



OPERATION UPDATE (24 MONTHS)

Morocco, MENA | Morocco Earthquake 2023

Emergency appeal №: MDRMA010 Emergency appeal launched: 12/09/2023 Operational Strategy published: 07/11/2023 Revised Operational Strategy published: 14/11/2024	Glide №: EQ-2023-000166-MAR
Operation Update #7 Date of issue: 31/10/2025	Timeframe covered by this update: From 12/09/2023 to 30/09/2025
Operation timeframe: 28 months (08/09/2023 – 31/12/2025)	Number of people being assisted: 125,000
Funding requirements (CHF): CHF 75 million through the IFRC Emergency Appeal CHF 100 million Federation-wide	DREF amount initially allocated: CHF 1 million

To date, this Emergency Appeal, which seeks CHF 75,000,000 is 50 percent funded. Additional contributions are welcome until December 2025 to continue funding the earthquake response operation into 2026 as per revised continued planning (refer to Section B. Operational Strategy for details).



(Photo: MRCS)

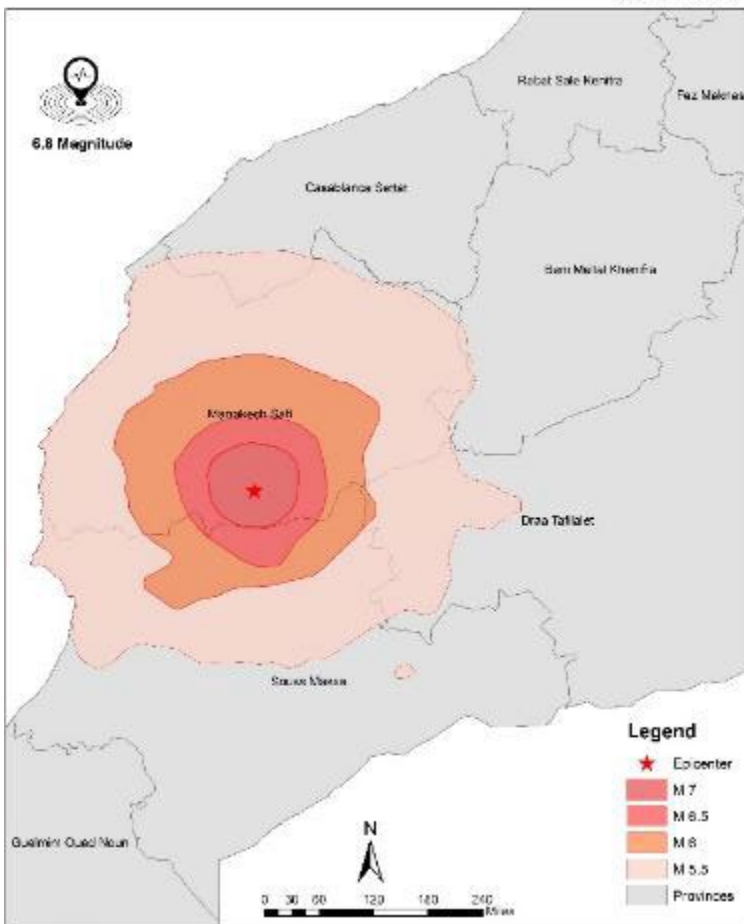
A. SITUATION ANALYSIS

I. Description of the crisis



Morocco Earthquake

September 8, 2023



Initial crisis

On 8 September 2023, Morocco was struck by a 6.8 magnitude earthquake, centered in the High Atlas Mountains, 71km southwest of Marrakesh¹. Followed by a 4.9 magnitude aftershock, the earthquake caused extensive damage to buildings and critical infrastructure throughout the provinces of El-Haouz/Marrakesh, 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 affected people 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.

Damage to houses and critical infrastructure was extensive in all affected areas, resulting in an urgent need for shelter and household essential support. For months, many people continued living in tent settlements close to their damaged homes, and others were crowded in communal 'displacement' sites or informal shelters which lack electricity, proper water

and sanitation, security and privacy. Today, we see varying levels of completion of house reconstructions depending on the villages, but progress is noticeable everywhere.

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. The affected areas, as

¹ A study on the earthquake reveals the exact location of the epicentre in the Tizi'N'Test commune, Taroudant province. [Séisme d'El-Haouz : la faille Tizi N'Test reconnue responsable, une réaction en chaîne redoutée - Le Desk](#), consulted in March 2025.

well as other regions in the country, face a measles epidemic since late 2023 with around 25,000 measles cases and 120 deaths².

Primary health care services have been disrupted in affected areas, posing a significant risk to people requiring services for chronic diseases and preventive care, including children and pregnant women. Medical, rehabilitation, and psychosocial services are also limited, especially for those in rural areas. At the same time, interaction with affected people has shown a necessity to provide mental health and psychosocial support services together with other forms of humanitarian assistance. The long-term impact on the mental health of affected communities resulting from the trauma of the earthquake is evident.

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. Destruction of schools has also caused many children, especially girls, to temporarily stop their primary education, and for those who have returned to school, conditions were often very difficult or sometimes putting them at risk.

24-months update

Since then, official reports indicate a marked acceleration. By early September 2025, *Medias24*³, cited 51,154 reconstructed or rehabilitated homes on a 4.5 billion MAD budget (\approx 397 million CHF). In the July 2025 Interministerial Commission meeting chaired by the Head of Government⁴, sectoral highlights included:

- **Housing:** 46,650 households completed construction/rehabilitation; local commissions delivered bespoke solutions for 4,895 homes in difficult terrain.
- **Financial Assistance:** 4.2 billion MAD disbursed for works (\approx 370 million CHF), alongside 2.4 billion MAD (\approx 212 million CHF) in cumulative emergency monthly allowances (2,500 MAD per household) (\approx 220 CHF).
- **Education and Health:** 269 schools and 70 health centres fully rehabilitated; remaining health facilities due by October 2025.
- **Infrastructure:** Contracts awarded for 165 km of new roads and 29 engineered structures (920 million MAD) (\approx 81 million CHF); four N7 segments at 25–65 % completion.
- **Agriculture and Water:** Livestock and barley distributions completed; all 43 hydrological stations repaired; rural communities reconnected to potable water.
- **Tourism and Commerce:** 324 tourism establishments and 1,600 traders supported.

These updates reflect the government's official assessment of progress made under Royal directives and coordinated through interministerial platforms. While these figures offer a valuable overview of national-level planning and investment, field-level observations by humanitarian actors—including MRCS and its partners—continue to inform a more nuanced understanding of recovery dynamics, particularly in remote and socioeconomically vulnerable areas.

² [Morocco scrambles to contain measles outbreak blamed on global anti-vax campaign](#), France 24, March 2025.

To be noted that data from the World Health Organisation (WHO) shows that In Morocco, the measles-containing-vaccine second-dose (MCV2) immunization coverage by the locally recommended age has improved from 91% in 2004 to 99% in 2023. (<https://data.who.int/indicators/i/B17F8BC/BB4567B>, April 2025).

³ [Deux ans après le séisme, le bilan des reconstructions dans le Haut Atlas - Médias24 numéro un de l'information économique marocaine](#), 7 September 2025.

⁴ [Le Chef du gouvernement préside la réunion de la Commission interministérielle chargée du déploiement du programme de reconstruction et d'aménagement des zones sinistrées par le séisme d'Al Haouz](#), 10 July 2025.

Continued collaboration between institutional and humanitarian stakeholders remains essential to ensure that reconstruction efforts translate into equitable and sustainable recovery for all affected populations.

II. Summary of response

Overview of the host National Society

Creation and mandate

The *Moroccan Red Crescent* society (MRCS) was established by the *Dahir* (royal decree) No. 1-57-311 of December 24, 1957, in concordance with the Geneva Conventions. The decree stipulates the MRCS as an autonomous voluntary aid society, auxiliary to the public authorities of civil and military health.

The MRCS was recognised by the *International Committee of the Red Cross (ICRC)* in 1958 and became a full member of the *International Federation of Red Cross and Red Crescent Societies (IFRC)*. As an auxiliary to the public authorities in the humanitarian field, the MRCS supports state actors while maintaining its neutrality and independence, adhering to the principles and values of the *International Red Cross and Red Crescent Movement*.

The *Moroccan Red Crescent* (MRCS), under its mandate, delivers vital support to vulnerable populations affected by disasters and exceptional circumstances. Its efforts include emergency response and relief, capacity-building initiatives, First Aid training, disaster preparedness, risk reduction, and community-based awareness campaigns. Through its comprehensive range of interventions, the MRCS has established itself as a key actor in Morocco's humanitarian and social landscape.

Organisational structure

The MRCS is structured through central organs: a General Assembly, Central Committee, Board of Directors, and General Secretariat. It operates across a provincial and/or prefectural and local network, comprising: 3 regional branches across the 12 regions, 77 branches across 75 provinces and prefectures.

- *Number of staff:* over 900 (across branches, clinics, training centres), including 144 recruited for the earthquake operation
- *Number of volunteers:* Up to 15'000 volunteers trained, and over 4'000 volunteers active yearly
- *Number of MRCS branches:* 77⁵
- *Number of local units:* N/A⁶

The *Moroccan Red Crescent* was presided over by Her Royal Highness the late Princess Lalla Malika until September 2021. The organisation's major directions are determined by its General Assembly, with the most recent meeting held on July 20, 2020. Between General Assembly meetings, the Board of Directors serves as the deliberative body, guiding and implementing governance decisions. Notably, all members of the governance bodies, including the General Assembly, Board of Directors, and Central Committee, contribute their time and expertise as volunteers.

The central administration oversees the daily operations of the National Society, ensuring the implementation of decisions made by the Central Committee and the Board of Directors. It also plays a key role in coordinating the activities of provincial and local committees. However, the capacity of branches varies significantly in terms of training, structures, and infrastructure.

⁵ Figures reflect governance inputs from mid-2025. Discrepancies across available data, between registered / active / inactive. To be verified via a new data aggregation system as part of the NSD plan.

⁶ *Id.*

Humanitarian response and strategic priorities

In light of the challenges posed by the *COVID-19* pandemic and the devastating earthquake that struck Morocco on September 8, 2023, the *Moroccan Red Crescent* has been actively involved in humanitarian response efforts. The MRCS has mobilised resources to assist affected communities, providing emergency aid, medical support, and long-term recovery initiatives.

Through its ongoing efforts, the *Moroccan Red Crescent* continues to play a vital role in enhancing the resilience of vulnerable populations and addressing the pressing humanitarian needs arising from both natural disasters and public health crises, as per the priority pillars set out in the National Society Strategic Plan 2021-2025⁷ (Disaster Risk Management, Natural Crises and Climate Change, Organisational development of the National Society, and Humanitarian Diplomacy and Partnerships), as well as the Strategic Priorities outlined in the Unified Plan 2025-2027 and its latest revision for 2026⁸.

RCRC Partners in country – Membership coordination

RCRC Movement partners support MRCS in coordinating and implementing the response: IFRC (now active with 43 staff),

- German Red Cross (*GRC* - currently with five staff in-country⁹),
- French Red Cross (*FRC* - which deployed its first staff in February 2024, now with a team of seven in-country¹⁰) and
- Spanish Red Cross (*SpRC* - which deployed its first and sole staff in March 2024).
- All partners are engaged in a harmonised approach to the response and aim at further strengthening MRCS's capacity to respond to humanitarian crises.

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* co-leads Mental Health and Psychosocial Support (MHPSS) and First Aid (FA) 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 MRCS, 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 the *Emergency Appeal's* operational strategies and subsequently participate in Federation-wide reporting to track progress and address shared challenges under this operation.

Ongoing response

Immediate and Emergency Response

⁷ Not published.

⁸ Currently in review, publication expected by the end of 2025.

⁹ One staff based in Rabat (Head of Delegation), 3 in Marrakesh (DRR Delegate, Health Coordinator, Program Coordinator), 1 in Chichaoua (Field Coordinator seconded to IFRC).

¹⁰ 1 Program Coordinator in February 2024, 1 Head of Delegation in March 2024, 1 Logistics Coordinator and 1 Admin-Fin Coordinator in April 2024; 1 First Aid Delegate and 1 MHPSS Delegate in June 2024, 1 MEAL Delegate in

Note: This section provides a brief overview of the immediate emergency response to avoid repetition across reports. For more detailed information on earlier phases, please refer to previous Operational Updates available here: [Morocco: Earthquake | IFRC](#)

The MRCS, in coordination with IFRC and partners, rapidly deployed volunteers and provided essential relief—including first aid, psychosocial support, and distribution of non-food items and emergency shelter—across the most affected provinces. Interventions later also included site improvements, WASH interventions, and **relief distributions reaching over 39,000 people**. The main objectives being to improve the safety of the shelter sites and provide essential household health and hygiene items, safe water, and secure sanitation facilities for the affected population.

Relief distributions

Essential relief items—including hygiene kits, sanitary pads, dignity kits, household non-food items (such as buckets, jerrycans, blankets, and kitchen sets), and later food parcels—were distributed to affected communities. Most of the distributions took place between December 2023 and September 2024 during the emergency assistance phase. Distributions followed a blanket approach, whereby entire villages or communities identified in coordination with local authorities were targeted as recipients¹¹. Since then, few additional ad-hoc distributions took place, notably in Azilal branch which had not been reached before (*food parcels during summer 2025 – see dedicated section*).

	# Villages/douars	# Households	# Individuals	# Relief items
Chichaoua	16	1,604	6,653	21,772
Taroudant	41	2,790	10,294	26,102
El-Haouz	46	3,023	13,182	44,246
	1 school	125	500 (students)	500
Marrakesh	12 schools	570	2,847 (students)	2,847
Azilal	22	981	5,538	981
TOTAL	125 villages + 13 schools	9,093 households	39,014 individuals	96,448 relief items

Table 1 - Relief distributions and people reached

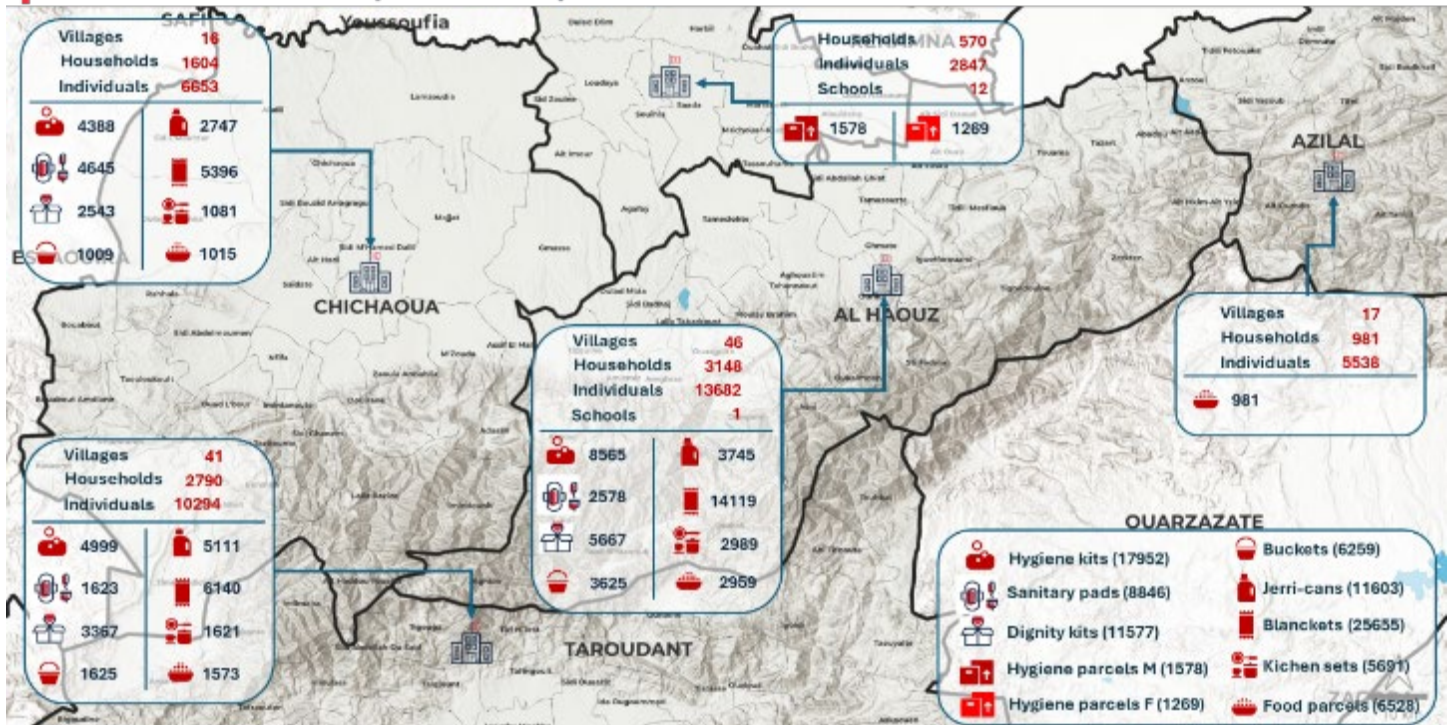
Disaggregated figures on the different relief items can be found under the related sectoral interventions¹².

Strategically, the response has shifted from in-kind support to cash-based assistance (see the dedicated Cash and Voucher Assistance section for details) to support immediate needs of households. While ad-hoc distributions of pre-positioned items—such as WASH and hygiene kits, and some food parcels in Azilal—have continued, these are now much less frequent.

¹¹ Some communities received multiple distributions at different times, according to identified needs. See previous publications for more details on the distributions. - [Morocco: Earthquake | IFRC](#)

¹² Up until summer 2024, the mission benefitted from successive Relief Coordinators dedicated to the emergency distributions. Since then and with the majority of in-kind distributions seeing completion, the mission no longer has dedicated staff. Consequently, the relief items have been reassigned under their relevant operational sector, e.g. Shelter and NFI household's items under shelter, health and hygiene kits under WASH, food parcels under Food Security and Livelihoods.

Morocco Earthquake 2023 Relief Distributions - Sept 2023 to Sept 2025



Map 1- Relief Distributions – Dec. 2023 to September 2025

Current response

Operational sectors

Since late summer 2024, the intervention has progressively shifted towards early recovery programming and addressing longer-term needs. This strategic evolution was formalised in the revised Operational Strategy released at the end of 2024. As of September 2025, the Moroccan Red Crescent (MRCs), with support from IFRC and Movement partners, is planning to extend early recovery efforts into 2026 (see Section B. Operational Strategy and annexe 1 to this document for further details). The current response covers eight operational sectors (Shelter, Water Sanitation and Hygiene (WASH), Cash and Voucher Assistance (CVA), Food Security and Livelihoods (FS), Disaster Risk Reduction (DRR), Mental Health and PsychoSocial Support (MHPSS), First Aid (FA), Community-Based Health (CBH); complemented by two cross-cutting approaches (Protection Gender and Inclusion (PGI) and Community Engagement and Accountability (CEA)). A detailed analysis of the activities' implementation levels and respective budgets have been reviewed over the summer 2025 in order to plan for the continuation of the activities into 2026. This allows for a smooth phase-out transition towards the post-earthquake operation for the MRCs.

Enabling approaches

Over the past six months, the NSD agenda has progressed with a clear plan laid out and key priorities identified by MRCs management, in coordination with IFRC and PNS present in country: finance development, constructions and preparedness efforts, volunteer management, legal reviews and development of key policies and strategies. IFRC has strengthened its own structure and worked to overcome challenges linked to internal systems in order to provide quality support to MRCs with a strong focus on capacity building and knowledge transfer over the past few months.

- **Areas of intervention and beneficiaries**

Beyond the initially targeted areas outlined in the relief distributions table (*Table 1 - Relief distributions and people reached*), where 103 initial *douars* were benefitting from the same package of assistance, the scope of activities has expanded to encompass a larger number of locations and beneficiaries following multiple exchanges and requests from local authorities and in coordination with other actors. In September 2025, 136 *douars* were included in the operational strategy to receive the full package of assistance.

Meanwhile, the response has evolved into a more heterogenous landscape upon specific requests from authorities, other *douars* received ad hoc interventions such as *Transitional Shelter Units (TSUs)* for the *Department of Education*, cash assistance, First Aid awareness sessions, WASH initiatives for schools, etc. While some of these *douars* are planned to be fully integrated into the multi-assistance approach, others will continue to receive one-off support as necessary.

The *Moroccan Red Crescent (MRCS)* has remained committed to addressing the evolving needs of affected communities as they arise, provided that operational capacity allows. This adaptability reflects the MRCS's intention to respond effectively to the shifting priorities and circumstances within the affected regions. The table below reflects the areas of intervention and beneficiaries reached thus far, without double counting:

Branch	People reached		Areas of intervention	
	# Households	# Individuals	# Douars (& schools)	# Communes
Chichaoua (CHI)	4,193	19,397	104	24
El Haouz/Marrakesh (EHM)	7,679	36,202	207	31
Taroudant (TAR)	3,041	12,706	295	32
Azilal (AZI)	1,032	5,815	24	2
TOTAL	15,945	74,120	630	89

Table 2 - Areas of intervention and beneficiaries

| Chichaoua

In Chichaoua, the initial implementation of the multisectoral assistance package focused on two communes—Adassil and Imindounit—covering 17 villages. As the response evolved, it expanded considerably to reach 104 *douars* across 24 communes through a range of support modalities. This included 17 villages receiving the full multisectoral package based on assessed needs, 9 additional villages initially supported through MPCA with plans to scale up sectoral interventions, 76 villages where TSUs were installed, and 11 villages specifically targeted with WASH interventions in schools. Although these categories total 113 village-level interventions, the actual number of distinct *douars* is 104 due to overlapping activities in several locations—such as villages benefiting from both TSU installations and school-based WASH support. These overlaps highlight the integrated and needs-driven nature of the response. This layered and adaptive strategy has enabled a wide-reaching yet targeted impact across the province, addressing both urgent needs and longer-term resilience objectives.

| Taroudant

In Taroudant, the initial response targeted 41 *douars* in 7 communes (*Ida Ougmad, Imoulass, Oneine, Tafingoult, Talgjount, Taroudant, Tizi N'tast*), in which multi-sectoral packages (shelter, wash, CEA, PGI, MHPSS, FA, CVA, DRR, Community health) of assistance were delivered. With time, additional *douars* and communes were added to the area of responsibility due to the needs identified and requests from the communities and beneficiaries. Those communes

and villages were specifically targeted for Shelter related projects such as Cash for Shelter support project, Cash for repairs pilot launched with the collaboration of Miyamoto International, as well as TSU for Education project with the Moroccan Department of Education (DoE). Those interventions increased the number of total communes reached in Taroudant to 32 and the douars to 295.

| El-Haouz/Marrakesh

In El Haouz province, teams implemented a multisectoral package—including Relief, WASH, CEA, PGI, MHPSS, First Aid, DRR, and Community Health—across 46 douars in 7 communes: Ijoukak, Talat N'Yakoub, Siti Fadma, Oukaimden, Aghbar, Imgdal, and Azgour. Some activities have concluded, while others continue. Building on this foundation, sector-specific programmes expanded the geographical scope of operations. Shelter, First Aid, and CVA interventions reached new areas, including the installation of TSUs that support the *Department of Education*, the *Ministry of Health*, and *Civil Protection*. The Repair and Reconstruction Support programme (Shelter) and CVA operations extended coverage to additional communes such as Ighil. The *TSU for Community* initiative, launched in March 2025, remains active. Altogether, multisectoral and sector-specific interventions have reached 207 douars across 31 communes throughout El Haouz province.

| Azilal

In Azilal province, the response has reached 24 douars located in two communes, (*Ait Tamlil* and *Ait Oumdis*). 22 douars are currently targeted under the response and have been reached with blanket food distributions, and 2 others had TSUs (3 in total) installed as classrooms in support of the Department of Education. 1 boarding school was supported and provided with 100 bunkbeds in *Ait Tamlil*. The 22 douars are targeted for First Aid and *WASH-HP* programmes. From April to September 2025, first aid training sessions were conducted for community members in 18 douars out of 22, as well for teenagers in youth centres located in *Ait Tamlil* and *Demnate*.

III. Needs analysis

As presented in the *I. Description of crisis* and *II. Summary of the response* above sections, **two years after the El-Haouz earthquake**, government-led progress in reconstruction is steadily advancing, though many households still struggle with its aftermath. By September 2025, official communications report over high coverages of housing rehabilitation. Key infrastructure and social services—including schools, health centres, roads, and water systems—have seen substantial restoration, supported by multi-billion MAD investments¹³. While these figures reflect strong national-level progress, humanitarian actors such as MRCS and partners continue to observe disparities in recovery, particularly in remote and vulnerable areas. Ongoing coordination remains essential to ensure inclusive recovery outcomes.

- **Needs assessment with communities**

Key findings and messages from the multi-sectoral needs assessment conducted by the MRCS and IFRC in February 2025 across targeted communities allowed updated insights into their current situation¹⁴. This multisectoral survey

¹³ [Deux ans après le séisme, le bilan des reconstructions dans le Haut Atlas - Médias24 numéro un de l'information économique marocaine](#), 7 September 2025.

¹⁴ [Morocco Earthquake Response – IFRC – Needs assessment 2025](#). It is important to note that this survey reflects the self-reported perceptions of households regarding their own situation, as expressed during the data collection period, between February and March 2025. For a more global picture on Morocco, please refer to the Unified Plan of MRCS (2025 version published, 2026 revision in validation process).

conducted among communities targeted by the MRCS' post-earthquake humanitarian response highlights their vulnerabilities. Households face a lack of adequate shelter/living space, limited access to basic services (drinking water, healthcare, sanitation), and increasing livelihood insecurity, exacerbated by climatic and economic shocks. Humanitarian efforts must therefore combine recovery response with sustainable strengthening of local capacities.

| Sectoral findings

Shelter



Nearly three-quarters of homes required complete reconstruction or major repairs, yet only 12% of the work is nearly completed; 64% of households still live in temporary shelters. The main obstacles identified are financial, followed by access to materials, technical skills, and administrative procedures. The priority remains to ensure durable housing that is adequate for climatic conditions and compliant with seismic standards, by accelerating technical and financial support. The government's response provides significant support for reconstruction efforts among affected populations. However, the active and ongoing contribution of civil society actors, already engaged on the ground, remains essential to promote inclusive reconstruction, particularly in remote *douars* far from urban centres.

WASH



While the quantity of water available for household consumption is generally considered sufficient (87–91%), reliance on unprotected natural sources (up to 28%) and the use of shared latrines—sometimes exceeding humanitarian standards—pose health risks. The heterogeneity of water and sanitation infrastructure and the lack of formal waste management (77% resort to burning) call for investments in protected water networks, sanitation facilities, and waste treatment systems. Strengthening the capacities of local actors in water resource management—both in terms of quantity and quality—is a key lever to reduce dependency on external actors, especially regarding infrastructure operation and maintenance. Moreover, interventions by civil society organisations already active on the ground must align with national policies to support sustainable access to water.

FSL



Almost all households rely on the market, often through credit, while self-production remains marginal (6–7%). Average monthly income has dropped from before the earthquake vs. early 2025, with 27% of households having no source of income. Coping strategies (reduced health spending, borrowing, asset sales) increase vulnerability. It is crucial to support local agricultural recovery to stabilise access to food and productive capacities, as well as to promote income-generating activities.

Health



Access to healthcare remains insufficient: 77% of individuals required recent care, but 36% reported no nearby facility and 65% spend over an hour traveling. Traditional medicine remains the primary option (65%), while local health centres are rarely used (10%). At the same time, signs of post-traumatic stress (43–47%), depression (38%), and anxiety (37%) are widespread, while 75% of households never access psychosocial support. Strengthening access to health services—including first aid training and promotion of mental and psychosocial health—is essential.

DRR



Awareness of climatic and seismic threats is high (79% cold waves, 75% earthquakes, 52% drought), but 65% of households in El Haouz feel poorly informed, and 51% attribute these events to divine causes. Community coordination in the face of risk is considered good in Chichaoua (64%) but weak in El Haouz and Taroudant, highlighting the need to strengthen early warning systems, emergency communication (a priority for 37% in Chichaoua and Taroudant), and awareness-raising to enhance community resilience.

PGI



Household perceptions of safety are generally positive, but knowledge of resources to address violence is very limited. Women's community participation remains marginal (<10%), and 59% of households believe women are not involved. A lack of awareness of legal frameworks (97% unaware of equality laws) and rights (children, disability) hinders full citizenship and social resilience.

CEA



The MRCS's intervention is widely praised (98% believe aid is well-targeted, 99% are satisfied), but only 51% of households know how to provide feedback, and 57% would feel comfortable reporting inappropriate behaviour. Strengthening and disseminating secure complaint mechanisms, and systematically including all groups (women, youth, persons with disabilities), are essential to reinforce accountability and trust.

| Identified Cross-Cutting Priorities:

- ☑ Accelerate the reconstruction of durable housing: improve access to financing, materials, and technical assistance.
- ☑ Improve the quality and protection of drinking water, expand sanitation facilities, and structure waste management adapted to the local context.
- ☑ Support agricultural production to ensure access to diverse and sustainable food and promote income-generating activities.
- ☑ Develop integrated healthcare services: strengthen local infrastructure and accessibility, first aid training, and psychosocial services.
- ☑ Integrate climate and seismic risk reduction into all programmes and enhance community awareness.
- ☑ Promote inclusive community participation: strengthen the involvement of women and youth in decision-making processes.
- ☑ Reinforce accountability: secure and promote feedback and complaint mechanisms for all affected individuals.

These findings reaffirm the continued need for humanitarian assistance that addresses both urgent and long-term needs through context-specific, community-driven approaches. While emergency response efforts have made notable progress, many communities still require sustained support to move forward in their recovery. These priorities are aligned with the Revised Operational Strategy of the Emergency Appeal, which aims to enable the Moroccan Red Crescent (MRCS) to meet the evolving needs of earthquake-affected communities, strengthen their resilience to future shocks, and enhance the National Society's capacity to deliver accountable and effective humanitarian services.

IV. Operational risk assessment

The security situation in Morocco is generally stable. However, towards the end of September 2025, the country has experienced the rising of a youth movement leading to protests. In addition, the risk of natural disasters such as earthquakes, droughts, floods, cold/heat waves provoked by extreme weather conditions is prevalent in different regions of the country. A risk management framework has been in place since the beginning of the operation and is being regularly updated by the IFRC delegation.

