



OPERATION UPDATE (30 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 #8 Date of issue: 06/05/2026	Timeframe covered by this update: From 12/09/2023 to 31/03/2026
Operation timeframe: 39 months (08/09/2023 – 31/12/2026)	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 within 2026 to continue funding the earthquake response operation in the reporting year as per revised continued planning (refer to Section B. Operational Strategy for details).



Photo: MRCS

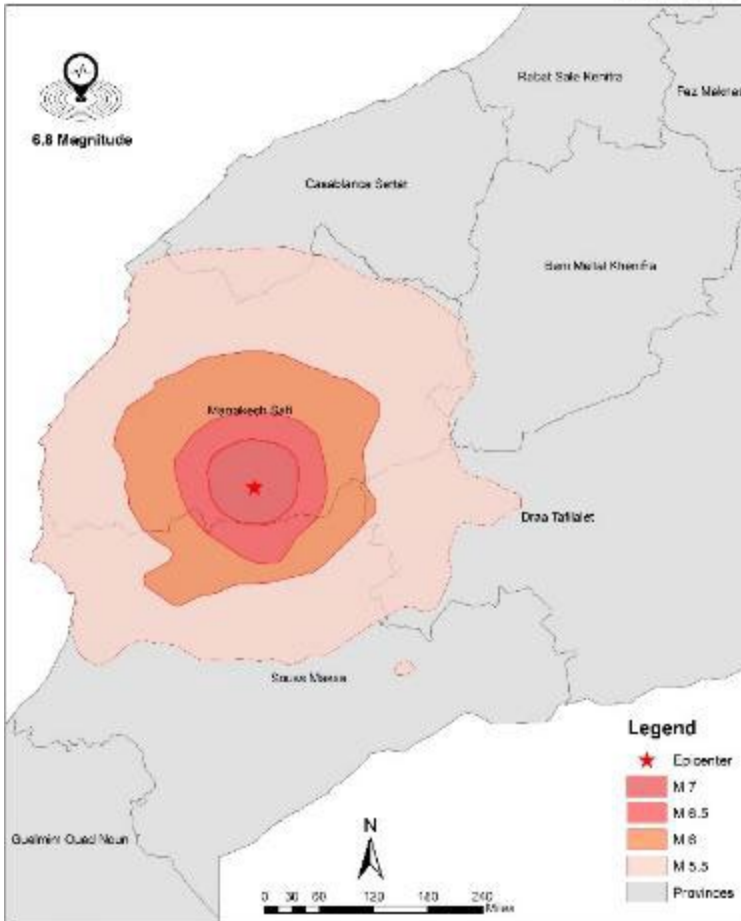
A. SITUATION ANALYSIS

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, centred 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.

30-months update

Since the establishment of the general reconstruction and rehabilitation program for areas affected by the Al-Haouz earthquake³, official reports indicate a marked acceleration in rehabilitation efforts. By early mid-March 2026, 54,425 housing units have been completed, while more than 3,000 are still under construction according to Grand Atlas development agency.⁴ Sectoral highlights included:

- **Housing:** 51,154 households have completed the construction, and rehabilitation works of their homes.
- **Financial Assistance:** financial assistance has exceeded 7.2 billion dirhams (*≈ 616 million CHF*), including 4.7 billion dirhams (*≈ 402 mil CHF*) for reconstruction and rehabilitation support, and more than 2.5 billion dirhams (*≈ 215 mil CHF*) in emergency assistance set at 2,500 dirhams per month, benefiting over 63,000 families.
- **Education:** 1,718 schools were rehabilitated, with a total budget exceeding 3.5 billion dirhams (*≈ 300 mil CHF*). Rehabilitation and reconstruction works have been completed in 372 schools and launched in an additional 1,090 schools in the affected zones of Al Haouz, Taroudant, Azilal, Chichaoua and Ouarzazate.
Health: Rehabilitation and reconstruction work on 110 health centres have been completed, while operations for an additional 37 centres have been launched, with a total budget of 562 million dirhams (*≈ 48 mil CHF*).
- **Infrastructure:** Ongoing works cover 288 km of roads, 49 engineering structures, and 8 km of signage, with progress rates ranging from 10 to 90 percent depending on the project.
- **Agriculture and Water:** the preliminary action plan involving the free distribution of livestock and barley to farmers has been completed, along with the rehabilitation of agricultural and water infrastructure. In addition, 14 drinking water supply systems have been rehabilitated in addition to the 43 hydrological stations repaired by September 2025.
- **Tourism and Commerce:** 235 tourist accommodation establishments have completed their construction and rehabilitation works, representing 98 percent of the establishments selected to benefit from the support.

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

Data from the World Health Organisation ([WHO](#), April 2025) shows that in Morocco, the measles-containing-vaccine second dose (MCV2) immunization coverage by the locally recommended age has improved from 91percent in 2004 to 99 percent in 2023.

³ [Al Haouz Earthquake: Operation to Distribute 1st Instalment of Financial Aid for Rebuilding Collapsed Housing to Begin on November 1 - Morocco](#)

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 ; Et la 3ème réunion du Conseil d'Orientation Stratégique](#), March 2026

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 specific understanding of recovery dynamics, particularly in remote and socioeconomically vulnerable areas. 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.

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.*

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.

| 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

Red Cross Red Crescent (RCRC) Movement partners support MRCS in coordinating and implementing the response:

- IFRC (now active with 43 staff),
- German Red Cross (*GRC* - currently with four staff in-country⁹),
- French Red Cross (*FRC* - which deployed its first staff in February 2024, now with a team of six in-country¹⁰)
- The Qatari Red Crescent Society (*QRCS*) with remote support.
- 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), Community-based Health, and National Society Development (NSD) activities. Prior to the earthquake response, other Partner National Societies (*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 (*CBH*). The *QRCS* contributes to the Livelihoods and Health sectors through remote support¹¹. 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.

⁷ Not published.

⁸ [Morocco 2026-2028 country plan](#).

⁹ All based in Rabat: Head of Delegation, Operations Coordinator, one Delegate for Community-based Health and Disaster Risk Reduction, and one surge staff supporting operations for three months

¹⁰ One Program Coordinator in February 2024, one Head of Delegation in March 2024, one Logistics Coordinator and one Admin-Finance Coordinator in April 2024 and one MHPSS Delegate in June 2024, one MEAL Delegate in 2025.

¹¹ The Spanish Red Crescent Society (*SpRC*) closed its delegation in Morocco after two years of presence as a partner national society to MRCS.

Ongoing response

- Immediate and Emergency Response

Note: This section provides a brief overview of the immediate emergency response to avoid repetition across reports. For details 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 subsequently expanded to include site improvements, WASH activities, and the distributions of relief, reaching over 39,000 people. These efforts aimed to enhance the safety of shelter sites and to provide essential household health and hygiene items, safe water, and secure sanitation facilities for affected populations.

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 recipients¹². 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	3,074	13,325	44,468
	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	9,144 households	39,157 individuals	96,670 relief items

Table 1 - Relief distributions and people reached

Note: Disaggregated figures on the different relief items can be found under the related sectoral interventions¹³.

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 frequent¹⁴.

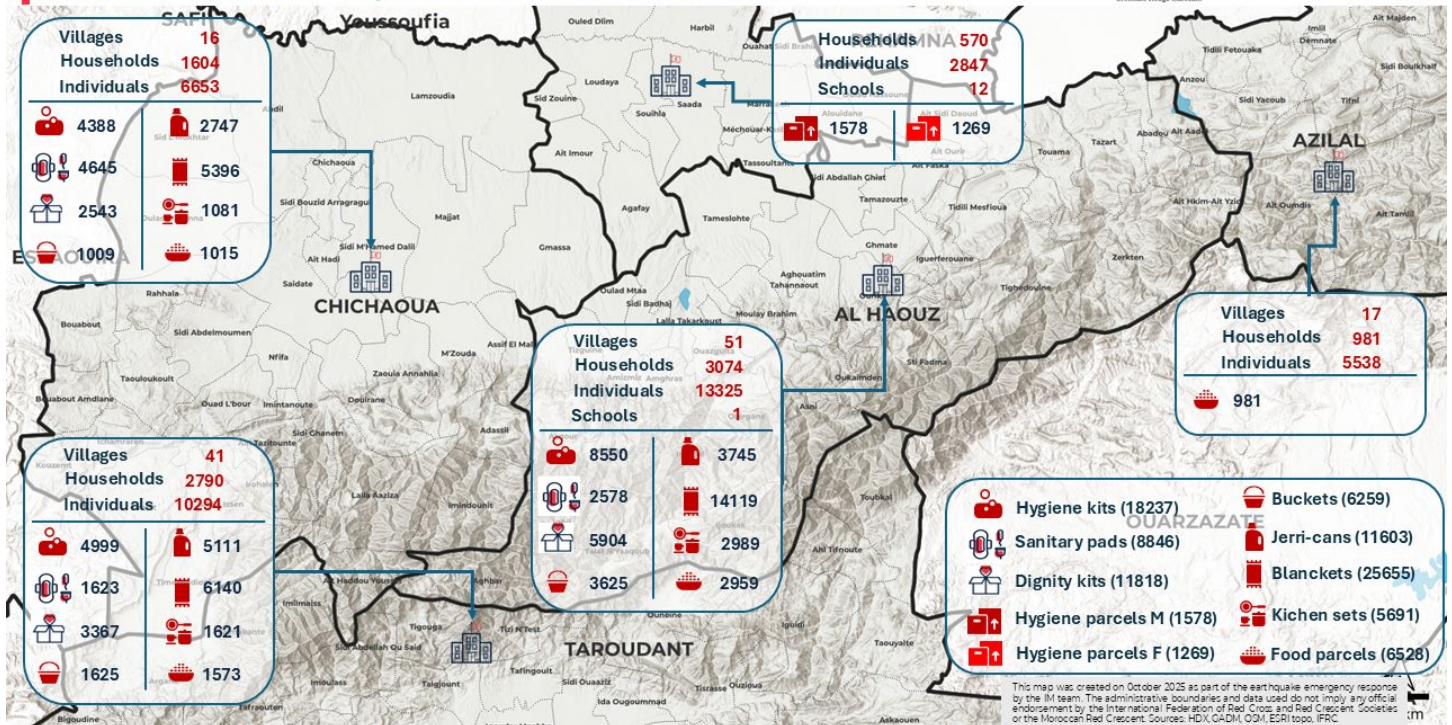
¹¹Some communities received multiple distributions at different times, according to identified needs. See previous publications for more details on the distributions. - [Morocco: Earthquake | IFRC](#)

¹³ 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.

¹⁴ As of December 2025, MRCS closed its office in Azilal.

Morocco Earthquake 2023

Relief Distributions - September 2023 to March 2026



Map 2- Relief Distributions - Dec. 2023 to March 2026

- 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. Through a one-year extension of the operation, the Moroccan Red Crescent, with the support of IFRC and Partner National Societies (PNSs), continues to deliver assistance while consolidating early recovery actions throughout 2026.

The current response spans 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 will allow for a smooth phase-out transition towards the post-earthquake operation for the MRCS.

Enabling approaches

Over the last 30 months, the National Society Development (NSD) agenda has progressed with a clear plan and budget in place, and key priorities identified by MRCS management, in coordination with IFRC and PNS present in country: branch development, national strategic plan, finance and Human Resources (HR) development, constructions and preparedness efforts, volunteer management, youth engagement, legal reviews and development of key policies and

strategies. IFRC has strengthened its own structure and worked in coordination with the PNSs to overcome challenges linked to internal systems in order to provide quality and harmonized support to MRCS with a strong focus on capacity building and knowledge transfer over the past few months. An outline was drafted of key milestones, and coordination with the Solferino Academy on strategic planning process was established to provide support on methodology and strategic foresight, aiming to achieve the completion of the MRCS Strategic Plan in six months. Unified Planning 2027 and beyond for the MRCS will be aligned with this process. The MRCS is in process to establish the Strategic Planning Steering Committee and Working Group to drive the process by them.

