IFRC network joint support

The IFRC network supports the Moroccan Red Crescent Society in implementing its National Society Development Plan 2025–2027 through strategic coordination, technical assistance and financial support. IFRC, the **German Red Cross** and the **French Red Cross** contribute to institutional development priorities, including volunteer management, infrastructure development and programme strengthening under the three strategic pillars of the plan. Additional support includes contributions to the construction and equipment of the Taroudant office and planned initiatives in 2026 to strengthen financial management systems and operational coordination.



Humanitarian diplomacy

Progress by the National Society against objectives

In September 2025, the Moroccan Red Crescent Society organized external events to mark 18 and 24 months since the earthquake and present the response operation to national authorities and international partners, including embassies and United Nations agencies. The events received coverage across several media outlets, including national television, strengthening the National Society's visibility as a key disaster risk reduction and disaster risk management actor in the country, in line with the Strategic Plan 2021–2025. Preparations are underway to revise the strategic plan for the 2026–2030 period, which will inform the National Society Development Plan, including its communications component.

Regular engagement continues with national authorities and external stakeholders. In April 2025, the earthquake operational strategy was presented to representatives of key ministries in Rabat. Technical coordination meetings also continue with relevant government agencies in sectors where the National Society implements programmes, including water, sanitation and hygiene, livelihoods, and disaster risk reduction.

Advocacy within the earthquake response has focused particularly on the shelter sector, promoting the use of transitional shelter units to replace tents and supporting government-led reconstruction efforts. More broadly, advocacy efforts remain linked to specific sectors and programmes.

In parallel with the earthquake response, the management board of the Moroccan Red Crescent Society has strengthened efforts to position the National Society as a leading humanitarian actor. Key initiatives in 2025 included a coordination meeting with the National Initiative for Human Development in Taroudant in July to explore collaboration on micro-entrepreneurship programmes, participation in the ClimAfrica 2025 Conference in Rabat in September, and a coordination meeting with the Directorate of Meteorology to explore collaboration on disaster risk management planning. In December 2025, the National Society also participated in a coordination meeting with national authorities on the ORSEC plan, focusing on preparedness and response measures for cold wave events. At provincial level, the Taroudant branch participated in the ORSEC coordination meeting chaired by the Governor of Taroudant on cold wave preparedness.

The Moroccan Red Crescent Society and IFRC were formally designated by the Ministry of Interior as partners to the government under the Early Warnings for All initiative, specifically under Pillar 4 on preparedness and response in support of national risk reduction authorities. Both organizations have been invited to participate in a national conference scheduled for May 2026, which aims to advance the initiative through the development of a national roadmap and coordination system under the leadership of the Directorate of Meteorology.

IFRC network joint support

The IFRC network supports the Moroccan Red Crescent Society in strengthening external engagement, partnerships and resource mobilization through technical engagement, coordination with diplomatic partners and United Nations representatives, and joint field visits to showcase ongoing activities. IFRC also supports the development of a resource mobilization roadmap in coordination with the regional office.



Accountability and agility (cross-cutting)

Progress by the National Society against objectives

From November 2024 to December 2025, the Moroccan Red Crescent Society and IFRC delivered safeguarding training to 223 participants, including 111 staff of the National Society, 85 volunteers, and 27 IFRC staff in Morocco. In May 2025, an additional two-hour online session for IFRC staff addressed workplace harassment and the Integrity Line. A feedback hotline is being expanded to enable reporting of misconduct, with provincial and national committees under development in line with standard operating procedures. Terms of reference, training materials, and internal and external communication tools are being prepared to ensure broad access. A reporting process for work-related incidents has been published, and an awareness campaign is planned. An online staff and volunteer well-being survey launched in June 2025 indicated that 77.1 per cent of respondents are aware of the procedures to follow in cases of violence, abuse or exploitation.