Risk	Likelihood	Impact	Mitigation Steps
Possibility of secondary large-scale disaster in affected areas, or elsewhere in the country (cold waves, heat waves, floods, droughts, earthquakes, tsunamis etc) affecting the delivery of ongoing operation	Medium	Very High	<p>Preparedness efforts to increase MRCS's and IFRC's readiness to respond to disasters.</p> <p>Close monitoring of weather forecast and contextual situation.</p> <p>Contingency planning for emergency response assistance.</p> <p>Regular review of operational planning based on anticipation of the season ahead.</p> <p>Support MRCS to strengthen its work on defining its auxiliary role and Disaster Law strategy.</p>
Lack of Legal Status in country for IFRC resulting administrative and staffing challenges	High	High	<p>Ongoing discussion towards Legal Status Agreement with the Kingdom of Morocco for IFRC.</p> <p>Regular engagement with different level of Government and different Ministries to showcase the work of MRCS and support provided by the IFRC network.</p> <p>Delegation receiving support from the IFRC Geneva legal team and Regional Office's management.</p>

<p>Lack of attractiveness of 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 leads to limited local suppliers wanting to work with IFRC.</p>	<p>High</p>	<p>Medium</p>	<p>Use a country-wide approach to local procurement rather than a localised one.</p> <p>Propose to adjust and contextualise procurement processes to better match the practices in country.</p> <p>Ensure quality assurance of products by IFRC technical experts to meet the highest available standards.</p> <p>Coordination with MRCS and other <i>PNS</i> to facilitate the acquisition of products based on their respective procedures.</p>
<p>Limited multilateral coordination systems for humanitarian actors and low awareness of interventions by non-traditional organisations.</p>	<p>Medium</p>	<p>Medium</p>	<p>Conduct bilateral coordination with government representatives at all levels as well as with UN agencies and other non-traditional organisations at field level.</p> <p>Continue Humanitarian Diplomacy with the Government of Morocco.</p> <p>Engage with Grand Atlas Development Agency established to coordinate the Earthquake response even though not fully operational yet.</p> <p>Attend all informal coordination meeting and ensure consistent representation of MRCS and IFRC in coordination fora.</p>
<p>Risks related to IFRC and MRCS implementation capacity and timely implementation of funds</p>	<p>Medium</p>	<p>Medium</p>	<p>Continue with peak delivery pace based on human and logistical resources</p> <p>Continue advocacy with partners on importance of unearmarked contributions and acceptance of timeframe extension of earthquake operation into 2026</p> <p>Regular communication in place with donors, either through partners' calls or bilateral exchanges</p>

Limited systems are in place for safeguarding	High	High	<p>Support MRCS in the development and rollout of Child Safeguarding and PSEA policies. MRCS Child safeguarding risk assessment performed.</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. A confidential channel for reporting via a hotline is being established.</p> <p>Regular trainings conducted for the IFRC and MRCS teams on the Code of Conduct, Safeguarding, PSEA.</p> <p>IFRC conducting Safeguarding Self-Assessment</p>
Shift to ERP for IFRC financial management system leading to delays in implementation and financial reporting	High	Medium	<p>Maintain close communication with donors to inform of delays in financial reporting.</p> <p>Develop manual parallel systems for tracking of expenditures to ensure minimum budget follow up.</p>
Security situation in country, risk to the safety of staff, volunteers	Medium	High	<p>Close context monitoring</p> <p>Strengthen Membership coordination amongst partners on security and information dissemination</p> <p>Review of IFRC's in-country security set up and preventive measures including field movement tracking, back up communication systems, contingency planning for hibernation, evacuations etc.</p>

Table 3 - Risk matrix

B. OPERATIONAL STRATEGY

Update on the strategy

| Emergency Appeal and initial Operational Strategy (Sept-Nov. 2023)

Since the launch of the Morocco Earthquake Emergency Appeal in September 2023, two operational strategies have been developed and published. The first Operational Strategy (OS), released in November 2023 shortly after the onset of the crisis, focused on delivering a multisectoral package of emergency assistance in the three most affected provinces: Chichaoua, Taroudant, and El-Haouz. This assistance was mainly characterised by the provision of relief in-kind distributions, emergency shelter and emergency WASH interventions and CEA as a cross-cutting approach.

| Revised Operational Strategy (Nov. 2024)

By summer 2024, as the planned in-kind relief distributions across all targeted provinces were nearing completion, the scope of the operation expanded to incorporate greater efforts towards resilience building and early recovery. This shift from emergency assistance to early recovery led to the revision of the Operational Strategy. The process concluded with the publication of a Revised Operational Strategy (ROS) in November 2024, one year after the initial strategy. This revised strategy introduced additional sectors and activities, addressing pre-existing or emerging needs, and integrated them into the response plan.

Since the summer 2024, the operation experienced a notable increase in both scale and scope. In addition to reinforcing some of the original sectors such as Shelter and WASH and ensuring their focus progressed towards support to the reconstruction, new sectors of intervention have been launched or further developed. These notably include Community Based Risk Reduction and Health prevention initiatives, Mental Health and Psychosocial Support (MHPSS), First Aid strengthening interventions, the scaling-up of Cash programming, further mainstreaming of Protection, Gender, and Inclusion (PGI), the emergence of Livelihoods programming. The Revised Operational Strategy also outlines the geographical expansion of the operation, which now includes the province of Azilal, in addition to Chichaoua, Taroudant, and El-Haouz/Marrakesh. Azilal, which experienced damage in two communes, has the highest pre-existing poverty levels in the country, making it a priority for extended recovery activities. This decision was enabled thanks to strengthened response capacities of the *Moroccan Red Crescent* (MRCS) and donor support.

Outside of the operational interventions, a primary objective of the Red Cross and Red Crescent (RCRC) partners within the response was to enable the MRCS to become disaster-ready, well-functioning, and well-positioned to support populations facing disasters or other humanitarian emergencies in the future. The IFRC, MRCS, and partners dedicated efforts to these aspects. With the support of the IFRC and *Partner National Societies (PNSs)*, the MRCS developed plans to strengthen the National Society Development (NSD) component of the response. This focus included logistics, human resources, volunteer management, digitalisation, communication, and the visibility and dissemination of the Movement's principles. Stronger institutional perspective has emerged over the past year, aiming to foster greater convergence and a unified approach to addressing the National Society *Development* support needs at both operational and institutional levels. This is notably reflected in the second edition of the Morocco-Unified Plan¹⁵, which updates the previous and first edition of the Morocco Unified Plan elaborated in 2024¹⁶.

¹⁵ Not published yet. Publication expected by early 2026.

¹⁶ [IFRC Network Country Plan, Morocco.](#)

The MRCS NSD Plan was validated on 19 December 2024, registered to Protocol on 15 January 2025, and subsequently shared with PNS and partners in February 2025, after the IFRC allocated a budget at the end of January 2025. In September 2025 the MRCS NSD Plan was completed by the MRCS NSD Strategy 2025 – 2035 defining broader objectives and longer term expected results¹⁷.

| [Continuation of the operations into 2026 \(Summer 2025\)](#)

In the beginning of 2025, the MRCS together with its partners envisaged a continued response operation into 2026 due to the initial delays, the time it has taken to scale up, and the vast ambition of the operational strategy. As such, revised operational planning and a budget revision exercise were conducted during the summer 2025, and is reflected in the *Annexe 2026 continued activities and chronogram*¹⁸. The updated plan and budget linked to the continuation was presented to partners during the partners' call that took place on 22nd September 2025. Subsequent bilateral conversations are taking place with partners to obtain approval on use of funds in 2026 and seek additional support to cover funding gaps.

Operations will continue in 2026 to ensure expenditure of remaining funds and the completion of remaining planned activities in response to the earthquake and its consequences (continuation through December 2026). The next Operation Update reports will be shared by 30 April 2026 (covering 30 months of operation, from Sept. 2023 to 31 March 2026), then on the 31 October 2026 (covering 36 months of operation, from Sept. 2023 to 30 September 2026)¹⁹. If partners or donors have any objections or questions regarding the transition, please contact the IFRC within 30 days of this update's publication. In the meantime, activities will proceed as planned to utilise the remaining funds.

Note: both Operational Strategy and 2026 continuation documents can be found at the following:

- [Initial Operational Strategy](#), IFRC, November 2023.
- [Revised Operational Strategy](#), IFRC, November 2024.
- [Annexes on 2026 continuation of activities \(1\) and chronogram \(2\)](#), IFRC, October 2025

The detailed operational report presented below outlines the 24-month progress across the (I) Strategic sectors of intervention, (II) Enabling approaches and (III) Secretariat services as defined in the Revised Operational Strategy and the 2026 – continuation of activities and chronogram annexe, which will continue to guide the response throughout its remaining course.


¹⁷ Internal reviews stages.

¹⁸ See links below on the present page.

¹⁹ A final report comprehensive of the whole operation timeframe from Sept. 2023 to 31 December 2026 will be shared by the 31 of March 2027 (TBC).

C. DETAILED OPERATIONAL REPORT

I. STRATEGIC SECTORS OF INTERVENTION

	<h3>SHELTER, HOUSING AND SETTLEMENTS</h3>	People reached: 59,972 individuals	
Objectives:	1. Emergency phase: affected communities restore and strengthen their safety and dignity through emergency shelter and household item provision 2. Early recovery: affected communities have safe and dignified mid-term transitional shelter solutions 3. Recovery: affected communities have access to a durable solution of repair and reconstruction		
Key indicators			
Indicator	Actual	Target	
# Number of NFI-Household-Shelter items distributed	35,880 ²⁰	/	
# Number of households provided with essential NFI-Household-Shelter items	5,515 ²¹	5,000	
# Total number of <i>TSUs</i> installed ²²	1,280	1,494	
# Total number of <i>TSU</i> - beneficiaries (all uses combined - # individuals)	59,972	/	
# Number of households who benefitted from the Community-driven reconstruction support programme (cash modality)	1,105	3,460	
# Number of participants (MRCS staff and volunteers) trained on Shelter activities	208	180	

(A) SHELTER/NFI RELIEF DISTRIBUTIONS

(A.1) Distribute essential NFI-Household-Shelter items (blankets, kitchen sets, mattresses, tarps, heaters, etc)

²⁰ Blankets, Kitchen Sets, Tarps, Heaters, Fans. Note: figures avec decreaseed following some verification done on the distributions' listings.

²¹ Total households registered as NFI distributions' beneficiaries across the three branches (CHI: 1,006; TAR: 1,617; EHM: 2,892). Note: Figures were revised downward following verification of the distribution lists. Further revisions may be made as part of the final data consolidation process.

²² All uses combined: see disaggregated figures in the dedicated *TSU* section (B.3)

As mentioned in previous reports, MRCS has distributed essential NFI/household/shelter items from early in the response for immediate support to the communities across the three initially targeted provinces, reaching a total of 22,766 individuals (5,515 households)²³. These initiatives played a crucial role in improving the daily living conditions and dignity of the affected populations. The tables below provide detailed figures of items distributed by branch during both the emergency and transitional phases:

- Shelter/NFI items distributed²⁴

Branch	Blankets	Kitchen Sets	Tarps	Heaters	Fans
Chichaoua	5,396	1,081	1,756	-	125
Taroudant	6,140	1,621	1,188	249	141
El-Haouz/Marrakesh	14,119	2,989	770	23	282
Azilal	-	-	-	-	-
TOTAL	25,655	5,691	3,714	272	548

4

Blankets and kitchen sets were distributed to enable households' basic comfort in their shelter, while tarps helped to protect those temporary shelters. Heaters and fans were also provided to mitigate climate/temperature issues. These items are part of a broader adaptability approach, which also includes measures like installing second doors in TSUs to enhance ventilation, adding wooden flooring, and implementing full insulation where feasible (*see (B) TSU-section below for details*). The overarching goal remains to ensure adequate and safe temporary shelter for households until they can transition to permanent housing.

(B) TRANSITIONAL SHELTER SUPPORT (WINTERISED TENTS, TSUs AND MATERIALS TO IMPROVE BOTH)

(B.1) Provide improved/winterised tents

As mentioned in previous reports, in 2025, MRCS distributed 28 winterised tents in Chichaoua for use as kitchen spaces, each equipped with flooring, installation tools, and repair kits. Community tool kits supported land preparation, and MRCS provided installation demonstrations while the community carried out the work with ongoing support. A total of 61 tents has been distributed, with 1,239 tents kept in stock for emergencies.

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

A total of 392 households across three provinces received floor kits to protect against cold and damp, with installation support from MRCS volunteers. The flooring approach was later improved using OSB and lumber, benefiting 28 winterised tents and 231 Transitional Shelter Units (TSUs). Additionally, 442 tent repair kits were distributed—246 in Chichaoua during the emergency phase and 196 in Taroudant as part of DRR activities. To support recovery, 196 shelter tool kits were provided to 1,600 households in Taroudant, and 9 kits reached 203 households in El Haouz.

²³ Adding footnote: "**Note:** Figures were revised downward following verification of the distribution lists. Further revisions may be made as part of the final data consolidation process."

²⁴ *Idem*

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

Many communities continue to rely on Transitional Shelter Units (TSUs) due to delays in reconstruction and increasing resource needs. This extended use has led to growing requests for shelter support from institutions such as the Ministry of Health, Department of Education, and Civil Protection.

With support from IFRC and in coordination with local authorities and community leaders, MRCS has ensured that the TSU initiative provides more than just temporary relief—it offers sustainable shelter solutions. TSUs are commonly seen as a key form of support, having contributed meaningfully to both community efforts and government responses from the early stages²⁵.

Over the past six months, MRCS has expanded its capacity to plan, install, and upgrade TSUs, adapting to different field conditions and overcoming challenges in certain provinces. The shelter team has gained hands-on experience in installation, distribution, monitoring, and improvements such as insulation, wood flooring, heaters, fans, and electrical components.

MRCS and IFRC are participating in a global pilot with *Better Shelter*²⁶ to test new shelter designs. During the month of July 2025, in Tahanaout, three prototype units were installed using different materials and designs—including local resources like wood, cane, and earth. These units will be monitored for six months, and community feedback will help refine future shelter models.



To maintain quality and readiness, MRCS has trained staff on insulation, flooring, maintenance, and follow-up procedures. Each TSU is handed over with a certificate of ownership, and the support remains flexible to align with government strategies until permanent housing is available. An exit strategy is being developed, including manuals and technical guidance for future use. As part of contingency planning, 300 TSUs are being procured for emergency stock. IFRC will train MRCS teams on safe deinstallation, reinstallation, and environmental considerations to ensure preparedness for future emergencies. The initiative continues to serve as a learning platform, strengthening MRCS's role in shelter response and preparedness.

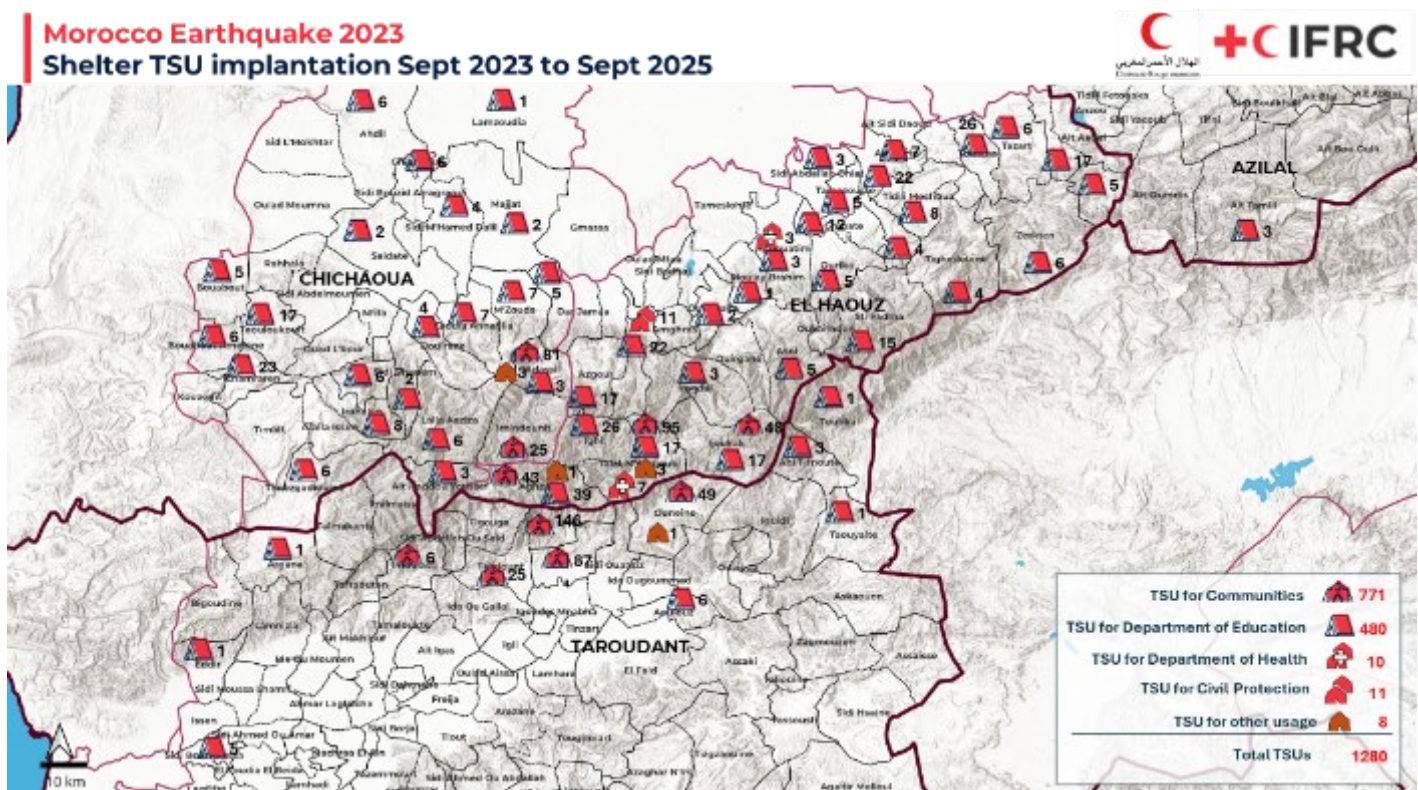
²⁵ Source: feedback collected from field visits.

²⁶ [Homepage | BetterShelter](#)

- Transitional Shelter Units (TSUs) installation

Provinces	# TSU installed					# Beneficiaries			
	Communities (Housing)	Communities (Communal Spaces)	DoE ²⁷	MoH ²⁸	Civil Protection ²⁹	Total TSUs	# Vil-lages	# HH ³⁰	# Individ. ³¹
CHI	100	4	163	-	-	267	85	2,531	12,930
TAR	313	1	13	-	-	327	31	598	2,576
EHM	358	3	301	10	11	683	171	9,940	44,191
AZI	-	-	3	-	-	3	2	54	275
TOTAL	771	8	480	10	11	1,280	289	13,123	59,972

Table 5 - TSU installed (all uses combined) and beneficiaries



Map 2 - Transitional Shelter Units (TSUs) installed, per type of use

²⁷ Department of Education – public authorities.

²⁸ Ministry of Health – public authorities.

²⁹ Civil Protection – public authorities.

³⁰ Households

³¹ Individuals. For affected communities benefitting from TSU-Department of Education, a generic number of student estimates per classroom is based on the size of the classroom (adjustable size of TSUs). In case of a TSU used as a living space for a teacher, only the teacher is counted as one individual and one household. Then, all the household members of those direct beneficiaries (students or teachers) are counted as beneficiaries, using the average household size in our areas of intervention (5.1).

Achieving a harmonised approach across provinces proved complex for MRCS, as decisions were often made at the provincial authorities' level, resulting in varied practices among branches. Nonetheless, MRCS worked to identify and replicate effective approaches observed in different areas.

| | TSUs - El Haouz

In El Haouz, MRCS supported the Department of Education by installing TSUs as temporary classrooms. In coordination with the Ministry of Health and local authorities, two temporary health centres were also established—one in Talat N'Yakoub and another in Tahanout—featuring insulated TSUs with wood flooring and additional doors. Civil Protection received support through the setup of a temporary centre in *Amizmiz*, where TSUs were used for staff accommodation and office space. All units were properly insulated and handed over following assessments. To assist affected communities, MRCS coordinated with authorities for intervention approval (granted in the first quarter of 2025) and identification of priority households for TSU installation. By the end of 2025, the intervention aims to deliver 500 TSUs, helping households transition from vulnerable emergency tents to safer, more durable shelter solutions. As of September 2025, MRCS installed 358 TSUs across 52 villages, benefiting 1,121 individuals. The operation included site preparation, technical guidance, and resource mobilisation to ensure safe shelter before winter for households without permanent housing.

| | TSUs - Chichaoua

In Chichaoua, efforts centred on supporting communities and assisting the Department of Education in a similar manner to El-Haouz. TSUs were provided and installed as temporary classrooms and living spaces for teachers. The team swiftly adapted to urgent requests while authorities limited additional efforts in community housing and spaces interventions to encourage households to focus on reconstructing their houses amid other challenges. The context in Chichaoua remained changeable, while ad hoc requests are still arriving to the branch and the team is responding accordingly.

| | TSUs - Taroudant

In Taroudant, MRCS supported affected communities, nearly achieving its planned targets — with 313 Transitional Shelter Units (TSUs) installed (out of the 350 units originally planned), reaching 1,122 individual beneficiaries. However, local authorities later restricted further progress on the installation of any form of emergency or transitional/temporary shelters, instructing partners to shift their focus toward reconstruction and relocation to permanent housing solutions, which is fully aligned with IFRC/MRCS's Shelter Strategy for Recovery. Authorities have since renewed their request for MRCS support in installing TSUs for households in douars still lacking permanent housing solutions³². In the meantime, affected households are staying in a nearby temporary settlement, where 15 TSUs have already been installed to provide safe interim shelter.

In parallel, the MRCS team collaborated closely with the Department of Education to support the continuity of education services. A total of 13 TSUs were installed to serve as classrooms and/or teachers' spaces, benefiting approximately 285 students and teachers in douars where school reconstruction has not yet commenced.

| | TSUs - Azilal

In Azilal, MRCS installed three TSUs to serve as temporary classrooms, in support of the Department of Education. This intervention was supported by the experienced MRCS team from various branches.

- TSU improvements (flooring, insulation, second doors, etc)

³² For example, in *Tadroukht (Oneine Commune, Taroudant Province)*, the village remains at risk of rockfalls, and local authorities are still in the process of identifying suitable relocation land as of the time of reporting.

Branch	Flooring	Insulation	Second doors
Chichaoua	71	42	43
Taroudant	128	79	270
El-Haouz / Marrakesh	32	32	373
Azilal	-	-	3
TOTAL	231	153	689

Table 6 - TSU improvements

(C) SITE IMPROVEMENT AND DECONGESTION (SHELTER & DRR)

As mentioned in previous reports, the site improvement and decongestion activities are closely linked with Disaster Risk Reduction (DRR) efforts. The distribution of community tool kits, fire extinguishers and related awareness sessions (C.1), along with initiatives for participatory shelter and settlement methods (C.2), are integrated into community-based risk reduction activities co-led by the German Red Cross³³.

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

No new activities have been conducted since the last reporting period. The previously implemented actions included a series of community-based activities in Taroudant, Chichaoua, and El-Haouz. These initiatives aimed to reduce environmental risks and improve living conditions in affected areas. To support hazard mitigation and improve living conditions, MRCS distributed 58 community tool kits across 38 villages, enabling basic site improvements and tent decongestion. In parallel, 225 fire extinguishers were provided to 39 villages, reaching over 7,000 individuals. In Chichaoua and Taroudant, these efforts were part of broader Community-Based Risk Reduction activities led by the German Red Cross, while in other areas they were standalone. Civil Protection teams facilitated training on fire extinguisher use and fire safety, reinforcing IFRC guidelines and promoting safer shelter arrangements³⁴.

Branch	Fire extinguishers	Community tool kits
Chichaoua	80	20
Taroudant	131	36
El-Haouz / Marrakesh	14	2
Azilal	-	-
TOTAL	225	58

Looking forward, to strengthen fire safety preparedness, MRCS/IFRC is adopting a standardised refilling and maintenance approach for fire extinguishers across the three branches. The plan includes establishing a Framework Agreement with a qualified service provider to ensure regular refilling of empty units and maintenance of expired ones. This will help communities maintain functional fire extinguishers as a key mitigation measure against household and community fire risks. The approach was first piloted in Taroudant Branch, where 26 extinguishers were successfully refilled under the existing German Red Cross framework agreement. The same model will now be replicated in El Haouz and Chichaoua, ensuring consistent and timely fire-safety readiness across all branches.

(C.2) Support participatory shelter & settlement approach and awareness

³³ More details in the previous report: [Operation Update #6 – 18 months](#)

³⁴ More details in the previous report: [Operation Update #6 – 18 months](#)

Following the revised operational planning for 2026, which included a comprehensive review and prioritisation of budget and sectoral activities, this activity has been excluded from the response. Initially considered as a potential intervention, it was ultimately removed in favour of higher-priority actions for the shelter team, primarily due to its limited feasibility within the remaining timeframe.

(D) REPAIR & RECONSTRUCTION SUPPORT

(D.1) REPAIR SUPPORT / Community-driven repair and improvement earthquake-resistant local building technologies

Between May and August 2025, MRCS, IFRC, and Miyamoto International implemented a pilot project in two douars in Taroudant³⁵ to support households with light repairs following moderate earthquake damage. The initiative tested a community-driven shelter repair model that integrated technical assessments, cash assistance, and local capacity building to promote safe and sustainable housing recovery. As part of the pilot, 12 households were repaired and 30 individuals participated in the training activities

MRCS played a central role in implementation, with its CEA team ensuring transparent communication and active community participation. The Shelter team provided technical oversight and support throughout the repair process. Miyamoto engineers conducted structural assessments, delivered training, and supervised works to ensure safety and quality, while IFRC coordinated efforts across partners and stakeholders. Thirty individuals (including staff, volunteers, and community members) were trained in resilient construction techniques. Cash grants were disbursed in two tranches based on verified progress, and ownership certificates were issued upon completion. Monitoring visits revealed high levels of beneficiaries' satisfaction, with many expressing both emotional relief and practical benefits from being able to repair their homes.

Key lessons from the pilot highlighted the need for longer implementation timelines, clearer beneficiary orientation, standardised documentation, and stronger coordination between shelter and cash teams. The pilot confirmed the feasibility and importance of light repairs, especially for households not covered by government support. Discussions are ongoing with local authorities and partners to scale up the initiative. The next phase will integrate lessons learned to improve efficiency, inclusivity, and responsiveness, positioning the model as a key element of Morocco's broader shelter recovery strategy.

³⁵ *Takounit and Tourirt, Oneine Commune, Taroudant Province*



Photo 3 – Before-After photos for houses were repaired under the Community-Driven Shelter Repairs initiative

(D.2) RECONSTRUCTION SUPPORT / Community-driven reconstruction support programme

To meet the evolving shelter needs of communities affected by the earthquake, the MRCS has launched in February 2025 a structured reconstruction support programme tailored to local contexts. The programme helps households **complete home repairs and reconstruction through conditional cash assistance, technical guidance, and coordination with local authorities**. After successful pilot projects in El Haouz and Taroudant, the programme has moved into active implementation in both provinces.

To ensure accountability, inclusion, and sustainability, the programme is guided by a comprehensive **set of tools and procedures** developed during the pilot phases. These notably include:

- Technical assessment tools to evaluate household vulnerability, reconstruction status, and alignment with government support.
- Market assessments conducted by the CVA team to validate material availability and pricing, ensuring feasibility of cash assistance.
- Memoranda of Understanding (*MoUs*) signed with each beneficiary to formalise responsibilities and ensure conditionality; monitoring and feedback mechanisms to track progress, verify completion, and address beneficiary concerns.
- Guidelines and SOPs outlining eligibility criteria, implementation steps, legal frameworks, and coordination protocols.

In the meantime, significant investment of time and effort was made to build internal capacity across MRCS and IFRC teams. This included training staff on the use of digital tools, conducting field assessments, and establishing clear procedures within branch offices.

Branch	# MAD transferred	# Households	# Individuals	# Villages
Chichaoua	-	-	-	-

El Haouz	1,782,992	237	1,054	68
Taroudant	3,819,200	868	3,769	262
Azilal	-	-	-	-
Total	5,602,192	1,105	4,823	330

Table 7 – Reconstruction support (cash modality)

In El Haouz, 237 households have been enrolled in the programme as of September 2025. The MRCS team continues to assess additional households and monitor ongoing repairs to facilitate second payments. Coordination with local authorities is ongoing to receive updated beneficiary lists. Feedback from participants has been overwhelmingly positive, with many noting that the support helped them overcome financial and logistical challenges in completing their reconstruction. The pilot highlighted the importance of clear communication, technical guidance, and strong community involvement.

Started in March 2025, in Taroudant, a large-scale intervention reached 868 households across 262 villages. Each household received a one-time payment of 4,400 MAD to complete the final phase of reconstruction, including external walls, painting, doors, and windows. This operation required significant fieldwork and coordination with authorities. MRCS and IFRC are now preparing to replicate the El Haouz model in Taroudant, starting with 112 households and gradually scaling up to 1,000. This next phase will include technical assessments and signed agreements to guide implementation.



Photos – Before and after photos of a house in Taroudant Province where a family completed finishing works using top-up cash assistance under the Rapid Cash for Shelter Programme by MRCS/IFRC, complementing government reconstruction support.

In Chichaoua, while no households have received direct support yet, MRCS—supported by IFRC—conducted a multi-sectoral assessment in selected villages to identify remaining repair and reconstruction needs. The findings are being

used to develop proposals and engage with local authorities to launch a similar intervention. This phase will require additional staff, support from other branches, and training for field teams to ensure quality implementation.

The success of the programme has relied on the strong commitment of MRCS, IFRC, and local authorities. Field teams have worked diligently to carry out assessments, manage logistics, and ensure timely support to beneficiaries. Legal advisors have helped ensure that agreements are context-appropriate, and the CVA team continues to refine payment processes using RedRose to ensure secure disbursement. Next steps include scaling up activities in El Haouz, launching conditional support in Taroudant, and initiating implementation in Chichaoua. Future phases will build on improved tools, stronger coordination, and ongoing feedback from the field to ensure effective and inclusive shelter support.



Photos – idem (before/after)



Photos – idem (before/after)

(E) MRCS SHELTER STAFF AND VOLUNTEERS CAPACITY BUILDING

(E.1) Trainings on Shelter

Training Topic	Location, date & duration			Participants				
	Branch	Duration	Date	# Staff	# Volun- teers	# Men	# Women	# Total partici- pants
Shelter	CHI	1 day	Nov. 2023	-	-	9	1	10
Shelter – TSU Installation	CHI	2 days	Feb. 2024	-	-	12	18	30
Better Shelter Training – TSU Installation	All	3 days	May 2024	-	-	20	4	24
Better Shelter Training – TSU Insulation	All	2 days	Jul. 2024	-	-	12	2	14
TSU – Concrete foundation single	TAR, CHI	2 days	Nov. 2024	10	-	8	2	10
Concrete foundation – TSU	EHM	2 days	Mar. 2025	10	0	8	2	10
TSU Installation Training for MRC Shelter Staff	TAR	1 day	Sept. 2024	12	-	12	-	12
TSU Insulation Training for MRC Shelter Staff	TAR	3 days	Oct. 2024	12	-	12	-	12
Cash for Shelter – Rebuilding and Repairing support programme – General approach	All	1 day	Feb. 2025	10	-	9	1	10
Cash for Shelter – Rebuilding and Repairing support programme	EHM	2 days	Feb. 2025	8	-	7	1	8
Induction on the Shelter Program to New Volunteers	TAR	2 hours	Apr. 2025	3	34	20	17	37
Cash for Shelter – Rapid Cash for Reconstruction Support to CEA and MRC Shelter Team	TAR	1 day	Apr. 2025	10	0	4	6	10
Cash for Shelter – Assessment for Rapid Cash for Reconstruction Support to Volunteers	TAR	1 day	May 2025	3	13	13	3	16
Training on Best Practices for Repairing Earthquake-Damaged Vernacular Houses	All	1 day	May 2025	5	0	5	0	5
Totals		14 trainings		83	51	151	57	208



FOOD SECURITY AND LIVELIHOODS

People reached: 27,726 individuals (6,528 households)

Objectives:

- (A) Food Assistance: Ensure immediate food security for affected households (community) by distributing food parcels
- (B) Food production and income-generation: Enhance food production and income-generation capabilities by recovering primary livelihood activities (agriculture, livestock, fruit trees) including Climate-Smart practices.
- (C) Improvement of income sources: Provide skills development, financial education and support IGA to improve their income enhancing women's empowerment.
- (D) Livelihood MRCS awareness and capacity building: Strengthen MRCS's capacity in livelihoods programming through targeted training and capacity-building initiatives, compile the capitalisation on Livelihoods Resilience.

Key indicators

Indicator	Actual	Target
# Number of food parcels delivered	6,528	6,500
# Number of households receiving livestock	Not started	410
# Number of beehives distributed	Not started	136
# Number of individual IGA grants delivered to community members	Not started	120
# Number of MRCS staff trained and have reinforced their capacities	25	25

Since early 2025, MRCS—supported by IFRC and partners—has shifted from direct food assistance to a broader, recovery-oriented livelihoods approach. This strategy, validated by MRCS management in spring 2025, is grounded in extensive assessments, consultations, and collaboration with key partners such as the Qatari Red Crescent and British Red Cross. As per the sections presented below and to address the four sectoral objectives listed above, the operational orientations include the following:

- **Strengthening agropastoral livelihoods** through the distribution of adapted livestock, veterinary campaigns, and training in animal husbandry, with a focus on climate-smart and sustainable practices. The pilot project will start in El Haouz (end of 2025/beginning of January 2026), then with the results upscaled to branches of the earthquake.
- **Revitalising agriculture** by distributing seeds, planting trees, rehabilitating irrigation systems, and providing farmer training on efficient water management, scheduled for February 2026. The distribution will be in three branches El Haouz, Chichaoua and Taroudant, and the field school on the two lasts.