As the earthquake operation enters a transition phase, the MRCS is strengthening its branch capacities through the adoption of BOCA 2.0. This includes piloting an advanced localisation approach using a Training of Facilitators model, integrated with the Preparedness for Effective Response (PER) framework, to support long-term sustainability. The pilot will initially focus on earthquake impacted branches, with the objective of scaling up to all MRCS branches. Key Q1 milestones included the finalisation of the concept note, the selection of participants, and the compilation of institutional document inventory for evidence-based assessments. The BOCA pilot is scheduled to take place from 26 to 30 April 2026. A stakeholder mapping exercise is proposed for the Taroudant branch to identify and strengthen future partnerships and collaborations. These efforts will be supported to the branch by the Field Officer.

Systems Strengthening: HR and Finance:

Coordination with the French Red Cross (FRC) and German Red Cross (GRC) has led to the development of a draft scope of work for hiring an HR consultant to support MRCS HR modernization. Core HR systems, including recruitment procedures, leave management, workplace accident reporting, sick leave and CNSS processes, and an organigram aligned to the earthquake response, are already in place. Key reforms are underway, notably the development of a new salary scale, performance appraisal system, revised Code of Conduct, and staff training programmes.

Remaining priorities such as the implementation of HR software, the development of a future-fit National Society organigram, improved social protection, a comprehensive HR framework, and clear career development pathways, will be addressed through the engagement of an HR consultant with support from the GRC. Under the global Memorandum of Understanding (MoU) between the IFRC and the Norwegian Red Cross (NoRC), an expert Finance Development (FD) advisor will visit the MRCS in early April 2026 to develop the development of a 2026-2027 roadmap aligned with the MRCS priorities of Finance Development based on the assessment conducted last year, including the key priorities of finance manual and implementation of the finance software for the MRCS.

Youth and Volunteering Development:

MRCS nominated two youth representatives to the regional youth network. MRCS has finalized Volunteer Management Regulations and Procedures were and are planning to disseminate it with their branches. With the coordination with the MENA region, based on the request from the MRCS, examples of youth/volunteering policies from other National Societies were shared with the MRCS. MRCS was encouraged to participate in the "Limitless" youth-led solutions call. MRCS has applied for FIFA Global Citizen Education Fund grant, with a decision expected by the end of March.

- **Areas of intervention and beneficiaries**

Beyond the initially targeted areas outlined in the relief distributions table (*Table 1 - Relief distributions and people reached*), where initially 103 *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. As of March 2026, the number of reached *douars* had

witnessed a significant increase. So far, 661 douars and schools have been included in the operational strategy and received the full package of assistance.

Meanwhile, the response has evolved into a more heterogeneous 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, and WASH initiatives for schools. 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)	4,230	19,770	109	24
El Haouz/Marrakesh (EHM)	7,847	36,440	214	31
Taroudant (TAR)	3,841	16,548	314	33
Azilal (AZI)	1,032	5,815	24	2
TOTAL	16,950	78,573	661	90

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 109 douars across 24 communes through a range of support modalities. This included 17 villages receiving the full multisectoral package based on assessed needs, 10 additional villages initially supported through Multi-purpose Cash Assistance (MPCA) with plans to scale up sectoral interventions, 88 villages where Temporary Shelter Units (TSUs) were installed, and 15 villages specifically targeted with WASH interventions in schools. Although these categories total 130 village-level interventions, the actual number of distinct douars is 109 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 seven communes (*Ida Ougmad, Imoullass, Oneine, Tafingoult, Talgjout, 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 Rapid Cash for Shelter support project, Cash for repairs pilot launched in collaboration with Miyamoto International, as well as the transitional shelter units (TSUs) for Education project with the Moroccan Department of Education (DoE). Those interventions increased the number of total communes reached in Taroudant to 33 and the douars to 314.

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 NYakoub, Siti Fadma, Oukaimden, Aghbar, Imdal, and Azgour. While several activities have now been completed, others remain ongoing. Building on this foundation, sector-specific programmes expanded the geographical scope of operations. Shelter, First Aid, and CVA interventions reached additional areas, including new communes such as Ighil.

The Repair and Reconstruction Support programme (Shelter), launched in May 2025, has progressively expanded its geographical coverage to additional communes, and remains ongoing. The TSUs further supported key public services, including the Department of Education, the Ministry of Health, and Civil Protection. The TSU for Community initiative, launched in March 2025, was successfully completed in November 2025. Altogether, multisectoral and sector-specific interventions have reached 214 douars across 31 communes throughout El Haouz province.

Azilal¹⁵

Up to December 2025, 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*.

Branches → Sectors ↓	CHI	EHM	TAR	AZI	TOTAL
Shelter	43,921	90,002	48,664	278	182,865
FSL	4,060	11,836	6,296	5,538	27,730
CVA	37,945	7,945	9,162	/	55,052
WASH	57,442	57,250	54,033	1,729	170,454
DRR	8,045	14,933	8,568	1,502	33,048
Health - MHPSS	2,186	1,809	2,137	/	6,132
Health – First Aid	2,154	6,464	2,522	1,187	12,327
Health – CBH	7,420	5,030	12,595	/	25,045
TOTAL	163,173	195,269	143,977	10,234	512,653

Table3 - Instances of humanitarian assistance provided to beneficiaries per sector and branch.

Note on figures for humanitarian assistance delivered - The figures presented in the table above represent the total humanitarian assistance provided to MRCS EQ-Operation's beneficiaries disaggregated by sectors and branches, including all modalities of assistance. These numbers do not denote unique beneficiaries. Indeed, thanks to MRCS's integrated and multisectoral strategy, beneficiaries have received multiple instances of humanitarian assistance from various sectors according to their specific needs. This table provides a comprehensive overview of the scale and breadth of the response. Readers are advised to interpret these figures as indicative of service delivery volume rather than distinct beneficiary counts.

¹⁵ MRCS closed its office in Demnate (Azilal) in December 2025.

III. Needs analysis

As presented in the *I. Description of crisis* and *II. Summary of the response* above sections, two and half years after the El-Haouz earthquake, government-led progress in reconstruction is steadily advancing, though many households still struggle with its aftermath. By March 2026, 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 Moroccan Dirham (MAD) investments¹⁶. 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**

The multi-sectoral needs assessment done in early 2025 highlighted that communities affected by the earthquake continued to face significant and interconnected vulnerabilities. Shelter remained a critical concern, with most homes requiring reconstruction or major repairs, and a majority of households at the time still living in temporary conditions due to financial, technical, and administrative constraints. Access to basic services was uneven: while water quantity was generally sufficient, reliance on unprotected sources, shared sanitation facilities, and poor waste management create health risks.

Livelihoods have been severely impacted, with declining incomes, high reliance on markets and credit, and a growing number of households with no income at all. These pressures are leading to negative coping strategies, further increasing vulnerability. Access to healthcare is also limited, with long travel times, underutilization of health facilities, and widespread mental health and psychosocial needs that remain largely unmet.

Although communities demonstrate awareness of key risks such as cold waves, earthquakes, and drought, preparedness levels and coordination mechanisms are insufficient, particularly in certain areas. Protection, gender, and inclusion challenges persist, including low participation of women, limited awareness of rights, and weak knowledge of services addressing violence.

Overall, while the Moroccan Red Crescent's response is widely appreciated, the findings underline the need for a more integrated approach that combines immediate assistance with longer-term recovery, strengthens local capacities, improves access to services, and enhances inclusive accountability and community engagement systems.

Note: the comprehensive report of the Needs Assessment 2025 is available here:

- [Multisectoral needs assessment with communities- final report, Morocco](#). IFRC, October 2025

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

¹⁶ [Deux ans après le séisme, le bilan des reconstructions dans le Haut Atlas - Médias24 numéro un de l'information économique marocaine](#), 7 September 2025.

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
<p>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</p>	<p>Medium</p>	<p>Very High</p>	<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>
<p>Lack of Legal Status in country for IFRC resulting in administrative and staffing challenges</p>	<p>High</p>	<p>High</p>	<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 receive support from the IFRC Geneva legal team and Regional Office's management.</p>
<p>Escalation of the conflict between Iran and Israel leads to sharp increases in fuel, transport, and commodity prices, impacting operational costs and reducing purchasing power of affected populations.</p>	<p>High</p>	<p>High</p>	<p>Include budget contingency (inflation buffer TBD)</p> <p>Regularly update cost assumptions in Morocco (fuel, transport, procurement)</p> <p>Track market prices regularly (MEB / price monitoring)</p> <p>Prioritize local procurement to reduce transport costs</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 offers proposed to the local market. This leads to limited local suppliers wanting to work with IFRC.</p>	<p>Medium</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 and other development actors established to coordinate the Earthquake response even though not fully operational yet.</p> <p>Attend all informal coordination meetings 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>Continuing with peak delivery pace based on human and logistical resources</p> <p>Continuing 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> <p>Burn rate doubled in 2025 compared to 2024 and hopeful to keep the rhythm going in 2026.</p>

<p>Limited systems are in place for safeguarding</p>	<p>Medium</p>	<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>
<p>Shift to ERP for IFRC financial management system leading to delays in implementation and financial reporting</p>	<p>Medium</p>	<p>By end of 2025, team members started to be more acquainted with the new system.</p> <p>Maintain close communication with donors to inform of delays in financial reporting.</p> <p>Develop manual parallel systems for tracking expenditures to ensure minimum budget follow up.</p> <p>Regular support from the Regional Office on ERP.</p> <p>Staff trainings conducted to familiarize main staff with ERP.</p>
<p>Security situation in country, risk to the safety of staff, volunteers</p>	<p>Low</p>	<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 4- 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, finance development, volunteer management, digitalisation, communication, and the visibility and dissemination of the Movement's principles. A 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 Plan, which updates the previous and first edition of the Morocco Unified Plan elaborated in 2026¹⁷.

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

¹⁷ [IFRC Network Country Plan, Morocco.](#)

September 2025 the MRCS NSD Plan was completed by the MRCS NSD Strategy 2025 – 2035 and later supplemented by NSD ambition 2026-2030 defining broader objectives and longer term expected results¹⁸. Based on that, the NSD activity plan & budget for 2026 were finalized.

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*¹⁹. The updated plan and budget linked to the continuation was presented to partners during the partners’ call that took place on 22 September 2025. Subsequent bilateral conversations took place with partners to obtain approval on extending the use of funds in 2026 and seek additional support to cover funding gaps which eventually was agreed upon. It is also noted that the Spanish Red Cross closed its delegation in Morocco by December 2025 and shifted its remaining funds to IFRC and MRCS to sustain ongoing resilience and recovery efforts.

Operations will continue through the reporting year 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 31 of October 2026 (covering 36 months of operation, from Sept. 2023 to 30 September 2026), then a final report comprehensive of the whole operation timeframe from September 2023 to 31 December 2026 will be shared by the 31 March 2027.

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 30-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.

C. DETAILED OPERATIONAL REPORT

I. STRATEGIC SECTORS OF INTERVENTION

	<p>SHELTER, HOUSING AND SETTLEMENTS</p>	<p>People reached: 65,400 individuals</p>
<p>Objectives: 1. Emergency phase: affected communities restore and strengthen their safety and dignity through emergency shelter and household item provision</p>		

¹⁸ Internal reviews stages.

¹⁹ See links below on the present page.