The Moroccan Red Crescent Society and IFRC continue to maintain donor engagement through partner visits, regular reporting, individual updates, coordination calls and invitations to key milestones of the earthquake operation. With support from the Norwegian Red Cross, the National Society completed a Finance Development Assessment, with the final report and recommendations to strengthen financial accountability currently being finalized. In parallel, the first phase of procurement for a new financial management system has been completed, with installation across the National Society planned for early next year to strengthen financial transparency and efficiency.

In human resource management, recruitment processes continue to be managed to ensure transparency, neutrality and fairness. The National Society also plans to introduce a monthly tracking system for contracts, probation periods, notice periods and annual leave, building on the existing human resources database. Technical support has also been provided to support the development of a revised salary scale and access to legal guidance.

The IFRC network continues to support the Moroccan Red Crescent Society in strengthening planning, monitoring, evaluation and reporting systems, including baseline studies, monitoring tools, village technical profiles, and relevant standard operating procedures aligned with a results-based management approach. IFRC has also developed a risk management matrix for the delegation and supports the operation through risk mitigation planning and regular oversight from the regional office.

In response to the 2023 Marrakech earthquake, Moroccan Red Cross established a contact centre to handle incoming calls and communications from people affected by the disaster. Since July 2025, the system has recorded 13,530 feedback entries, giving Moroccan Red Cross structured insight into the concerns and needs of people it is supporting during a prolonged emergency response.

IFRC network joint support

The IFRC network continues to support the Moroccan Red Crescent Society in strengthening operational systems, including discussions on the procurement of a human resources management software and the establishment of the RedRose platform to support volunteer indemnity payments and beneficiary registration for cash and in-kind programming.

Through its 510 data and digital initiative, the **Netherlands Red Cross** supported the National Society in its implementation of a community feedback management system.

Q4. AFFECTED PERSONS (PEOPLE REACHED)

See cover pages

Q5. PARTICIPATION AND ACCOUNTABILITY FOR AFFECTED PEOPLE – COMMUNITY ENGAGEMENT AND ACCOUNTABILITY

See Strategic Priority on 'Values, power and inclusion' under Q3: MEASURING RESULTS OF THE IFRC NETWORK ACTION

Q6. RISK MANAGEMENT

This information is not available in Annual Reports

Q7. EXIT STRATEGY AND SUSTAINABILITY

See Strategic Priorities or Enabling Local Actors, where relevant under Q3: MEASURING RESULTS OF THE IFRC NETWORK ACTION

Q8. LESSONS LEARNED

- The Moroccan Red Crescent Society's Unified Plan 2025 and beyond builds on the earthquake response, which remains the National Society's main operation. The plan serves as a bridge between programme-based activities, systems and lessons learned, and longer-term strategic objectives and enabling frameworks, while outlining a sustainable transition as the operation matures
- While the management of the Moroccan Red Crescent Society will have limited capacity to fully engage in the 2026 review process, the exit strategy phase of the earthquake response and the development of the 2026–2030 Strategic Plan will provide opportunities for collaborative reflection and learning
- The earthquake response, and by extension the Unified Plan, has required coordination at a scale involving Movement and external partners beyond what the Moroccan Red Crescent Society had previously managed. This highlighted both opportunities for institutional growth and challenges related to maintaining leadership and ownership

- Strategic planning within the Moroccan Red Crescent Society has evolved through the development of the Unified Plan, which provides a contextual framework aligned with broader strategic directions, including the IFRC Strategy 2030
- The earthquake operation underwent a Real-Time Evaluation in May 2024 focusing on contextual analysis, operational readiness challenges and implementation effectiveness. The resulting management response plan was followed up at multiple levels, including the regional office, the IFRC delegation and the headquarters of the Moroccan Red Crescent Society, to support course correction and capture key lessons learned. These insights informed the vision of the Unified Plan and contributed to a clearer understanding of the National Society's future priorities

SUCCESS STORIES



1

Building Trust Through Community Feedback Mechanisms

Communities in earthquake-affected areas have expressed strong appreciation for the sustained presence of the Moroccan Red Crescent Society, which maintained a continuous humanitarian footprint before, during and after the earthquake. This has strengthened trust and credibility. Community feedback mechanisms, including the recently established hotline and ongoing dialogue with community members, have further reinforced partnership, proximity and accountability.