- **Promoting IGA for individuals** —to enhance employment opportunities for affected populations areas and develop the economic tissue in rural areas. The pilot project will start in October 2025 El Haouz, then with the results upscaled to branches of the earthquake.
- **Supporting women’s groups** with financial literacy, association management, and psychosocial support linked to income-generating activities skills. The pilot project will start in Chichaoua in early 2026, then with the results upscaled to branches of the earthquake.
- **Facilitating community-based microprojects** assessing the livelihoods related activities feasibility and technical coaching the CBDRR teams to enhance the capacities of the local associations and respond to their need, expressed on enhanced vulnerability and capacity assessments (eVCA). This will follow the guidelines and needs on the eVCAs plans of actions once they are approved by the authorities.

The strategy is designed to address persistent vulnerabilities exacerbated by the earthquake, drought, and economic shocks, while ensuring interventions are tailored to the needs and opportunities of each community.

Since August 2025, the MRCS Food Security and Livelihoods team has been operational, comprising four key positions: a Technical Referent based in Marrakesh, responsible for coordinating activities and compiling lessons learned; a Livestock Officer in El Haouz, who oversees branch-level implementation and provides technical expertise in livestock and beekeeping; an Agronomist Officer stationed in Chichaoua, tasked with launching agricultural production and field school activities, while offering agronomic support; an Entrepreneurship Officer in Taroudant, leading the IGA pilot, coordinating livelihoods activities at branch level, and contributing technical guidance to the team.

(A) FOOD ASSISTANCE

(A.1) Distribute food parcels to target households

As previously reported, food parcels were distributed³⁶ to support immediate needs in coordination with government efforts. Despite initial procurement delays, MRCS successfully launched the food assistance component in mid-2024, targeting communities already reached through earlier relief operations. A total of 6,528 parcels were delivered across Chichaoua, Taroudant, El-Haouz (summer 2024), and later Azilal (Feb. to May 2025), following approval from local authorities. The distributions aimed to ease immediate food insecurity and allow households to focus on recovery and rebuilding.

	# Food Parcels	# Villages	# Households	# Individuals
Chichaoua	1,015	16	1,015	4,060
Taroudant	1,573	38	1,573	6,292
El-Haouz/Marrakesh	2,959	46	2,959	11,836
Azilal	981	22	981	5,538
TOTAL	6,528	122	6,528	27,726

Table 8 - Food parcels distributed

³⁶ Composition of one food parcel: Wheat flour – 25kg; White sugar – 1kg; Long white rice - 1kg; Canned tuna - 125g; Concentrated milk - 410g; Tomato concentrate – 850g; Canned sardines - 125g; Green tea Beans -500 g; Dates - 1kg; Extra virgin olive oil – 1L; Dry lentils - 1kg; Vegetable sunflower oil – 5L; Dry white beans - 1kg.

According to Post-Distribution Monitoring exercises, in-kind food distribution is the form of aid most welcomed by the population. It has also helped to meet basic food needs, with over 90% of distribution's recipients reporting a stable Food Consumption Score. These distributions, combined with other types of aid, help to reduce the need to resort to negative coping strategies.

(B) IMPROVE FOOD PRODUCTION

(B.1) Enhance livestock production supporting their management

- **Distribution of vaccinated livestock**

In 2025, a pilot initiative will be launched in El Haouz, targeting four douars that identified this need through the eVCA process. In July, initial contact was established with the *Association Nationale des Éleveurs Ovins et Caprins du Maroc (ANOC)* to explore a potential partnership. ANOC shared that a national directive mandates a comprehensive digital census of all livestock—sheep, goats, camelids, and cattle—to enhance management and inform future distribution strategies led by the authorities. As a result, ANOC recommended adjusting the project's focus to support other species such as mules, poultry (chickens and turkeys), and rabbits, which are not currently included in the national census.

A Livestock Officer was appointed in mid-July 2025 to oversee the implementation of this activity. By mid-August, he began assessing the specific livelihood needs of the communities identified during the eVCA process. A pre-screening exercise, conducted in collaboration with the CBDRR team and local associations, is currently evaluating the feasibility of the proposed interventions. This includes household-level assessments and market analysis through individual surveys.

Preliminary findings reveal that prior to the earthquake, most households practiced agropastoralism. Post-earthquake, approximately 55% of herds were lost, and 65% of households were compelled to sell remaining livestock to meet basic needs. Around 40% of households rely solely on livestock for income, yet 60% consider it unprofitable despite having practiced it for over a decade. While livestock is typically owned by the head of household, women are actively involved in its management. Additionally, 61% of respondents believe that local pastureland is adequate to sustain livestock activities.

These insights will guide the development of vulnerability criteria and shape the design of the livestock support programme. Given that many women expressed a preference for poultry and rabbit farming—both of which are well-suited to the local context and market demand—the MRCS will assist selected households by providing materials to construct cages, technical guidance for animal care, and cash or voucher assistance (CVA) to purchase a starter stock of animals and feed.

- **Training on livestock management practices**

About 90% of surveyed individuals have never received any training and expressed a strong need for it to improve their livestock activities. In response, the Livestock Officer will organise community training sessions focused on animal health, reproduction, and feeding.

(B.2) Distribute bees to support livelihood diversification and restoration practices

This activity is planned to support the implementation of eVCA action plans and will be launched in 2026, in coordination with the tree seedling planting campaign to boost agricultural production (B3). It will provide training

and essential materials to vulnerable beekeepers whose livelihoods were impacted by the earthquake, helping them restore and strengthen their primary income-generating activity.

(B.3) Support agriculture campaign to enhance production (seeds & trees)

- **Distribution of basic crop seeds and agriculture equipment**

Only 7% of households in the affected douars reported relying on their own agricultural production as their primary source of food³⁷, with overall yields estimated to be about half the national average. In mid-August 2025, an Agronomist Officer began assessing needs in around 30 douars identified through the eVCA process as requiring agricultural livelihood support. With the cereal planting season (wheat and barley) starting in mid-November, an open procurement consultation was launched in August to establish a framework agreement for seeds, vegetables, equipment, and tree seedlings. This agreement will allow for flexible and scalable purchasing based on field needs.

A pre-screening by the CB-DRR team and local associations is being reviewed by the livelihoods team across 26 douars. A joint feasibility assessment is underway to evaluate needs for seeds, tools, trees, and training. Initial findings show that many farmers lack seeds for the upcoming season, and overall needs are higher than expected. To ensure a targeted response, vulnerability criteria will be developed, and beneficiary registration will take place in October, with validation by local authorities before distribution.

- **Distribution of tree seedling**

The feasibility assessment, carried out from early September to mid-October 2025, also serves to plan a second distribution in February 2026, aligned with the seasonal calendar for tree seedlings, onions, and potatoes. Trees represent a key source of income for mountain communities, many of whom lost their trees due to the earthquake or drought. Based on field observations, the agronomist will recommend climate-resilient species, including varieties of olive, walnut, prickly pear, almond, and carob trees.

- **Training on *Climate Smart Practices* for agriculture**

All selected douars for seed or tree seedling distribution will also benefit from a one-day training session on agricultural practices. These sessions aim to strengthen participants' understanding of basic planting techniques and promote good practices to help improve yields during the upcoming agricultural campaign.

(B.4) Improving agro-pastoral practices through field schools

The CB-DRR team, in collaboration with local associations, conducted a pre-screening in 26 douars, currently being reviewed by the livelihoods team. Based on agricultural potential, selected areas will benefit from long-term peer-to-peer training to promote climate-resilient farming practices through model gardens, which farmers can replicate on their own plots. Support will include adapted seeds, tools, and tree seedlings. The team is also coordinating with WASH to link activities to existing irrigation systems and public hammam infrastructure.

(C) IMPROVEMENT OF INCOME SOURCES

(C.1) Coordinate the Skills Certification of daily workers by MRCS/IFRC Wash & Shelter teams

The WASH and Shelter teams are delivering targeted trainings in selected douars to support construction repairs under the Miyamoto pilot. So far, four individuals in Taroudant have completed the training and received participation

³⁷ Source: [Needs Assessment 2025 - Morocco | IFRC](#)

certificates. The WASH team will also provide certificates to members of water associations participating in maintenance trainings, in partnership with GIZ. These certificates recognise the skills acquired and aim to support participants in continuing their seasonal urban activities.

(C.2) Financial Sensitization & Skills development for Women in Safe Spaces (PGI x MHPSS)

▪ Financial education

Women's Safe Spaces provide a platform for empowerment through PGI-led protection activities and MHPSS psychosocial support. The Livelihoods team will offer basic financial literacy sessions to strengthen women's capacity in household budgeting and financial planning.

▪ Village Savings and Loan Associations (VSLA)

Where interest exists, financial education will be complemented by VSLA formation. This accessible savings model introduces women to group saving practices, supports financial inclusion, and promotes informal health insurance.

▪ Skills training

Women will also receive practical skills training based on their preferences. These activities aim to support income generation or reduce household costs—such as soap-making or producing reusable hygiene pads.

(C.3) Support households/individuals (community) in developing Income Generation Activities (IGA)

The Entrepreneurship Officer began in August 2025 and has since been engaging with the field, developing implementation tools for the pilot in Taroudant. Coordination with local authorities and the *Institut National de Développement Humain (INDH)* took place in mid-September to validate the pilot initiative.

▪ Grants

This pilot initiative supports households affected by the earthquake in restarting economic activities through income-generating activities (IGAs) and microenterprises. A total of 42 IGAs will be supported initially—one grant per household—with potential expansion to 120 grants based on results.

Support will be provided as non-repayable cash transfers, disbursed in three instalments, and tailored to each beneficiary through a formal agreement. Selection will be based on eligibility, vulnerability, motivation, and the quality of the proposed business plan.

Grant amounts will align with the business plan budget, up to a ceiling of MAD 30,000, and subject to oversight. The intervention will begin in 10 douars across three rural communes in Taroudant, pending final validation by local authorities.

▪ IGA Awareness Sensitizations + Business Plan awareness

MRCs staff and volunteers will register individuals who express interest and present a business idea following community sensitisation on entrepreneurship and business planning. They will evaluate each idea using public scoring based on socioeconomic criteria. From this process, 64 participants will be selected to attend a two-day training focused on business planning, financial literacy, and marketing.

Participants will then finalise their business plans, which a committee will assess to award 42 grants. After disbursing the grants, MRCs will continue coaching the recipients for eight months to support and monitor the progress of their income-generating activities.

(D) LIVELIHOOD MRCS AWARENESS, CAPACITY BUILDING & CAPITALISATION

(D.1) Train MRCS staff and volunteers on Livelihoods programming and support

The Livelihoods Centre conducted a training on Livelihoods Programming in Marrakesh from 21 to 23 July, targeting 24 MRCS staff (14 women and 10 men). The training aimed to strengthen basic knowledge on livelihoods to support better planning and implementation of food security programmes. Topics included sustainable livelihoods, climate change adaptation, project cycle management, and available livelihood tools. Using a drought scenario, participants explored practical approaches such as targeting and climate adaptation planning. Staff from four branches participated, including Programme Coordinators, DRR, WASH, CEA, and CVA profiles, to encourage integrated programming.

(D.2) Train MRCS staff and volunteers in Micro entrepreneurship & IGA skills

Originally scheduled for September 2025, this training has been postponed due to competing priorities. A new date will be determined at a later stage.

(D.3) Develop a MRCS Livelihoods & Resilience Strategy

The Livelihoods and Resilience Strategy will be informed by the findings of a case study, which will compile both qualitative and quantitative results from the implementation of activities through December 2025. The case study will be led by the Livelihoods Delegate with MRCS to understand the results on the progress of the implementation on all the activities and will include the lessons learned to continue developing the activities nationally. This process will allow MRCS to build a strategy grounded in tested approaches and evidence from the field.



MULTI-PURPOSE CASH

People reached: 4,787 households
(23,935 individuals)

Objectives:

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 MRCS to make appropriate use of cash-based intervention

Key indicators

Indicator (number)

Actual

Target

# Number of households/individuals supported with MPCA (3 MPCA programmes ³⁸)	4,787 households (23,935 individuals)	4,816 households (19,264 individuals)
Total amount of cash transferred to beneficiaries (MAD) (3 MPCA programmes ³⁹)	12,576,543 MAD ⁴⁰	13,482,949 MAD ⁴¹
% Percentage of assisted beneficiaries reporting that cash is their preferred modality of assistance (vs. in-kind)	92% ⁴²	80%
# Number of participants (MRCS staff and volunteers) trained in CVA	88	36
# Number of framework agreements signed by the MRCS with Financial Service Providers (FSPs)	0	1

(A) CVA IMPLEMENTATION

Note: this section provides a consolidated overview of all programmes. For detailed information, please refer to sections A.2 and A.3.

As mentioned in previous reports, since mid-2024, three Cash and Voucher Assistance programmes have been implemented. The first was an MPCA pilot in Taroudant in July-August 2024, followed by advocacy efforts to expand cash-based interventions. A second programme launched in late December 2024 to support vulnerable households during winter, and a third was introduced in spring 2025 for Ramadan assistance. All three MPCA programmes are now completed:

	Branch	# Com-munes	# Villages/douars	# Households	# Individuals	# Amount per HH (MAD)	# Total amount transferred (MAD)
MPCA I (Pilot)	TAR	1	6	228	912 ⁴³	1,060	241,680
MPCA II (Winter)	CHI	2	25	1,548	7,740	1,150 / 2,150	8,670,724
MPCA III (Ramadan)	CHI	2	25	1,546	7,730	800	1,234,889
	TAR	5	39	1,650	8,250	750	1,237,500
	EHM	4	78	1,589	7,945	750	1,191,750
Totals (without double counting)		11	142	4,787	23,935	/	12,576,543

³⁸ MPCA I (Pilot), MPCA II (Cash for Winter), MPCA III (Cash for Ramadan)

³⁹ MPCA I (Pilot), MPCA II (Cash for Winter), MPCA III (Cash for Ramadan)

⁴⁰ 1,090,698 CHF approx. (exchange rate 23/09/2025).

⁴¹ 1,176,847 CHF approx. (exchange rate 18/04/2025)

⁴² Findings from the Post-Distribution Monitoring survey.

⁴³ Generic count of 4 members per household – that average household size was used at the time of the pilot, now we the size applied is 5.1 members per household, based on the findings from the multisectoral needs assessment conducted in February 2025 in the areas of intervention.

Table 9 - Cash programmes - summary

No additional Multipurpose Cash Assistance (MPCA) distributions are currently planned. Moving forward, cash-based interventions will be utilised primarily as a modality to support other sectors—most notably shelter, where implementation is already in progress (see *Shelter section*)—and as part of the Cash and Voucher Assistance (CVA) preparedness programme (see *Section B*).

Note: In Chichaoua, the same group of beneficiaries—across 25 douars in two communes—received assistance under both the MPCA II (Cash for Winter) and MPCA III (Cash for Ramadan) programs. To ensure accurate reporting and avoid double counting, 1,342 households who benefited from both programs were excluded from the total count of unique beneficiaries. In Chichaoua, authorities requested that the Cash for Ramadan Program continue to support the same vulnerable households previously assisted under the Cash for Winter Program, as these douars remained among the most in need and there was limited time to approve new locations. This overlap reduced the number of unique households reached to 1,548, despite similar figures of repeat assistance under cash for Ramadan program. In Taroudant, a similar overlap occurred between the pilot cash project (six douars) 228 HH and the Cash for Ramadan Program. Consequently, 228 households were deducted from the total count of unique families reached.

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

As noted in previous reports, cash assistance proved effective after the El-Haouz earthquake, with market assessments confirming recovery and local capacity. Despite challenges like limited banking and mobile money access, the presence of financial service providers (e.g., *MoneyGram*), mobile infrastructure, and strong advocacy enabled practical CVA delivery. MRCS and IFRC launched a pilot in Taroudant, later expanding to Chichaoua and El-Haouz. Tailored initiatives like 'Cash for Ramadan' highlighted CVA's flexibility, while collaboration with authorities supported its use in rural areas.

(A.2) Pilot CVA on a small scale aiming to scale up CVA in multiple locations.

- *MPCA programme I: pilot*

Branch	Commune	# Villages/ douars	# Households	# Individuals	# Amount per household	# Total amount transferred (MAD)
TAR	1 (Chafarni)	6	228	912 ⁴⁴	1'060 MAD	241,680 ⁴⁵

Table 10- Cash pilot (MPCA Programme I)

As mentioned in previous reports, a small-scale cash assistance pilot was conducted by MRCS in Chafarni (Taroudant) in July 2024, reaching 228 vulnerable households. The pilot successfully tested cash transfer mechanisms, built MRCS capacity, and received positive feedback from beneficiaries. Lessons learned informed subsequent advocacy and the scale-up of cash-based interventions.

(A.3) Provide multipurpose cash grants to provide basic needs assistance to target communities

⁴⁴ *Id. above*

⁴⁵ 21'221 CHF approx. (exchange rate 16/04/2025).

- MPCA programme II (Winter)⁴⁶

Branch	Commune	# Villages/ douars	# Households	# Individuals	# Amount per household	# Total amount transferred (MAD)
CHI	2	25	1,548	7,740	1,150 MAD & 2,150 MAD	8,670,724 ⁴⁷

Table 11 - MPCA Programme II (Winter)

The **MPCA Programme II (Cash-for-Winter)** took place from January to June 2025. It was implemented only in Chichaoua due to certain constraints in other provinces. In Taroudant, despite a successful pilot, local authorities did not approve the scale-up, leading to suspension. In El-Haouz, delays in receiving verified beneficiary lists—meant to avoid duplication with other NGOs—significantly slowed implementation. Chichaoua was the only branch where conditions allowed timely rollout.

In total, the **Cash-for-Winter (MPCA II) programme** reached 1,548 households (7,740 individuals) across 25 douars in Chichaoua province, mainly within the communes of Imindounit and Adassil. Each household received four monthly cash transfers between January and September 2025, with amounts ranging between MAD 1,150 and MAD 2,150 depending on vulnerability and previous assistance received. The distributions were conducted through the *RedRose-MoneyGram* system, supported by continuous monitoring, community engagement, and post-distribution follow-up. Two Post-Distribution Monitoring (PDM) surveys confirmed that most households used the cash to meet priority winter needs such as food (96.7%), health (37.8%), and clothing (25.1%), demonstrating a significant positive impact on household dignity and resilience. Despite logistical and administrative challenges, the programme contributed to strengthening MRCS's operational capacity, enhancing coordination with authorities.

- MPCA programme III: (Ramadan)

Branch	Commune	# Villages/ douars	# Households	# Individuals	# Amount per household	# Total amount transferred (MAD)
CHI	2	25	1,546	7,730	800 MAD	1,234,889 ⁴⁸
TAR	5	39	1,650	8,250	750 MAD	1,237,500 ⁴⁹
EHM	4	78	1,589	7,945	750 MAD	1,191,750 ⁵⁰
Totals	11	142	4,785	23,925	-	3,664,139⁵¹

Table 12 - MPCA Programme III (Ramadan)

The **Cash-for-Ramadan (MPCA III) programme** was implemented across three provinces El Haouz, Chichaoua, and Taroudant from March to June 2025, reaching a total of 4,785 vulnerable households (**23,925** individuals) in 11 communes and 142 douars. Each household received a one-time unconditional cash transfer of MAD 750 in

⁴⁶ As previously noted (p.34), in both Chichaoua and Taroudant, certain households received assistance under multiple MPCA programs. To avoid double counting, households that benefited from more than one intervention were excluded from the total count of unique beneficiaries. This methodological adjustment notably affected the final figures reported for both locations

⁴⁷ 748,819 CHF approx. (exchange rate 23/09/2025).

⁴⁸ 108,269 CHF approx. (exchange rate 23/09/2025).

⁴⁹ 108,278 CHF approx. (exchange rate 23/09/2025).

⁵⁰ 104,134 CHF approx. (exchange rate 23/09/2025).

⁵¹ 320,681 CHF approx. (exchange rate 23/09/2025).

Taroudant and El Haouz, and MAD 800 in Chichaoua, delivered through the *RedRose-MoneyGram* platform to ensure full traceability and efficiency. The total amount distributed reached MAD 3,664,139, with a 100% withdrawal rate. Beneficiary feedback collected through post-distribution monitoring showed high satisfaction, with most households using the assistance to purchase food for Ramadan, as well as clothing, health expenses, and debt repayment.

The programme used different methodologies in beneficiary registration. In Chichaoua and Taroudant it successfully leveraged existing beneficiary lists from the Cash-for-Winter intervention to ensure continuity and avoid duplication, while in El Haouz coordination with local authorities and community committees generated the beneficiary lists which reinforced transparency and targeting accuracy. Despite challenges related to data verification, time constraints, and logistical coordination during the Ramadan period, the operation strengthened MRCS's operational readiness in implementing seasonal and rapid cash assistance. Lessons learned emphasised the need to reduce the time gap between registration and distribution, enhance collaboration with local authorities, and maintain strong accountability and community feedback mechanisms for future cash interventions.

(A.4) Advocate for the use of the CVA modality when feasible.

An advocacy strategy was implemented throughout the CVA programme to secure authorisations for implementation, strengthen collaboration with public authorities, and reinforce the MRCS positioning as a trusted humanitarian partner. With the technical support of the IFRC, the MRCS teams conducted a series of consultations and coordination meetings with local administrative authorities across the three targeted provinces — Chichaoua, Taroudant, and El Haouz. These meetings aimed to present the CVA approach, explain its modalities, and provide the documentation required to obtain formal approvals.

In Chichaoua, discussions with the Governor resulted in authorisation in December 2024 to implement the MPCA Winter programme, accompanied by recommendations such as increasing transfer amounts, refining selection criteria, and prioritising isolated douars that had not received assistance. The advocacy efforts were later extended to Taroudant and El Haouz, where continuous dialogue and coordination enabled the successful implementation of the MPCA for Ramadan, expanding the geographic coverage to the three provinces. Furthermore, these advocacy efforts have progressively built institutional trust and paved the way for the upcoming Cash for Shelter programmes in Chichaoua, Taroudant, and El Haouz, demonstrating the cumulative impact of sustained engagement and advocacy on future CVA programming.

Throughout the process, coordination between the MRCS and IFRC technical teams including CVA, IM, CEA, and PGI ensured that messaging to authorities and communities remained harmonised and transparent. The MRCS's active and positive intention to create the national CVA coordination forum, co-led with the IFRC, further strengthened alignment, knowledge sharing, and advocacy coherence across Movement partners. These collective efforts have not only enhanced the acceptance of CVA as an effective modality but also established a strong operational foundation for future scale-up under the MRCS CVA Preparedness Plan (CVAP 2025–2027).

(B) CVA SYSTEMS & CAPACITY BUILDING

(B.1) Establish operational data management system for registration, de-duplication and distribution to be scaled up.

Building on lessons from the earthquake response and the MPCA programmes implemented, MRCS is advancing the establishment of an integrated data management system to support scalable and accountable cash and voucher assistance (CVA) operations.

RedRose remains the primary platform for CVA data management, selected for its operational relevance and its previous use within MRCS for volunteer payments. Its integration with *MoneyGram* under IFRC's framework agreements enabled secure and traceable transfers during the emergency response. To enhance autonomy, MRCS—supported by IFRC—is now working to establish a dedicated national *RedRose* platform managed directly by MRCS. This includes system setup, data migration from IFRC's platform, creation of branch accounts, and renewed staff training. These actions will not only strengthen MRCS's operational capacity in the short term but also form a cornerstone of the long-term CVA Preparedness Project (CVAP 2025–2027), which aims to enable MRCS to implement quality, timely, and accountable CVA programmes autonomously across the country.

(B.2) Build the capacity of MRCS volunteers and staff on CVA

In 2024–2025, the Moroccan Red Crescent (MRCS) strengthened its capacity in Cash and Voucher Assistance (CVA) through a combination of structured trainings, field coaching, and targeted recruitments. These efforts aimed to build a qualified and decentralised team capable of independently managing all stages of cash operations from assessment and registration to implementation and monitoring.

A total of 88 participants (staff and volunteers) took part in CVA-related trainings, including CaLP Level II, CVA Fundamentals, and *RedRose* platform management. These sessions were complemented by on-the-job coaching and field mentoring in Chichaoua and Taroudant, enabling teams to apply new skills in real operational contexts. To further strengthen field capacity, three CVA Officers were recruited, one in each of the three main branches (Chichaoua, Taroudant, and El Haouz) along with one CVA Assistant in Taroudant to support ongoing activities. In parallel, the selection of the MRCS National CVA Coordinator is in its final stages (as of September 2025), marking a key step toward establishing a national structure dedicated to cash programming within MRCS.

Training Topic	Location, date & duration			Participants				
	Branch/national	Duration	Date	# Staff	# Volunteers	# Men	# Women	# Total participants
CALP Level 2	Taroudant	5 days	May 2024	12	0	6	6	12
CVA the Fundamentals	Chichaoua	1 day	July 2024	0	12	4	8	12
Management of CVA operations via <i>RedRose</i> platform	Taroudant	3 days	Sept. 2024	5	0	2	3	5
CALP Level 2	Chichaoua	5 days	Nov. 2024	14	4	7	11	18
Redrose Training	All	5 days	May 2025	19	0	8	11	19
CVA Fundamentals	El Haouz	2 days	Aug. 2025	5	17	12	10	22
TOTAL				55	33	39	49	88

Table 13 - CVA trainings

(B.3) Implement a cash preparedness programme to support MRCS in becoming "cash ready"

Significant progress has been made toward operationalising the CVA Preparedness Programme (CVAP), designed to strengthen the MRCS capacity to deliver quality, timely, and accountable cash assistance independently. The CVAP concept note and budget were developed and formally approved by MRCS, marking a major institutional milestone. Engagement is ongoing with potential donors to secure funding for full programme implementation. The Terms of Reference (ToR) for the first activity—the Visioning Workshop, scheduled for 25–26 November 2025—have also been endorsed by MRCS leadership. This workshop will define MRCS’s CVA vision and operational readiness targets, serving as a key milestone in transitioning MRCS from implementing cash programmes with external support to managing them autonomously.

In addition, the setup of the MRCS *RedRose* data management platform is advancing, with all documents prepared. Upon approval, implementation will include system setup, account creation, data migration from IFRC’s platform, and branch-level onboarding. At the staffing level, the selection of a National CVA Coordinator is in its final stage (September 2025), complementing the recruitment of three CVA Officers (one per branch) and one CVA Assistant in Taroudant. Together with the ongoing capacity-building and data management initiatives under activities B.1 and B.2, these developments form the operational backbone of the CVAP.

The CVAP will be fully aligned with MRCS’s National Society Development (NSD) Plan and the Unified Plan 2025–2027, ensuring that cash preparedness becomes an integral part of MRCS’s institutional growth and humanitarian strategy.



HEALTH & CARE

(Mental Health and psychosocial support / Community-Based Health / First Aid / Medical Services)

People reached:
MHPSS: 1,571 individuals
FA: 7,382 individuals
CBH: 9'258 individuals

Objectives:
First Aid: MRCS 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 FA trainers and public trainings by the end of the project.
MHPSS: MRCS offers targeted, evidence-based MHPSS programmes to reduce psychological and psychosocial difficulties in earthquake-affected populations, improving well-being and reducing suffering.
CB-HFA: Target population are provided with integrated and appropriate support in health, shelter and *Disaster Risk Reduction*, with MRCS enhancing its response capacities.
Health Care Centers: Communities have access to rehabilitated and equipped health care centers

Key indicators

Indicator	Actual	Target
# Number of MHPSS training sessions delivered to MRCS staff and volunteers	14	9
# Number of communities (<i>douars</i>) supported by MHPSS activities	22	-
# Number of national First Aid policy designed and approved	1	1
# Number of branches equipped with the necessary First Aid materials (<i>i.e.: FA Kits and FA Training Kits</i>)	4	4
# Number of communities (<i>douars</i>) reached with community-based health activities	77	102
# Number of participants (MRCS staff/volunteers) trained on implementation Disease Prevention and Health Promotion activities	390	300

(A) MENTAL HEALTH AND PSYCHOSOCIAL SUPPORT

The Mental Health and Psychosocial Support (MHPSS) intervention was launched in June 2024 with the recruitment of an MHPSS delegate by the French Red Cross (FRC) to support the Moroccan Red Crescent in a domain still new to the institution. In line with project planning, MRCS appointed a national MHPSS coordinator in October 2024, followed by the recruitment of three branch-level MHPSS officers in El Haouz, Chichaoua, and Taroudant in January 2025. These recruitments, funded by the FRC, contribute to strengthening MRCS's institutional capacity and aim to sustainably integrate MHPSS through progressive ownership and technical reinforcement. Simultaneously, MHPSS cells were established in the three branches, each comprising approximately 20 volunteers selected for their suitability to

psychosocial support roles. Between October 2024 and September 2025, multiple training sessions were conducted to build their competencies and ensure continuity of field activities.

MHPSS field operations began in October 2024 with a pilot phase in Taroudant province, allowing for the testing of tools and approaches. The intervention was gradually extended to Chichaoua and El Haouz in February 2025. Currently, activities are deployed across 22 douars in the three provinces. An integrated approach has been prioritised throughout, embedding psychosocial awareness into other key sectors such as enhanced Vulnerability and Capacity Assessment (eVCA), community health, CEA, and PGI. This cross-sectoral strategy also included Psychological First Aid (PFA) training for officers and volunteers in these sectors to enhance their ability to respond to psychosocial needs in a coordinated and context-sensitive manner.

To ensure relevance and responsiveness, MHPSS assessments are conducted continuously within affected communities. These assessments rely on cross-analysis of vulnerability indicators (including human loss, material damage, and social disruption) to identify priority areas and guide intervention planning. Prior to implementation, focus group discussions (FGDs) are systematically organised to capture community perceptions, expectations, and specific psychosocial needs. To date, 652 individuals have participated in FGDs: 14 sessions in 8 douars of Taroudant (189 participants), 16 in 8 douars of Chichaoua (230 participants), and 7 in 6 douars of El Haouz (233 participants).

These discussions revealed a strong willingness among both men and women to engage with emotional challenges and a clear demand for psychosocial support. Commonly reported symptoms include trauma-related distress, anxiety, stress, and depression—manifesting as irritability, withdrawal, avoidance, rumination, and sleep disturbances across all social groups.

Men frequently described medically unexplained physical symptoms, social isolation, appetite loss, irritability, heightened aggression, and sleep issues. Their concern for the future translated into proactive efforts to improve living conditions and rebuild, indicating positive coping mechanisms. Women reported diminished joy and interest in daily life, persistent worry affecting mood and sleep, and somatic complaints such as dizziness. Children exhibited emotional distress through concentration difficulties, bed-wetting, fears, nightmares, and increased agitation.

Findings from the February 2025 multi-sectoral baseline survey further underscore the psychological impact of the earthquake. Among respondents, 47% reported that at least one household member experiences frequent nightmares (17% “always,” 30% “often”), while 44% noted heightened alertness or exaggerated startle responses, and 43% reported active avoidance of earthquake-related memories or sensations. These indicators point to a continued need for mental health and psychosocial support to foster recovery and resilience.

In Azilal province, newly identified for intervention, the FRC has expressed interest in expanding MHPSS activities. Preparatory discussions are underway to define strategic priorities, establish timelines, and outline the next steps for implementation.

(A.1) Strengthen the capacities of MRCS in the field of mental health and psychosocial support

In line with the intervention strategy led by the French Red Cross (FRC), Psychological First Aid (PFA) was identified by the Moroccan Red Crescent (MRCS) as a priority area to support both affected communities and volunteers. Between October 2024 and February 2025, eight training sessions on Basic PFA (module 2) were delivered to MRCS staff and volunteers. These sessions aimed to enhance the response capacity by equipping participants with skills for

identifying needs, providing emotional support, and referring individuals to appropriate services. Building on this foundation, six additional training sessions (2–3 days each) were conducted for MHPSS volunteers.