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	36,326 ²⁰	/
# Number of households provided with essential NFI-Household-Shelter items	5,741 ²¹	5,000
# Total number of TSUs installed ²²	1,393	1,494
# Total number of TSU - beneficiaries (all uses combined - # individuals)	61,244	/
# Number of households who benefitted from the Community-driven repair and/or reconstruction support programme (cash modality)	2,639	3,460
# Number of participants (MRCS staff and volunteers) trained on Shelter activities	327	180

(A) SHELTER/NFI RELIEF DISTRIBUTIONS

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

As reported previously, the Moroccan Red Crescent Society (MRCS), with the support of the IFRC, initiated the distribution of essential non-food, household, and shelter items at the early stages of the response to provide immediate support to affected communities across the three initially targeted provinces (El Houz, Chichaoua, and Taroudant). To date, a total of 23,886 individuals (5,741 households) has been reached. These distributions have played a critical role in improving living conditions and preserving the dignity of affected populations, particularly during the emergency phase and the transition towards early recovery.

The table below presents a detailed breakdown of items distributed by branch during both the emergency and transitional phases.:

Branch	Blankets	Kitchen Sets	Tarps	Heaters	Fans
Chichaoua	5,396	1,081	1,756	117	125

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

²¹ Total households registered as NFI distributions' beneficiaries across the three branches (CHI: 1,007; TAR: 1,711; EHM: 3,023). 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)

Taroudant	6,140	1,621	1,188	249	164
El-Haouz/Marrakesh	14,119	2,989	770	192	419
TOTAL	25,655	5,691	3,714	558	708

Table 5- Shelter/non-food items (NFIs) distributed²³

Blankets and kitchen sets were distributed to support households’ basic comfort and daily needs within their shelters, while tarpaulins were provided to enhance protection against weather conditions, particularly for temporary shelter arrangements. Heaters and fans were also distributed to support affected populations in coping with seasonal temperature extremes.

These distributions form part of a broader adaptation approach aimed at improving the habitability of temporary shelters. This includes complementary measures such as the installation of secondary doors in TSUs to enhance ventilation, the addition of wooden flooring, and the implementation of full insulation where feasible (see Section B: TSU for further details).

The overarching objective remains to ensure that affected households have access to adequate, safe, and dignified temporary shelter solutions until they are able to transition to permanent housing.

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

(B.1) Provide improved/winterised tents

During the reporting period, and since the start of the earthquake (EQ) response operation in 2025, the Moroccan Red Crescent Society (MRCS), with the support of the IFRC and Partner National Societies (PNSs), including the German Red Cross, installed a total of 61 winterised tents across Taroudant and Chichaoua provinces. Some of these tents are being used as dedicated kitchen spaces.

Each tent was equipped with flooring, installation tools, and repair kits to ensure safe installation and usability. In parallel, more than 1,200 tents are maintained in contingency stock to support potential emergency needs.

(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 conditions, with installation support provided by MRCS volunteers. The flooring approach was subsequently improved through the use of oriented strand boards (OSB) and timber framing, enhancing durability and insulation. This upgraded solution was applied to 61 winterised tents and 231 Transitional Shelter Units (TSUs).

In addition, 442 tent repair kits were distributed: 246 in Chichaoua during the emergency phase and 196 in Taroudant as part of disaster risk reduction (DRR) activities. To further support recovery and promote self-reliance, 196 shelter toolkits were distributed, benefiting approximately 1,600 households in Taroudant.

²³ *Idem*

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

During the post-emergency (transitional) phase, many communities continued to rely on Transitional Shelter Units (TSUs) due to delays in housing reconstruction and increasing resource constraints. This prolonged use generated growing requests for shelter support from public institutions, particularly the Ministry of Health, Civil Protection, and the Department of Education, to temporarily replace infrastructure damaged by the earthquake.

With the support of the IFRC, and in coordination with local authorities and community leaders, the Moroccan Red Crescent Society ensured that the TSU initiative provided more than emergency relief by offering dignified temporary shelter solutions. TSUs have become a key form of support, contributing to both community coping mechanisms and government response efforts since the early stages of the operation.

Throughout 2025, MRCS expanded its capacity to plan, install, and upgrade TSUs, adapting to different field conditions and operational challenges across the affected provinces. The shelter teams gained practical experience in installation, distribution, monitoring, and technical improvements, including insulation, wooden flooring, heaters, fans, and basic electrical components.

Building on this experience, MRCS and IFRC are also participating in a Global pilot for *Better Shelter*²⁴ prototype to test new shelter designs. Between July and November 2025, three prototype units were installed in Tahanaout (Al Haouz Province) using different materials and designs, including local resources such as wood, cane, and earth. These units will be monitored over a six-month period, and feedback from communities will inform the development of improved shelter solutions for future responses.



Photos 2: three *Better Shelter* prototype units installed in Tahanaout (Al Haouz Province, Morocco) during the pilot phase, testing different shelter designs and locally sourced materials. Photos: MRCS

To ensure quality and operational readiness, MRCS staff were trained on TSU insulation, flooring, maintenance, and follow-up procedures. Each Transitional Shelter Unit (TSU) is handed over with a certificate of ownership, while support remains flexible and aligned with government recovery strategies until permanent housing solutions become available.

An exit strategy is currently being developed, including manuals and technical guidance for future use. As part of contingency planning, 300 TSUs have been procured and prepositioned as emergency stock. The IFRC will further 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 capacity in shelter response and preparedness as part of the National Society Development Plan.

²⁴ [Homepage | Better Shelter](#)

Provinces	# TSU installed					# Beneficiaries			
	Communities (Housing)	Communities (Communal Spaces)	DoE ²⁵	MoH ²⁶	Civil Protection ²⁷	Total TSUs	# Vil-lages	# HH ²⁸	# Indiv. ²⁹
CHI	102	4	165	-	-	271	88	2,637	13,151
TAR	313	2	14	-	-	329	31	622	2,698
EHM	458	3	308	10	11	789	130	10,139	45,120
AZI	-	-	3	-	-	3	2	54	275
TOTAL	873	9	490	10	11	1,392	251	13,452	61,244

Table 6- Transitional Shelter Units (TSUs) installed (all uses combined) and beneficiaries

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, with the support of the IFRC, MRCS supported the Department of Education by installing 308 TSUs as temporary classrooms and accommodation for teachers, replacing school infrastructure damaged by the earthquake and currently under reconstruction.

In coordination with the Ministry of Health and local authorities, two temporary health centres were established in Talat N'Yakoub and Tahanaout using insulated TSUs with rockwool, wooden flooring and additional doors, temporarily replacing Primary Health Centres (PHCs) affected by the earthquake and under reconstruction.

Civil Protection was also supported through the installation of TSUs in Amizmiz, El Houz used as temporary accommodation and office space while damaged facilities are being rebuilt. All units were installed following technical assessments and formally handed over to the respective institutions.

To support affected communities, MRCS coordinated with authorities to obtain approval for interventions (granted in the first quarter of 2025) and identify priority households for TSU installation. By March 2026, a total of 458 TSUs had been installed for community housing, enabling families to transition from vulnerable emergency tents to safer and more dignified shelter, particularly for those still awaiting permanent housing solutions. The operation included site preparation, technical guidance, installation support, and resource mobilisation to ensure adequate shelter conditions ahead of the winter season.

²⁵ Department of Education – public authorities.

²⁶ Ministry of Health – public authorities.

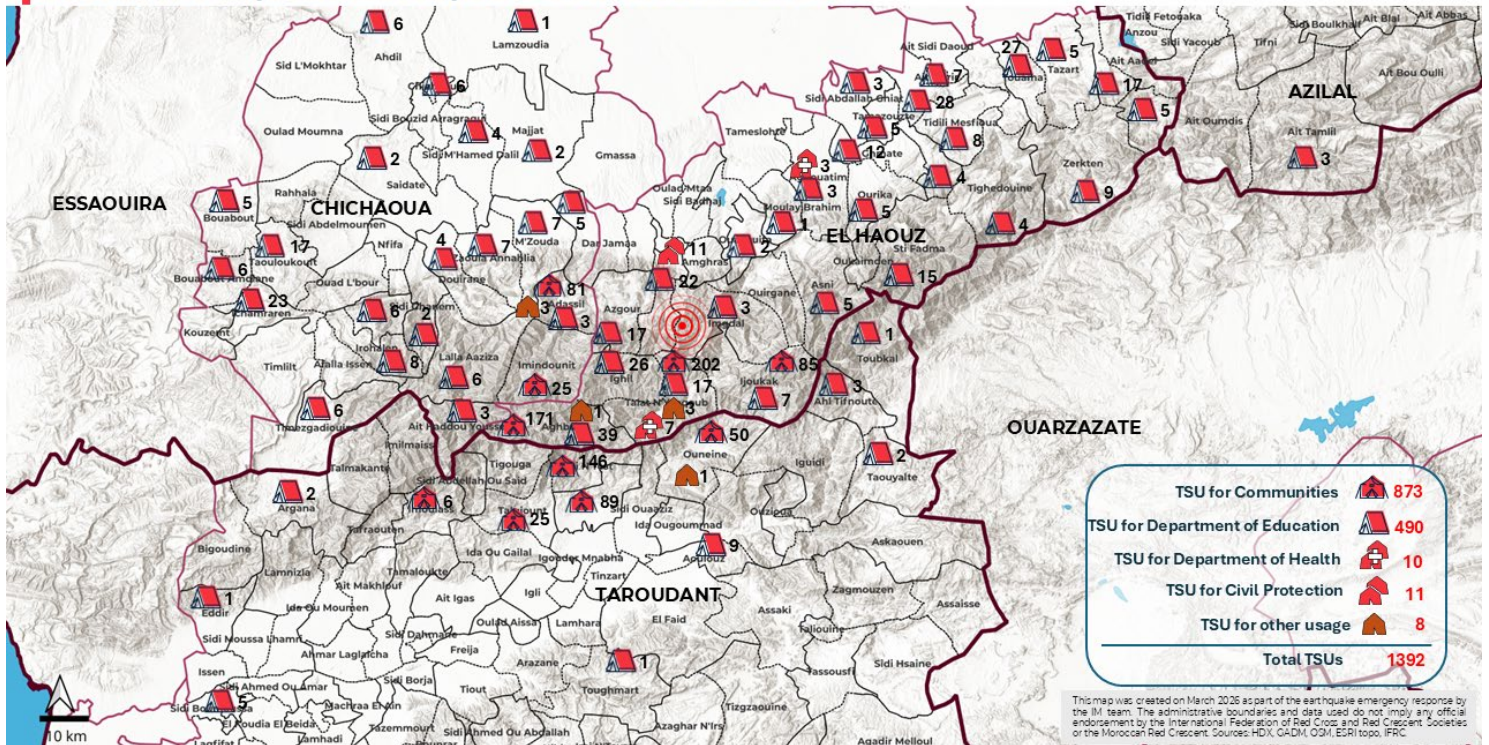
²⁷ Civil Protection – public authorities.

²⁸ Households

²⁹ 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).

Morocco Earthquake 2023

Shelter TSU implantation September 2023 to March 2026



Map 3- Transitional Shelter Units (TSUs) installed, per type of use

| TSUs - Chichaoua

In Chichaoua, interventions focused on supporting communities (102 TSUs) and assisting the Department of Education (165 TSUs) in a similar manner to El Haouz. TSUs were installed as temporary classrooms and accommodation for teachers, replacing school infrastructure damaged by the earthquake and currently under reconstruction.

The team adapted quickly to urgent requests, while local authorities limited additional interventions for community housing and communal spaces to encourage households to prioritise reconstruction of their homes despite ongoing challenges. The situation in Chicherova remained dynamic, with ad hoc requests continuing to be received by the branch and addressed accordingly.

| TSUs - Taroudant

In Taroudant, MRCS supported affected communities, installing 313 Transitional Shelter Units (TSUs) and nearly reaching the planned targets. Subsequently, local authorities restricted further installation of emergency or transitional shelters, requesting 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

solutions³⁰. In parallel, the MRCS team collaborated closely with the Department of Education to support the continuity of education services. A total of 14 TSUs were installed as temporary classrooms and teachers' spaces, benefiting 309 students and teachers in douars where school reconstruction has not yet started

| TSUs - Azilal

Up to December 2025, 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.