A case study titled “How a Hotline Became a Lifeline: Morocco’s Leap in Community Feedback” was developed in December 2025 in collaboration between IFRC, the Netherlands Red Cross and the Moroccan Red Crescent Society. The study documents the development and implementation of the “Ligne Verte” hotline and its data management system, highlighting how it enables direct community engagement while strengthening institutional accountability through the use of feedback data to inform programme adjustments. Publication is planned for February 2026.

2

Institutional Strengthening and Programme Expansion

The Moroccan Red Crescent Society has significantly strengthened institutional capacity during the earthquake response. The information management team has developed strong expertise in the RedRose platform, which has been used since November 2023 to process volunteer indemnity payments, reducing risks associated with cash transactions while improving efficiency and accountability. Since 2025, the platform has also supported cash and voucher assistance and in-kind distributions.

The National Society has also made substantial progress in cash programming, moving from no prior experience to implementing a large-scale multipurpose cash programme within two years, alongside the use of cash as a modality in sectoral interventions such as the shelter programme.

Experience in shelter programming has further strengthened technical capacity, including contributions to the design of a new transitional shelter unit with the Better Shelter team. In addition, the integration of a food security and livelihoods component into the earthquake response in 2025 has expanded programme scope, with farming activities planned to begin in early 2026 following assessments and capacity building.

Institutional systems have also advanced through the adoption of a federation-wide operational strategy and a comprehensive monitoring and evaluation framework, enabling stronger coordination across partners. The introduction of a joint operational budget between IFRC and the Moroccan Red Crescent Society, alongside finance training for staff, has strengthened financial accountability and reinforced a culture of transparency and shared responsibility.

ANNEX 1. IFRC APPLICATION OF THE 8+3 REPORTING TEMPLATE

The IFRC network structures its result-based management along five Strategic priorities and four Enabling functions, developed based on the IFRC network's [Strategy 2030](#):

IFRC network Strategic Priorities	IFRC network Enabling Functions
SP 1 - Climate and environment	EF 1- Strategic and operational coordination
SP 2 - Disasters and crises	EF 2 - National Society development
SP 3 - Health and wellbeing	EF 3 - Humanitarian diplomacy
SP 4 - Migration and displacement	EF 4 - Accountability and agility
SP 5 - Values, power and inclusion	

The Federation-wide results matrix provides a standard way for the IFRC network to measure its progress towards Strategy 2030 implementation and supports consistent quality of the IFRC network planning, monitoring and reporting. To further advance coherence in monitoring across the IFRC network, a [Federation-wide Indicator Bank](#) has been developed and integrated into the Federation-wide monitoring systems for emergencies and longer-term work, structured along the Federation-wide results matrix as well. Signatory of the Grand Bargain Agreement, the IFRC has committed to its monitoring and reporting standards through integration of the [8+3 reporting template](#) contents into its results-based management approach. The following mapping demonstrate the way in which this report aligns with 8+3 reporting:

8+3 template	IFRC network Annual Report (with variance in structure in red)
Core Questions	
1. Overall Performance	Overall Performance
2. Changes and Amendments	Changes and amendments
3. Measuring Results	Measuring Results
4. Affected Persons	Cover pages with indicators values
5. Participation & AAP	Under Q3 Strategic Priority 5: Values, power and inclusion – Community Engagement and Accountability
6. Risk management	Risk management
7. Exit Strategy and Sustainability	Under Q3 sub-sections by Strategic Priority/Enabling Function where relevant
8. Lessons Learned	Lessons learned
Additional Questions	
1. Value for Money/ Cost Effectiveness	Not included in annual reports
2. Visibility	Not included in annual reports
3. Coordination	Under Q3 Enabling Function 1: Strategic and operational coordination
4. Implementing Partners	Cross-cutting, with a focus on support to localization through the Q3 Enabling Functions 1 to 4
5. Activities or Steps Towards implementation	Cross-cutting in Q3 Strategic Priorities and Enabling Functions
6. Environment	Under Q3 Strategic Priority 1: Climate and environment