These sessions focused on core competencies required to initiate psychosocial support activities, including basic helping skills, facilitation of group sessions, mental health awareness, stress management, and strengthening social support networks. All trainings were structured around the IFRC MHPSS Standards and tools, ensuring alignment with recognised best practices. This capacity-building effort contributes to MRCS’s ability to respond effectively to the psychosocial needs of disaster-affected populations, while also reinforcing its internal mechanisms to support staff and volunteers.

Training Topic	Location, date & duration			Participants				
	Branch/national	Duration	Date	# Staff	# Volun-teers	# Men	# Women	# Total participants
Module 2 - Basic PSP	TAR	2 days	Oct. 2024	10	13	10	13	23
Soutien Psychosocial	TAR	4 days	Oct. 2024	-	13	4	9	13
Module 2 - Basic PSP	TAR	2 days	Feb. 2025	-	17	7	10	17
Soutien Psychosocial	TAR	3 days	Feb. 2025	-	17	7	10	17
Module 2 - Basic PSP	CHI	2 days	Feb. 2025	-	16	7	9	16
Soutien Psychosocial	CHI	3 days	Feb. 2025	-	16	7	9	16
Module 2 - Basic PSP	EHM	2 days	Feb. 2025	-	13	4	9	13
Soutien Psychosocial	EHM	3 days	Feb. 2025	-	13	4	9	13
Module 2 - Basic PSP	TAR	2 days	Aug.-Sept. 2025	6	23	17	12	29
Soutien Psychosocial	TAR	2 days	Aug.-Sept. 2025	-	10	05	05	10
1Module 2 - Basic PSP	CHI	2 days	Aug.-Sept. 2025	5	14	10	9	19
Soutien Psychosocial	CHI	3 days	Aug.-Sept. 2025	-	10	6	4	10
Module 2 - Basic PSP	EHM	2 days	Aug.-Sept. 2025	9	23	10	22	32
Soutien Psychosocial	EHM	3 days	Aug.-Sept. 2025	-	26	5	21	26
TOTAL		14 trainings		30	224	103	151	254

Table 14 - MHPSS trainings

(A.2) Raise awareness of mental health and psychosocial support issues among people in the affected regions.

As mentioned in the previous report, the first activity proposed in the communities consists of awareness-raising sessions. This is a crucial first step to normalise common and frequent reactions to adversity, foster adapted coping strategies and encourage the recourse to further psychosocial support. The trained volunteers follow a structured

discussion and frame of work to ensure quality and impact. There are no one-off sessions, and regular interventions are a priority to enable better knowledge of mental health, help-seeking behavior and increased well-being.

(A.3) Provide individuals, households and communities affected by the earthquake with psychological/psychosocial support tailored to their situation and needs.

As mentioned in the previous report, in order to respond to the specific issues identified during the FGDs and the awareness sessions at community-level, group psychosocial support is provided to adults and adolescents including the following specific themes: stress management and social support. These topics aim at supporting people facing stress, anxiety and depressed mood and follow a specific frame, including evidence-based cognitive and behavioral strategies. The participants are strongly encouraged to participate in all the sessions of a structured curriculum, designed to respond to their specific needs and in continuous adaptation. So far, 1,571 beneficiaries have been provided with psychosocial support group sessions.

Overall, for awareness-raising activities and psychosocial groups, 90% of the people reached report a better understanding of MHPSS issues, and 90% of MHPSS beneficiaries have experienced an improvement in their well-being due to psychological or psychosocial care (results of a subjective unit of distress scale completed at the beginning and the end each PSS session).

(A.4) Support MRCS volunteers with measures to prevent PsychoSocial Risks (PSR) associated with their work

The frame of the staff care response is designed as well as the Terms of References. Service providers have been identified to support the volunteers and staff of the 3 branches (Taroudant, El-Haouz and Chichaoua). The main objectives and interventions which started in May 2025 are as follows:

These psychologists would be in charge of 4 types of activities:

1. Identify the PSS support needs of MRCS volunteers and employees (including managers) and propose an action plan
2. Train managers and team leaders in the prevention of psychosocial risks for themselves and their teams, according to the branch's action plan
3. Organise monthly themed information sessions on PSR and mental health for both volunteers and staff. This helps build the teams' confidence in psychologists, normalises their presence, and fosters open discussions on the topic, ultimately encouraging individuals to seek psychosocial support when needed.
4. Offer emotional support to address stress and other psychosocial issues, to increase wellbeing at the workplace, prevent and address emotional distress.

(A.5) Support and develop mental health/psychosocial support on a more global level

Activity not started yet.

The National Mental Health and Psychosocial Support (MHPSS) Strategy for 2025–2030 is in progress. A draft plan has been prepared and is now at the stage where it requires validation and inclusion into comprehensive national health strategy which is under discussion.

(A.6) Support and advocate for the sustainability of MRCS's MHPSS activities

A strategic reflection in the healthcare sector is underway, involving the MHPSS teams in thematic sub-groups. A 5-year national strategic framework document (2025-2030) has been proposed to MRCS management, including 3 priority areas of intervention with a view to ensuring the sustainability of community awareness-raising, PFA training and psychosocial risk prevention initiatives.

(B) MRCS FIRST AID CAPACITY STRENGTHENING

Strengthening First Aid services remains a central priority in both the response and recovery phases, particularly in the most affected provinces—Taroudant, El-Haouz/Marrakesh, Chichaoua, and Azilal. Since May 2024, significant progress has been made following the deployment of a First Aid delegate and the recruitment of a national coordination team. This momentum has been supported by updated methodologies and training materials developed in collaboration with IFRC's Global First Aid Reference Centre (GFARC).

Key achievements include the development of the First Aid Strategy 2030 and the Action Plan for 2025–2027, the expansion of the trainer network within earthquake-affected areas, and the rollout of contextualised awareness sessions. Training activities began with a Level C Trainers of Trainers (ToT) workshop in January 2025, followed by a series of Level B workshops from February to June.

Further progress includes the procurement and distribution of training equipment, an agreement with GFARC to localise and launch the Universal First Aid App in Morocco, and visibility campaigns aligned with global health and safety observances. A consultancy was also launched to assess MRCS's commercial First Aid potential, aiming to improve workplace safety and ensure long-term service sustainability. Despite challenges, teams remain committed to positioning First Aid as a core pillar of MRCS's mandate and a key component of its recovery strategy.

(B.1) Provide materials, innovative resources and a comprehensive framework to ensure First Aid is supported and well-integrated within MRCS's system

Significant progress has been achieved in strengthening the Moroccan Red Crescent's First Aid framework, particularly in strategic planning and laying the foundation for future resource integration and innovation.

▪ First Aid plan of action

A major milestone was reached during a three-day national workshop held in Marrakesh in October 2024, which played a pivotal role in shaping the MRCS First Aid Strategy 2030. Facilitated by the French Red Cross with technical support from the Global First Aid Reference Centre (GFARC), the workshop led to the development of a comprehensive First Aid Action Plan for 2025–2027. It brought together key stakeholders, including representatives from 14 MRCS branches, the National Training Committee, and partners such as the German Red Cross and IFRC.

Following its validation by MRCS leadership in November 2024, significant efforts were made to support implementation at regional and provincial levels. This included data collection on progress, challenges, and mitigation measures, in preparation for a review workshop scheduled for October 2025. The objective is to refine the action plan to maximise its impact, particularly in earthquake-affected areas.

▪ Acquisition of equipment

By September 2024, MRCS completed a thorough assessment of First Aid equipment needs, identifying essential items such as adult, child, and infant mannequins, Automated External Defibrillator (AED) simulators, interlocking heads, projectors, and other teaching materials. Additional supplies including splints, stretchers, and immobilisation

belts were earmarked for remote and underserved areas. Procurement began in November 2024, with deliveries starting in April 2025. Despite partial delays due to global supply chain disruptions, the process was completed by September 2025. All MRCS branches in the earthquake zone received three full training kits each, and four tents were procured to ensure privacy during community-based training and awareness sessions.

Item Description	Marrakech	El Haouz ⁵²	Taroudant	Chichaoua	Azilal
Laerdal Little Family QCPR - Mannequin Kit (Laerdal AED Trainer)	4	3	4	4	3
Folding aluminum stretcher (long/wide), 4 legs	4	3	4	4	3
First aid inflatable splint set	4	3	4	4	3
First aid leg support kit	4	3	4	4	3
Head section model: for teaching airway management techniques.	4	3	4	4	3
Portable first aid backboard with head immobilisation and adjustable cervical collar – WITH STRAPS	4	3	4	4	3
Foldable tents	4	3	3	3	3
TOTALS	32	24	31	31	24

- Integration of digital tools

The integration of digital tools into MRCS's First Aid training system, initially planned for late 2024, commenced in early 2025. This timeline allowed for the completion of manual revisions and the recruitment of a national First Aid coordinator and provincial focal points, ensuring strong coordination and effective rollout.

A key milestone was the signing of an agreement between MRCS and GFARC, granting MRCS the rights to adapt and implement the Universal First Aid App for the Moroccan context. A national focal point was appointed and began receiving training on app management and promotion. While the technical onboarding was smooth, it quickly became clear that contextualising the app content would be the most critical step. Three content management system (CMS) training sessions were held in May, June, and September 2025, with GFARC providing ongoing support and troubleshooting during the testing phase. To support the app's future launch planned for December 2025, GFARC also proposed a draft national promotion strategy, which will serve as a foundation for ensuring visibility, engagement, and uptake once contextualisation is complete.

Once launched, the app will offer accessible, user-friendly digital support for First Aid education and emergency response. It will allow users to instantly access emergency protocols, learn life-saving skills remotely, and benefit from AI-powered features that anticipate risks and raise awareness. This initiative will make First Aid knowledge and tools available to everyone—anytime, anywhere—significantly enhancing community preparedness and resilience.

B.2) Review and improve the technical and educational aspects of the MRCS First Aid training methodology

The Moroccan Red Crescent has made substantial improvements to its First Aid training methodology, enhancing both the technical content and the pedagogical approach. Over sixty late-night online meetings were held to accommodate participants from various regions, culminating in the revision and validation of three comprehensive First Aid manuals aligned with GFARC Levels A, B, and C.

⁵² Tahanaout office.

- **Level A (General Public Manual):** This manual was fully updated and validated, now featuring new content on stroke, chest pain, heart attacks, and other critical topics. It includes structured course formats, refreshed illustrations, and contextual adaptations tailored for remote communities.
- **Level B (Trainers' Manual):** Revised to incorporate interactive teaching methods, case studies, and practical exercises, this manual was developed through a participatory process that emphasised engagement and hands-on learning.
- **Level C (Trainers of Trainers Guide):** Updated to reflect advanced adult learning principles and GFARC Level C standards, this guide now includes participatory techniques, the integration of digital tools, and approaches for managing conflict during training.

Although legal registration of the manuals is still in progress, an initial print run was completed to support training activities: 4,000 copies of Level A, 500 copies of Level B, and 100 copies of Level C. The revised manuals and methodology were piloted through training sessions, receiving highly positive feedback from both trainers and participants. These results confirmed the manuals' improved relevance, practicality, and effectiveness in enhancing First Aid training across MRCS branches. A second print run is planned following the finalisation of updated 2D illustrations and the integration of GFARC's 2025 Recommendations, which are expected to be officially released in November 2025.

(B.3) Conduct First Aid trainings for the general public, schools and communities (with specific focus on affected zones)

- **First Aid awareness session**

Branch	# Sessions	# Participants
Chichaoua	43	
El-Haouz/Marrakesh	80	
Taroudant	34	7,382 (40% men, 60% women)
Azilal	14	
TOTAL	171	

Since September 2024, a total of 171 community-based first aid awareness sessions were conducted in Chichaoua (43 sessions), El-Haouz (80), Taroudant (34) and Azilal (14)—reaching 7,382 beneficiaries with a gender distribution of 40% men and 60% women. Each session lasted an average of 4 to 6 hours, with interactive learning combining both theoretical instruction and hands-on exercises. Trainers adapted their methods to meet local challenges, respected cultural norms and privacy, and ensured active participation through realistic simulations of emergency situations.

- **Road safety awareness sessions in schools**

Complementing the First Aid activities, six road safety awareness sessions were also organised, benefiting 774 students (65% boys and 35% girls), further enhancing students' knowledge and safety both in and outside the school environment.

The initiative has laid a solid foundation for future community-based First Aid outreach by equipping participants—especially women and youth—with the knowledge and confidence to respond effectively in emergencies. These efforts not only raise awareness but also promote community resilience and inclusivity across the target areas.

- **General public training programme (level A)**

Branch	Training type	# Sessions	# Participants
El-Haouz	Level A - teachers	1	100
Marrakesh	Level A – general public	3	60
Taroudant	Level A – general public	2	42
TOTAL		6	202

Table 15 - First Aid - Level A trainings

On the other hand, public full training programme has recently been launched, following the graduation of trainers who completed their training on updated manuals and pedagogies. In this initiative, several training courses have been conducted. A Level A training session was held for teachers in El-Haouz, benefiting 100 individuals. Furthermore, three Level A trainings took place in Marrakesh, with a total of 60 participants. Lastly, two Level A trainings were conducted in Taroudant, gathering 42 participants. This comprehensive training effort reflects a commitment to enhancing educational practices within the community. It is planned that this series of training to be cascaded starting from November 2025 till April 2026.

(B.4) Support MRCS to sustainably strengthen its First Aid capacities at national and local level.

As previously reported, MRCS conducted a comprehensive assessment of training needs for both Level C Trainers of Trainers (ToTs) and Level B First Aid Trainers between June and October 2024. The assessment identified key gaps in advanced facilitation skills and alignment with international standards. Based on these findings, the activity plan was revised to expand the trainer pool, offer refresher sessions, and strengthen support to volunteer trainers.

Building on this, a nationally accredited Level C ToT workshop was held in January 2025 with 16 selected participants. This workshop, recognised as a cornerstone of the training cascade, aimed to prepare experienced trainers to become national-level ToTs in line with GFARC standards. The sessions followed GFARC’s facilitation guide and incorporated learner-centred methods adapted to the Moroccan context. Graduates are now expected to cascade First Aid knowledge across MRCS branches.

Following the Level C workshop, six Level B training sessions were delivered by 12 newly certified Level C trainers between February and September 2025. Each session trained 10 participants, resulting in the addition of 60 new First Aid Trainers to the national pool. This significantly strengthened the continuity of the training cascade and laid a solid foundation for expanding First Aid coverage. Full-scale national Level B workshops were completed by June 2025.

Training Topic	Location, date & duration				Participants			
	Branch/national	Duration	Date	# Staff	# Volun-teers	# Men	# Women	# Total participants
Level C – First Aid Trainer-of-Trainers I	National	5 days	Jan. 2025	-	16	11	5	16
Level B – First Aid trainers I	National	5 days	Feb. 2025	3	7	5	5	10
Level B – First Aid trainers II	National	5 days	Mar. 2025	-	10	5	5	10
Level B – First Aid trainers III	National	5 days	May 2025	-	10	5	5	10
Level B – First Aid trainers IV	National	5 days	May 2025	-	10	5	5	10

Level B – First Aid trainers V	National	5 days	May 2025	-	10	5	5	10
Level B – First Aid trainers VI	National	5 days	June 2025	-	10	5	5	10
TOTAL				3	73	41	35	76

Table 16- First Aid - Levels B and C trainings

(B.5) Support MRCS in having its First Aid training engaged by the private sector for commercial services and recognised by the public.

To support the Moroccan Red Crescent in establishing a sustainable commercial First Aid program, a series of consultations were held with the central administration and the Commercial First Aid Program Manager at GFARC. These discussions resulted in a shared understanding of the program’s needs, objectives, timeline, and Terms of Reference for a consultancy initiative, which will be implemented in both the Marrakesh-Safi Region and Greater Casablanca.

The consultancy will assess consumer demand, workplace safety regulations, training trends, competitive landscape, and MRCS’s internal capabilities through a SWOT analysis. The insights gathered will guide the development of a sales and marketing strategy focused on program expansion, resource mobilisation, and strategic partnerships. A tender for a marketing research firm was launched in July, with recruitment initially planned for August 2025 and the final report expected by October 2025. However, identifying a suitable firm within Morocco that meets the delivery requirements and budget constraints has proven difficult. As a result, the tender process has been reopened, and offers are currently awaited. The revised deadline for completion is now set for the end of 2025.

Meanwhile, enhancing MRCS’s visibility at key national and international events remains vital to positioning the organisation as a leader in First Aid training and ensuring the long-term success of its commercial initiatives. One notable achievement was the celebration of World Restart a Heart Day on 16 October 2024, which was successfully conducted across earthquake-affected branches. In Taroudant alone, CPR (Cardiopulmonary Resuscitation) training sessions reached over 400 students, parents, and teachers across seven schools.

Additionally, MRCS marked the *World Day for Health and Safety at Work* in April 2025 with impactful activities across all affected branches. The highlight of the year was the celebration of *World First Aid Day* in September 2025, which engaged over 2,180 beneficiaries—380 in Demnate, 520 in Chichaoua, 920 in Taroudant, 120 in El Haouz, and more than 240 in Marrakesh. The strong participation, particularly among first-time learners, underscored the community’s growing interest in First Aid education. Looking ahead, MRCS is preparing for *World Restart a Heart Day* in October 2025. These upcoming initiatives aim to further strengthen MRCS’s national presence and broaden its impact in First Aid services.

(C) COMMUNITY-BASED HEALTH

The community-based health programme for the earthquake response started in January 2024, when a scoping mission by the German Red Cross (GRC) Regional Health Advisor was conducted to identify, together with MRCS and other partners, the CBH topics to be adapted and implemented in the Moroccan context. A work plan outlining clear next steps was then developed.

Since May 2024, GRC has supported the community-based health programme through a delegate based in-country, working in close coordination with the MRCS Health Department. In August 2024, MRCS presented and shared with partners a community-based health strategy for the earthquake response, officially launching the programme.

Since September 2024, teams of trained volunteers have been visiting communities to deliver key messages on health promotion and disease prevention. Although challenges persist in reaching remote villages, the 63 Community-Based Health volunteers have now gained significant experience and confidence through the series of trainings and field visits, enabling them to conduct awareness sessions more effectively.

(C.1) Implement awareness raising campaigns on Health and DRR, outreach activities in targeted schools and communities

Building on the knowledge acquired through the Community-based Health (CBH) Training of Trainers and cascade trainings, CBH awareness activities began around mid-2024 across the Chichaoua, Taroudant, and El Haouz branches. Volunteers started conducting various community health activities, including awareness sessions, door-to-door outreach, and group discussions, focusing on key health topics to promote healthy behaviours and support the early identification of vulnerable individuals. As of September 2025, community-based health activities had been carried out in 77 villages, reaching approximately 9,258 (Chichaoua 5,748, Al Haouz 1,992 and Taroudant 1,518) people through door-to-door awareness campaigns and group sessions.

(C.2) Train staff and volunteers on approaches and/or topics for implementation of Disease Prevention and Health Promotion activities

Due to limited human resources within the MRCS Health Department, the first half of 2024 was mainly dedicated to planning and developing training modules and tools to be used later for staff and volunteer training. In parallel, this phase allowed MRCS to define its eCBHFA Strategy, which provides the overarching framework for all CBHFA interventions within and beyond the earthquake response.

From July to September 2024, the following activities were implemented:

- A National eCBHFA Training of Trainers (ToT) session with participants from 15 branches, including Chichaoua, Taroudant, and El Haouz. Participants included Programme Coordinators, Community Resilience Officers, and CEA Officers involved in the earthquake response.
- eCBHFA cascade trainings in Chichaoua, Taroudant, and El Haouz, conducted by ToT participants, benefiting 71 volunteers and 21 staff members.

Between July and August 2025, in response to the needs of staff and volunteers working under extreme heat, scorpion bite awareness sessions were organised and facilitated by the MRCS Head of Health Department. A total of 126 participants attended across the Chichaoua, Taroudant, El Haouz, and Azilal branches.

Training Topic	Location, date & duration			Participants				
	Branch/national	Duration	Date	# Staff	# Volun-teers	# Men	# Women	# Total participants
PSS	Marrakesh	1 day	Sep. 2023	0	20	11	9	20
PSS	Marrakesh	1 day	Oct. 2023	0	10	6	4	10

Multi-sectoral emergency response	Chichaoua	3 days	Oct. 2023	0	29	19	10	29
Multi-sectoral emergency response	Chichaoua	3 days	Nov. 2023	14	0	4	10	14
Multi-sectoral emergency response	Marrakesh	3 days	Nov. 2023	24	0	16	8	24
Multi-sectoral emergency response	Marrakesh	3 days	Jan. 2024	0	27	11	16	27
CBHFA / communicable diseases / PFA	National	6 days	July 2024	21	0	-	-	21
CBHFA / communicable diseases / PFA	Taroudant	4 days	Sept. 2024	0	22	-	-	22
CBHFA / communicable diseases / PFA	Chichaoua	4 days	Oct. 2024	1	19	-	-	20
CBHFA / communicable diseases / PFA	El- Haouz	4 days	Mar. 2025	0	21	-	-	21
CBHFA / Non communicable diseases / PFA	El- Haouz	5 days	June 2025	3	19	8	14	22
CBHFA / Non communicable diseases / PFA	Chichaoua	5 days	Mai 2025	3	20	8	15	23
CBHFA / Non communicable diseases / PFA	Taroudant	5 days	July 2025	4	22	10	16	26
Scorpion and Wildlife Safety	El- Haouz	1 Day	Aug. 2025	25	0	21	10	31
Scorpion and Wildlife Safety	Chichaoua	1 Day	Aug. 2025	-	-	-	-	24
Scorpion and Wildlife Safety	Taroudant	1 Day	Aug. 2025	-	-	-	-	25
Scorpion and Wildlife Safety	Azilal	1 Day	Aug. 2025	8	23	14	17	31
TOTAL (17 trainings)				-	-	-	-	390

(C.3) Form Community Committees to foster CB-Health interventions

Activity not started yet.

(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

As mentioned in previous reports, a coordination meeting focused on the health component for the earthquake response was held in February 2025 amongst MRCS and their partners which led to the decision to conduct an assessment of health centres in the 4 provinces of intervention (Chichaoua, El-Haouz/Marrakesh, Taroudant and Azilal) to assess needs and guide the programmatic support strategy for the health sector. A mapping of health care system in the 5 provinces is planned for the last quarter of 2025, supported by the French Red Cross.

(D.2) Rehabilitate and provide medical supplies and equipment for 20 health care centres

This activity will no longer take place under the earthquake response operation. Following the delay of the planned assessment, the findings from the assessments will be used to support a potential future intervention and support

to health centres in the affected provinces. Close coordination with the delegations of the Ministry of Health will be required to ensure alignment with governmental initiatives recently announced to strengthen the health system at national level.

	WATER, SANITATION AND HYGIENE	People reached: 26,680 individuals	
Objectives:		Contribute to enhancing sustainable water, sanitation, and hygiene infrastructures and resilient behaviours in communities and institutions to promote well-being and dignity.	
Key indicators			
Indicator (number)		Actual	Target⁵³
# Number of water points installed / rehabilitated		282	-
# Number of toilets installed / rehabilitated		332	-
# Number of showers installed / rehabilitated		190	-
# Number of health and hygiene kits (hygiene kits, dignity kits, packs of sanitary pads, buckets) distributed		45,459 ⁵⁴	43,414
# Number of safe water storage items distributed (jerrycans) distributed		11,603	13,865
# Number of participants (MRCS staff/volunteers) in WASH/P trainings		540	300

(A) INCREASE ACCESS TO HEALTH AND HYGIENE ITEMS

(A.1) Distribute health, hygiene and dignity kits

As mentioned in previous reports, the distributions were mainly part of the emergency phase of the response and continued throughout the early recovery phase in order to cover all targeted douars with the kits. Azilal, integrated later in the response, is the only location where distributions are still bound to happen (November 2025). The

⁵³ No targets for the construction / rehabilitation of water points, toilets & showers. Implementation of infrastructure is based on continuous assessments by the WASH teams.

⁵⁴ Distribution figures exceeded the planned target as a result of surplus stock availability

distribution strategy has been carefully structured to address specific needs, with dignity kits allocated at one per woman aged 12 to 59 years. Hygiene kits are distributed based on household size: one kit for households with up to five persons, two kits for households with five to ten persons, and three kits for households exceeding ten persons. Buckets are provided at one per household with up to five persons and two per household with more than five persons. The distributions are conducted alongside hygiene promotion sessions to ensure awareness and encourage proper usage of the items distributed. The table below reflects the distribution achievements to date:

- In-kind modality: health/hygiene items

Branch	Hygiene Kits for households ⁵⁵	Hygiene & Dignity Kits			Packs of Sanitary Pads	Other NFI Buckets
		Hygiene Kits for schools		Dignity Kits		
CHI	4,388	-	-	2,543	4,645	1,009
TAR	4,999	-	-	3,367	1,623	1,625
EHM	8,565	Girls: 1,269	Boys: 1,578	5,667	2,578	3,625
AZI	-	-	-	-	-	-
TOTAL	17,952	2,847		11,577	8,846	6,259

Table 17 - Health and hygiene kits (hygiene kits, dignity kits, packs of sanitary pads) and buckets distributed

(A.3) Scale up menstrual health project

As mentioned in previous reports, a pilot initiative (early 2024) in Taroudant launched community workshops focused on producing reusable sanitary pads, involving 17 women in sewing and testing. Encouraged by positive outcomes, the program expanded to six more villages, engaging an additional 116 participants. To date, 133 women have benefited from the activity, which integrates Focus Group Discussions (FGDs) to promote menstrual hygiene awareness and pad care. The project also reached Chichaoua, where 17 volunteers received training in pad-making techniques. Looking forward, plans are underway to extend the initiative to 40 more villages across El Haouz, Demnate, and Taroudant. The WASH team is preparing to collaborate with a partner NGO to refine its strategy, drawing on lessons learned from earlier menstrual health interventions.

(B) INCREASE ACCESS TO SAFE WATER

(B.1) Distribute water storage items

WASH teams in El Haouz, Chichaoua, and Taroudant distributed jerrycans to households in *douars* affected by the earthquake, to ensure a safe transport and storage of drinking water. This was done jointly with hygiene awareness sessions. To date, 11,603 jerrycans were distributed (2,747 in Chichaoua, 5,111 in Taroudant and 3,745 in El Haouz).

(B.2) Rehabilitate water sources and facilities

- Water sources enhancement or repairs (spring catchment, borehole, well)

⁵⁵ Households with more than five members received two hygiene kits.

Activity not started yet. This activity is planned for development during Q4 2025 - Q1 2026, following assessments conducted in El Haouz, Chichaoua, and Taroudant by the Disaster Risk Reduction (DRR) teams. These assessments highlighted needs expressed by affected communities, primarily within the WASH sector. The MRCS strategy focuses on reinforcing and repairing existing water sources (spring catchments, boreholes, wells and water supply infrastructure) rather than constructing new ones. Local communities and water users' associations will carry out this work wherever possible, with financial and technical support provided by MRCS and IFRC WASH teams.

- **Water supply systems**

WASH teams in El Haouz, Chichaoua and Taroudant have connected and rehabilitated existing water supply systems to new water points as well as sanitation modules, for a total of 70 (32 in El Haouz, 15 in Chichaoua and 23 in Taroudant). Water supply systems in the villages of intervention take their water source from spring catchments by gravity or boreholes supplied by solar pumping systems. The water is then stored in water storage systems (tanks / reservoirs) and eventually distributed through water points.

- **Water storage systems**

The WASH team in Chichaoua and Taroudant installed 7 poly tanks to facilitate storage of water in 2 *douars* in Chichaoua and 5 *douars* in Taroudant. Following joint assessments with DRR & WASH teams, the WASH team will construct/rehabilitate concrete tanks as well in locations where needs are identified.

- **Water points**

WASH teams in El Haouz, Chichaoua, and Taroudant have built new concrete water points. Additionally, new water points were directly connected to the sanitation modules (one water point/tap per shower, one water point/tap per toilet).

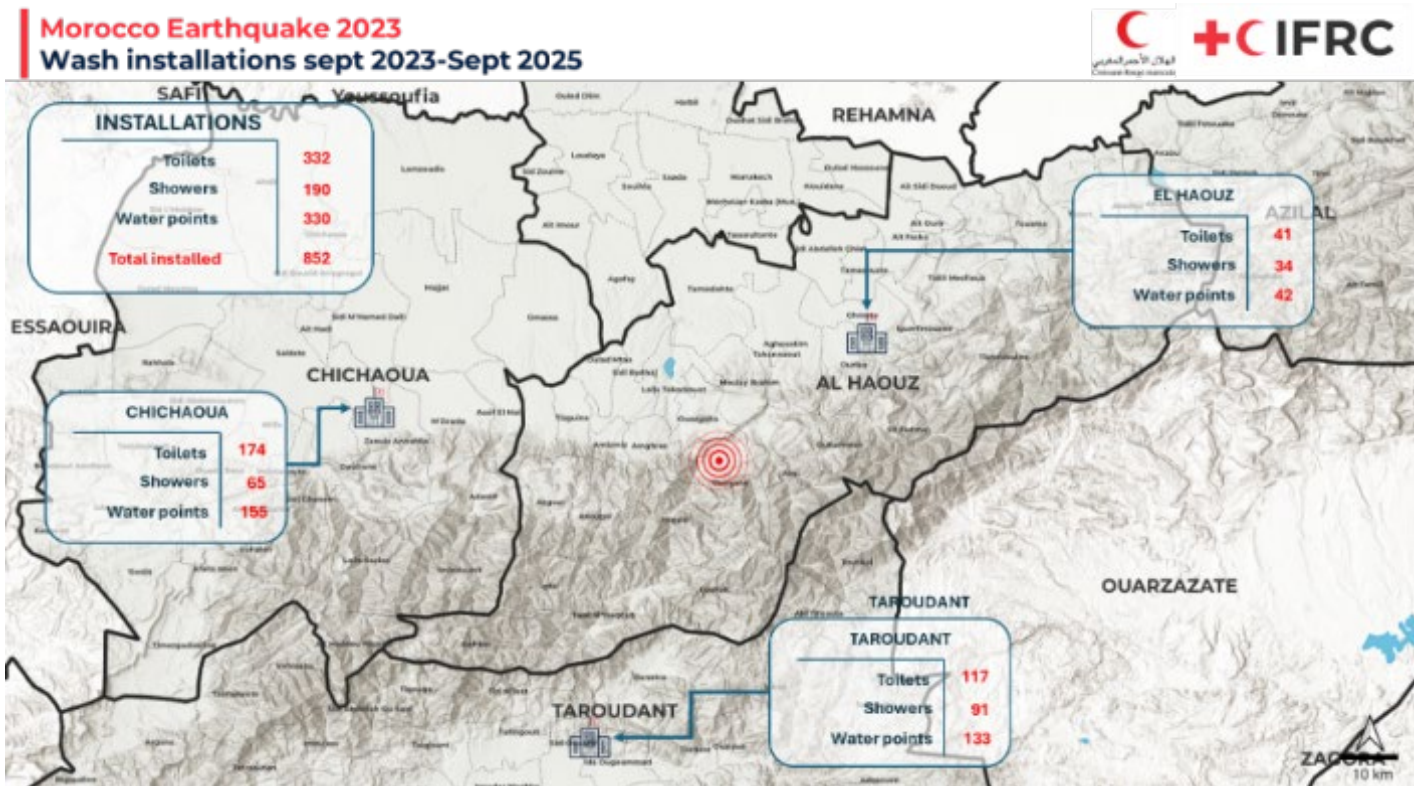
Branch	# Number of water points installed	# Number of water points rehabilitated
CHI	112	43
TAR	128	5
EHM	42	-
AZI	-	-
TOTAL	282	48

Table 18 - Water points installed /rehabilitated

(B.3) Ensure water quality through frequent monitoring

In 2024, WASH teams conducted preliminary water quality assessments using basic rapid testing kits in 16 villages across Chichaoua and 12 villages in Taroudant. While village-level monitoring with DelAgua water testing kits has not yet started, six kits and accompanying reagents have now been procured at the regional level. These kits have been allocated to MRCS offices in Rabat, Marrakesh, El Haouz, Chichaoua, Taroudant, and Azilal. To ensure effective use, MRCS staff and volunteers in each branch will undergo training in October 2025 on how to operate the kits and interpret results related to chemical, biological, and physical water quality indicators.