Branch	Flooring	Insulation	Second doors
Chichaoua	71	42	43
Taroudant	157	93	272
El-Haouz / Marrakesh	32	32	641
Azilal	-	-	3
TOTAL	260	167	959

Table 7 – TSU's improvements such as flooring, insulation, second doors.

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

Early in the response, the site improvement and decongestion activities were 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 Cross³¹.

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

These activities included a series of community-based initiatives in Taroudant, Chichaoua, and El Haouz, aimed at reducing environmental risks and improving living conditions in affected areas. To support hazard mitigation and site organisation, MRCS distributed 77 community tool kits across 50 villages, enabling basic site improvements and tent decongestion. In parallel, 225 fire extinguishers were distributed across 39 villages, accompanied by 33 awareness sessions on the use of fire extinguishers and community tool kits, reaching over 7,000 individuals

Branch	Fire extinguishers	Community tool kits
Chichaoua	80	20
Taroudant	131	37
El-Haouz / Marrakesh	14	20
Azilal	-	-
TOTAL	225	77

Table 8 - Distribution of Fire extinguishers and toolkits

To further strengthen fire safety preparedness, MRCS and IFRC adopted a standardised refilling and maintenance approach for fire extinguishers across the three branches. A framework agreement with a qualified service provider

³⁰ 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

³¹ More details in the previous report: [Operation Update #7 – 24 months](#)

has been established, and the refilling and maintenance of collected units have been completed. The redistribution of the serviced fire extinguishers is planned for the second quarter of 2026, ensuring that communities maintain functional fire safety equipment as a key mitigation measure against household and community fire risks

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

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

To support the recovery of earthquake-affected households, MRCS and IFRC implemented a Repair & Reconstruction Support (RRS) programme designed to complement the Government of Morocco's reconstruction efforts and respond to remaining shelter needs identified within affected communities. The programme promotes community-driven approaches that combine technical expertise, cash assistance, and local capacity strengthening to support safer and more sustainable housing solutions. The RRS programme includes two main components:

- **Community-Driven Shelter Repairs (D.1):** supporting households with light repairs to moderately damaged houses, particularly traditional rammed-earth structures, through technical assessments, training of local masons, and conditional cash assistance.
- **Community-Driven Reconstruction Support (D.2):** providing cash assistance and technical guidance to help households complete reconstruction works and safely return to their homes, in coordination with local authorities and aligned with government recovery programmes.

Together, these interventions aim to restore safe housing conditions, strengthen local construction capacities, and accelerate the transition from emergency shelter solutions to durable housing recovery

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

Between May and August 2025, MRCS and IFRC, in collaboration with Miyamoto International, implemented a pilot project in Taourirt and Tagounit douars of Oneine Commune, in Taroudant to support households with light repairs to traditional rammed-earth houses that sustained moderate earthquake damage. The initiative tested a community-driven shelter repair approach combining technical assessments, cash assistance, and local capacity building to promote safer and more sustainable housing recovery. As part of the pilot, 12 traditional rammed-earth houses were repaired, and 30 individuals participated in training activities.

MRCS played a central role in the implementation, with its Community Engagement and Accountability (CEA) team facilitating transparent communication and active community participation. The Shelter team provided technical oversight throughout the repair process. Miyamoto engineers conducted structural assessments, delivered technical training to local masons, and supervised works to ensure safety and quality, while IFRC coordinated efforts among partners and stakeholders. In total, 30 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 indicated high levels of beneficiary satisfaction,

with many households highlighting both emotional relief and practical benefits from being able to repair their homes. Following the pilot, a Standard Operating Procedure (SOP) for Community-Driven Shelter Repairs was developed to support the scale-up phase.

Key lessons from the pilot highlighted the need for longer implementation timelines, clearer beneficiary orientation, and stronger coordination between shelter teams, the external technical service provider (Miyamoto), and cash teams. The pilot confirmed the feasibility and relevance of light repair support, particularly for households not covered by government programmes. Discussions with local authorities and partners are ongoing to scale up the initiative, integrating lessons learned to improve efficiency, inclusivity, and responsiveness as part of Morocco's broader shelter recovery efforts



Photos 3 – Before-After photos for houses were repaired under the Community-Driven Shelter Repairs initiative. Photos: MRCS

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

Throughout 2025, IFRC and MRCS implemented a Community-Driven Reconstruction Support Programme to respond to the evolving shelter needs of earthquake-affected communities. The programme complements the Government of Morocco's reconstruction efforts and supports households in completing their homes through conditional cash assistance, technical guidance, and coordination with local authorities. Building on early pilot initiatives in El Haouz and Taroudant, the programme gradually moved into structured implementation across affected provinces.

To ensure accountability, inclusion, and sustainability, the programme is guided by a set of operational tools and procedures developed during the pilot phase, including:

- Technical assessment tools to evaluate household vulnerability, reconstruction progress, and alignment with government support.
- Market assessments conducted by the CVA team to confirm material availability and pricing, ensuring the feasibility of cash assistance.

- Memoranda of Understanding (MoUs) signed with beneficiaries to formalise responsibilities and ensure conditionality, supported by monitoring and feedback mechanisms.
- Guidelines and Standard Operating Procedures (SOPs) defining eligibility criteria, implementation steps, legal considerations, and coordination mechanisms.

In parallel, significant efforts were made to strengthen internal capacity within MRCS and IFRC teams, including training staff on digital tools, conducting field assessments, and establishing clear operational workflows within branch offices

Branch	# MAD transferred	# Households	# Individuals	# Villages
Chichaoua	3,017,000	431	1,833	18
El Haouz	6,116,000	686	3,015	72
Taroudant	8,797,200	1,510	6,527	279
Azilal	-	-	-	-
Total	17,930,200³²	2,627	11,375	369

Table 9 – Reconstruction support (cash modality)

Branch-level Implementation

In El Haouz, a total of 686 households had been enrolled in the programme by March 2026, reaching approximately 3,015 individuals. MRCS teams continue to assess additional households and monitor ongoing construction works to facilitate second tranche payments. Coordination with local authorities remains ongoing to obtain updated beneficiary lists and ensure alignment with government reconstruction frameworks.

Beneficiary feedback has been consistently positive, with many households highlighting that the support enabled them to overcome financial and logistical barriers to completing their homes and returning to safe and dignified living conditions.

In Taroudant, a Rapid Cash Support for Home Completion initiative was launched in March 2025, reaching 958 households (4,118 individuals) across 277 villages. The activity targeted households whose homes were destroyed or heavily damaged by the September 2023 earthquake and who had already received government reconstruction assistance but lacked sufficient resources to complete the final stages of construction. Each household received a one-time grant of MAD 4,400 to complete finishing works such as doors, windows, plastering, and painting. These works are often required to unlock the fourth and final tranche of government reconstruction support. Through this intervention, 958 households were able to return to their homes.

Building on the experience in El Haouz, MRCS and IFRC initiated the replication of the Cash for Reconstruction Support programme in Taroudant. By March 2026, an additional 552 households had been enrolled in this programme.

In Chichaoua, the programme was initiated in late 2025, with 431 households (1,833 individuals) across 18 villages already enrolled in the Cash for Reconstruction Support programme. Further assessments are ongoing in coordination with local authorities to identify additional eligible households.

³² An amount equivalent to approximately CHF 1,524,415.00 has been transferred directly to beneficiaries under the Repair and Reconstruction Support (RRS) Cash for Shelter programme, aimed at enabling households to complete the reconstruction of their homes and achieve adequate shelter outcomes.



Photos 4 – 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. Photos: MRCS

The success of the programme has been driven by the strong commitment of the Moroccan Red Crescent Society (MRCS), the IFRC, and local authorities, underpinned by a robust Community Engagement and Accountability (CEA)-centred approach. Field teams conducted extensive household assessments, beneficiary verification, and regular monitoring visits to ensure timely, targeted, and accountable assistance. Beneficiary agreements (MoUs) were signed between MRCS and selected households to formalize roles and responsibilities, particularly regarding the completion of required construction works. At the same time, the Cash and Voucher Assistance (CVA) team managed secure cash transfers through the RedRose platform, ensuring transparency, traceability, and accountability throughout the payment process.

Future phases will focus on scaling up implementation and conducting follow-up site visits to ensure the quality of outcomes. In parallel, PMER teams are conducting post-activity monitoring (PAM) to assess effectiveness, beneficiary satisfaction, and overall programme impact.



Photos 5 – Before and after of houses in AL Haouz. Photos: MRCS

(E) MRCS SHELTER STAFF AND VOLUNTEERS CAPACITY BUILDING

(E.1) Trainings on Shelter

By March 2026, the Shelter team had organized 18 training sessions and one national mid-term review workshop, collectively bringing together 327 MRCS staff and volunteers to strengthen operational capacities across shelter activities. The training sessions covered key technical and programmatic areas, including TSU installation and insulation, shelter assessments, implementation of Cash for Shelter programmes, and best practices for the repair of earthquake-damaged vernacular housing. The mid-term review workshop focused on identifying challenges, capturing lessons learned, facilitating experience-sharing across the three branches, and planning upcoming activities.

These capacity-building efforts also supported the rollout of the Repair and Reconstruction Support (RRS) and Cash for Shelter programmes, while providing induction and refresher training for volunteers engaged in field assessments, community engagement, and programme implementation. Overall, these initiatives contributed to strengthening MRCS technical capacity and preparedness to deliver effective shelter interventions and support recovery efforts in earthquake-affected communities.

Training Topic	Location, date & duration			Participants				
	Branch	Duration	Date	# Staff	# Volunteers	# Men	# Women	# Total participants
Shelter	CHI	1 day	Nov. 2023	3	7	9	1	10
Shelter – TSU Installation	CHI	2 days	Feb. 2024	3	27	12	18	30
Better Shelter Training – TSU Installation	All	3 days	May 2024	11	13	20	4	24
Better Shelter Training – TSU Insulation	All	2 days	Jul. 2024	14	0	12	2	14
TSU – Concrete foundation single	TAR, CHI	2 days	Nov. 2024	10	0	8	2	10
Concrete foundation – TSU	EHM	2 days	Mar. 2025	10	0	8	2	10
TSU Installation Training for MRCS Shelter Staff	TAR	1 day	Sept. 2024	12	0	12	0	12
TSU Insulation Training for MRCS Shelter Staff	TAR	3 days	Oct. 2024	12	0	12	0	12
Cash for Shelter – Rebuilding and Repairing support programme – General approach	All	1 day	Feb. 2025	10	0	9	1	10
Cash for Shelter – Rebuilding and Repairing support programme	EHM	2 days	Feb. 2025	8	0	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 MRCS 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
TSU Insulation Training for MRCS Volunteers	EHM	2 days	Oct 2025	4	20	20	4	24
Training bon FGDs related to RRS	CHI	2 days	Nov 2025	6	33	17	22	39
Introduction Session on RRS and Lessons Learned from Previous Projects	CHI	1 day	Nov 2025	4	0	3	1	4
Cash for Shelter Training	TAR	1 day	Jan 2026	11	21	22	10	32
Shelter workshop – Mid-term Review	ALL	3 days	MAR 2026	20	0	17	3	20
Totals		19 trainings		159	168	230	97	327

Table 10 – Shelter training sessions and Mid-term Review

	<h2>FOOD SECURITY AND LIVELIHOODS</h2>	<p>People reached: 27,726 individuals (6,528 households)</p>
<p>Objectives:</p>	<p>(A) Food Assistance: Ensure immediate food security for affected households (community) by distributing food parcels</p> <p>(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.</p> <p>(C) Improvement of income sources: Provide skills development, financial education and support IGA to improve their income enhancing women's empowerment.</p> <p>(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.</p>	
<p>Key indicators</p>		
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	37	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, and training in animal husbandry, with a focus on climate-smart and sustainable practices. The pilot project was launched in El Haouz in early 2026, then with the results upscaled to branches of the earthquake.
- **Revitalising agriculture** by distributing seeds, planting trees, and providing farmer training on efficient water management, scheduled in April 2026 and from July to August 2026. The distribution will be in three branches El Haouz, Chichaoua and Taroudant, and the field school on the two lasts.
- **Promoting income generating activities (IGA) for individuals** —to enhance employment opportunities for affected populations areas and develop the economic tissue in rural areas. The pilot project was launched in February 2026 in Taroudant 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 activities will be conducted in 2026.
- **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; 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 distributed³³ 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.