The International Federation of Red Cross and Red Crescent Societies (IFRC)

is the world's largest humanitarian network, with 191 National Red Cross and Red Crescent Societies and around 15 million volunteers. Our volunteers are present in communities before, during and after a crisis or disaster. We work in the most hard to reach and complex settings in the world, saving lives and promoting human dignity. We support communities to become stronger and more resilient places where people can live safe and healthy lives, and have opportunities to thrive.

DATA SCOPE AND LIMITATIONS

- **Timeframe and alignment:** The reporting timeframe for this overview is covering the period from 1 January to 31 December 2025. However, due to the diversity of the IFRC and differences in fiscal years, this coverage may not fully align for some National Societies.
- **Financial overview:** This overview consolidates data reported by the National Society and its IFRC network partners, as well as data extracted from IFRC's financial systems. All reported figures should include the administrative and operational costs of the different entities. The financial data with a grey background is solely reported by the National Society, including the funding sources. Financial reporting is often times estimated depending on availability of financial figures, closing of financial periods, and may be incomplete. 'Not reported' could sometimes mean 'not applicable'. Also note that funding requirements are already reflected in the published 2025 IFRC network country plan. The total funding requirements show what the IFRC network has sought to raise for the given year through different channels: funding through the IFRC, through participating National Societies as bilateral support, and through the host National Society from non-IFRC network sources. All figures should include the administrative and operational costs of the different entities.
 - » Host National Society funding requirements not coming from IFRC network sources can comprise a variety of sources, as demonstrated when reporting on income in the IFRC Federation-wide Databank and Reporting System
 - » Participating National Society funding requirements for bilateral support are those validated by respective headquarters, and often represent mainly secured funding
 - » IFRC funding requirements comprise both what is sourced from the IFRC core budget and what is sought through emergency and thematic funding. This includes participating National Societies' multilateral support through IFRC, and all other IFRC sources of funding
- **Missing data and breakdowns:** National Societies have diverse data collection systems and processes that may not align with the standardized indicators. Data may not be available for some indicators, for some National Societies. This may lead to inconsistencies across different reporting tools as well as potential under or over-estimation of the efforts led by all.
- **Reporting bias:** The data informing this Federation-wide overview is self-reported by each National Society (or its designated support entity) which is the owner and gatekeeper, and responsible for accuracy and updating. IFRC tries to triangulate the data provided by the National Societies with previous data and other data in the public domain.
- **Definitions:**
 - » **Local units:** ALL subdivisions of a National Society that coordinate and deliver services to people. These include ALL levels (provincial, state, city, district branches, sections or chapters, headquarters, and regional and intermediate offices, as well as community-based units)
 - » **Branches:** A Branch has its roles, responsibilities and relationship with the National Headquarters defined through the National Society's Statutes, including the level of autonomy given, especially in the area of its legal status, mobilising local resources and building local partnerships, and the decisions it makes. It has a local-level decision-making mechanism through its Branch members, board and volunteers, equally defined through the National Society's Statutes

ADDITIONAL INFORMATION

- The financial report link will be fed when the report is available. For emergency operations, see [MDRMA010](#)
- [IFRC network country plans](#)
- [Subscribe for updates](#)
- [Live Disaster Response Emergency Fund \(DREF\) data](#)
- Operational information: [IFRC GO platform](#)
- National Society data: [IFRC Federation-wide Databank and Reporting System](#)
- [Evaluations database](#)

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