(C) IMPROVE ACCESS TO SECURE SANITATION FACILITIES



Map 3 - WASH facilities installations

(C.1) Install/rehabilitate toilets and bathing facilities

The WASH teams in El Haouz, Chichaoua, and Taroudant installed sanitation modules (Turkish toilets and showers) in the *douars* affected by the earthquake based on the needs expressed by the communities during field assessments. In El Haouz, Chichaoua, and Taroudant, some sanitation modules were relocated at the request of communities that moved back to locations where they reconstructed their house.

- Toilets (Turkish toilets or English seats for Persons with Reduced Mobility / PRM)

WASH teams have taken in consideration the specific needs of persons with reduced mobility (PRM) by installing English seat toilets instead of Turkish toilets, to facilitate their access and usage.

Branch	# Number of Turkish toilets installed	# Number of Turkish toilets rehabilitated	# Number of English seat toilets (for PRM) installed
CHI	132	34	8
TAR	114	1	2
EHM	39	1	1
AZI	-	-	-
TOTAL	285	36	11



Photo - Installation of toilets modules in El Haouz (September 2025)

In El Haouz, the WASH team installed 39 toilets, reaching 6 villages. In Chichaoua, the WASH team installed 132 toilets, mainly in schools, reaching 16 villages. In Taroudant, the teams installed the 114 toilets across 18 villages.

- **Bathing facilities (showers, hammams, etc)**

Assessments conducted by MRCS Hygiene Promotion Officers as well as feedback from CEA Officers revealed that women in the douars affected by the earthquake in El-Haouz, Chichaoua, and Taroudant strongly prefer traditional hammams over showers for personal hygiene. This preference is rooted in cultural habits and the sense of privacy that hammams provide, aligning closely with their values and practices. This preference was also reflected in the results of the needs assessments undertaken in early 2025 revealing the traditional hammams as the first choice for bathing facilities by the majority of affected communities (70% of households in Chichaoua, 51% in El Haouz, 50% in Taroudant).

Branch	# Number of showers installed	# Number of showers rehabilitated	# Number of showers dismantled ⁵⁶	# Number of showers relocated ⁵⁷
CHI	64	1	20	5
TAR	90	1	6	5
EHM	34	-	-	-
AZI	-	-	-	-
TOTAL	188	2	26	10

Table 19 - Bathing facilities installed

⁵⁶ Installed then requested to be dismantled by community/authorities)

⁵⁷ Dismantled from one place, reinstalled in another)

The Moroccan Red Crescent is exploring a partnership with local providers to support the construction of traditional hammams with toilets in *douars* of the branches of El Haouz, Chichaoua, and Azilal. These hammams will be equipped with two solar water heater systems as a sustainable alternative to wood-burning for heating water and the bathroom of the hammam.

Waste water from the hammams will undergo a two-step treatment process: first, through a Polyethylene High Density (PEHD) septic tank and a PEHD grease trap, and second through a horizontal constructed wetland. Once treated, the water will be repurposed based on community preferences, such as irrigating orchards, crops for the cattle, or providing water for livestock. The operation and maintenance of the hammams will be managed by the community, with particular emphasis on engaging women who will oversee daily operations. Their efforts will be funded through user fees and selling hygiene products, fostering local ownership and sustainability of the initiative.

(C.2) Support Sanitation Modules Management Committees (SMMC)

The WASH teams in El Haouz, Chichaoua, and Taroudant organise Sanitation Modules Management Committees (SMMCs) jointly with the implementation of sanitation modules for the communities. These committees oversee the operation and maintenance of the modules, ensuring its cleanliness. As of September 2025, there are 90 SMMCs operational (70 in Chichaoua 20 in Taroudant). The sanitation modules are a post emergency solution that will no longer be implemented in 2026, as MRCS is moving on to the reconstruction phase with sustainable sanitation infrastructure such as traditional hammams and private toilets built at household level by the owners in their reconstructed houses.

Community participation is an essential component of *WASH* activities, as demonstrated by mapping exercises guiding the selection of sites for sanitation facilities, fostering a sense of ownership; or by the creation and training of hygiene clubs, which will ensure the proper maintenance of facilities and the spread of key messages in the community.

(D) IMPROVE MANAGEMENT OF SOLID WASTE

(D.1) Install/rehabilitate Solid Waste Management (SWM) storage/facilities

In El Haouz, Chichaoua, and Taroudant, MRCS Hygiene Promotion Officers have installed incinerators and conducted awareness sessions on solid waste management, addressing a significant issue on that matter in the earthquake-affected *douars*. Due to their remote locations, these *douars* lack solid waste collection services, leading to the improper disposal or open-air burning of waste, which poses serious health and environmental risks. The findings of the needs assessments undertaken early 2025 indeed reveals that the majority of households burn their solid waste (91% in Chichaoua, 78% in El Haouz, 64% in Taroudant).⁵⁸

Branch	# Number of incinerators <i>installed</i>	# Number of landfills / solid waste pits <i>dug</i>
CHI	17	17
TAR	18	5
EHM	6	-
AZI	-	-
TOTAL	41	22

⁵⁸ [Evaluations des Besoins - Maroc / Needs assessments - Morocco | IFRC, published October 2025.](#)

Table 20 - Solid Waste Management facilities installed/rehabilitated

The hygiene promotion sessions emphasise the importance of reducing, reusing, and recycling solid waste. Waste that cannot be reused or recycled is safely managed by burning it in the incinerators or burying it in solid waste pits. To ensure safety, MRCS activities include fencing off incinerators and waste pits to prevent hazards to children and the community. Access to these facilities is restricted to members of a solid waste management committee, selected by the community, to oversee and maintain proper waste management practices. Future activities will focus on the sorting and collection of solid waste through a dedicated community member with a donkey and a cart, that will transport solid waste in the solid waste pit.

D.2) Organise clean-up campaign and raising awareness on SWM (Solid Waste Management)

- Clean-up campaigns

Branch	# Number of clean-up campaigns (organised by MRCS)	# Number of cleaning-up campaigns (initiated and organised by communities)
CHI	12	-
TAR	8	10
EHM	-	-
AZI	-	-
TOTAL	20	10

Table 21 - SWM - Clean-up campaigns

WASH teams in Chichaoua and Taroudant organised cleaning up campaigns to raise awareness about the importance of a clean environment to mitigate health and environmental hazards. In Taroudant, most cleaning up campaigns were consequently initiated and organised by the communities, following efficient solid waste management sessions by MRCS HP officer in the *douars* of intervention. 14 villages in Chichaoua and 12 villages in Taroudant benefited from hygiene awareness sessions on solid waste management, reaching 3,747 individuals.

(E) CONDUCT HYGIENE/HEALTH PROMOTION SESSIONS

Hygiene Promotion sessions took place along with the distributions of items. As for handwashing, hygiene promotion sessions were held in 41 villages in Taroudant, 27 villages in Chichaoua, and 46 villages in El Haouz. Findings from the MRCS/IFRC needs assessment undertaken in early 2025 show that, on average across the three provinces, 67% of households know at least 3 out of the 5 critical moments to wash their hands, while 83% of households report having access to soap or detergent to do so⁵⁹.

Branch	# Villages	# Households	# Individuals
CHI	27	1045	4,318
TAR	41	1,913	7,031
EHM	46	3,952	12,657
AZI	-	-	-
TOTAL	114	6,910	24,006

⁵⁹ *Id.* 64

(F) WASH CAPACITY BUILDING

Training topic	Branch	Date	#Staff	#Volun- teers	#Men	#Women	# Total
Basic Training	TAR	2-3 Nov-23	-	34	20	14	34
Basic Training	TAR	15-16 Nov-23	-	21	7	14	21
Hygiene promotion training	TAR	29-Oct-23	3	3	4	2	6
Hygiene promotion training	TAR	24-Dec-23	2	10	6	6	12
Hygiene promotion training recycling	TAR	22-Jan-24	2	10	6	6	12
Hygiene promotion training	CHI	23-Jan-24	-	-	2	7	9
Basic Training	TAR	3-4 Feb-24	-	15	7	8	15
WASH in emergency	CHI	10-11 Feb-24	3	10	9	4	13
HP Training of Trainers	CHI	13-Feb-24	1	5	2	4	6
Basic Hygiene Promotion Training	TAR	1-Mar-24	-	45	17	28	45
Basic Training	TAR	28-Mar-24	-	45	29	16	45
Water treatment Training	TAR	23-Apr-24	-	11	2	9	11
Training on the making of re-usable sanitary pads	TAR	27-Apr-24	-	18	3	15	18
Sanitary pads making	CHI	28-Apr-24	1	16	3	14	17
Online - IFRC training: 8 steps of OH in emergency	CHI	8-May-24	1	-	-	1	1
Online - IFRC training: The 8 Steps for Hygiene Promotion in Emergencies (French)	TAR	15-May-24	1	-	1	-	1
WASH activity reporting	CHI	29-May-24	1	6	4	6	10
Hygiene promotion during distribution training	TAR	1-Jun-24	-	16	3	13	16
SPHERE minimum WASH standards	TAR	1-Jun-24	3	-	2	1	3
Hygiene promotion basic training	TAR	1-Jul-24	3	12	4	11	15
Online - IFRC training: The 8 Steps for HP in Emergencies	TAR	7-Jun-24	1	-	-	1	1
WASH CTED /CEA	CHI	4-Jul-24	1	11	6	6	12
Hygiene promotion training	TAR	13-Jul-24	-	13	2	11	13
WASH and HP needs assessments, evaluations and reporting training	TAR	1-Aug-24	3	14	3	14	17
Online WASH in Emergencies	TAR	3-Aug-24	1	-	1	-	1
Regional Emergency WASH Training in Syria	TAR- CHI	25-30 Aug-24	2	-	2	-	2
Online - IFRC training: Introduction to WASH in emergency	CHI	8-Oct-24	1	-	-	1	1
Online - IFRC training: Hygiene Promotion in emergency	CHI	9-Oct-24	1	-	-	1	1

Online - IFRC training: CEA and WASH	CHI	8-Nov-24	1	-	-	1	1
Workshop/training for module installation	CHI	29-30 Jan-25	12	-	8	4	12
Basic Hygiene Promotion Training + walkie-talkie use	TAR	13-Mar-25	1	27	17	11	28
Basic WASH Training	TAR	21-Mar-25	1	27	17	11	28
WASH in emergency	CHI	27-28 Mar-25	2	20	6	16	22
WASH training	EHM	29-Mar. 25	-	15	6	9	15
WASH training	EHM	22-Apr-25	-	12	3	9	12
WASH workshop in Marrakesh	TAR	5-8 May-25	3	-	2	1	3
Inventory and Procurement Documentation	TAR	11-Jul-25	4	-	4	-	4
WASH training	EHM	22-Jul-25	1	13	8	5	13
SPHERE Standards (WASH)	TAR	25-Jul-25	4	-	4	-	4
GPS coordinates training	TAR	25-Jul-25	7	-	6	1	7
HP: General Hygiene, Sphere Standards, Participatory Methods, PGI, CEA, and Waste Management	CHI	2-4 Sept-25	-	18	10	8	18
WASH training	EHM	17 Sept-25	-	15	8	7	15
TOTAL		42 trainings	67	462	244	296	540

A WASH training and workshop with 20+ participants from MRCS, IFRC, German Red Cross, and GIZ was organised early May 2025. The workshop included the following topics: MRCS WASH Strategy, Partnership with GIZ, Water Quality Analysis (Theory and Practice), Ecological Sanitation Solutions, water resources (springs, boreholes, rivers, wells), water supply systems, hygiene promotion in schools and communities (general hygiene, handwashing, solid waste management, home food and water storage, F Diagram) The aim will be for all participants to gain a common understanding of the WASH operational strategy and next steps, as well as practical skills.

Efforts to build WASH capacity for staff and volunteers in Azilal are dependent on completing key preliminary steps, including team recruitment. The recruitment of a WASH Officer and an HP Officer for *Azilal* has been approved, and the process is ongoing. Several field visits were done by IFRC WASH Coordinator in June - July 2025 to assess the state of water, sanitation infrastructure, and hygiene in 10 villages of the 22 villages where MRCS is operating. The 12 remaining villages will be assessed by the end 2025.



RISK REDUCTION, CLIMATE ADAPTATION AND RECOVERY (DRR)

People reached: 25,675 individuals

Objectives:

Strengthen 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

Support MRCS to improve its *Disaster Risk Management* and Disaster Preparedness capacity

Key indicators

Indicator	Actual	Target
# Number of national Trainings of Trainers (ToT) is conducted on R2CR via eVCA	1	1
# Number of participants to cascade trainings R2CR via eVCA	91	60
# Number of communities (douars/villages) with eVCA finalised	110 ⁶⁰	110 ⁶¹
# Number of individuals (communities) reached by CB-DRR activities	26,855 ⁶²	35,000 (TBC)

Over the past six months, the Disaster Risk Reduction (DRR) component of the Morocco earthquake response achieved strong progress in strengthening community resilience capacities. The Moroccan Red Crescent (MRCS), supported by GRC, CRE and IFRC, has implemented enhanced Vulnerability and Capacity Assessments (eVCAs) across 110 communities in four provinces, (reaching 25,675 individuals), and initiated community-led Plans of Action that are now preparing for validation by local authorities.

Throughout this process, the DRR sector has maintained tight coordination with sector leads to analyse, review, propose alternatives, and validate community-identified activities. This extensive coordination effort ensured that community ownership in identifying priorities was effectively combined with technical soundness and feasibility, resulting in relevant resilience actions. Multiple meetings were also held with local authorities to present the programme; as a result, School-Based DRR activities have been approved in all provinces and is starting in October, and the eVCA findings are scheduled to be presented in early November, with initial positive feedback.

In Azilal (Demnate), an eVCA facilitator training engaged 26 participants, complemented by Fire Awareness and Fire Response ToTs for 21 staff and volunteers each. In Chichaoua, a refresher eVCA session trained 9 facilitators, while at the national level, 14 MRCS staff completed the school-Based DRR Training of Trainers (September 2025). Meanwhile, Taroudant branch followed up distributions of emergency response kits with an extensive series of 33 fire awareness

⁶⁰ eVCA process is ongoing. Activities have not yet reached the final step of having a Plan of Action finalised. See the table under (A.3) for further details.

⁶¹ Initial targets were: 17 Chichaoua, 38 Taroudant, 40 El-Haouz/Marrakesh, 17 Azilal. Revised targets are 110: 22 Chichaoua, 39 Taroudant, 45 El-Haouz/Marrakesh, 4 Azilal, accounting for geographic expansion of targeted douars/villages/communities in some branches and reduction in other branches.

⁶² This figure represents the residents of the 110 reached communities (villages) across the three provinces.

and response trainings across rural communities between March and August 2025, reaching over 850 participants with practical preparedness sessions.

Additionally, financial management trainings for local associations were conducted in Chichaoua (3 sessions, 42 participants), El Haouz (5 sessions, 64 participants) to strengthen micro-project governance and will follow in Taroudant (6 sessions about 120 participants). Since the start of the operation, the DRR component has trained over 1,000 community members and volunteers, distributed 141 emergency safety kits, reached with eVCA assessment about 110 communities (6,308 households /26,855 individuals) and positioned MRCS to begin implementing resilience micro-projects and school-based DRR initiatives by late 2025.

(A) ROADMAP TO COMMUNITY RESILIENCE (R2CR) VIA ENHANCED VULNERABILITY CAPACITY ASSESSMENT (EVCA)

As mentioned in previous reports, a German Red Cross (GRC) Disaster Risk Reduction (DRR) Delegate, serving as the Federation-wide technical co-lead for community-based DRR (CB-DRR), was deployed in February 2024. Since then, coordinated efforts with the Moroccan Red Crescent and other Movement partners have significantly advanced the implementation of the Roadmap to Community Resilience (R2CR) via the enhanced Vulnerability and Capacity Assessment (eVCA) approach:

1. Establishment of the technical working group on CB-DRR (Mar-24)
2. Contextualisation and adaptation of the eVCA package, including revised R2CR steps, eVCA tools, and reporting formats. (Apr. to Jul-24)
3. Delivery of a 2-day eVCA Contextualisation workshop (Apr-24).
4. Preparatory work for integration with Community-Based Health training (Jun-24).
5. One-week eVCA Training of Trainers (ToT) (Jul-24).
6. Four eVCA cascade trainings in: Chichaoua (Aug-24), El-Haouz (Oct-24), Taroudant (Nov-24) Azilal (Jul-25)
7. Roll-out of eVCA field activities in: Chichaoua (Sept-24), El-Haouz (Oct-24), Taroudant (Nov-24), Azilal (Jul-25)
8. Fire response Training of Trainers (ToT) to staff/volunteers in Chichaoua (Jul-24), El-Haouz (Mar-25), Taroudant (Mar-25) Azilal (Jul-25)
9. CB-DRR workshop, capitalisation of lessons learned and strategic planning 2025 (Mar-25)
10. eVCA reporting finalisation (Mar. to Jun-25)
11. Azilal branch: the eVCA has been conducted in 4 douars (Jul-25)
12. eVCA Plan of Action preparation (July to Sept-25)
13. School based DRR (SB-DRR) Training of Trainers (ToT) (Sept-25)

(A.1) Roll out R2CR via eVCA ToT for MRCS staff and volunteers

As mentioned in previous reports, the initial *eVCA Training of Trainers (ToT)* was took place in July 2024 gathering 21 staff and volunteers from more than ten branches, along with five representatives from the *Ministry of Interior*. This *ToT* laid the foundation for the cascade trainings in the three initial target provinces. The full picture of eVCA and Risk Reduction trainings is depicted in the table below.

(A.2) Train MRCS staff and volunteers in eVCA and Risk Reduction

Following the Training of Trainers mentioned above, cascade trainings were completed in all three initial provinces of operation: these sessions ensured that each operational branch has a locally based team of trained facilitators

capable of delivering the eVCA process in targeted communities. A fourth cascade training took place in the province of Azilal in July 2025 to ensure the branch would be able to effectively facilitate the eVCA process. In addition, a Training of Trainers on School Based-DRR activities has been done in September 2025, targeting the staff from all the four branches. This training marks the launch of DRR activities in schools that is expected to begin winter 2025.

Training Topic	Location, date & duration			Participants		
	Branch/national	Duration	Date	# Staff	# Volunteers	# Total participants
eVCA Training of Trainers (ToT)	National	5 days	July 24	9	16	25
Fire management training	CHI	1 day	August 24	2	13	15
eVCA branch cascade training I	CHI	4 days	September 24	4	17	21
eVCA branch cascade training II	EHM	4 days	October 24	4	18	22
<i>Kobo Toolbox</i>	National	1 day	August 24	3	23	26
eVCA branch cascade training III	TAR	4 days	November 24	4	18	22
<i>Sketchmap tool</i>	National	Half day	March 25	10	16	26
Fire management training	EHM	1 day	March 25	3	14	17
Fire management training	TAR	1 day	March 25	0	19	19
eVCA branch cascade training IV	AZI	5 days	July 25	4	22	26
Fire management training	AZI	1 day	July 2025	1	20	21
School-Based - DRR Training of Trainers (ToT)	National	3 days	Sept 2025	14	0	14
TOTAL				58	196	254

(A.3) Conduct eVCA in targeted communities to evaluate hazards, risks, and vulnerabilities

Branch	# Villages /douars	# Households	# Individuals	(1) # eVCAs done	(2) # eVCA reports	(3) # eVCA PoA
CHI	22	1,221	6,119	22	17	-
TAR	39	1,715	6,729	39	6	5
EHM	45	3,106	12,505	45	45	-
AZI	4	266	1,502	4	4	-
TOTAL	110	6,308	26,855	110 eVCAs done (0 remaining)	72 (38 remaining)	5 (105 remaining)

Each assessment involved participatory community engagement, led by the *Community Resilience Officers* and trained volunteers, using the standardised eVCA tools. These assessments have enabled a comprehensive understanding of local risks, vulnerabilities, and capacities.

As of September 2025, Taroudant, Chichaoua, and El-Haouz branches have finalised the field eVCAs and are proceeding with the development of reports and the Plans of Action proposed by the communities. The resulting community lead Plans of Action (PoA) are scheduled to be presented to relevant authorities from October 2025 and will guide the implementation of activities in the field. In Azilal, after the completion of the eVCA training in July, data collection took place in 4 douars which will constitute the pilot phase for the DRR programming in the branch. The eVCA reports and proposed plans of action will be presented to the authorities in October prior to deciding on revising the number of targeted douars.

(B) STRENGTHENING COMMUNITY RESILIENCE THROUGH *COMMUNITY-BASED DISASTER RISK REDUCTION* (CB-DRR) ACTIVITIES

Community-Based Disaster Risk Reduction (CB-DRR) activities have continued to scale across targeted areas, building on the outcomes of the eVCA process. Equipment distributions, trainings, and planning for micro-projects and school-level interventions are advancing as the programme has transitioned into its resilience phase.

(B.1) Provide CB-DRR equipment and trainings to local communities and schools

In Chichaoua, the distribution of emergency safety kits and the accompanying training have been completed across all 17 targeted *douars*, with a total of 59 emergency kits were distributed. We are currently looking into the possibility of expanding the distributions of those kits to further 5 communities reached with eVCA. In Taroudant, the same emergency safety boxes have been distributed across 38 communities, with a total of 103 kits delivered. These distributions were supported by fire management and basic emergency preparedness trainings aimed at strengthening household- and community-level response capacities. The standardised emergency boxes include fire extinguishers and other key items and will be progressively distributed to remaining provinces in line with operational planning, ensuring consistency in support across all targeted communities.

(B.2) Support communities in implementing (*Risk Reduction*) micro-projects [post eVCA]

The rollout of community-led Risk Reduction (RR) micro-projects is contingent upon the formal validation of community action plans by the relevant authorities. According to current timelines, implementation is anticipated to begin before the end of 2025, starting with pilot clusters that have finalised the enhanced Vulnerability and Capacity Assessment (eVCA) process.

(B.3) Support schools in implementing *Risk Reduction* measures

School-based risk reduction activities are scheduled to begin in October 2025. Over the summer, volunteers received training to support the implementation of these measures and facilitate awareness sessions. Full deployment is expected to start with the beginning of 2026 and conclude before the end of the 2025/2026 academic year, in close coordination with local education authorities.

(C) IMPROVE MRCS'S *DISASTER RISK MANAGEMENT* AND DISASTER PREPAREDNESS CAPACITY

(C.1) Support MRCS to implement its *Preparedness for Effective Response* (PER) Plan of Action

From 7 to 11 October 2024, a *Preparedness for Effective Response (PER)* orientation workshop was held in Marrakesh. This workshop aimed to revise MRCS' *PER Plan of Action*, since the last revision was held in 2021.

By using lessons learned from the earthquake operation a short-term action plan to improve readiness for imminent interventions was developed together with MRCS' partners.

23 participants from headquarters and the national team were present, as well as representatives from the Taroudant, Chichaoua, Marrakesh, El-Haouz, Rabat, Oujda, Safi, and Errachidia branches and representatives from IFRC, the French and German Red Cross.

The action plan included the set-up of a *PER* committee, which was effectively established however due to heavy workload, the committee has not since met regularly, therefore there has been limited progress on the implementation and monitoring of the action plan.

(C.2) MRCS's staff and volunteers' capacity strengthening on support services (FIN, IM, and LOGS) for Disaster Management

Since the beginning of the earthquake operation, the support services department has been focusing on putting in place reliable, efficient systems to guarantee the implementation of activities. From mid-2025 onwards, the support services departments have been focusing part of their efforts on the development of the MRCS's support services capacity in order to improve the national society's preparedness.

IFRC and MRCS have decided to agree on a roadmap to hand-over progressively increasing financial responsibilities to MRCS; this includes the development of a guidance note for financial procedures, a training on procedures and financial management, and closer coaching of MRCS's finance staff. The IM/PMER department has also started implementing the pathway for capacity strengthening through a series of specific training sessions dedicated to the different aspects of the work. This will continue into 2026.

(C.3) Work on MRCS's scenario planning, contingency planning and simulation exercises

This activity remains part of the revised *PER* Plan of Action. Competing priorities have temporarily delayed progress. Efforts are underway to create the necessary conditions for its rollout in coordination with relevant stakeholders.

(C.4) Procure and preposition relief items in 4 provinces affected by the earthquake

As the operation remains ongoing, available stocks are primarily being retained for immediate use, should emerging needs arise due to shifts in the operational context. (*Further details on logistical stocks can be found in the Supply Chain Management section.*) Contingency planning is being integrated across sectoral interventions. The shelter team has already placed orders for a contingency stock of Temporary Shelter Units (TSUs), along with emergency and winterised tents, which remain available for deployment. Similarly, the WASH team has incorporated the procurement of contingency stocks into its revised strategy, aiming to ensure the capacity to store and distribute water and provide basic sanitation facilities for up to 15,000 people in an emergency scenario. In parallel, wider contingency stock planning is being developed as part of the disaster preparedness process, which is progressing alongside the ongoing operation.

(C.5) Support the development of MRCS's branch level preparedness capacity

Alongside the operation, MRCS together with its partners plans to conduct self-assessments at branch level based on the *PER* approach adapted to branches (*PER-BOCA* merged methodology) to provide a diagnostic, develop tailored

plans of action and initiate the work on branch development in the branches supported by the operation. The timing of this activity remains to be confirmed.

(C.6) Collaborate with local public authorities to strengthen their Disaster Response plans

Initial discussions with the *Direction des Affaires Intérieures (DAI)* in El Haouz province focused on identifying conditions for supporting the development or revision of disaster risk management tools. Follow-up engagement with the head of the *Asni* district led to the prioritisation of *Talat N'Yacoub* commune for targeted support. As part of a structured effort to reinforce local capacities, the contracting process for a consultancy firm to support the development of a contingency plan for *Talat N'Yacoub* has been finalised. Initial field missions have been conducted, and a methodological note has been submitted by the consultants. This note is currently under review by the National Society (NS), with input from partners.

Building on this momentum, the MRCS aims to propose a broader initiative to strengthen the local risk management system by promoting leadership among duty bearers and enhancing coordination across stakeholders. Local authorities have expressed strong interest and expectations regarding this initiative.

(C.7) Support MRCS in their Disaster Law advocacy to authorities

The MRCS, IFRC Morocco, and the IFRC Disaster Law Programme Regional Manager held meetings in early 2025 to discuss advocacy efforts on Disaster Law with national authorities. A baseline study on Disaster Law in Morocco is under consideration for completion before the end of the operation, as a foundation for future engagement in this area.



COMMUNITY ENGAGEMENT AND ACCOUNTABILITY

Objectives:

- Improve community trust and programme and operation quality and sustainability by institutionalising CEA in the National Society.
- 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

Key indicators

Indicator (number)	Actual	Target
# Total number MRCS staff, volunteers and leadership trained/briefed on CEA	661	400
# Number of CEA trainings delivered	27	30
# Number of consultations/participatory planning sessions made with authorities and community leaders	93	80
# Number of functional feedback mechanisms established ⁶³	7	4
# Number of community feedback comments collected	12,499	18,000
# Number of feedback mechanism SOP (Standard Operating Procedures) document produced	2 ⁶⁴	2
% Percentage of individuals (community members, including marginalised and at-risk groups) who report knowing how to provide feedback or make a complaint about the operation	51.58% ⁶⁵	80%
# Number of information dissemination channels established by the National Society	9	6

⁶³ Mechanisms: hotline, Focus Group Discussion, Messaging Apps, Help desk, Community meeting, Door to door, Paid helpline.

⁶⁴ One for general feedback mechanism, one for the hotline (in review).

⁶⁵ Findings from preliminary results of the baseline multi-sectoral survey implemented in February 2025. See PMER dedicated section for further information.

The MRCS has integrated Community Engagement and Accountability (CEA) into its humanitarian response, ensuring that the needs of affected communities guide its activities. Over the past 24 months, CEA principles have been included in Relief, Shelter, WASH, DRR, health, Livelihoods, eVCA and CVA programming. The MRCS CEA team has now expanded with four CEA Officers, four assistants, and a national CEA Coordinator, supported by the IFRC CEA coordinator. The team has worked with MRCS management to mainstream CEA, train volunteers, address training gaps, and improve community participation and communication. Ongoing efforts focus on further institutionalising CEA within MRCS and enhancing feedback channels for affected communities.

(A) TRAINING AND CAPACITY BUILDING

(A.1) Train MRCS staff and volunteers on CEA approach and feedback mechanism

Since the start of the response, MRCS has trained 661 staff and volunteers on the CEA approach and feedback mechanisms through sessions held at both branch and national levels. Topics included communication, participation, emergency integration, and the Code of Conduct. Training durations ranged from short sessions (3–5 hours) to multi-day formats (up to 3 days), adapting to operational needs over time.

Training Topic	Branch /national	Duration	Date	# Staff	# Volun- teers	# Men	# Wo-men	# Total participants
Integration of CEA in emergency operations	CHI	3-5 h	Oct. 23	-	32	18	14	32
Integration of CEA in emergency operations	TAR	3-5 h	Nov. 23	-	33	20	13	33
Integration of CEA in emergency operations	EHM	3-5 h	Nov. 23	-	24	16	8	24
Integration of CEA in emergency operations	TAR	3-5 h	Nov. 23	-	30	12	28	30
Integration of CEA in emergency operations	CHI	3-5 h	Nov. 23	-	14	4	10	14
1 day CEA training	CHI	1 day	Oct. 23	-	10	5	5	10
1 day CEA training	TAR	1 day	Nov. 23	-	14	3	11	14
Integration of CEA in emergency operations	EHM	3-5 h	Jan. 24	-	-	11	18	29
2 days CEA training	CHI	2 days	Jan. 24	3	7	5	5	10
2 days CEA training	EHM	2 days	Jan. 24	-	-	6	12	18
3 days CEA and Code of Conduct training	CHI	3 days	May-24	-	-	21	12	33
3 days CEA and Code of Conduct training	EHM	3 days	May-24	-	-	8	16	24
1 day CEA training	TAR	1 day	Jun-24	-	-	9	6	15
3 days CEA and Code of Conduct training	TAR	3 days	Jul – Aug 24	-	-	11	21	32
3 days CEA and Code of Conduct training	CHI	3 days	Sept. 24	-	-	15	9	24
3 days CEA and Code of Conduct training	TAR	3 days	Sept. 24	-	-	11	21	32
2 CEA training for leaders	TAR	2 days	Sept. 24	-	-	7	2	9
3 days CEA and Code of Conduct training	EHM	3 days	Oct. 24	-	-	9	11	20
Integration of CEA in emergency operations	AZI	3-5 h	Nov. 24	-	-	23	12	35
3 days CEA and Code of Conduct training	AZI	3 days	Feb. 25	-	-	19	12	31
CEA Workshop for leaders	National	3 days	Feb. 25	-	-	25	10	35
3 days CEA and Code of Conduct training	CHI	3 days	Apr.25	6	29	17	18	35

3 days CEA and Code of Conduct training	EHM	3 days	May. 25	17	0	5	12	17
3 days CEA and Code of Conduct training	CHI	3 days	Jun. 25	0	25	14	11	25
3 days CEA and Code of Conduct training	TAR	3 days	Jun-Jul.25	0	33	16	17	33
2 days CEA training	TAR	2 days	July.25	33	0	22	11	33
Feedback data management system & Hotline Scale-Up training	TAR	2 days	Sept. 25	13	1	5	9	14
TOTAL		27 trainings		72	252	337	334	661



Photo – Feedback data management system & Hotline Scale-Up training, CEA team, Taroudant (September 2025)

In addition, a briefing note was developed in June 2025 to support the onboarding of new IFRC/MRCS staff, ensuring they are well-acquainted with the CEA approach and the hotline system. To further strengthen team capacity, three targeted training sessions were organised for the CEA team, while nine briefing and training sessions were conducted for the hotline team. These sessions covered key areas including feedback management, Protection, Gender and Inclusion (PGI), stress management, and psychosocial support. Additionally, efforts are underway to promote the Community Engagement Hub to all staff and volunteers, and to translate the CEA training modules into Arabic and French on the IFRC E-learning platform, with support from the E-learning department in Geneva. A training curriculum for the NS is currently being developed to strengthen staff and volunteer capacity in CEA, while harmonizing practices in line with International Movement standards.