³³ *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.*

	# 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 11 - Food parcels distributed

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 percent 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 livestock

In 2025, a pilot initiative was 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 community-based disaster risk reduction (CB-DRR) 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 percent of herds were lost, and 65 percent of households were compelled to sell remaining livestock to meet basic needs. Around 40 percent of households rely solely on livestock for income, yet 60 percent 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 percent 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, livestock feasibility assessments were conducted in four douars³⁴. The Kobo-based assessment analysed socio-economic conditions,

³⁴ three in August and one in October 2025

existing livestock practices, training needs, and sustainability prospects. Based on the findings, poultry farming was identified as the most viable and appropriate option.

The MRCS assistance will consist of a comprehensive poultry support package provided to beneficiary households. Each household will receive cash assistance to construct a chicken coop, technical guidance, as well as laying hens and roosters, along with essential equipment and inputs required for poultry production. The package includes feeding and watering materials, initial feed supply, basic veterinary inputs, and equipment to ensure proper husbandry conditions.

In December 2025, 17 MRCS volunteers (9 female and 8 male) were trained on beneficiary selection, strengthening community-level implementation capacity. Beneficiary assessments were then launched in mid-January 2026, reaching 122 households across three douars.

Overall, the intervention will support 40 households with the necessary assets and start-up inputs to establish sustainable poultry activities and generate income.

- **Training on livestock management practices**

About 90 percent 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 aims to support the implementation of eVCA action plans by providing training and essential materials to vulnerable beekeepers whose livelihoods were impacted by the earthquake, enabling them to restore and strengthen their primary income-generating activity.

In February 2026, a call for applications was launched to recruit a specialised consultant. Out of 22 national and international candidates, one national consultant was selected to initiate the activities in April 2026.

The consultant will begin by conducting a detailed feasibility study across five douars (three in Taroudant, one in El Haouz, and one in Chichaoua). The study will provide technical recommendations and cover the following aspects:

- Assessment of agro-ecological and climatic suitability for apiculture.
- Identification and technical justification of appropriate bee species/subspecies.
- Definition of technical specifications for recommended beehives, equipment, and required inputs.
- Analysis of key risks, including environmental, climatic, disease-related, market, and security risks.
- Mapping and assessment of potential local and national suppliers of bees, hives, and equipment.
- Practical recommendations on implementation modalities and sustainability considerations.

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

- **Distribution of basic crop seeds**

Only 7 percent of households in the affected douars reported relying on their own agricultural production as their primary source of food³⁵, with overall yields estimated to be about half the national average. In mid-August 2025, an

³⁵ Source: [Needs Assessment 2025 - Morocco | IFRC](#)

Agronomist Officer began assessing needs in around 30 douars identified through the eVCA process as requiring agricultural livelihood support.

A pre-screening by the CB-DRR team and local associations was reviewed by the livelihoods team across 26 douars. A joint feasibility assessment was conducted 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 were developed, and beneficiary registration was conducted in Chichaoua from 24 to 27 February across four douars, registering 130 households. In Taroudant, registration took place from 4 to 13 March in 10 douars, reaching 224 households. In El Haouz, the process started on 8 March and is expected to be completed by early April 2026, covering 12 douars.

- **Distribution of tree seedling**

The feasibility assessment, carried out from early September to mid-October 2025, also serves to plan a distribution aligned with the seasonal calendar for tree seedlings (almond and olive trees), 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 recommended climate-resilient species.

The distribution of tree seedlings to selected beneficiaries across the three target areas (Chichaoua, Taroudant, and El Haouz) is planned for April 2026, subject to supplier availability.

- **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, which was reviewed by the livelihoods team. Based on agricultural potential, two 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.

(C) IMPROVEMENT OF INCOME SOURCES

(C.1) Financial Sensitization & Skills development for Women in Safe Spaces (PGI x MHPSS)

- **Financial education**

Women's Safe Spaces provide a platform for empowerment through protection, gender and inclusion (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.2) 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.

▪ IGA Awareness Sensitizations + Business Plan awareness

Following community sensitisation on entrepreneurship and business planning, a beneficiary assessment was conducted from 4 February to 14 March, during which 296 IGA ideas were registered across 10 douars in three rural communes in Taroudant.

These questionnaires will be evaluated through a transparent scoring process based on socio-economic criteria. From this process, 60 IGAs (individual or group-based, involving 2 to 4 members) will be selected to participate in training on business planning, financial literacy, and marketing.

Participants will then finalise their business plans, which will be assessed by a selection committee to award at least 42 start-up grants. Following grant disbursement, MRCS will provide ongoing coaching and technical support to beneficiaries to monitor progress and strengthen the sustainability 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

In October 2025, 18 participants (15 MRCS staff and 3 volunteers; 12 female and 6 male) received micro-entrepreneurship training delivered by the MRCS Food Security and Livelihoods (FSL) Officer.

(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. 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:	<ol style="list-style-type: none"> 1. Advocate for and deliver <i>MPCA</i>/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 <i>MPCA</i> (3 <i>MPCA</i> programmes ³⁶)	4,787 households (23,935 individuals)	4,816 households (24,080 individuals)	
Total amount of cash transferred to beneficiaries (MAD) (3 <i>MPCA</i> programmes ³⁷)	12,576,543 MAD ³⁸	13,482,949 MAD ³⁹	
% Percentage of assisted beneficiaries reporting that cash is their preferred modality of assistance (<i>vs. in-kind</i>)	92% ⁴⁰	80%	
# Number of participants (MRCS staff and volunteers) trained in CVA	109	36	
# Number of framework agreements signed by the MRCS with Financial Service Providers (FSPs)	0	1	

³⁶ *MPCA I (Pilot), MPCA II (Cash for Winter), MPCA III (Cash for Ramadan)*

³⁷ *MPCA I (Pilot), MPCA II (Cash for Winter), MPCA III (Cash for Ramadan)*

³⁸ 1,090,698 CHF approx. (exchange rate 23/09/2025).

³⁹ 1,176,847 CHF approx. (exchange rate 18/04/2025)

⁴⁰ Findings from the Post-Distribution Monitoring survey.

(A) CASH AND VOUCHER ASSISTANCE (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 a multi-purpose cash assistance (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	# Communes	# Villages/ douars	# Households	# Individuals	# Amount per HH (MAD)	# Total amount transferred (MAD)
MPCA I (Pilot)	TAR	1	6	228	912 ⁴¹	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	4,785	23,925	/	12,576,543

Table 12 - 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.

⁴¹ 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.

(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 ⁴²	1,060 MAD	241,680 ⁴³

Table 13 - 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

- *MPCA programme II (Winter)*⁴⁴

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 ⁴⁵

Table 14 - 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

⁴² *Id. above*

⁴³ 21,221 CHF approx. (exchange rate 16/04/2025).

⁴⁴ 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

⁴⁵ 748,819 CHF approx. (exchange rate 23/09/2025).

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.



Photo 6: MPCA Winter registration Chichaoua 2025, Photo: MRCS

- **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 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 percent 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.

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 ⁴⁶
TAR	5	39	1,650	8,250	750 MAD	1,237,500 ⁴⁷
EHM	4	78	1,589	7,945	750 MAD	1,191,750 ⁴⁸
Totals	11	142	4,785	23,925	-	3,664,139⁴⁹

Table 15 - MPCA Programme III (Ramadan)



Photo 7: MPCA Ramadan community orientation 2025. Photo: MRCS

⁴⁶ 108,269 CHF approx. (exchange rate 23/09/2025).

⁴⁷ 108,278 CHF approx. (exchange rate 23/09/2025).

⁴⁸ 104,134 CHF approx. (exchange rate 23/09/2025).

⁴⁹ 320,681 CHF approx. (exchange rate 23/09/2025).

(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 109 participants (staff and volunteers) took part in CVA-related trainings, including CaLP Level II, CVA Fundamentals, and RedRose platform management. This total includes an additional 21 participants trained in Taroudant. These sessions were complemented by on-the-job coaching and field mentoring in Chichaoua, Taroudant, and El Haouz, enabling teams to apply new skills in real operational contexts.

To further strengthen field capacity, CVA Officers are currently in place in two key branches, Taroudant and El Haouz. At the national level, the recruitment of the MRCS National CVA Coordinator has been successfully completed, marking a key milestone toward establishing a dedicated national structure for cash programming within MRCS.



Photo 8: Cash for shelter training Taroudant Jan 2026. Photo: 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 RedRose 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
Cash for shelter	El Taroudant	1 days	Jan. 2026	11	10	11	10	21
TOTAL			7	66	43	50	59	109

Table 16 - 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 in November 2025, marking a major institutional milestone. Engagement is ongoing with the British Red Cross to secure funding for full programme implementation.

The CVA Visioning Workshop has been successfully conducted, during which clear institutional vision and mission for CVA within MRCS were developed, outlining the organisation's ambition and operational direction for the coming years. Building on this, the next key milestone is the CVA Self-Assessment and Planning Workshop, scheduled for May 2026, which will support the development of a concrete Plan of Action to operationalise the CVAP and translate the vision into actionable steps.

In parallel, the setup of the MRCS RedRose data management platform is ongoing. While full institutionalisation is still in progress, MRCS CVA Officers are now trained and actively managing most operational processes on the system, demonstrating strong capacity and positioning MRCS to independently manage its own platform in the near future. In addition, efforts are underway to ensure that newly recruited MRCS staff, across all sectors and support staff, are well oriented and trained in CVA programming, with dedicated training planned for 18 May 2026.

At the systems level, Standard Operating Procedures (SOPs) on integrating Cash as a model of project implementation are being developed for additional sectors, including Disaster Risk Reduction (DRR) and livelihoods, to expand the application of CVA beyond the emergency response. At the same time, existing SOPs—such as those for Cash for Shelter—are being reviewed and strengthened based on operational learning, contributing to more consistent and efficient implementation across branches.

At the staffing level, the recruitment of the National CVA Coordinator, in November 2025, has been successfully completed, strengthening national-level leadership and coordination of CVA. This recruitment complements the

presence of CVA Officers at branch level and ongoing capacity-building efforts. Together, these developments—across strategy, systems, and human resources—form the operational backbone of the CVAP and position MRCS for increased ownership and scale-up of cash programming.

The CVAP will be fully aligned with MRCS's National Society Development (NSD) Plan and the revised Unified Plan 2026–2028, 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: 2,333 individuals
 FA: 12,327 individuals
 CBH: 27,221 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	33	9
# Number of communities (<i>douars</i>) supported by MHPSS activities	50	-
# 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	119	105
# Number of participants (MRCS staff/volunteers) trained on implementation Disease Prevention and Health Promotion activities	273	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 45 volunteers selected for their suitability to psychosocial support roles. Between October 2024 and February 2026, 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 50 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, 930 individuals have participated in FGDs: 22 sessions in 18 douars of Taroudant (381 participants), 17 in 9 douars of Chichaoua (253 participants), and 11 in 8 douars of El Haouz (296 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 percent reported that at least one household member experiences frequent nightmares (17% “always,” 30% “often”), while 44 percent noted heightened alertness or exaggerated startle responses, and 43 percent 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.

The intervention in Azilal was initially scheduled but was cancelled following the CRM's decision to exclude the branch from the operation in December 2025.

(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 2026, sixteen training sessions on Basic PFA (module 2) were delivered to 244 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, thirteen 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.

(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, 2,333 beneficiaries have been provided with psychosocial support group sessions.

Overall, for awareness-raising activities and psychosocial groups, 90 percent of the people reached report a better understanding of MHPSS issues, and 90 percent 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 three branches (Taroudant, El-Haouz and Chichaoua). The Azilal Branch was also included in the programme for a period of three months. The main objectives and interventions,

which started in May 2025, are as follows. To date, the programme has 400 beneficiaries (staff and volunteers) across all branches.

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

1. Identify the psychosocial support (PSS) 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

The National Mental Health and Psychosocial Support (MHPSS) Strategy for 2025–2030 has already been validated and is currently in progress. It focuses on three main objectives:

1. strengthening capacities in Psychosocial First Aid (PFA) through structured and institutionalized training.
2. preventing psychosocial risks among volunteers and staff to ensure their well-being and sustainable performance.
3. developing sustainable community-based approaches to improve access to psychosocial support, taking into account local realities and available resources.

(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 the three priority areas of intervention (mentioned in the paragraph above) with a view to ensuring the sustainability of community awareness-raising, PFA training and psychosocial risk prevention initiatives.

(B) (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).

Among the main achievements are the development of the First Aid Strategy 2030 and the 2025–2027 Action Plan, the expansion of the trainer network in earthquake-affected areas, as well as the rollout of contextualized awareness sessions reaching 12,327 people and training sessions benefiting 543 participants.

A total of 23 Training of Trainers (ToTs) at the national level and 73 trainers have strengthened the Moroccan Red Crescent's first aid training pool. Training activities began with a Level C Training of Trainers workshop in January 2025, followed by a series of Level B workshops from February to June 2025, then a second Level C workshop in

January 2026, followed by a Level B workshop in February 2026. Five additional Level B workshops are planned in the coming months.

Further progress includes the procurement and distribution of training equipment, with 3 to 4 first aid training kits per branch, which has enhanced the delivery of hands-on training to the public. An agreement with GFARC has been established to develop and launch the Universal First Aid App in Morocco. Its content is currently under review to ensure adaptation to the Moroccan context prior to launch, alongside visibility campaigns aligned with global health and safety observances. A consultancy has also been initiated to assess the commercial potential of first aid services within the Moroccan Red Crescent, aiming to improve workplace safety and ensure the long-term sustainability of the service.

Despite challenges, teams remain committed to positioning first aid as a central pillar of the Moroccan Red Crescent'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 achieved during a three-day national workshop held in Marrakech in October 2024, which played a key role in the development of the Moroccan Red Crescent's First Aid Strategy 2030. Facilitated by the French Red Cross, with technical support from the Global First Aid Reference Centre (GFARC), the workshop resulted in the development of a comprehensive First Aid Action Plan for 2025–2027. It brought together key stakeholders, including representatives from 14 Moroccan Red Crescent branches, the National Training Committee, as well as partners such as the German Red Cross and IFRC.

Following its validation by the Moroccan Red Crescent leadership in November 2024, significant efforts were undertaken to support implementation at national, regional, and provincial levels. This included the collection of data on progress, challenges, and mitigation measures. A review workshop held in October 2025 brought together relevant stakeholders with the objective of assessing and refining the action plan to maximize 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 ⁵⁰	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

Table 17 - First Aid equipment items procurement

- 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. In late 2025, GFARC also proposed a draft national promotion strategy, which would serve as a foundation for ensuring visibility, engagement, and uptake once contextualisation is complete. To support the app's future launch, an in-person meeting is re-scheduled for the second week of April 2026, after being initially scheduled for December 2025. This in-person workshop will bring together all key stakeholders involved in the implementation from 17 to 19 April 2026 at the Moroccan Red Crescent Sociocultural Center in Khouribga, to contextualize and finalize the smartphone application design dedicated to first aid.

Once launched, the application will provide an accessible and user-friendly digital platform for first aid education and emergency response. It will enable users to instantly access emergency protocols, learn life-saving skills remotely, and benefit from AI-powered features that anticipate risks and enhance awareness. This initiative will make first aid knowledge and tools accessible to all—anytime, anywhere—significantly strengthening 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.

⁵⁰ Tahanaout office.

Additional meetings led to successive revisions of the content, as well as the integration of 2D graphic illustrations. A first print run was completed in early 2025 in sufficient quantities, and a second print run is planned for April 2026, covering three types of manuals:

- **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.

A second print run is planned for April 2026 in significantly larger quantities, following the finalisation of the updated 2D version, including revised illustrations and the integration of GFARC recommendations for 2026, with official publication expected at the end of March 2026.

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 for April 2026 in significantly larger quantities, following the finalisation of the updated 2D version, including revised illustrations and the integration of GFARC recommendations for 2026, with official publication now expected at the end of March 2026.

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

- [First Aid awareness session](#)

Since September 2024, a total of 292 community-based first aid awareness sessions were conducted in Chichaoua (64 sessions), El-Haouz (140), Taroudant (67) and Azilal (21)—reaching 12,327 beneficiaries with a gender distribution of 44 percent men and 56 percent 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.

Branch	# Sessions	# Participants
Chichaoua	64	
El-Haouz/Marrakesh	140	
Taroudant	67	12,327
Azilal	21	(44% men,
TOTAL	292	56% women)

Table 18 - First Aid awareness sessions

- **Road safety awareness sessions in schools**

Complementing the First Aid activities, eighteen road safety awareness sessions were also organised, benefiting 1,461 students (70% boys and 30% 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)**

On the other hand, a public full training programme has recently been launched, following the graduation of trainers who completed their training in updated manuals and pedagogies. In this initiative, several training courses have been conducted. In Marrakech, 17 trainings were delivered, reaching a total of 212 participants. In Taroudant, 15 Level A trainings were conducted with 186 participants, while 4 trainings were held in Chichaoua with 54 participants, and 7 in Azilal with 91 participants.

Following up on previously expressed workplan from previous operational updates, the cascade rollout of this training series has been taking place from November 2025 through the end of March 2026, reflecting a strong commitment to improving educational practices within the community since the start of the intervention.

Branch	Training type	# Sessions	# Participants
El-Haouz	Level A - teachers	17	212
Marrakesh	Level A – general public	15	186
Taroudant	Level A – general public	4	54
Azilal	Level A – general public	7	91
TOTAL		43	543

Table 19- First Aid - Level A training

(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, seven Level B training sessions were delivered by 21 newly certified Level C trainers between February and September 2025. Each session trained between 10 and 12 participants, resulting in the

addition of 74 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 February 2026.

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	3	16	11	5	16
Level B – First Aid trainers I	National	5 days	Feb. 2025	3	10	5	5	10
Level B – First Aid trainers II	National	5 days	Mar. 2025	3	10	5	5	10
Level B – First Aid trainers III	National	5 days	May 2025	3	10	5	5	10
Level B – First Aid trainers IV	National	5 days	May 2025	3	10	5	5	10
Level B – First Aid trainers V	National	5 days	May 2025	3	12	6	6	12
Level B – First Aid trainers VI	National	5 days	June 2025	3	10	5	5	10
Level C- First Aid Trainer-of-Trainers II	National	5 days	Jan 2026	3	12	10	2	12
Level B - First Aid trainers VII	National	5 days	Feb.2026	3	12	8	4	12
TOTAL			9	27	102	60	42	102

Table 20 - 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 the Global First Aid Reference Centre (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 was reopened and new proposals were received. A firm has since begun initial scoping activities in Casablanca, with the final report expected by the end of April 2026.

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.

In October 2025, World Restart a Heart Day (cardiopulmonary resuscitation awareness day) was also commemorated, in close collaboration with the Global First Aid Reference Centre (GFARC) and with valued support from the French Red Cross. This initiative reached several regions across Morocco and mobilized available resources and equipment. In the earthquake-affected areas alone, it engaged more than 200 volunteers and reached 1,195 people who practiced cardiopulmonary resuscitation—558 in Marrakech, 454 in Chichaoua, 183 in Taroudant, and 541 in Demnate.

(C)(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 (ToT) 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 March 2026, community-based health activities had been carried out in 119 villages, reaching approximately 27,221 (Chichaoua 6,845, Al Haouz 12,605 and Taroudant 7,771) 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.

Overall, the CBH team has thus far organised a total of 11 trainings gathering a total of 273⁵¹ participants and covering topics ranging from communicable and non-communicable diseases, PFA and wildlife safety.

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

Activity not started yet.

(D) (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 4 provinces started at the beginning of 2026, supported by the French Red Cross. A consultant in charge of conducting the mapping was hired in January 2026 and started a comprehensive desk review on the information publicly available. He carried out interviews with key stakeholders at MRCS and partners and submitted a methodology proposition to gather qualitative information in the target areas.

⁵¹ This figure is lower than previously reported in OU7 due to some identified double counting discrepancies.



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	Target ⁵²
# Number of water points installed / rehabilitated	380	-
# Number of toilets installed / rehabilitated	348 ⁵³	-
# Number of showers installed / rehabilitated	206 ⁵⁴	-
# Number of health and hygiene kits (hygiene kits, dignity kits, packs of sanitary pads, buckets) distributed	47,726	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	1179	900

(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 to cover all targeted douars with the kits. The 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. By the end of March 2026, additional dignity kits were distributed in the villages benefitting from the

⁵² No targets for the construction / rehabilitation of water points, toilets & showers. Implementation of infrastructure is based on continuous assessments by the WASH teams.

⁵³ Sum of # of turkish toilets installed: 295; # of turkish toilets rehabilitated 39; # Number of english seat toilets (for PRM) installed: 14. Not counting 34 dismantled and 24 relocated for methodology consistency across reports.

⁵⁴ Sum of # Number of showers installed: 193; # Number of showers rehabilitated: 2; # Number of PMR showers installed: 11. Not counting 26 dismantled and 10 relocated for methodology consistency across reports.

Menstrual Hygiene project (10 villages in Al Haouz, 20 villages in Taroudant). The table below reflects the distribution achievements to date:

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	5,912	2,578	3,625
AZI	-	-	-	-	-	-
TOTAL	17,952	2,847		11,822	8,846	6,259

Table 21 - Health and hygiene kits (hygiene kits, dignity kits, packs of sanitary pads) and buckets distributed

(A.3) Scale up menstrual hygiene 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, assessments have started to extend the initiative to 30 more villages across El Haouz (10 villages in El Haouz and 20 villages in Taroudant)⁵⁶.

(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)

This activity has started, 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 carry out this work with financial and technical support provided by MRCS and IFRC WASH teams.

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

⁵⁶ The previously 10 intended villages in Demnate have been dropped due to the closure of MRCS Branch office in Azilal, in December 2025.

- **Water supply systems**

WASH teams in the branches have connected and rehabilitated existing water supply systems to new water points as well as sanitation modules, for a total of 32 constructed water supply systems (28 in Taroudant, 4 in El Haouz), and 16 rehabilitated water supply systems (15 in Chichaoua, 1 in Taroudant) 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 tanks / reservoirs and eventually distributed through water points.