(A.2) Roll-out CEA briefings to senior leadership, including the Board and Governance

To advance CEA institutionalisation, MRCS held a local leadership workshop in Taroudant (September 2024) and a national workshop with governance representatives (February 2025). Restitution sessions followed in several branches. For earlier CEA efforts, refer to the previous reports.⁶⁶

To build on these efforts, a CEA strategy workshop will be held for senior leadership, including the Board and Governance, in January 2026, followed by a capitalisation workshop in March 2026. The institutionalisation of CEA is progressing steadily, with the CEA team expanding from 5 to 13 members, including hotline assistants and feedback officer. The implementation of the CEA plan is ongoing, and numerous branches outside the earthquake-affected areas are requesting CEA training for their volunteers, demonstrating a growing commitment to integrating CEA practices across the MRCS.

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

Integrating Community Engagement and Accountability (CEA) principles into sector-specific training programmes, including those focused on Emergency Response, has been a key priority (as outlined under activity (A.1)). CEA sessions were successfully included in more than five WASH training programmes across Chichaoua, El-Haouz, and Marrakesh. This approach ensured that participants gained not only essential WASH knowledge but also an understanding of the critical role of community engagement and feedback in the effective implementation of these initiatives. Additionally, CEA was incorporated into the PGI national workshop held in December 2024.

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

A total of 44 field visits were carried out by the MRCS-CEA National Coordinator and/or the IFRC CEA Coordinator. These visits were guided by the CEA plan of action and the specific needs expressed by the branches, with the aim of providing support and mentoring on general CEA practices and the feedback mechanism. Since June 2025, the National CEA Coordinator has been deployed to Taroudant to oversee and supervise the hotline team.

(B) COMMUNITY FEEDBACK MECHANISM

(B.1) Establish feedback mechanisms for the response operation⁶⁷

Since November 2023, MRCS has made steady progress in establishing feedback mechanisms. Pilot systems were launched in Taroudant and Chichaoua, with both reactive (e.g. help desks, hotlines) and proactive (e.g. FGDs, household visits) approaches now active in three branches, including Azilal. CEA teams received training on feedback closure, and CEA discussions are now routinely integrated into operational meetings.

In addition, a Frequently Asked Questions (FAQ) list is now in use, helping volunteers and hotline assistant respond effectively to community questions. In Taroudant and Chichaoua, a FAQ webpage was built and content added based on information shared by sector focal points. The feedback tool has been revised and translated with the IM team, and decentralised logbooks have been implemented in each branch.

- **Hotline**

Throughout 2025, two community feedback delegates came to support the hotline development. Substantial progress has been achieved in designing, piloting, and scaling of the hotline and centralised Feedback Data Management

⁶⁶ [Morocco: Earthquake | IFRC](#)

⁶⁷ *In consultation with affected people, branch staff and volunteer leaders.*

System (*EspoCRM*), in close collaboration with the MRCS, IFRC CEA and IM teams, and branch sector focal points. The *EspoCRM* system was technically finalised, adapted for both hotline and traditional feedback, and enhanced with automated dashboards, sensitive feedback flows, and hosted cost-free on MRCS's *Azure* account. The *VoIPSense* hotline system became fully operational, supported by tailored communication materials and a dissemination strategy that reached all 41 focus douars in Taroudant, yielding a 98% satisfaction rate. Integration efforts included aligning and importing the Feedback Excel Logbook into *EspoCRM* across branches and initiating the integration of the CVA paid helpline. Capacity building was prioritised through targeted training for hotline assistants, CEA teams, and sector focal points. Coordination mechanisms were strengthened, with regular updates and evaluations informing a strategic roadmap for national scale-up in 2026, approved by MRCS management.

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

Community preferences for feedback channels were assessed during multiple phases of the operation. The early 2025 needs assessment results showed that 78% of respondents preferred face-to-face communication with MRCS staff or volunteers, followed by 17% via phone and 1.5% through community leaders.

A communication plan was developed to promote the free and confidential hotline, with targeted outreach strategies to ensure visibility and participation. The hotline's official launch in Taroudant is scheduled for October 2025.

CEA volunteers conducted awareness campaigns through community meetings, door-to-door outreach, FGDs, and social mobilisation. A help desk and hotline banner was displayed during distributions, and communities were informed of available phone numbers during the MPCA pilot and other cash programmes (Winter, Ramadan, Shelter). The growing volume of feedback and complaints received through both reactive and proactive channels reflects increased community awareness and engagement.

(B.3) Assess awareness and comfort with the feedback mechanism.

Community Engagement and Accountability (CEA) components have been integrated into various data collection activities—including Focus Group Discussions (FGDs), Post-Distribution Monitoring (PDMs), and surveys—carried out by Moroccan Red Crescent (MRCS) volunteers and staff, with support from the IFRC. These efforts aimed to evaluate whether community members are aware of and feel comfortable using the available feedback mechanisms. An exit survey conducted during the emergency response phase, up to April 2024, revealed that 38.8% of respondents understood how to submit complaints, suggestions, or claims to the MRCS. A subsequent needs assessment survey, conducted in February–March 2025, showed a significant improvement: 51.58% of participants reported knowing how to provide feedback. This upward trend reflects growing awareness of MRCS feedback channels. Among those familiar with the feedback system: 80.74% knew they could share feedback directly with MRCS volunteers; 16.3% were aware of the telephone option; 1.48% recognized the possibility of reporting through community leaders.

Additionally, 56.56% of respondents expressed willingness to report inappropriate behaviour by aid workers, suggesting a level of trust in the feedback process. Nonetheless, continued efforts are needed to overcome barriers to reporting and further strengthen community confidence. The increase in awareness between 2024 and 2025 underscores the impact of MRCS's outreach and communication initiatives in informing communities about their rights and available feedback channels.

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

Between November 2023 and September 2025, MRCS collected 12,504 feedback entries through both proactive (face-to-face interactions, FGDs, community meetings) and reactive (help desks, phone, WhatsApp) systems. Most feedback came via phone (41%) and face-to-face interactions (31%). El Haouz, Chichaoua, and Taroudant were the most active provinces. Feedback types included support requests (24%), positive remarks (35%), complaints (28%), and questions or observations. Only 0.05% of entries were sensitive, mostly related to legal issues affecting women—particularly divorced mothers seeking birth certificates for their children. These cases are being addressed through safeguarding committees, with a dedicated training planned for November 2025.

Each branch has a CEA assistant responsible for daily feedback management and closure. Thanks to improved systems and the introduction of paid helplines in Chichaoua, Marrakesh, and Taroudant, the response rate rose to 83.79%, up from 53%. A general FAQ was shared with CEA teams to support consistent responses. Feedback findings were initially shared internally and later presented in Movement partner calls, donor meetings, and four operational coordination meetings in 2025. A CEA Working Group is being established to support structured learning and coordination. Local feedback registers are maintained at branch level, with a centralised dashboard enabling analysis and reporting.

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

A Standard Operating Procedures (SOP) document for the Community Feedback Mechanism has been developed, providing a structured approach to managing community feedback. The hotline SOP is currently under development and will be submitted to senior management by November 2025. Furthermore, the MRCS CEA strategy will be developed during a capitalisation workshop in December 2025 mentioned above, involving the CEA team, branch leaders, and members of the board and governance.

(C) INFORMATION PROVISION AND COMMUNITY PARTICIPATION

(C.1) Ensure a constant flow of information towards earthquake-affected people about the operations

To keep communities informed, MRCS used ten communication channels—including meetings, flyers, SMS, social media, and help desks—with plans to expand via radio. Aid delivery was conducted transparently and inclusively, involving local leaders and women representatives. The CEA team supported household targeting, CVA registration, and TSU implementation, while also assisting other sectors with outreach and distribution.

Flyers were developed as part of an awareness campaign to inform communities about the MRCS, its activities, and guiding principles. These efforts led to strong engagement, with 84% of people reporting that MRCS-IFRC communicated effectively about plans and activities. A majority (78%) of respondents felt fully consulted by MRCS before receiving assistance, while another 9% said they were mostly consulted. Although most people felt included, a small portion did not, highlighting areas for improvement in future engagement efforts⁶⁸.

(C.2) Hold regular community meetings to assess communication effectiveness and ensure information is accessible and useful.

⁶⁸ Findings from the [Needs Assessment 2025 | IFRC](#).

The CEA team regularly organises community meetings to review how well communication methods are working. These meetings help assess whether the channels, approaches, and languages used are effective in reaching different groups and making sure the information is understood and useful. To improve accessibility, MRCS ensures that Tamazight-speaking volunteers are included in the team. Using the community’s preferred communication channels is a standard practice, and language skills are a key requirement when hiring CEA staff. By focusing on linguistic diversity and local preferences, MRCS aims to make communication more effective and inclusive.

(C.3) Involve authorities and community leaders in planning and implementation.

Over the course of the earthquake response, MRCS held over 93 consultations and planning sessions with local authorities and community leaders. These included governors, chefs de cercles, quids, cheikhs, muqaddams, association presidents, and imams. The sessions focused on key issues such as shelter, cash assistance (including Cash for Winter, Cash for Ramadan, and Cash for Shelter), and health—especially the measles outbreak. According to the needs assessment survey, 87% of participants felt their needs were considered before receiving aid, 77% believed their opinions were fully taken into account during planning. These results show strong community involvement and confirm that the consultations helped ensure aid and services were aligned with local needs and expectations.

	PROTECTION, GENDER AND INCLUSION	People reached: 288 individuals	
Objective:	The MRCS is a safe and inclusive organisation that ensures dignity, access, participation, and safety for people of all identities through its organisational structure, working processes and service delivery.		
Key indicators			
Indicator	Actual	Target	
# Number of MRCS national policies and relevant documents aligned with RCRCM PGI commitments	5	3	
# Number of individuals (IFRC, MRCS, employees, volunteers) trained on PGI.	243	300	
# Number of employees able to mainstream PGI activities in their sectors	37	90	
# Number of 'Child-Friendly spaces' and 'women safe spaces' set up	Not started	5	

(A) BUILD LEADERSHIP CAPACITIES IN PGI

(A.1) Conduct PGI session with IFRC and MRCS governance/leadership /senior management

Training Topic	Location, date & duration			Participants				
	Branch/national	Duration	Date	# Governance members	# Staff	# Volun-teers	# Men	# Women

PGI core concepts	National	3 days	Dec-2024	27	11	7	25	20	45
TOTAL				27	11	7	25	20	45

A national workshop was held with the participation of 45 individuals representing 22 branches of the Moroccan Red Crescent (CRM). The event served as a key moment to strengthen institutional understanding and coordination around Protection, Gender and Inclusion (PGI). Participants deepened their knowledge of PGI both as a standalone area of intervention and as an integrated, cross-cutting approach within humanitarian programming.

The workshop also facilitated the development of a shared understanding of safeguarding principles across CRM structures, reinforcing the organisation’s commitment to safe and inclusive practices. Through contextual analysis and branch-level SWOT exercises, participants identified priority actions for the PGI sector and collectively reviewed and adopted the PGI Action Plan for 2025.

In addition to strategic planning, the workshop provided a space for open exchange on operational challenges, good practices, and practical recommendations, contributing to a more coherent and responsive PGI framework across the network.

(A.2) PGI Organogram Review

The MRCS has integrated the position of national PGI coordinator into the organisation chart in May 2024 and the coordinator took office in March 2025 (the recruitment process had to be restarted in September 2024). In addition, six focal points in the branches involved in the earthquake response have been identified and trained in their new responsibilities in June 2025. These focal points are employees already in post who have been given additional responsibilities. This is to ensure cross-functionality and sustainability (post-earthquake response).

(B) PGI CONSIDERATIONS ARE EMBEDDED IN ALL PROCESSES, POLICIES, STRATEGIES AND TOOLS

(B.1) Strengthening PGI Legal Framework and Internal Policies (incl. safeguarding)

MRCS Child safeguarding risk analysis has been conducted in August 2025. PSEAH and Child safeguarding policies have been drafted in preparation to the national workshop (to review and finalise the policies) scheduled in December 2025.

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

In preparation for the development of the PSEA policy, a PSEA assessment framework has been developed and a specific safeguarding plan of action developed. This plan of action will be presented in plenary session during the national workshop for review and endorsement. The plan will be implemented from 2026.

(B.3) Enhancing HR Procedures and Policies with a Focus on Protection, Gender, and Inclusion (PGI)

Activity not started yet.

(B.4) Communication materials on Protection Policies for Staff and Volunteers

Activity not started yet.

(B.5) Strengthening RCRCM feedback mechanism

Several new feedback mechanisms have been introduced to strengthen accountability and promote a culture of openness within the organisation. In June 2025, an online survey focusing on workplace well-being and Mental Health and Psychosocial Support (MHPSS) was conducted to gather insights from staff and volunteers. Since February 2025, a hotline has been operational, supported by the development of Standard Operating Procedures (SOPs) and staff training to ensure its effective use. In parallel, safeguarding committees are being established in collaboration with Community Engagement and Accountability (CEA), with the process currently underway.

These mechanisms collectively aim to foster an environment where individuals feel encouraged to speak up, while enabling the systematic collection of feedback from both internal teams and affected communities. They also contribute to improving working conditions and the quality of services provided. Importantly, they lay the groundwork for a formal complaint management system addressing safeguarding concerns and other forms of misconduct that conflict with the principles of the Movement.

(C) QUALIFIED STAFF AND SOLID INTERNAL AND EXTERNAL COORDINATION MECHANISMS ARE IN PLACE TO SUPPORT PGI ACTIONS

Note: (C.1) and (C.2) activities are related to PGI staff recruitment and under this report, covered under (A.2)

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

The job description for PGI focal points has been finalised in April 2025, and two focal points have been designated (June 2025) in each branch involved in the earthquake response. Their main responsibilities are to ensure PGI principles are respected within the branch and mainstreamed into the activities, enable that any reported cases of violence, abuse, or discrimination are handled in accordance with internal procedures, participate in the development of a provincial network and referral mechanism. Basic training for these focal points was conducted in June 2025, followed by an additional session on Safe Spaces in September 2025.

(C.4) Establishment and Coordination of the PGI Working Group (IFRC-wide)

Activity not started yet. Although the PGI working group has not yet been formally established, coordination efforts are already underway. Regular meetings are being held to facilitate collaboration between key sectors, particularly Protection, Gender and Inclusion (PGI), Community Engagement and Accountability (CEA), Mental Health and Psychosocial Support (MHPSS), and Community-Based Health and First Aid (CBHFA). These exchanges aim to strengthen cross-sectoral alignment and lay the groundwork for a more structured and integrated approach once the working group is officially launched.

(C.5) Participation in Civil society Protection cluster

MRCs and IFRC have maintained active engagement within the Protection working group established in response to the earthquake. This coordination platform brings together civil society organisations (CSOs) involved in child

protection, women's protection, and empowerment initiatives. However, due to funding constraints faced by several CSOs, the overall dynamism of the cluster has declined in 2025.

Despite these challenges, MRCS and IFRC have participated in four coordination meetings and contributed to key strategic processes. Notably, they co-developed the cluster's terms of reference (ToR) in collaboration with Alianza Por la Solidaridad (APS) and took part in the capitalisation exercise led by APS to document and share good practices in protection programming.

(D) STRENGTHEN THE CAPACITY OF STAFF AND VOLUNTEERS TO MAINSTREAM PGI

(D.1) Conduct PGI Training for staff and volunteers

Training Topic	Location, date & duration			Participants				
	Branch/national	Duration	Date	# Staff	# Volunteers	# Men	# Women	# Total participants
PGI Introduction	El-Haouz	0,5 day	Oct-24	22	0	10	12	22
PGI Introduction	Chichaoua	0,5 day	Nov-24	8	0	4	4	8
PGI Introduction	Taroudant	0,5 day	Nov-24	12	19	16	15	31
PGI basic training (core concepts)	Taroudant	3 days	Dec-24	1	15	10	6	16
PGI Intro and safeguarding	Chichaoua	1 day	Jan-25	7	0	7	0	7
PGI basic training (core concepts)	Taroudant	3 days	Jan-25	12	2	11	3	14
PGI basic training (core concepts)	Chichaoua	3 days	Jan-Feb 25	16	1	12	5	17
Sensitive feedback training	Taroudant	3 days	Feb-25	3	3	3	3	6
PGI basic training (core concepts)	Chichaoua	3 days	Mar-25	5	12	7	10	17
PGI basic training (core concepts)	Taroudant	3 days	Mar-25	6	8	3	11	14
PGI basic training (core concepts)	National	2 days	Apr-25	11	0	8	3	11
PGI basic training (core concepts)	National	2 days	Apr-25	13	0	9	4	13
PGI basic training (core concepts)	El Haouz	3 days	May-25	18	0	4	14	18
PGI intro and safeguarding	El Haouz	1 day	May-25	16	0	16	0	16
PGI basic training (core concepts)	Azilal	3 days	Jun-25	5	13	9	9	18
TOTAL of individuals (unique)				155	73	129	99	228
TOTAL of participants	15 trainings			151	92	100	143	243

(E) IMPLEMENT PGI MAINSTREAMING ACTIVITIES THAT APPLY TO ALL MARGINALISED GROUPS

(E.1) Conduct PGI minimum standards assessments of all sectors and adapt programmes accordingly

Throughout the response period, Protection, Gender, and Inclusion considerations were integrated into field operations via fourteen visits conducted alongside thirteen sectoral teams representing six distinct sectors. These collaborative efforts enabled the observation of thirteen activities implemented in the douars, each assessed through a PGI lens to ensure inclusive and safe practices. The findings were compiled into a report that includes recommendations aimed at strengthening PGI integration within sectoral activities.

(F) SPECIALISED PGI ACTIVITIES ARE IMPLEMENTED FOR ALL MARGINALISED GROUPS IN MRCS PROGRAMMING

(F.1) Set-up safe spaces initiatives

Since October 2024, several meetings were held with provincial stakeholders involved in implementing child-friendly spaces in the targeted douars, with the aim of sharing best practices and minimizing duplication. In Taroudant, three safe spaces managed by the civil society organisation Amane Foundation were visited. A framework note developed by MRCS outlines the objectives, methodology, and implementation process for Community Safe and Inclusive Spaces. Key partners have been identified in both Taroudant and El Haouz to support a collaborative handover in Taroudant and joint implementation in El Haouz. Terms of reference (ToRs) are currently being developed for the status and capacity building of community volunteers, as well as for the upcoming Knowledge, Attitudes, and Practices (KAP) survey (*see dedicated section (F.5)*).

(F.2) Development and Facilitation of PGI Information, Education, Communication (IEC) sessions

Activity not started yet. Preliminary themes under consideration for the Information, Education, and Communication (IEC) sessions include child rights, child protection, gender-based violence, masculinity, child development milestones, and positive parenting. These topics are currently being explored as potential areas of focus but have not yet been validated. A consultation process with relevant stakeholders will take place to confirm priorities and ensure contextual relevance. Once validated, guides and materials will be developed starting in October 2025, with training for community volunteers scheduled to begin in November 2025. These volunteers will be supported by PGI focal points in delivering the sessions at community level.

(F.3) Establishing and Communicating PGI Referral Pathways

A stakeholders mapping has been conducted and finalised in June 2025 in Taroudant and Chichaoua and is currently developed in El Haouz to obtain a detail actors directory. Twenty-eight meetings with national, provincial and local public actors and civil society organisations took place. Key partners have been identified with a view to developing a privileged partnership relationship that will guarantee safe and quality referral. A sensitive PGI and safeguarding feedback mechanism has been adopted (which is integrated in the Ligne verte SOPs) and a guideline how to deal with sensitive feedback (for the hotline team) has been created.

(F.4) Direct financial support for prevention and response.

Activity not started yet. Following the detection of cases of violence or at-risk-of-violence, and based on the needs identified, the plan is to be able to cover individual health, protection and education costs to prevent and respond to these risks and violence. The modality of this support will be defined at later stage.

(F.5) KAP survey within the targeted communities

The Knowledge, Attitudes, and Practices (KAP) survey will be conducted in the targeted communities to measure the immediate impact of Protection, Gender, and Inclusion (PGI) activities in the safe spaces, tentatively in early 2026. Based on the finalised Terms of Reference, the survey will begin with a pre-activity phase that will be carried out at the same time as the launch of the safe spaces in the three branches.

(A) DEVELOPING AND IMPLEMENTING A PGI LEARNING AND RESEARCH STRATEGY

(G.1) Document and disseminate PGI best practices and case studies

Activity not started yet.

II. Enabling approaches



NATIONAL SOCIETY STRENGTHENING

Objectives:	<p>MRCS can provide quick, effective and inclusive response to people in emergencies <i>through</i> quality service delivery by trained staff and volunteers.</p> <p>The Auxiliary Role of MRCS in <i>Disaster Risk Management</i> is clearly defined and widely recognised, supported by the <i>International Disaster Response Law (IDRL)</i></p> <p>MRCS can respond effectively to a wide spectrum of evolving crises through enhanced Preparedness and Response Capacity</p>
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Key indicators

Indicator	Actual	Target
# Number of volunteers insured or equipped	720	720
# Number of Volunteer Policy developed	0 (Draft ready)	1
# Total number of trainings for MRCS volunteers and staff	165	-
# Number of MRCS branches or warehouses supported with infrastructure repair or equipment	2	2
One NSD Plan in place ⁶⁹	1	1

Since the beginning of the EQ Operation 2023 MRCS, with the support of IFRC and *PNSs*, developed plans to strengthen the NSD (National Society Development) component of the operation in the Branches affected by the earthquake. This primarily focused on logistics, *HR*, Volunteer Management, digitalization, and communication, as well as the visibility and dissemination of the RCRC Movement Fundamental Principles.

Twelve months after the earthquake a stronger institutional perspective emerged. In August 2024 the *IFRC NSD Delegate* was recruited to foster convergence and a unified holistic approach to address NSD support to MRCS needs at operational and institutional levels.

Between September and October 2024, MRCS defined its own priorities – and in November 2024 established the *MRCS National Development Plan 2025 – 2027* (MRCS NSD Plan). The NSD plan was validated on the 19 December 2024 by MRC's Director of Central Administration and registered to Protocol on the 15 January 2025. In February 2025 the

⁶⁹ MRCS NSD Plan 2025 – 2027, to be completed by the end of 2025 by the MRCS NSD Strategy 2025 – 2035, still in draft to date.

MRCS NSD Plan was shared internally and with *PNSs* present in country (*GRC, FRC, SRC and QRC*). In January 2025 MRCS established the NSD Steering Committee⁷⁰ composed by Members of Governance from 6 regions, serving as governance and oversight body for the implementation phase of the NSD plan. In February 2025, the MRCS NSD Plan 2025 - 2027 was presented officially within the Morocco Partners' Call and shared with several partners, interested to support MRCS' NSD long-term goals.

Several trainings for MRCS Governance and Management members were carried out in late 2024 and early 2025, in particular: two Introduction to MIC Course in November 2024 and January 2025 covering 12 Branches, followed by a full MIC Course in February 2025, covering 15 MRCS Branches (13 Provincial Committees and 2 Regional Committees: Marrakesh and *Errachidia*), including the four MRCS Branches involved in the EQ Operation. In April 2025 the MRCS was awarded the *Empress Shoken Fund (ESF) 2025* for its *Bab Taza Committee* project empowering women in an innovative way with the aim to establish a regional training center, which enabled MRCS to join the *ESF* Community of Practices with the other past and present awarded National Societies.

Volunteer management is one of the priorities identified by MRCS for the NSD plan. The priority is to finalise the volunteer policy, roll it out together with key annexes including a volunteer "recruitment" strategic approach, a training pathway, and a data management system for the management to the volunteer database. MRCS has written a full-fledged draft of Volunteering Policy—developed with FRC and GRC support – completed by Volunteering Management Regulations and Procedures to be validated by December 2025, which structure was presented at the July NSD Steering Committee meeting. Since the beginning of the earthquake operation, *RedRose* has been rolled out and used as the volunteer database system and the financial service provider to pay volunteer indemnities. In mid-2025, MRCS decided to acquire and implement the VDMS Civi-CRM platform dedicated to Volunteering and Data Management with the support of the French Red Cross. Red Rose will be maintained as the financial service provider alongside it. The 2025 insurance coverage extended to 720 active volunteers deployed in the four provinces affected by the Earthquake is proof that the MRCS is committed to *Duty of Care* and to foster volunteers and staff well-being.

Another key priority identified by MRCS is to improve their financial management. As such, an immediate action entailed procuring an accounting and finance software to support MRCS' financial reporting within the scope of the IFRC & partners' earthquake response grants. In addition, Norwegian Red Cross' expertise in finance development has been solicited by IFRC/MRCS and two visits have now taken place: a preliminary visit to initiate the engagement in July 2025, and a diagnostic/assessment visit in September 2025. MRCS decided to go for the full package of the support offer which includes development of procedures for HR, Finance, Logistics, Procurement, Fleet and warehouse management and based on those, the acquisition and implementation of an ERP system at national level. The report is expected to be shared in November 2025 and will support the design of a multi-year development project aiming to support MRCS in developing their financial management.

During the first half of 2025 MRCS made progressive IT upgrades in the field bases included in the earthquake response operation and at HQ level with the support of IFRC. In the HQ in Rabat, an Emergency Operation Room was designed and set up with adapted furniture and IT equipment. Accompanying SOPs are being developed to operate the room and trainings will be planned for 2026. MRCS decided to go for the full package of the support offer which includes development of procedures for HR, Finance, Logistics, Procurement, Fleet and warehouse management and based on those, the acquisition and implementation of an ERP system at national level.

⁷⁰ *Its role is to ensure alignment with strategic priorities, foster accountability, sustainability and integrity, and guide the programme towards achieving its humanitarian and development objectives. The Steering Committee provides strategic leadership and decision-making for Planning and Projects.*

Lastly, during the past two years, MRCS strengthened its auxiliary role, whether through the EQ Operation whether through regular internal meetings with the IFRC RO MENA with the Disaster Law Programme Regional Manager and by joining the IFRC MENA Disaster Law and Auxiliary Role Community of Practice, so as by appointing a Focal point for the Disaster Law and one for the Auxiliary Role in Q1-2025.

(A) SUPPORT AND PROVIDE TRAINING FOR MRCS STAFFS-VOLUNTEERS IN THE 4 PROVINCES AFFECTED BY THE EARTHQUAKE

From the onset of the response, the IFRC and PNS provided MRCS staff and volunteers with a series of training and capacity-strengthening sessions. These sessions ranged from general trainings on “emergency response” or “relief distributions” to sectoral-technical topics linked to specific activities under the earthquake operation from Shelter, WASH, CVA (MPCA), DRR, CBHFA, First Aid, MHPSS, cross-cutting approaches such as CEA, PGI, and IM/PMER as well. Additionally, support services such as Finance, and Logistics also organise trainings depending on needs. *(Further details on the trainings can be found under each sectoral section.)* Sectoral planning of activities enabled the branches to evaluate their existing staffing capacities and identify gaps, ensuring that the training plan addressed future capacity-building needs. The table below summarises the efforts in that area so far:

Trainings to MRCS staff and volunteers	# Participants ⁷¹	# Trainings
Shelter	208	14
CVA (Cash and Voucher Assistance)	88	6
WASH (Water, Sanitation and Hygiene)	540	42
DRR (Disaster Risk Reduction)	254	12
MHPSS (Mental Health and Psychosocial Support)	278	14
First Aid	76	7
CBH (Community Based Health)	390	17
CEA (Community Engagement and Accountability)	661	27
PGI (Protection, Gender and Inclusion)	243	15
IM/PMER (Information Management / Planning, Monitoring, Evaluation, Reporting)	183	21
TOTAL	2,921	165

(B) REINFORCE MRCS'S AUXILIARY ROLE AND STRENGTHEN MRCS'S DISASTER MANAGEMENT STRATEGY AND RESPONSE CAPACITY

Since the beginning of the operation, institutional *Disaster Risk Management* to increase preparedness to respond to potential future disasters was at the core of the IFRC support. A one-week workshop to revise the 2021 PER (*Preparedness for Emergency Response*) plan was carried out in September 2024, engaging MRCS and its RCRC Movement partners (see section under DRR sector).

With regards to the reinforcement of the MRCS Auxiliary Role, the internal training component was carried out with two Introduction to Movement Induction Courses (MIC) in Marrakesh and Errachidia regions respectively in November 2024 and January 2025, and the first National full MIC in Taroudant in February 2025. The revision of the MRCS

⁷¹ The figures present the number of cumulated participants in the different trainings and do not represent individual staff count. Further integration of volunteer and staff management will be required to track capacity building efforts per individual staff and volunteer.

Disaster Management Strategy and Response Capacity is planned for 2026 with the support of the IFRC Regional Office expert.

In support to MRCS, a visit focused on *Disaster Response Law (DRL)* and *International Disaster Response Law (IDRL)* from the IFRC *Regional Office Disaster Law Programmes (DLP)* Regional Manager and a baseline study on DL in Morocco will be scheduled prior to the end of the earthquake operation, including meetings with the relevant public authorities' representatives to collect data for the Baseline Study on Disaster Law in Morocco.

(C) VOLUNTEER MANAGEMENT AND DUTY OF CARE

Since the beginning of the earthquake operation MRCS, IFRC and *PNSs* exerted particular attention on the health and well-being of Volunteers. In the framework of duty of care, the IFRC Volunteering insurance was subscribed in 2023, 2024, and 2025 for the number of Volunteers involved in the response operation: 720 volunteers were insured in 2025.

(C.1) Support the development of Volunteer Management Systems (i.e. administrative processes: enrolment, onboarding & trainings, reimbursement of volunteers)

The MRCS *Volunteering Policy* was developed with the *GRC* technical support and input from other partners. The policy aims to enhance volunteer protection, enrolment, motivation and retention, within the wider Volunteering Management Cycle and ensure that policy and activities align with the IFRC Volunteering Policy and comply with the national legislation on Volunteering. Since the recruitment of an MRCS Volunteer coordinator in May 2025, progress has been noted with this process. The policy is due to be validated by December 2025, after consultation of MRCS technical experts, volunteers, employees and an exhaustive Workshop with technical experts from IFRC and PNS, held in late July 2025. In September 2025 the Policy was followed by the elaboration of Volunteering Management Regulations and Procedures, currently in their draft finalisation stage,

Staff from MRCS including IM coordinator and officers, finance team members were trained in the management of the Red Rose platform to ensure smooth usage. Since early 2025, IFRC has initiated a process to support MRCS in creating a Red Rose platform under their name that they could manage autonomously – this process is at the last stage awaiting for final signature.

(C.2) Enrolment and onboarding & trainings of MRCS volunteers

The onboarding of MRCS Volunteers in the branches involved in the earthquake operation was guaranteed by MRCS managers and IFRC Field coordinators and *PNSs* Delegates. Several trainings for MRCS volunteers were ensured by the IFRC and *PNS* sectors (*see dedicated capacity building sub-chapters throughout the report.*). As of September 2025, the number of volunteers registered in the *RedRose* platform is as follows:

Branch	# Volunteers on RedRose
Chichaoua	278 (125 female, 153 male)
El Haouz/Marrakesh	292 (153 female, 139 male)
Taroudant	326 (181 female, 145 male)
Azilal	64 (22 female, 42 male)

Totals

960 (481 female, 479 male)

(D) MRCS INTERNAL SYSTEMS AND PROCESSES

The MRCS NSD Country Plan 2025 – 2027 includes the revision and/or development of guidelines, policies, procedures and processes over the period.

(D.1) Support set up of a robust financial management and reporting system for MRCS

The MRCS Finance Coordinator continues to work closely with her IFRC counterpart towards robust financial management of funds received through this Emergency Appeal. A roving Finance Delegate was recruited to work from the operating branches and support in capacity strengthening. In addition, the process of developing the financial procedures in close coordination with the MRCS Finance Coordinator is planned and a training is to be held in November for MRCS staff. On these procedures, the roll out of the financial software (at final stage of procurement) and the operation's budget for 2026.

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

The MRCS *HR* National Coordinator was recruited and inducted with the support of the IFRC *Regional HR* team members. In July 2025, IFRC deployed an HR delegate in Morocco to support MRCS with their HR procedures and willingness to improve HR management. IFRC provided support to MRCS for the recruitment of around 20 staff.

Priorities for HR development include the development of HR guidance and procedures, an HR manual for staff covering issues ranging from health insurance, holiday request, appraisal, staff development etc. In addition, work is underway to support MRCS in finalising a long-term organogram suiting their staffing needs, workforce planning for the operation continuation into 2026 and a review of the MRCS salary grid.

In September 2025, the IFRC delegation welcomed the visit of the Regional HR manager by interim to further the agenda of these identified priorities.

(D.3) Draft a staff regulation policy

This activity is at early stages of implementation.

(D.4) Map, revise and verify current *SOPs* and command chains within MRCS

Within the framework of the MRCS NSD Country Plan 2025 - 2027, Technical Committees composed by MRCS, IFRC and *PNS* staff, are to be established with a mandate to develop for *HR*, Volunteering, Finance, Supply chain management, Logistics, Procurement and Fleet. Work is expected to progress in the last quarter of 2025 and 2026.

(E) MRCS GOVERNANCE AND LEADERSHIP

(E.1) Conduct governance workshops (incl. Movement induction Course) for MRCS

Two "Introduction to Movement Induction Course (MIC)" were held in November 2024 and January 2025 respectively in Marrakesh and *Errachidia*, particularly focused on the MRCS Auxiliary Role, Integrity and accountability for the

Governance and Management of 12 MRCS Branches (70 participants). A full MIC revised course was held in Taroudant in February 2025 for the Presidents, Secretaries General and Treasurers of 12 MRCS Branches, including the regional committees of Marrakesh and *Errachidia* (45 participants including participants from HQ). One additional MIC training is planned for 2026.

(E.2) Support development of MRCS policies, procedures and business continuity plans to support continued service delivery and effective risk management.

IFRC and *PNSs* in country supported the development of the MRCS Volunteer Policy draft. MRCS with the support of IFRC ambitions to have the first draft of the PSEA and Child safeguarding policies ready by end of 2025 – refer to PGI section. Finance procedures are being drafted, and a first review will be conducted in November 2025 – a full version will not be available before 2026 once the finance development project is underway with the support of the Norwegian RC.

(E.3) Conduct *OCA-C* and support MRCS towards self-development and enhanced service delivery

Conducting an OCAC is a consideration for 2026 or 2027 and when MRCS decides to proceed, when pre-requisites are in place to do so, IFRC will provide the technical support required.

(F) RESOURCE MOBILISATION AND DEVELOPMENT

The IFRC has supported MRCS in strengthening engagement with its in-country donor base, particularly through diplomatic missions in Rabat. Regular donor visits have been organised by MRCS in collaboration with the Korean Red Cross, Singapore Red Cross, and the British, American, and Belgian Red Cross Societies. Every six months, an operational call is held to update partners on the progress of activities and share information on funding gaps.

In addition, MRCS and IFRC have frequently convened meetings with key partners. Following the one-year commemoration event in September 2024, MRCS, with IFRC's support, held an institutional meeting in November 2024 with several embassies and diplomatic representatives accredited to the Government of Morocco in Rabat. The meeting aimed to present the revised Operational Strategy and highlight key achievements and remaining needs. Around the 18-month mark of the operation, the operational team hosted another event to showcase ongoing progress and engage embassy partners and other donors. The two-year commemoration event was held internally this year; however, additional external partner engagement meetings and events are planned for the end of 2025 to continue providing updates to embassies, UN agencies, NGO partners, and government stakeholders.

As for now, the National Society is focusing on reinforcing key departments with its partners, (logistics, finance and communication). The resource mobilisation remains the prerogative of the President of the MRCS with the supports of MRCS of the PNS and IFRC focusing on looking for funds for the Unified Plan and the NSD plan. For the near future to facilitate the partners will help to find grants and pledges to finance those plans. In the medium term, the hiring of a Resource Mobilisation officer is being considered to develop a local resource mobilisation plan relying on the governmental fund of Morocco and the private sector.

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

Resource Mobilisation strategy, National Society systems and Core Cost Policy are planned in the framework of the MRCS NSD Country Plan 2025 – 2027 and prioritised according to MRCS forecasted timeline. The IFRC plays a pivotal role in supporting resource mobilisation and donor engagement, focusing on strategising and planning to ensure long-term sustainability.

(G) COORDINATION CAPACITY BUILDING

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

Since the start of the 2023 Earthquake Operation, the Moroccan Red Crescent Society (MRCS) has organised regular gatherings every six months to review progress, reassess plans, and share experiences. A major 12-month workshop and commemoration held in September 2024 in Marrakesh brought together MRCS staff, volunteers, governance members, partners, and representatives from national authorities and international organisations to present achievements, outline the next operational phase, and recognize the dedication of MRCS teams. Continuing this practice, MRCS held 18-month commemoration events in April 2025 in Rabat and Marrakesh, reinforcing its image as a key humanitarian actor and strengthening its auxiliary role. These events enabled participants to evaluate progress, address challenges, and define priorities for the future of the earthquake response.

(G.2) Conduct 24-month workshop

In September 2025, a 2-year internal event was held and combined with the branches quarterly meeting; the focus was on presenting to the teams the 2026 continuation process and highlights as well as reflect on the impact at the branch level. Branches were invited to reflect on their 2026 priorities, structures and exit strategy.

(G.3) Conduct lessons learned workshop

A lesson learned workshop was planned for the end of the operation.

(H) INFRASTRUCTURES AND EQUIPMENT UPGRADE

(H.1) Strengthen capacity for MRCS HQ and branches on infrastructure and equipment (including repair and maintenance, management of assets, management of systems, IT and Telecom).

The IFRC IT Officer supported key infrastructure improvements for the *Moroccan Red Crescent* (MRCS). These upgrades focused on enhancing IT systems and telecommunications across headquarters in *Rabat* and branches in Marrakesh, Taroudant, and Chichaoua. Wireless network infrastructure was updated to provide high-speed access and ensure optimal coverage, while multifunction printers were standardised and installed to streamline workflows and reduce operational costs. Meeting rooms at MRCS headquarters and branches were equipped with advanced, high-quality tools to facilitate seamless communication and enhance efficiency, connectivity, and usability. Office 365 licenses were upgraded, providing staff with access to the latest productivity tools like Teams, Word, Excel, and Outlook. Training sessions and remote support were also introduced to strengthen technical capacity, enabling branch staff to handle minor issues independently⁷². The Taroudant branch put in place IT equipment to launch the CEA-hotline in the branch that will later be extended to branches nationwide. For this, specific electrical and IT infrastructure was

⁷² Three training sessions on Office 365 were conducted for branch staff (1 in El-Haouz/Marrakech, 1 in Taroudant, and 1 in Chichaoua). Additionally, ongoing daily support has been provided, addressing IT requests or tickets from various sites, with direct face-to-face assistance concentrated in Marrakesh.

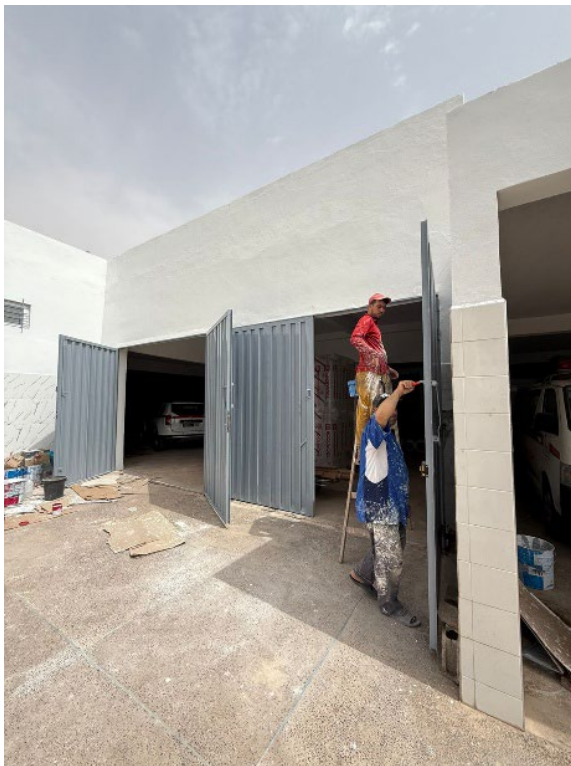
added to create an adequate office for the Call Centre and make it secure for the information management and data protection.

In addition to IT enhancements, building maintenance projects were launched to improve the preparedness and operational capacity of the MRCS. The construction process of permanent offices started for the Taroudant and Chichaoua provincial branches, while the expansion of the Marrakesh branch is currently underway. The central administration in Rabat will also benefit from rehabilitation works. In addition, MRCS decided to establish a training centre and warehouse in Marrakesh, within the framework of the MRCS National Society Development (NSD) Country Plan for 2025–2027. These initiatives aim to strengthen the MRCS's infrastructure and ensure its readiness for future responses. IFRC and the French Red Cross continued to provide funding and technical expertise to support these projects. To oversee the construction projects, the MRCS initiated the recruitment of a construction focal point to liaise with the consultancy firm responsible for developing standardised building plans for the National Society.

(H.2) Offices upgrades

In January 2025, a fully equipped office was established in Demnate (Azilal branch) to support the branch overseeing the response in the province of Azilal. Since then, this office served as a key hub for staff and volunteers deployed in the area, ensuring streamlined operations and effective coordination.

In Tahanaout, El Haouz, an office was set up to establish the provincial branch of El-Haouz and facilitate the transition toward decentralising the response from Marrakesh. This development marked a significant step in enhancing



proximity and responsiveness in the field. While overall coordination remained centralised at the regional level, the establishment of a local presence in El-Haouz strengthened operational support and fostered improved collaboration with local authorities and communities. Two offices were established for this purpose: the El-Haouz Provincial Directorate and the Regional Training and Capacity-Building Centre—El-Haouz Annex. Completed in early March 2025, the first activity conducted on-site was a community-based health and First Aid training session, which inaugurated the start of localised capacity-building efforts. The Taroudant branch received new furniture in order to complete the needed requirements and accommodate the newly added staff members.

(H.3) Warehouses upgrades

The MRCS warehouses in *Agadir* and *Rabat* have recently been renovated and a new temporary warehouse in Marrakesh was rented, with the scope to adapt them to the current needs of the operation. The MRCS branch in Taroudant rented a warehouse in front of the office to store the needed items equipment and materials for distributions. In Marrakech, it has been decided that the warehouse that is currently being rented will be bought so that

the facility can host both the long-term regional warehouse and a training centre facility for the income generating project of creating a nursing/paramedical training centre (with the support of the French Red Cross).



COORDINATION AND PARTNERSHIPS

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

Key indicators

Indicator	Actual	Target
# Number of Movement Coordination Agreement (MCA) agreement signed between IFRC - ICRC - MRCS	1	1
# Number of <i>Partner National Societies</i> in-country	4	-
# Number of partners' calls (partners not in-country) held	7	-
# Number of sectoral working groups/clusters in place	5	-

(A) MEMBERSHIP COORDINATION

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

As mentioned in previous reports, a Movement Coordination Agreement is in place since May 2024 and outlines the different coordination platforms held at country level. Regular meetings are taking place, at the strategic, operational, and technical levels, led by the MRCS and co-led by IFRC. Meetings with, and visits by, IFRC members took place on several occasions during the reporting period. They visited the MRCS HQ, branches, and some of the MRCS work in the affected areas.

(A.2) Conduct regular team coordination meetings with affected branches and coordination of the response

As mentioned in previous reports, weekly operational coordination meetings are organised with the branches responding to the earthquake. Each branch holds a weekly planning meeting to review the planning of the upcoming weeks and ensure alignment with the monthly planning methodology in place.

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

As mentioned in previous reports, to maintain transparency and ensure strong communication, regular Partners' calls are held to keep donors and partners updated on the latest developments and progress of ongoing initiatives. These calls serve as an essential platform for sharing project updates, addressing questions or concerns, and discussing future plans and strategies. By fostering open dialogue, these sessions keep partners actively engaged and aligned with organisational goals, further strengthening collaboration and support.

Additionally, the calls provide an opportunity for donors and partners to share valuable feedback, enabling the refinement of approaches and maximizing the impact of efforts. Through consistent updates, trust is reinforced, and the foundation of partnerships is solidified, ensuring that collective efforts remain effective and focused. To date, six operational calls have been conducted, the latest was held end of February 2025.

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

As mentioned in previous reports, since the outset of the earthquake response, the *International Federation of Red Cross and Red Crescent Societies* (IFRC) has ensured the inclusion of *Partner National Societies'* (PNS) strategies and planned activities in its appeals and operational strategies. Close coordination with the *German, French, and Spanish Red Cross Societies* has been integral to building a complementary and unified response.

Following the November 2024 revision of the Operational Strategy, significant efforts have been made to establish a harmonised approach to planning, monitoring, evaluation, and reporting. A response-wide framework now underpins all activities, ensuring alignment and consistency in reporting and documentation as outlined in section (C.1) on *Planning, Monitoring, Evaluation, and Reporting (PMER)*.

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

The IFRC ensures the effective funding and implementation of its appeals through a highly coordinated and collaborative approach involving its Regional Offices and the Geneva Secretariat's Strategic Partnerships and Resource Mobilisation (SPRM) department. By working closely with these key stakeholders, IFRC aligns appeal strategies with broader organizational priorities, identifies potential funding opportunities, and mobilizes resources efficiently to address urgent humanitarian needs. Central to this process is the regular production of high-quality information materials, including situation reports, progress updates, fact sheets, donor briefings, and thematic reports. These materials are developed in close consultation with the Regional Offices to ensure that regional insights, local context, and operational realities are accurately reflected, enabling donors and partners to gain a clear understanding of both achievements and ongoing needs.

The Geneva Secretariat's SPRM department provides critical support by facilitating communication with global donors, coordinating fundraising initiatives, and providing guidance on donor engagement strategies. This ensures that resource mobilisation efforts are harmonised across levels, from field operations to global coordination, enhancing the effectiveness and reach of appeals.

Through this integrated and collaborative approach, IFRC not only secures the funding necessary to implement its humanitarian programmes but also strengthens transparency, accountability, and trust with donors and partners. By maintaining timely, comprehensive, and accessible information materials, IFRC reinforces its credibility, demonstrates

the impact of funded initiatives, and ensures that resources are used efficiently and effectively to meet the needs of affected communities. This holistic approach ultimately supports sustained donor confidence and enables IFRC to respond rapidly and effectively in complex and evolving humanitarian contexts.

(B) MOVEMENT COORDINATION

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

In Morocco, the Federation-Wide approach was implemented through the earthquake response, enabling MRCS, with IFRC's support as co-convener, to develop a unified operational strategy and logical framework. This serves as the primary reference document under which all operational support from various partners is coordinated.

To ensure effective coordination, a structured system was established, beginning with the development and signing of the Movement Coordination Agreement (MCA) in May-June 2024. In line with the MCA and Seville 2.0, the framework includes strategic, operational, and technical platforms. The MCA was officially signed between May and June 2024 by IFRC, ICRC, and MRCS, while Partner National Societies maintaining a presence in Morocco—the French Red Cross, German Red Cross, Qatari Red Crescent and Spanish Red Cross—signed the annex.

Regular meetings are taking place at country level between Movement partners to ensure optimal coordination amongst network partners.

Additionally, IFRC coordinates with ICRC through its Senegal Regional Office, which covers Morocco, to support MRCS with their "Safer Access" and Restoring Family Links (RFL) projects.

(C) INTERAGENCY COORDINATION

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

IFRC and MRCS take part in the informal coordination groups with other NGOs active in the earthquake affected areas. In addition, IFRC and MRCS engage bilaterally with relevant actors to ensure alignment of approaches when working in the same locations or in similar sectors of interventions. Some opportunities for partnership are arising from this coordination efforts.

In September 2025, MRC has signed new partnership agreement with the GIZ and the IEA ("*Institut de l'Eau et de l'Assainissement*" or *Institute for Water and Sanitation*) to collaborate on the recovery WASH programming. Close coordination with the UN Resident Coordinator's office and relevant UN agencies is also appreciated at national level.

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

A mapping exercise has been undertaken by the informal coordination groups and IFRC-MRCS contribute with data when relevant. In addition, MRCS is engaging with the Grand Atlas Development Agency that has been established in 2025 to oversee the recovery and development in the regions affected by the Earthquake.

(D) HUMANITARIAN DIPLOMACY AND INFLUENCING

(D.1) Support MRCS to carry out humanitarian diplomacy, including support to influence, negotiate, communicate and advocate as an integral part of daily actions both inside and outside Morocco

The MRCS supported by the IFRC has been constantly advocating to access the people affected by the earthquake and provide complementary services to them in addition to the ones provided by the Moroccan State. These advocacy efforts led to many relevant activities being implemented in support of affected people as part of this earthquake response. MRCS maintains a close relation with Moroccan authorities at all levels: from national, to regional, provincial and local levels. MRCS also has existing partnership agreements with the Ministry of Education and the Ministry of Health, as well as a privilege link to the Ministry of Interior.

(D.2) Work with MRCS and partners to advocate for the establishment of a robust governance structure within MRC

The IFRC and members National Societies take every opportunity of meeting ministries' officials to remind them of the obsolete mandate of the current governance, and the need to nominate a new President for the National Society so that the Governance elections take place.

(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).

Regular updates are being undertaken to the Morocco risk register by the IFRC Morocco delegation with support of Regional Risk Management delegate.

(For more details on PMER and IM, please refer to dedicated sections (or above A.4 - Maintain a Federation-wide approach through harmonised planning, implementation, monitoring, reporting and evaluation among IFRC members).

(E)(F) GRANTS MANAGEMENT

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

The IFRC maintains a structured approach to meeting donor requirements, with compliance embedded throughout the Emergency Appeal cycle—from planning to reporting. It works closely with Movement partners and National Societies to ensure activities and spending align with donor commitments. Reviews, audits, and spot checks help identify and address issues early. Alongside this, IFRC supports National Societies through training and technical guidance to strengthen financial and reporting capacities. These efforts help protect donor funds and maintain trust.

(F.2) Responding to donor queries

IFRC ensures timely and transparent communication with donors, coordinating responses through its SPRM unit alongside PMER and programme teams. Queries are addressed efficiently via streamlined channels, with detailed explanations and documentation provided as needed. For complex issues, IFRC engages proactively to maintain alignment and trust, reinforcing a collaborative and accountable partnership approach.

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

IFRC remains committed to delivering accurate and timely donor reporting, even during its ERP system migration. Interim measures ensured uninterrupted data capture and validation, with PMER and Finance teams working closely to align narrative and financial reports. Delays were communicated transparently, and a full return to standard reporting was done during spring 2025. The upgraded system will improve data management and reporting efficiency. Ongoing staff training and process reviews help maintain reporting quality, while donor feedback informs continuous improvements. These efforts reinforce IFRC's accountability and strengthen donor trust.



SECRETARIAT SERVICES

Objective:

MRCS continues to improve its service delivery, organisational capacity and accountability for large-scale programming with the support of IFRC and *PNS* in country.

Key indicators

Indicator	Actual	Target
<i>SUPPLY CHAIN</i> # Number of vehicles in the fleet	42	-
<i>INFORMATION MANAGEMENT</i> #Number of <i>RedRose</i> trainings with MRCS staff and volunteers	3	-
<i>PLANNING, MONITORING, EVALUATION AND REPORTING</i> # Number of joint M&E framework established	1	1
<i>HUMAN RESOURCES</i> # Number of staff currently in function with IFRC (international, staff on loan, seconded national)	43	-

(A) SUPPLY CHAIN MANAGEMENT

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

Close collaboration with the *Moroccan Red Crescent* (MRCS) and its partners has been a key priority to ensure alignment and the effective execution of activities aimed at managing the flow of goods and services across the affected region. This collaboration has encompassed several critical areas, including the procurement of essential supplies, the storage and management of inventory through warehousing, and the transportation of goods between various locations. Additionally, efforts have been directed towards ensuring the timely distribution of supplies to end users, while maintaining rigorous inventory tracking and management to optimise resource utilisation and ensure operational efficiency.

(A.2) Support MRCS with the replenishment of stocks that were delivered to affected populations.

Throughout the reporting period, sustained efforts were made to support the Moroccan Red Crescent in replenishing relief stocks previously distributed to affected populations. This included coordinating the transport of replenished items to designated warehouses and distribution points, with strategic pre-positioning in key hubs such as Rabat and Marrakesh. Careful budget management was prioritised to ensure efficient resource allocation and long-term sustainability of the replenishment process. A total of 639 logistics requisitions were initiated and managed, resulting in 951 successful deliveries across operational sites. The mobilisation table was finalised and closed, contributing to streamlined coordination and optimal use of available resources.

Distribution activities achieved a high delivery rate for received items to priority zones. Shelter and WASH support were directed to the most severely impacted areas, with beams, tarpaulins, and Temporary Shelter Units (TSUs) reaching households in need. Hygiene and dignity kits were provided to vulnerable groups to address basic health and sanitation requirements. In response to food needs, food parcels and sacks of wheat flour were procured and distributed. Stock reallocation across warehouses further enhanced access to essential supplies. The emergency response was facilitated the delivery of critical relief items through both national and international shipments. These included shelter materials, hygiene kits, and other essential household items. To meet basic household needs, various non-food items were purchased and distributed, including kitchen sets, plastic buckets, jerrycans, fire extinguishers, and heaters to enhance safety and comfort in temporary shelters. First Aid capacity was reinforced to ensure access to emergency medical resources. *Note: for figures on distributions, please refer to the related sectoral sections of the report.*

Distribution efforts were coordinated across multiple regions, including Marrakesh, Demnate (Azilal), Chichaoua, Taroudant, Agadir, and El-Haouz. Shelter materials and hygiene kits were delivered based on assessed needs to support reconstruction and address vulnerabilities. Food parcels, heaters, repair tents, and First Aid kits were strategically deployed to ensure equitable access across targeted zones. Transport movements played a key role in maintaining operational efficiency, enabling the timely transfer of essential supplies to crisis-affected areas and supporting the continued delivery of critical assistance to communities in need.

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

Procurement activities have been conducted with a strong emphasis on ethical procurement principles and procedures, ensuring accountability and transparency throughout the two-year response period. Risk management has been a key focus, with efforts directed towards identifying and mitigating potential risks associated with procurement operations. Particular attention has been given to capacity building through training and development initiatives for procurement staff, fostering enhanced expertise and efficiency. Effective communication with stakeholders has been maintained at every stage of the procurement process to ensure alignment and collaboration, complemented by meticulous documentation of all activities for record-keeping and compliance.

The allocation in procurement funds has been managed with diligence, using a combination of procurement procedures aligned with existing IFRC mechanisms. This includes: The application of framework agreements and direct purchase orders, coordination with the IFRC Regional Office for international purchases and the use of procurement files from movement partners to address diverse categories of needs. These include expenditures for shelter and construction, hygiene and relief supplies, technology and communication equipment, livelihoods, vehicles, office furniture, training and services, as well as other essential purchases

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

As of September 2025, marking two years of sustained activity, the Moroccan Red Crescent (MRCS) has achieved notable progress in streamlining its fleet management system. This has been made possible through the full integration of vehicles procured via the German Red Cross (GRC), contributing to improved coordination, enhanced responsiveness, and greater logistical efficiency across all operational zones. By the end of September, a total of 36 drivers had been mobilised to support the earthquake response. Their deployment was distributed as follows: 8 in Chichaoua, 11 in Taroudant, 1 in Azilal (Demnate), and 16 in El-Haouz/Marrakesh. Fleet capacity was further strengthened through the completion of vehicle procurement and deployment, which included 12 pickups, 3 light trucks (financed by the French Red Cross), and 2 heavy trucks—one co-financed by the French and German Red Cross, and the other financed by the Belgian Red Cross. This finalisation of vehicle acquisition has enabled the phased withdrawal of previously rented vehicles under the VRP mechanism, resulting in improved cost-efficiency and operational control. The overall fleet was distributed across branches and vehicle types as detailed below:

Branch	Car - City	Minibus / Van	Pick-up / 4x4	Truck / Small truck	Grand Total
Chichaoua	2	0	6	-	8
Marrakesh	7	2	6	4	19
Rabat	1	1	1	-	3
Tanger	1	-	-	-	1
Taroudant	2	1	6	1	10
Azilal	-	-	1	-	1
Grand Total	13	4	20	5	42



Over the course of the two-year operational period, the MRCS fleet has facilitated the movement of 10,544 transport requests, covering a cumulative distance of 1,236,983 kilometres. During this time, 25 accidents were recorded, and 453 transport requests remained unmet, pointing to areas where further improvements in coverage and responsiveness may be needed. These figures underscore both the scale of the response and the importance of a well-integrated fleet management system. The progress achieved reflects effective coordination and sustained collaboration among Movement partners, contributing to enhanced logistical capacity across operational zones.

(A.5) Provide personal protection equipment for warehouse staff and other employees

As mentioned in previous reports, personal protective equipment, including helmets, goggles, gloves, high-visibility vests, and boots, are provided to warehouse personnel.

(B) COMMUNICATIONS

Since day one, the IFRC has been promoting the MRCS response, supported by the IFRC Secretariat and membership. IFRC MENA was the first to provide updates on the situation on the ground and the MRCS's response, serving as a key information source for UN agencies and the media. The *MENA* Communications unit, in collaboration with the Global Communication team in Geneva and the IFRC Morocco delegation, drafted key messages and conducted several media interviews with international and regional outlets such as *CNN*, *BBC*, *France 24*, and *Aljazeera*.

These efforts highlighted the needs and response of the MRCS at the one-month, *three-month*, and six-month, one year and two-year marks of the earthquake. Key messages were updated, press releases disseminated, social media content posted, articles published on IFRC.org, and media interviews conducted. For the one-year commemoration of the earthquake, the *MENA* communications team worked closely with the MRCS communications team to ensure that audiovisual materials and updated key messages are available for use by *Partner National Societies* in their fundraising campaigns. This collaboration amplified the voice of the MRCS and continually remind people of the impact achieved.

The 18-month commemoration event organised by MRCS benefitted from significant national media coverage. Around the time of the two-year mark IFRC released social media posts to honour the victims of the earthquake and share highlights on the work of the MRCS within this response.

MRCS intends to allocate additional resources to communication with the ongoing recruitment of a communications officer dedicated to the earthquake response.

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

To commemorate the one-year anniversary of the earthquake (September 2024), a communication plan was implemented to highlight the contributions of the *Moroccan Red Crescent* (MRCS), supported by IFRC and *Partner National Societies*. This included updated messaging, media outreach, a press release, social media content, and an event video produced by MRCS volunteers. Brochures were distributed, and key interviews with IFRC leadership were conducted. The IFRC Regional Communications team provided technical support and long-term planning. Future initiatives will focus on building the capacity of the MRCS communications team to strengthen their role as first responders.

In April 2025, a two-day event marking 18 months of response efforts took place, providing an opportunity to assess achievements and outline future plans and strategies. This event followed a similar format to the 12-month milestone gathering, bringing together both internal and external participants, including Red Cross and Red Crescent staff, volunteers, and external guests for specific sessions. The two-year event organised in September 2025 was an internal event and did not result in a media push on the earthquake operation; however MRCS regularly works with relevant media outlets to release updates and articles about the activities being implemented.

The Moroccan media is expected to cover the event, releasing various press materials. The two-year event was held internally but some communication was shared by IFRC on its platforms. MRCS has developed an in-house expertise on creating video content and an MRCS communication officer is being recruited to coordinate this creative process.

Articles and press releases from IFRC can be found at the following: [News, press releases and speeches | IFRC](#)

(C) PLANNING, MONITORING, EVALUATION AND REPORTING (PMER)

Planning

(C.1) Support the development of the Operational Strategies

Within the framework of *Emergency Appeals*, the IFRC produces *Operational Strategy* documents. The first one was developed at the onset of the response and published in November 2024⁷³. One year later, a *Revised Operational Strategy (ROS)*⁷⁴ was developed and published in November 2025. As mentioned in the *B. Operational Strategy*, this revision formalised the evolution of the response from an emergency response - primarily based on relief assistance - moving towards an early-recovery phase. Over the summer of 2025, earthquake operation teams reviewed and updated their plans of action and budgets to prepare for the continuation of activities beyond the initial end date of 31 December 2025. This planned continuation is outlined in *Annex 1: Activities to be continued in 2026*. Partners have been informed, and discussions are ongoing to confirm the use of funds beyond 2025.

Operational Strategies are publicly available on [Morocco: Earthquake | IFRC](#).

(C.2) Support the development of the MRCS Unified Plan

In September 2024, the Moroccan Red Crescent (MRCS), with support from the IFRC MENA Regional Office, has developed its first Unified Plan. Within the Red Cross and Red Crescent Movement, the Unified Plan serves as a coordinated framework aligning the priorities and actions of National Societies, IFRC, and partners to streamline efforts, reduce duplication, and enhance the impact of humanitarian programming.

The Unified Plan 2025–2027⁷⁵ outlined MRCS's strategic direction across four core priorities: *Climate and Environment, Disasters and Crises, Health and Wellbeing, and Values, Power and Inclusion*, building on the foundation of the Strategic Plan 2021–2025. In the wake of the earthquake, MRCS leadership has sought to integrate lessons learned and operational practices from the response into broader institutional development, notably including the development of a complementary National Society Development (NSD) Plan.

In June 2025, the PMER team produced the Mid-Year Report 2025, tracking progress against the Unified Plan developed in 2024. This report is currently under review and will be published once validated. This exercise allowed MRCS to present achievements, ongoing efforts, and remaining gaps, serving as a basis for strategic adjustments over the 2026 revision of the Unified Plan which took place in summer 2025. This updated plan in a 2026–2027 version, reflects the anticipated conclusion of the earthquake operation and strengthens the link between the Unified Plan and the NSD Plan. This revised plan was presented during the MENA Regional Planning Week in early October 2025 and will be published on IFRC's official platforms once finalised.

Monitoring & Evaluation

(C.3) Establish a M&E framework in collaboration with MRCS and in-country *PNS*

- **Monitoring**

As mentioned in previous reports, and as part of the revision of the Operational Strategy, a comprehensive, response-wide logical framework (logframe) has been developed, forming the foundation for the Monitoring & Evaluation

⁷³ [Operational Strategy \(initial\)](#), IFRC, November 2023

⁷⁴ [Revised Operational Strategy](#), IFRC, November 2024

⁷⁵ [Morocco IFRC Network Country Plans](#), January 2025

system in the response. This has been further strengthened by the creation of an Indicator Tracking Table (ITT), which facilitates monthly tracking of sectoral activities. The Monitoring and Evaluation (M&E) system implemented for the earthquake response encompasses all sectors of intervention and operational branches. It is designed to provide a comprehensive overview of response activities and their levels of achievements. Each sector, along with support services, is systematically organised within a logframe structure. This framework categorizes sectors and services under specific objectives, corresponding activities, and measurable indicators, ensuring alignment and clarity in achieving the overall response goals. Any updates or adjustments to sectoral plans, once validated by operations management, are jointly reviewed by sector leads and the PMER team, and reflected in the global logframe to ensure continued alignment with the evolving nature of the response.