- **Water storage systems**

The number of installed poly tanks remains seven. They were installed by the WASH team to facilitate storage of water in two villages in Chichaoua and five villages 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	128	43
TAR	145	5
EHM	59	-
AZI	-	-
TOTAL	332	48

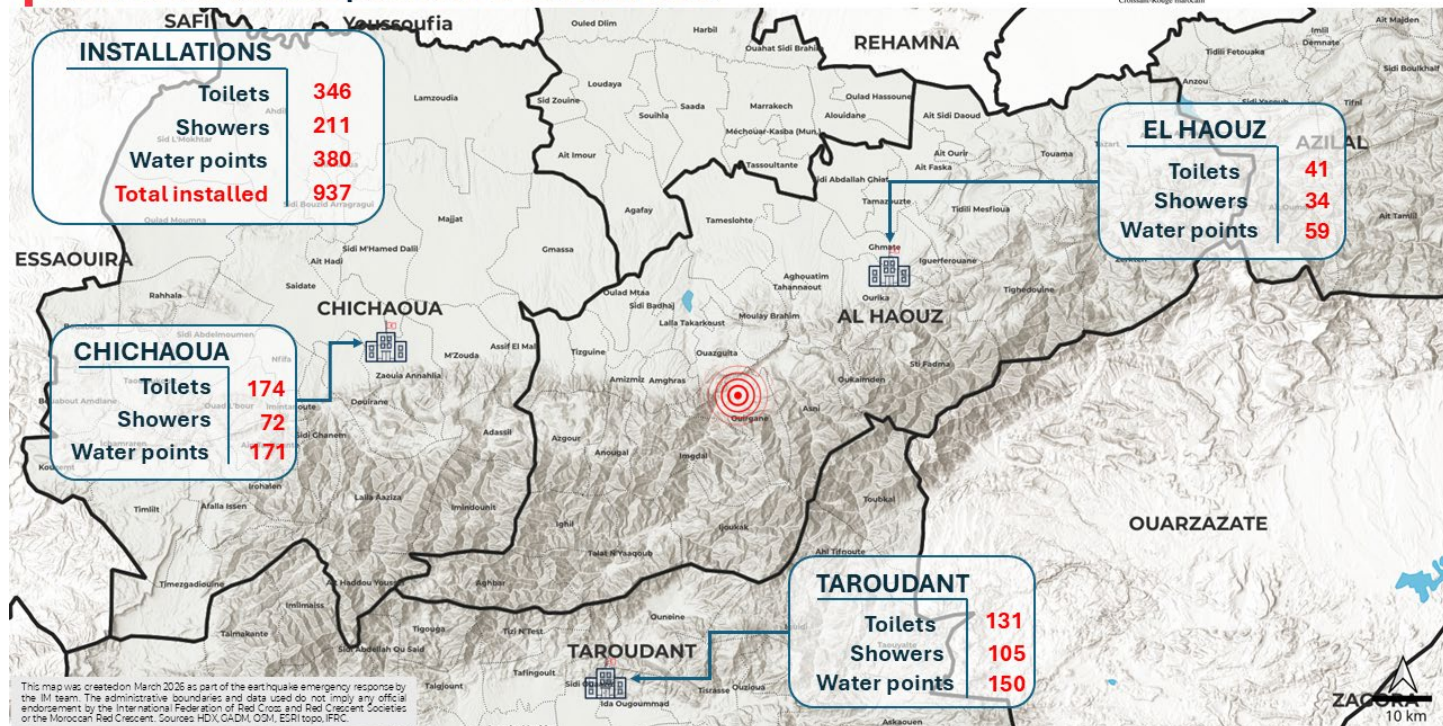
Table 22 - Water points installed /rehabilitated

(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 Village-level monitoring with DelAgua water testing kits has started, with six kits and accompanying reagents 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 received trainings on how to operate the kits and interpret results related to chemical, biological, and physical water quality indicators. As of March 2026, WASH teams have performed water quality analysis tests in 66 villages (16 in Chichaoua, 26 in Taroudant, and 23 in El Haouz and 1 in Azilal).

(C) IMPROVE ACCESS TO SECURE SANITATION FACILITIES

Morocco Earthquake 2023
Wash installations september 2023-March 2026



Map 4 – 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. This activity ended in November 2025.

- 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 Turkish toilets dismantled ⁴⁶	# Number of Turkish toilets relocated ⁴⁷	# Number of English seat toilets (for PRM) installed
CHI	132	36	20	10	8
TAR	124	2	7	7	5
EHM	39	1	7	7	1
TOTAL	295	39	34	24	14

Table 23 - Toilet units installed.

In El Haouz, the WASH team installed 39 toilets, reaching six villages. In Chichaoua, the WASH team installed 132 toilets, mainly in schools, reaching 16 villages. In Taroudant, the teams installed 124 toilets across 22 villages.



Photo 9 - Installation of toilets modules in El Haouz (September 2025). Source MRCS

- **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 most affected communities (70 percent of households in Chichaoua, 51 percent in El Haouz, 50 percent in Taroudant).

Branch	# Number of showers installed	# Number of showers rehabilitated	# Number of showers dismantled ⁴⁸	# Number of showers relocated ⁴⁹	# Number of PMR showers installed
CHI	64	1	20	5	7
TAR	95	1	6	5	4
EHM	34	-	-	-	-
TOTAL	193	2	26	10	11

Table 24 - Bathing facilities installed

The Moroccan Red Crescent is exploring a partnership with local providers to support the construction of traditional hammams with PMR toilets in *douars* of the branches of El Haouz and Chichaoua. These hammams will be equipped with two solar water heater systems as a sustainable alternative to woodburning for heating water and the bathroom of the hammam. Following assessments and commitment from 6 villages in Chichaoua and El Haouz, a call for tender was launched in March 2026 for the construction of two collective hammams in El Haouz and four collective hammams in Chichaoua.

Waste water from the hammams will undergo a two-step treatment process: first, through a Polyethylene High Density (PEHD) septic tank, 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 March 2026, there are 93 SMMCs operational (70 in Chichaoua 234 in Taroudant). The sanitation modules are a post emergency solution that is no longer to be implemented in 2026, as MRCS is moving on to the reconstruction phase with sustainable sanitation infrastructure such as traditional hammams with PMR toilets 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 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 most households burn their solid waste (91 percent in Chichaoua, 78 percent in El Haouz, 64 percent in Taroudant).⁵⁷

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

Table 25 - 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 outside of the village, 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 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 (<i>organised by MRCS</i>)	# Number of cleaning-up campaigns (<i>initiated and organised by communities</i>)
CHI	32	-
TAR	15	10
EHM	-	-
AZI	-	-
TOTAL	47	10

Table 26 - Solid Waste Management (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.

⁵⁷ [Evaluations des Besoins - Maroc / Needs assessments - Morocco | IFRC, published October 2025.](#)

(E) CONDUCT HYGIENE/HEALTH PROMOTION SESSIONS

Hygiene Promotion sessions took place along with the distributions of items. As for handwashing, 737 hygiene promotion sessions were held in 112 villages. Findings from the MRCS/IFRC needs assessment undertaken in early 2025 show that, on average across the three provinces, 67 percent of households know at least three out of the five critical moments to wash their hands, while 83 percent of households report having access to soap or detergent to do so⁵⁸.

Branch	# Villages	# Households	# Individuals
CHI	27	594	2,970
TAR	42	1,514	5,356
EHM	38	1,553	7,420
AZI	5	296	1,729
TOTAL	112	3,975	17,475⁵⁹

Table 27 - Hygiene/health promotion sessions

(F) WASH CAPACITY BUILDING

#	Training topic	Branch	Date	#Staff	#Volun-teers	#Men	#Women	# Total
1.	Basic Hygiene Promotion	Chichaoua	Oct-23	0	5	3	2	5
2.	Hygiene promotion training	Chichaoua	Oct-23	3	3	4	2	6
3.	Hardware SPHERE Standards	Chichaoua	Nov-23	0	10	7	3	10
4.	Basic WASH/HP Training	Taroudant	Nov-23	0	34	20	14	34
5.	Basic WASH/HP Training	Taroudant	Nov-23	0	21	7	14	21
6.	Basic Training	Taroudant	Nov-23	0	34	20	14	34
7.	Basic Training	Taroudant	Nov-23	0	21	7	14	21
8.	Hygiene Promotion	Chichaoua	Dec-23	0	11	5	6	11
9.	Hygiene promotion training	Chichaoua	Dec-23	2	10	6	6	12
10.	Hygiene Promotion refresher	Chichaoua	Jan-24	0	11	6	5	11
11.	Hygiene Promotion updated second level	Chichaoua	Jan-24	0	8	2	6	8
12.	Hygiene promotion training recycling	Chichaoua	Jan-24	2	10	6	6	12
13.	Hygiene promotion training	Chichaoua	Jan-24	0	9	2	7	9
14.	Module installation and water supplier training	Chichaoua	Feb-24	0	13	9	4	13
15.	Hygiene Promotion training of trainers	Chichaoua	Feb-24	0	5	2	3	5

⁵⁸ *Id.* 64

⁵⁹ This figure is lower than what has been previously reported in Ops Update 7 due to some identified double counting discrepancies

16. Basic WASH/HP Training	Taroudant	Feb-24	0	15	7	8	15
17. Basic Training	Taroudant	Feb-24	0	15	7	8	15
18. WASH in emergency	Chichaoua	Feb-24	3	10	9	4	13
19. ToT in Hygiene promotion	Chichaoua	Feb-24	1	5	2	4	6
20. Basic Hygiene Promotion Training	Taroudant	Mar-24	0	45	17	28	45
21. Basic WASH/HP Training	Taroudant	Mar-24	0	45	29	16	45
22. Basic Hygiene Promotion training	Taroudant	Mar-24	0	45	17	28	45
23. Basic Hygiene Promotion Training for new volunteers and use of walkie-talkies in the field	Taroudant	Mar-24	1	27	17	11	28
24. Basic WASH Training for new volunteers	Taroudant	Mar-24	1	27	17	11	28
25. Basic Training	Taroudant	Mar-24	0	45	29	16	45
26. CTED training	Taroudant	Apr-24	0	11	2	9	11
27. Training on the making of re-usable sanitary pads	Taroudant	Apr-24	0	18	3	15	18
28. Global and HH Water treatment training	Chichaoua	Apr-24	0	12	6	6	12
29. Production of reusable sanitary pads	Chichaoua	Apr-24	0	17	3	14	17
30. Water treatment Training	Taroudant	Apr-24	0	11	2	9	11
31. Training on the making of re-usable sanitary pads	Taroudant	Apr-24	0	18	3	15	18
32. Sanitary pads making	Chichaoua	Apr-24	1	16	3	14	17
33. Fields Activities reporting	Chichaoua	May-24	1	10	5	6	11
34. Hygiene Promotion	El Haouz	May-24	0	16	9	7	16
35. WASH in Emergency training	El Haouz	May-24	0	30	15	15	30
36. IFRC training - The 8 Steps for Hygiene Promotion in Emergencies (French) (online)	Taroudant	May-24	1	0	1	0	1
37. Online - IFRC training: 8 steps of OH in emergency	Chichaoua	May-24	1	0	0	1	1
38. Online - IFRC training the 8 Steps for Hygiene Promotion in Emergencies (French)	Taroudant	May-24	1	0	1	0	1
39. WASH activity reporting	Chichaoua	May-24	4	6	4	6	10
40. Hygiene promotion during distribution training	Taroudant	Jun-24	0	16	3	13	16
41. SPHERE minimum WASH standards	Taroudant	Jun-24	3	0	2	1	3
42. Hygiene Promotion during distribution training	Taroudant	Jun-24	0	16	3	13	16
43. SPHERE minimum WASH standards	Taroudant	Jun-24	3	0	2	1	3
44. Online - IFRC training the 8 Steps for Hygiene Promotion in Emergencies	Taroudant	Jun-24	1	0	0	1	1
45. Hygiene promotion basic training	Taroudant	Jul-24	3	12	4	11	15
46. Hygiene Promotion basic training	Taroudant	Jul-24	3	12	4	11	15