During the first quarter of 2025, notable progress was achieved in the implementation and capacity-building efforts for these systems. These advancements were further strengthened by the introduction of *Standard Operating Procedures (SOPs)* documentation. The initiatives are focused on bolstering the operation's capacity to efficiently monitor activities, track beneficiaries, and maintain accountability and quality standards across all aspects of the intervention. In recent months, priority was placed on supporting all sectors in developing tailored activity trackers to serve as means of verification for progress against set indicators. Over the second quarter of 2025, progress has been made in mainstreaming monitoring systems, although some challenges remain in ensuring consistent use of activity trackers across sectors and branches. This highlights an ongoing need to further stress the importance of systematic and documented tracking for accountability and project follow-up purposes. Efforts are underway to support all teams in aligning tools and practices, with continued engagement from both MRCS and IFRC to embed accountability through monitoring as a core component of the response.

- **Evaluation**

Over summer 2025, the PMER team developed an assessment registry to consolidate all past and planned assessment, evaluation, and survey activities. The registry aims to provide a clearer overview of ongoing initiatives, designate focal points across relevant departments (sectoral teams, IM/PMER, CEA, etc.), and support the IM/PMER team in anticipating upcoming tasks. Given the substantial time and coordination required for each assessment—from methodology design and Kobo coding to enumerator training, field logistics, data processing, and reporting—the registry also aims to improve planning and coordination between involved team members. Once consolidated, the registry will be handed over to the MRCS IM/PMER teams to help structure workload planning and improve liaison with requesting departments.

In addition to the registry, the PMER team developed a set of operational tools to support evaluation activities. These include: a first version of a Standard Operating Procedure outlining key steps and responsibilities across the survey/evaluation/assessment cycle; a chronogram template detailing implementation tasks, timelines, sampling design, and field logistics; a Terms of Reference template with embedded guidance for research and evaluation activities; and a folder compiling all Kobo XLS questionnaires used during the operation. These materials—either finalised or nearing completion—form a practical toolbox intended for use by all relevant teams, including the requesting sector, IM/PMER staff, and CEA colleagues. The aim is to support a shared understanding of assessment processes, promote consistent workflows, and strengthen technical capacity in survey design and implementation.

C.4) Conduct a base/midline survey of operational sectors

As mentioned in the previous report, MRCS and IFRC conducted early in 2025, a comprehensive multisectoral and response-wide survey in order to formally reassess the situation of the affected communities and their evolving needs. Following the completion of the research design, branch teams—comprising IM and CEA MRCS staff and

volunteers—were trained on the survey questionnaire and field data collection methodology. Data collection took place in February-March 2025 across the three initial target provinces, using a sampling strategy designed to ensure statistical representativity of results for beneficiaries at the provincial level. The survey employed a quantitative, multiple-choice questionnaire (MCQ) designed on *Kobo Collect*, which was administered at the household level by MRCS volunteer enumerators. Subsequent data cleaning, analysis and reporting took place.

Main findings from the survey have been incorporated into *Section III: Needs Analysis* of this report, while the final comprehensive report will be published in October 2025⁷⁶. It will present detailed sectoral results, key conclusions, and priority areas based on the needs and perceptions shared by affected communities. This assessment is a key component of the broader *Monitoring & Evaluation* and accountability framework, supporting an evidence-based approach to strengthening the response.

(C.5) Conduct an end-line survey of operational sectors (end of the operation)

Activity not started yet. As mentioned in the previous report, at the conclusion of the earthquake response, an endline survey will be conducted, building upon the baseline survey mentioned in the above section. This will facilitate the measurement of progress and the impact of the intervention across key aspects of sectoral activities.

(C.6) Support sectoral impact evaluation and perception measurement activities

As noted in previous reporting, the IM and PMER teams have continued to support the development and implementation of various data collection activities. Recently, an assessment registry was introduced to formally compile all exercises and improve coordination and clarity around roles and responsibilities. These assessments range from pre- and post-activity exercises—including sectoral vulnerability assessments for beneficiary targeting, post-distribution monitoring for NFI and cash distributions, KAP surveys, and rapid multisectoral assessments in newly targeted areas.

In line with the progress made in monitoring system development (see Section C.1), the PMER department is working to harmonise approaches and methodologies for assessments and surveys across the response. This includes efforts to strengthen the capacity of MRCS IM/PMER staff. As referenced in Section C.3, specialised capacity-building activities took place this year, focusing on the development of tools and procedures for evaluation and assessment (spring 2025), complemented by training sessions to support their effective use (from June onwards).

(C.7) Commission external evaluations

As mentioned in previous reports, a *Real-Time Evaluation (RTE)* was conducted in May 2024 to assess the effectiveness and efficiency of the earthquake response up until then. The evaluation aimed to identify lessons learned and provide decision-makers with actionable recommendations. These recommendations focused on the evaluation serving as a key resource for shaping evidence-based improvements to operational frameworks and future disaster response strategies.

An additional external evaluation is scheduled for the conclusion of the operation. Its objective will be to complement the quantitative endline survey conducted by internal teams, which focuses on assessing the operational response. The external evaluation will provide a broader qualitative perspective. The scope of this evaluation will be further defined at a later stage.

⁷⁶ [Evaluations des Besoins 2025 - Maroc | IFRC](#), IFRC GO Platform, published October 2025.

Reporting

As mentioned in previous reports, throughout 2024, narrative reporting activities constituted a core priority for successive *PMER* Delegates. These included pledge-based donor reports, Operational Update reports, and support MRCS in monthly internal reporting. By the end of the 2024 year, over 26 pledge-based reports were produced and shared with donors. The recruitment of a *Strategic Partnerships and Resource Mobilisation (SPRM) Delegate* in January 2025 has further streamlined donor liaison and donor reporting workstreams, which are since managed directly in-country⁷⁷.

(C.8) Operation Update Reports (Emergency Appeal reports)

Since the beginning of the Emergency Appeal, *PMER* Delegates have led the production of the Operation Update reports. Including this one, seven reports have been produced⁷⁸, recapitulating the operation comprehensively. Given the continuation of activities into 2026, additional Operation Update reports have been scheduled. Update #8 is planned for April 2026, covering 30 months of implementation, followed by another in October 2026 marking 36 months (three years). This latter report may be replaced by the final report, pending confirmation. The main audiences are general public and external stakeholders such as donors and partners.

All Operation Update reports are published on [IFRC's Morocco Earthquake webpage](#).

(C.9) MRCS Internal reports

Since April 2024, monthly internal reports have been produced. These reports are structured by branch of operation and then operational sectors. They are drafted by the branches' coordinators, under the lead of the MRCS *PMER* Manager. The main audience is MRCS and IFRC country management.

MRCS capacity building

(C.8) Conduct on-the-job training with MRCS *PMER*/IM branch staff/volunteers

Under the lead of IM and *PMER* delegates, several capacity-building activities were conducted to support MRCS teams. *PMER* delegates led sessions focused on assessment methodologies, targeting branch-level staff and IM/*PMER* units to strengthen their ability to implement data collection activities. The IM delegate facilitated technical workshops on Excel and data protection and GIS-Remote Sensing.

Additional *PMER* sessions were delivered on survey design and use of the MRCS assessment toolbox, which includes an Evaluation SOP, a Terms of Reference template with embedded guidance, and a detailed chronogram for planning and logistics, and an assessment registry. Three sessions have been held to date, with more scheduled. In May 2025, two sessions introduced the basics of logical frameworks and their operational application, alongside a presentation of the M&E SOP. Upcoming trainings for MRCS IM/*PMER* staff notably include GIS, further consolidation of use survey tools and methodologies, certified online Kobo coding, and data analysis technical training.

⁷⁷ See dedicated sections (F) Grants management in “Coordination and Partnerships”.

⁷⁸ [Operation Update #1](#), published in December 2023.

[Operation Update #2](#), published in February 2024.

[Operation Update #3](#), published in May 2024.

[Operation Update #4](#), published in August 2024.

[Operation Update #5](#), published in November 2024.

Training Topic	Location, date & duration			Participants				
	Branch/national	Duration	Date	# Staff	# Volunteers	# Men	# Women	# Total participants
IM – Tools: Excel, PowerBI, Kobo	All	3 days	Jun-24	4	0	0	4	4
PMER - Baseline multisectoral survey - field team training	CHI	2 days	Jan-25	2	8	4	6	10
PMER - Baseline multisectoral survey - field team training	TAR	2 days	Jan-25	1	8	3	6	9
PMER - Baseline multisectoral survey - field team training	EHM	2 days	Feb-25	1	13	5	9	14
PMER - Quantitative data cleaning session (Baseline)	All	2 h	Feb-25	2	0	0	2	2
PMER - M&E and accountability for Shelter	All	2 h	Feb-25	11 ⁷⁹	0	9	2	11
PMER - Fiche des Douars_V1 - field team training	AZI	1 day	Mar-25	3	1	1	3	4
PMER - PDM Food Distributions - field team training	AZI	2 days	Mar-25	3	11	7	7	14
IM - Excel & Data protection	TAR	2 days	Apr-25	4	3	3	4	7
PMER - PDM Cash for Ramadan - field team training	EHM	1 day	Apr-25	4	15	8	11	19
PMER - Intro to logframe and M&E (session 1)	All	2,5 h	May-25	5	0	0	5	5
PMER - Intro to logframe and M&E (session 2)	All	2,5 h	May-25	4	0	0	4	4
PMER - PDM Wash & Cash - field team training	TAR	1	Jul-25	1	10	4	7	11
PMER - Survey Toolbox (session 1)	All	2,5 h	Jul-25	6	0	0	6	6
PMER - Survey Toolbox (session 2)	All	2,5 h	Jul-25	4	0	0	4	4
PMER - Survey Toolbox (session 3)	All	2,5 h	Jul-25	5	0	0	5	5
IM – GIS and remote sensing	All	5 days	Sept-25	16	0	4	12	16
TOTAL		17 trainings		76	69	48	97	145

(D) INFORMATION MANAGEMENT (IM)

RedRose

(D.1) Conduct *RedRose* training with MRCS staff and volunteers

Training Topic	Location, date & duration			Participants				
	Branch/national	Duration	Date	# Staff	# Volunteers	# Men	# Women	# Total participants

⁷⁹ Includes 2 IFRC staff.

RedRose Administration	National	3 days	Sept-24	5	-	1	4	5
Responsible data analytics and management	National	3 days	Sept-24	4	-	1	3	4
RedRose/Leading CVA operations	National	5 days	May-25	20	-	6	14	20
RedRose for finance team	Rabat	2 days	July-25	9	-	4	5	9
TOTAL	4 trainings			38	-	12	26	38

(D.2) Review and renew *RedRose* contract and service fees

Following the signature of the new Global Framework Agreement (GFA) between IFRC and *RedRose* (effective from January 2025) key conditions have been established to support CVA programs and volunteers' indemnities programming across the Movement. The agreement, valid for 24 months, introduces improved service terms including a reduction in transaction fees from 1% to 0.85%, and enables National Societies to access *RedRose* services through supplementary agreements.

In line with this framework, a process has been initiated to establish a dedicated *RedRose* platform for the Moroccan Red Crescent. The platform will be deployed under MRCS's own domain, allowing the organisation to independently manage cash transfer operations. Discussions are ongoing to finalise the handover, with IFRC providing technical support on the information management side, including database structuring and the migration of volunteer data from the current *RedRose* environment.

Importantly, the GFA stipulates that no acquisition cost is required for the platform itself (fees apply only to transactions) making this transition both strategic and cost-effective. Once operational, MRCS will have full control over platform access, data management, and operational workflows, marking a key step toward sustainable ownership and capacity strengthening.

(D.3) Volunteers' registration and indemnities

Volunteer engagement remains a cornerstone of the Morocco Earthquake Response, with 960 volunteers mobilised across four branches. A total of 1,616,758.50 MAD in indemnities were transferred, reflecting both the scale of operations and the intensity of field activities.

The average support per volunteer stands at 1,701 MAD, with Taroudant receiving the largest share (over 61% of the total), in line with its operational footprint. Supported indemnities from IFRC accounted for nearly 88% of the total, underscoring its key role in sustaining volunteer efforts.

Branch	Indemnities (MAD)
Chichaoua	392,540
El Haouz/Marrakesh	179,159
Taroudant	990,220
Azilal	54,840
Totals	1,616,759

In parallel, support was provided to the MRCS to establish a dedicated volunteer management system using CiviCRM. Discussions are ongoing with Axiam to define the implementation calendar, with IFRC and the French Red Cross actively involved. IFRC will contribute to the information management component, advising on database structure and ensuring the migration of volunteer data from *RedRose* to the new platform. This initiative aims to strengthen volunteer tracking, improve data integrity, and support long-term capacity building. More information available in the NSD section.

Data Management and Data Protection

(D.4) Develop/enforce data management and data protection policies

| SharePoint management

To strengthen data governance during the earthquake response, a structured SharePoint platform was developed and deployed as the central repository for operational data. The system was designed to ensure compliance with IFRC data protection policies, with folders organised by sector, function, and response phase. A key focus during this period was the review and configuration of access rights, ensuring that permissions were granted based on user roles and responsibilities.

Sensitive data, including files containing personally identifiable information (PII), were placed in restricted folders with controlled access. To support proper use of the platform, a dedicated presentation was delivered to the team, explaining the access model and data protection principles. Targeted support was also provided to staff to facilitate onboarding and ensure responsible data handling. This setup has improved both operational efficiency and compliance, while reinforcing institutional memory and secure collaboration.

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

As part of the earthquake response, robust data systems have been established to support informed decision-making and operational coherence. Through a structured data pipeline from field collection to centralised storage and visualisation, key information flows are now streamlined across sectors. In parallel, a standardised database of intervention areas has been developed to harmonise geographic references and ensure consistent tracking of activities across MRCS, IFRC, and Partner National Societies.

| Data pipeline

Data management was strengthened through structured collaboration with technical teams across the operation. In coordination with CEA and Shelter, Excel trackers and logbooks were reviewed and standardised to improve data consistency at branch level, enhance traceability, and support accurate reporting. Regular feedback loops helped ensure adherence to data entry protocols.

With the CVA team, beneficiary lists were systematically checked and validated for different programmes prior to payments, ensuring data completeness and reducing duplication risks. This contributed to a more secure and efficient cash transfer process via the *RedRose* platform.

A new hotline feedback system was established under CEA using EspoCRM, enabling structured registration of community feedback. With support from the Netherlands Red Cross (5-10 team), we initiated a step-by-step import of Excel logbooks into EspoCRM, improving data flow and accessibility.

Additionally, IM staff supported the Shelter team in setting up data connections for Rapid Cash programmes in El Haouz, Taroudant, and Chichaoua. Similar connections were established for the Food Security and Livelihoods sector, facilitating the consolidation of key figures collected through Kobo and enhancing cross-sector data visibility.

| Areas of intervention database

To support a stronger overview of the reach of operations in terms of targetted locations, their respective package of intervention and the beneficiaries, IM and PMER team led the development of four standardised databases of intervention areas (one per branch). This system standardises geographic references across all actors involved in the earthquake response, for tracking activities at village and administrative levels, fostering alignment and reducing duplication. The database structure for the four operational branches is now fully established, with reliable beneficiary figures integrated.

Building on this foundation, a Power BI visualisation tool will be developed in order to display intervention coverage across sectors and branches. This product connecting fiches de douars, sectoral distributions and eVCA reports will support strategic decision-making by offering a clear, interactive view of where and how assistance is being delivered.

Data Visualisation

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

Since the onset of the response, data visualisation has played a central role in supporting operational activities and communicating key insights to partners. A range of maps has been produced to illustrate sectoral coverage—particularly in WASH, Shelter, and distributions as well as to provide an overview of targeted populations. The visualisation process is now evolving toward a fully interactive dashboard covering the entire operation. This shift will allow for real-time updates, improved geographic analysis, and more dynamic engagement with operational data across sectors.

MRCS Capacity Building

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

See "(C.8) Conduct on-the-job training with PMER/IM branch staff"

(E) HUMAN RESOURCES

Since the beginning of the operation, human resources support was maintained across national, regional, and HQ levels to ensure continuity during the transition from surge deployments to long-term staffing. Although the surge phase formally ended in January 2024, key Delegate roles were extended until March to cover essential functions. Recruitment for long-term positions progressed steadily, with most roles filled according to the approved organogram.

With IFRC support, MRCS recruited close to 200 national staff across the branches and HQ, including a national HR Coordinator onboarded in November 2024. Efforts also focused on structuring the HR department, developing core procedures (recruitment guidelines, leave and accident protocols), and finalising a salary and compensation framework under financial review. Additional staff joined in mid-2024, and recruitment continued for technical and

support roles. HR coordination was reinforced through remote support, regional visits, and staff health sessions held in March 2025.

In July 2025, a dedicated in-country HR Delegate joined IFRC Morocco Delegation to provide a closer support to MRCS, notably when it comes to recruitment, onboarding, contract follow up, HR structuration and volunteer management. In August 2025, all national staff seconded to IFRC by MRCS were transferred to a dedicated service provider. This change notably aimed to support MRCS by removing the HR workload carried by this population.

In September 2025, following the draft of the volunteer management policy by MRCS National Coordinator of volunteering, a task force was created between several branches operating in the earthquake operations to develop common tools and processes which could be deployed nation-wide at a later stage.

(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.

Type of IFRC staff	# Number of Staff
International	29
Staff on Loan	2
Seconded National	12
Total	43

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

As mentioned in the previous report, safety and compliance measures have been put in place in line with IFRC policies. All IFRC staff are required to sign acknowledgments for key instruments, including policies on harassment, child safeguarding, sexual exploitation and abuse, IT use, fraud prevention, and the staff code of conduct. Mandatory trainings—such as Saying No to Sexual Misconduct, Corruption Prevention 101, Stay Safe (Levels 1 and 2), and cybersecurity basics—are enforced. Staff are also encouraged to use the integrity line when needed.

(E.3) Using MRCS security guidance, provide adequate security for all personnel, assets and operations under IFRC responsibility by ensuring that safety and security risks are identified and treated.

A security briefing is conducted by the designated security focal point for each delegate upon arrival in Morocco. This measure was implemented to uphold the duty of care and ensure the safety of staff at the duty station.

Recent events in Morocco have led to the need to strengthen movement tracking of international staff as well as review MSR documents and internal protocols for security incident management. This work is underway. A visit by the Regional Security Manager is being planned before the end of 2025, pending visa issuance.

(F) ADMINISTRATION AND CORPORATE SERVICES

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

The obtention of visas, extensions of stay, and residency continues to be a challenge in ensuring the physical presence of staff in the country. A "Travel for Visa Policy" is now in place to organise the travel of delegates for visa purposes. Welcome services and visitor support is provided to all PNS, IFRC Regional Office colleagues visiting Morocco or conducting a monitoring visit. In 2025, IFRC has supported the logistically the visits of the following PNS: British Red Cross (3 visits), Korean Red Cross, Belgian Red Cross, Singapore Red Cross, American Red Cross, Norwegian Red Cross (2 visits).

(F.2) Oversee business continuity at IFRC Cluster delegation and facilitate advice to MRCS, as needed, including support from the *Regional Office* when required.

Efforts have been made to newly equip established offices in *Demnate* (Azilal) and El-Haouz with all the necessary equipment, ensuring operational efficiency. Additionally, workstations have been procured for the Taroudant field office to provide staff with proper workplaces. Plans are ongoing to equip the *Emergency Operation Centre (EOC)* in *Rabat*, with rehabilitation work on the location already underway and material purchases in progress.

Offices in *Rabat*, Marrakesh, Taroudant, and Chichaoua have been upgraded with teleconference equipment and multifunctional advanced printers/photocopiers. Backup communication devices and Radio Channel Communication Devices have also been provided to enhance communication capabilities. The IFRC has supplied MRCS units with smart tablets for various activities, and it is currently procuring computers and other essential materials for existing and newly recruited MRCS staff across multiple locations. This initiative aims to ensure that all personnel have access to professional tools to carry out their work effectively

(G) SAFETY AND SECURITY

(G.1) Based on MRCS and IFRC security arrangements, update and ensure compliance with Minimum Security Requirements and Duty of Care, including specific security guidelines for select regions as needed.

Minimum Security Requirements (MSR) were completed for Morocco in May 2024 following the visit of the Regional Security delegate. Regular updates are to be made to the *MSR* documents. In June 2025, each field base has established its own base-specific MSR.

Incoming IFRC staff receive a welcome pack and security guidelines document prior to their arrival in country and then they are provided a security briefing on arrival. The IFRC Operation Manager acts as the Security Focal Point for the IFRC Morocco delegation.

In the lead up to sports events planned for end of December 2025 and January 2026 (Africa Football Cup), the overall security context in the country is expected to get more tense with increased presence of security forces. In the second half of September, the country has witnessed the growth of a youth movement under the label of "GenZ 212" with social claims on health and education. The IFRC delegation with the support of the Regional Office Security Manager is closely monitoring the context and will reconsider the security regulations in place when relevant. Another visit of the Regional Security Manager is to take place to review the *Minimum Security Requirements (MSR)* and conduct staff training in the last quarter of the year.

(G.2) Using MRCS security guidance, provide adequate security for all personnel, assets and operations under IFRC responsibility by ensuring that safety and security risks are identified and treated.

A security risk monitoring system is in place with the support of the IFRC regional office and the MRCS. Communication on risks is being made towards IFRC staff when relevant. A specific communication channel has been put in place to share security-related information amongst network partners, and this has been actively used since the September 2025 events. Security has also been added as a standing agenda item for the operational and strategic coordination meetings. Discussions have been initiated to consider developing a Security Framework agreement amongst network partners in Morocco.

IFRC has faced a few security incidents in this operation mostly related to road traffic which led to additional recommendations being formulated and followed to adjust movement protocol and regulations.

FUNDING

To date, **50% percent** of the IFRC Emergency Appeal's funding needs have been covered. The IFRC and the MRCS express their gratitude to the generous donors who support this Emergency Appeal in order to enable the *Moroccan Red Crescent* to continue providing support to meet immediate, medium,

Please note: The financial report provided covers data through September 2025.

Operational Strategy

INTERIM FINANCIAL REPORT

Selected Parameters			
Reporting Timeframe	2023/03-2025/09	Operation	MDRMA010
Budget Timeframe	2023/03-2025/09	Budget	APPROVED

Prepared on 29 Oct 2025

All figures are in Swiss Francs (CHF)

MDRMA010 - Morocco - Earthquake

Operating Timeframe: 11 Sep 2023 to 31 Dec 2025; appeal launch date: 12 Sep 2023

I. Emergency Appeal Funding Requirements

Total Funding Requirements	75,000,000
Donor Response* as per 29 Oct 2025	37,477,710
Appeal Coverage	49.97%

II. IFRC Operating Budget Implementation

Planned Operations / Enabling Approaches	Op Budget	Expenditure	Variance
PO01 - Shelter and Basic Household Items	4,874,010	5,452,658	-578,648
PO02 - Livelihoods	1,313,447	190,956	1,122,491
PO03 - Multi-purpose Cash	1,894,283	1,457,725	436,558
PO04 - Health	716,599	314,513	402,086
PO05 - Water, Sanitation & Hygiene	4,780,440	1,879,234	2,901,206
PO06 - Protection, Gender and Inclusion	694,273	179,925	514,348
PO07 - Education	0	0	0
PO08 - Migration	0	10,048	-10,048
PO09 - Risk Reduction, Climate Adaptation and Recovery	9,093,641	4,989,815	4,103,826
PO10 - Community Engagement and Accountability	1,013,301	443,456	569,845
PO11 - Environmental Sustainability	14,548	6,021	8,528
Planned Operations Total	24,394,543	14,924,351	9,470,192
EA01 - Coordination and Partnerships	164,156	166,032	-1,876
EA02 - Secretariat Services	3,238,351	3,551,112	-312,761
EA03 - National Society Strengthening	5,760,181	2,566,421	3,193,760
Enabling Approaches Total	9,162,688	6,283,566	2,879,122
Grand Total	33,557,231	21,207,917	12,349,314

III. Operating Movement & Closing Balance per 2025/09

Opening Balance	0
Income (includes outstanding DREF Loan per IV.)	37,218,462
Expenditure	-21,207,917
Closing Balance	16,010,545
Deferred Income	28,948
Funds Available	16,039,493

IV. DREF Loan

* not included in Donor Response	Loan :	1,000,000	Reimbursed :	1,000,000	Outstanding :	0
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Operational Strategy

INTERIM FINANCIAL REPORT

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MDRMA010 - Morocco - Earthquake

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V. Contributions by Donor and Other Income

Opening Balance							0
Income Type	Cash	InKind Goods	InKind Personnel	Other Income	TOTAL	Deferred Income	
ABB	93,232				93,232		
Accenture Inc.Foundation	223,740				223,740		
Adidas	11,528				11,528		
Adobe Systems, Inc.	16,189				16,189		
Amadeus IT Group	1,472				1,472		
Amazon	9,844				9,844		
American Red Cross	2,121,955				2,121,955		
Andorran Red Cross	3,829				3,829		
APPLE	13				13		
Australian Red Cross (from Australian Government*)	279,570				279,570		
Austrian Red Cross	228,275				228,275		
Austria - Private Donors	223				223		
Autodesk	6,453				6,453		
Avanade	11,418				11,418		
Bank Lombard Odier Darier Hentsch	78,118				78,118		
Belarus Red Cross	135				135		
Belgian Red Cross (Francophone)			25,702		25,702		
Benevity, Inc	12,408				12,408		
Bloomberg	12,908				12,908		
Boeing	270				270		
British Red Cross	548,833		22,065		570,897		
British Red Cross (from British Government*)	534,016				534,016		
Bulgaria - Private Donors	143				143		
ByteDance Ltd	2,922				2,922		
California Community Foundation	35,700				35,700		
Ceridian	981				981		
Charitable Giving	45,434				45,434		
Charities Aid Foundation	91,877				91,877		
Charities Aid Foundation (from Dow Chemical Compar	35,700				35,700		
CHEP Espana	1,816				1,816		
Coca-Cola	165				165		
Coca Cola Foundation	899,620				899,620		
COFRA Foundation	90,829				90,829		
Cyprus Red Cross	4,708				4,708		
Czech Red Cross	7,248				7,248		
Danaher Corporation	670				670		
Danish Red Cross	241,886				241,886		
Danish Red Cross (from Danish Government*)	954,812				954,812		
DELL Technologies	56,873				56,873		
Deloitte Global Services Limited	65,314				65,314		
Deloitte NSE Services Ltd	47,959				47,959		
Dr Dokali Megharief Charity Foundation	44,583				44,583		
DXC Technology	801				801		
eBay Inc	335				335		
Electronic Arts	1,117				1,117		
Eli Lilly Export SA	8,602				8,602		
Equinix, Inc	1,010				1,010		
Erawan Group	523				523		
Ericsson	38,777				38,777		
Estee Lauder	19				19		

Operational Strategy

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MDRMA010 - Morocco - Earthquake

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Income Type	Cash	InKind Goods	InKind Personnel	Other Income	TOTAL	Deferred Income
Estonia Government	48,392				48,392	
Estonian Red Cross	2,668				2,668	
European Commission - DG ECHO	191,359				191,359	
Fidelity	20				20	
Finnish Red Cross	98,640	34,729			133,369	
Finnish Red Cross (from Finnish Government*)	533,666				533,666	
French Government	5,727				5,727	
French Red Cross		259,721			259,721	
German Red Cross			76,418		76,418	
Givaudan	200,000				200,000	
Google	1,312				1,312	
Gordon Brothers Foundation	21,729				21,729	
Government of Malta	47,278				47,278	
Grainfeed Trading Ltd	4,784				4,784	
Hong Kong Red Cross, Branch of the Red Cross Socie	22,574				22,574	
IBM	116,179				116,179	
Icelandic Red Cross	33,000				33,000	
Icelandic Red Cross (from Icelandic Government*)	67,000				67,000	
Irish Government	1,923,990				1,923,990	
Irish Red Cross Society	590,276				590,276	
Italian Red Cross	191,835				191,835	
Japanese Government	1,821,458				1,821,458	800
Japanese Red Cross Society	1,548,560				1,548,560	
Johnson & Johnson foundation	918,591				918,591	
KPMG International Cooperative(KPMG-I)	89,325				89,325	
Liechtenstein Red Cross	51,394				51,394	
Lithuania Government	48,125				48,125	
Luxembourg Government	287,588				287,588	
Luxembourg Red Cross	128,477				128,477	
Malaysia - Private Donors	1,287				1,287	
Maldives Red Crescent	4,126				4,126	
Marriott International Inc.	23,958				23,958	
McKinsey & Co	1,229				1,229	
Medtronic Foundation	88				88	
Microsoft	4,928				4,928	
Morningstar	667				667	
Moroccan Red Crescent (from Italian Red Cross*)	28,019				28,019	
Netherlands - Private Donors	48				48	
New Zealand Government	542,062				542,062	
New Zealand Red Cross	34,687				34,687	
Nike Foundation	230,196				230,196	
Norwegian Red Cross	16,212				16,212	
Norwegian Red Cross (from Norwegian Government*)	808,157				808,157	
Novartis	4,327				4,327	
Ocean Network Express	24,105				24,105	
On Line donations	2,418				2,418	
Oracle Corporation	62,525				62,525	
PAYPAL	2,100				2,100	
Philanthropia Foundation	20,000				20,000	
Polish Red Cross	12,520				12,520	
PPG Industries Europe Sarl	8,715				8,715	
Red Cross of Monaco	94,822				94,822	
Red Cross of The Republic of North Macedonia	1,408				1,408	
Republic of Korea Government	874,737				874,737	

Operational Strategy

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MDRMA010 - Morocco - Earthquake

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Income Type	Cash	InKind Goods	InKind Personnel	Other Income	TOTAL	Deferred Income
Ritz-Carlton	319				319	
Robert Half	48				48	
SAP	653				653	
Saudi Red Crescent Authority (from Saudi Arabia Govt	512,805				512,805	
ServiceNow	11,766				11,766	
Singapore Red Cross Society	196,053				196,053	
Slovenia Government	193,265				193,265	
Societe Fonciere Lyonnaise Group	22,985				22,985	
Spanish Government	955,803				955,803	
Spanish Red Cross	2,180,329	355,176			2,535,505	
SPGlobal	4,578				4,578	
Swedish Red Cross	419,269				419,269	
Swiss Government	1,000,000				1,000,000	
Swiss Humanitarian Foundation, SRK	60,000				60,000	
Swiss Red Cross	1,200,965				1,200,965	
Swiss Red Cross (from Switzerland - Private Donors*)	629,449				629,449	
Taiwan Red Cross Organisation	108,569				108,569	
Thailand - Private Donors	6,187				6,187	
The Canadian Red Cross Society	643,707				643,707	
The Canadian Red Cross Society (from Canadian Govt	3,251,149				3,251,149	
The Netherlands Red Cross	12,371				12,371	
The Netherlands Red Cross (from Netherlands Govern	4,716,558				4,716,558	
The OPEC Fund for International Development	435,174				435,174	
The Red Cross Society of Bosnia and Herzegovina	8,601				8,601	
The Republic of Korea National Red Cross	629,853				629,853	
The Travel Corporation	44,631				44,631	
TPG Global, LLC	21,546				21,546	
United States Government - USAID	438,152				438,152	28,148
United States - Private Donors	2,787				2,787	
UN Staff Council / UNOG	12,765				12,765	
Write off & provisions				-654	-654	
WTO - World Trade Organization	5,570				5,570	
Yardi	45,515				45,515	
Zimmer Biomet	1,752				1,752	
Total Contributions and Other Income	36,445,306	649,626	124,184	-654	37,218,462	28,948
Total Income and Deferred Income					37,218,462	28,948

Contact information

For further information, specifically related to this operation please contact:

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Reference documents



Click here for:

- [Previous Appeals and updates](#)
- [Emergency Plan of Action \(EPoA\)](#)

How we work

All IFRC assistance seeks to adhere the **Code of Conduct** for the International *Red Cross and Red Crescent Movement* and Non-Governmental Organisations (NGO's) in Disaster Relief, the **Humanitarian Charter and Minimum Standards in Humanitarian Response (Sphere)** in delivering assistance to the most vulnerable, to **Principles of Humanitarian Action** and **IFRC policies and procedures**. The IFRC's vision is to inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.