47. IFRC training - The 8 Steps for Hygiene Promotion in Emergencies (online)	Taroudant	Jul-24	1	0	0	1	1
48. Hygiene Promotion training	Taroudant	Jul-24	0	13	2	11	13
49. WASH CTED /CEA	Chichaoua	Jul-24	1	11	6	6	12
50. Hygiene promotion training	Taroudant	Jul-24	0	13	2	11	13
51. WASH and HP needs assessments evaluations and reporting training	Taroudant	Aug-24	3	14	3	14	17
52. WASH and HP needs assessments and reporting training	Taroudant	Aug-24	3	14	3	14	17
53. WASH in Emergencies (online)	Taroudant	Aug-24	1	0	1	0	1
54. Online WASH in Emergencies	Taroudant	Aug-24	1	0	1	0	1
55. Regional Emergency WASH Training in Syria	Chichaoua & Taroudant	Aug-24	2	0	2	0	2
56. Online - IFRC training: Introduction to WASH in emergency	Chichaoua	Oct-24	1	0	0	1	1
57. Online - IFRC training: Component Hygiene Promotion in emergency	Chichaoua	Oct-24	1	0	0	1	1
58. Online - IFRC training: CEA and WASH	Chichaoua	Nov-24	1	0	0	1	1
59. Workshop/training for module installation	Chichaoua	Jan-25	12	0	8	4	12
60. Basic Hygiene Promotion Training + walkie-talkie use	Taroudant	Mar-25	1	27	17	11	28
61. Basic WASH Training	Taroudant	Mar-25	1	27	17	11	28
62. WASH in emergency	Chichaoua	Mar-25	2	20	6	16	22
63. WASH training	EL Haouz	Apr-25	0	12	3	9	12
64. Atelier WASH à Marrakech	Taroudant	May-25	3	0	2	1	3
65. WASH training	EL Haouz	May-25	0	15	6	9	15
66. Training comment faire un inventaire et documentations procédures achat matériaux WASH (Facture, Bon livraison, Devis, Waybills, GRN, SDN, etc)	Taroudant	Jul-25	4	0	4	0	4
67. WASH training	EL Haouz	Jul-25	1	13	8	6	14
68. SPHERE Training minimum WASH standards	Taroudant	Jul-25	4	0	4	0	4
69. Training on the use of the Waypoint app for marking GPS coordinates of douars and infrastructure.	Taroudant	Jul-25	7	0	6	1	7
70. HP (General Hygiene, Sphere standards, HP Participatory approaches, HMM, PGI-HP, CEA-HP, Waste management)	Chichaoua	Sep-25	0	18	10	8	18
71. WASH training	EL Haouz	Sep-25	0	15	8	7	15
72. General Hygiene Promotion Training	Azilal	Sep-25	0	16	8	8	16
73. Hygiene Promotion Training	Azilal	Oct-25	0	0	19	2	21
74. DelAgua Kits + PMER Training	EL Haouz	Oct-25	4	5	2	7	9
75. DelAgua Kits + PMER Training	Chichaoua	Oct-25	2	12	2	12	14
76. DelAgua Kits + PMER Training	Taroudant	Oct-25	9	4	8	5	13
77. DelAgua Kits + PMER Training	Azilal	Nov-25	0	16	13	3	16
78. IEA Training on Water Management for Moroccan Red Crescent (MRCs) & IFRC staff	National	Nov-25	-	-	15	9	24
79. Training for MRCs volunteers on the production of reusable menstrual pads	Taroudant	Jan-26	-	9	1	8	9
80. WASH training	Al Haouz	Jan-26	-	18	9	9	18

81. Hygiene promotion (General Hygiene, Sphere stds, HP Participatory approaches, HMM, PGI, CEA, Waste mgt)	Al Haouz	Jan-26	-	18	9	9	18
82. Formation WASH in schools	Chichaoua	Mar-26	-	19	9	10	19
TOTAL			82	100	1034	546	633

Table 28 - WASH capacity trainings

	RISK REDUCTION, CLIMATE ADAPTATION AND RECOVERY (DRR)	People reached: 26,865 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 <i>Disaster Risk Management</i> 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	105 ⁶⁰	105 ⁶¹
# Number of individuals (communities) reached by CB-DRR activities	26,865 ⁶²	35,000 (TBC)

The Disaster Risk Reduction (DRR) component of the Morocco earthquake response has achieved significant progress in strengthening community resilience capacities. The Moroccan Red Crescent (MRCS), supported by GRC, CRE and IFRC, completed enhanced Vulnerability and Capacity Assessments (eVCAs) across 110 communities in the four provinces of Chichaoua, Taroudant, El Haouz and Azilal, reaching 26,865 individuals pertaining to those communities. The teams thus initiated the development of community-led Plans of Actions. As of March 2026, 56 of those plans are completed and validated by local authorities. Progressive cash transfers for community action plan implementation started in March 2026 to enhance long-term community resilience in addressing identified vulnerabilities and disaster risks.

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.

Throughout this process, the DRR sector has facilitated a multi-sectoral coordination approach, engaging technical leads across WASH, Shelter, Health, Livelihoods, and Protection to analyse, review, and validate community-identified activities. This collaborative effort ensured that community ownership in identifying priorities was effectively combined with technical feasibility across all sectors, resulting in integrated resilience actions. Multiple meetings were held with local authorities to present the programme and secure validation of community action plans.

To support implementation of community-led resilience activities, MRCS conducted comprehensive financial management trainings for local associations across the affected provinces. A total of 17 trainings were delivered in El Haouz, Taroudant and Chichaoua reaching 248 participants from community associations. These trainings equipped associations with essential skills in financial governance, transparent fund management, and accountability to ensure responsible implementation of community resilience activities.

Concurrently, extensive fire awareness and response programming reached over 3,000 community members across El Haouz, Taroudant and Chichaoua complemented by the distribution of emergency safety kits. In addition, the school-based in disaster risk reduction (SB-DRR) programme was launched to build disaster preparedness culture among schools in the affected communities. Following a national Training of Trainers, cascade trainings were conducted for volunteer facilitators across the three provinces. This programme equips children and teachers with tailored risk education, establishes school evacuation plans, and delivers first aid and hygiene promotion sessions, embedding disaster preparedness culture within educational settings.

(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)
14. SBDRR rollout (Sept-25 onwards)
15. Plan of Action Implementation (March-26 onwards)

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

To establish a strong foundation for community-based DRR implementation, the eVCA approach was contextualised for the Moroccan context through a technical working group and a two-day workshop in April 2024. This was followed by a comprehensive one-week national Training of Trainers (ToT) in July 2024, which brought together 21 staff and volunteers from more than ten branches, along with five representatives from the Ministry of Interior. This national ToT laid the foundation for subsequent cascade trainings across operational provinces

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

Following the national ToT, four cascade trainings on R2CR via eVCA were conducted across all four branches, reaching a total of 100 participants. These cascade trainings ensured that each operational branch has locally based teams of trained facilitators capable of delivering the eVCA process in targeted communities.

Complementing the eVCA capacity-building, seven fire response Training of Trainers were delivered across all four branches, reaching 106 staff and volunteers. Additionally, a national SBDRR ToT was conducted in September 2025, training 14 MRCS staff, followed by three SBDRR facilitator trainings for volunteers in Taroudant, El Haouz, and Chichaoua, reaching 58 participants total.

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</i> tool	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
School-Based – DRR branch cascade training	Chichaoua	1 day	Oct 2025	5	12	17
School-Based – DRR branch cascade training	Taroudant	1 day	Nov 2025	4	19	23
School-Based – DRR branch cascade training	El Haouz	1 day	Nov 2025	3	15	18
TOTAL		15		70	242	312

Table 29 - Trainings in eVCA and Disaster Risk reduction (DRR)

(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	17
TAR	39	1,717	6,729	39	39	39
EHM	45	3,106	12,505	45	45	-
AZI	4	266	1,502	4	4	-
TOTAL	110	6,310	26,855	110 eVCAs done (0 remaining)	105 (0 remaining)	56 (105 remaining)

Table 30 - eVCA conducted in targeted communities

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

In total, 110 eVCA field assessments have been conducted, with 105 comprehensive reports finalised. The eVCA process engaged communities in identifying priority risks and developing community-led Plans of Action across multiple sectors including water and sanitation, risk management, livelihoods, health, shelter, protection and inclusion, first aid, and mental health. 56 Plans of Action have already been completed and validated by local authorities across Taroudant and Chichaoua, with validation processes ongoing in El Haouz.

(A.4) Support communities in implementing (*Risk Reduction*) micro-projects [post eVCA]

Following completion of eVCA assessments and action plan development, MRCS prepared for community-led resilience micro-projects through a progressive cash transfer modality. To ensure transparent fund management, 17 financial and administrative management trainings were conducted for 248 participants from local associations across Taroudant, El Haouz and Chichaoua. Cash transfers for implementation have begun in March 2026.

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

Community-Based Disaster Risk Reduction (CB-DRR) activities have scaled significantly across targeted areas building on the outcomes of the eVCA process. The programme transitioned from assessment and planning into implementation, with equipment distributions, capacity-building trainings and preparatory work for community-led micro-projects advancing across provinces.

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

Emergency safety kit distributions were completed in Chichaoua and Taroudant, strengthening household and community-level emergency response capacities. In Chichaoua, 59 emergency safety kits were distributed across all 17 targeted douars. In Taroudant, 103 emergency safety kits were delivered across 38 communities. Each standardised kit includes fire extinguishers and essential emergency response items. Emergency safety kit distributions will continue in the remaining provinces in line with operational planning, ensuring consistent support across all targeted communities.

To complement these distributions and build community preparedness capacity, fire awareness and response training sessions were conducted across all three provinces. A total of 99 trainings reached 3,050 community members: 15 sessions in Chichaoua (643 participants), 39 sessions in Taroudant (1,050 participants), and 45 sessions in El Haouz (1,357 participants). These practical training sessions equipped community members with essential skills and emergency preparedness knowledge, enhancing their capacity to respond effectively to fire hazards

(B.2) Support schools in implementing *Risk Reduction* measures

The school-based DRR programme was officially launched following preparatory capacity-building in 2025. A national Training of Trainers was conducted in September 2025, reaching 14 MRCS staff, followed by cascade trainings for 58 volunteer facilitators across Chichaoua, El Haouz, and Taroudant. As of March 2026, with 46 sessions conducted across the three provinces: 8 sessions in Chichaoua, 18 in Taroudant, and 20 in El Haouz. Implementation is set to cover all community schools 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.

(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 four 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	Actual	Target
# Total number MRCS staff, volunteers and leadership trained/briefed on CEA	702	400
# Number of CEA trainings delivered	29	30

# Number of consultations/participatory planning sessions made with authorities and community leaders	115	80
# Number of functional feedback mechanisms established ⁶³	7	4
# Number of community feedback comments collected	15,757	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% ⁶⁵	80%
# Number of information dissemination channels established by the National Society	9	6

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 30 months, CEA principles have been included in Relief, Shelter, WASH, DRR, health, Livelihoods, eVCA and CVA programming.

The MRCS CEA team has now expanded and comprises three CEA Officers, three Assistants, two Hotline Operators, one IM-Feedback Officer, one Feedback Officer, 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

As of March 2026, MRCS has trained and briefed 702 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.

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.

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 (Submitted for to the NS management approval).

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

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 CEA training curriculum for the National Society has been developed and endorsed by the management. It aims to strengthen the capacities of staff and volunteers in Community Engagement and Accountability, while ensuring harmonised approaches consistent with International Red Cross and Red Crescent Movement standards. Following the Training of Trainers (ToT) held in November 2025, a national dissemination plan for CEA capacity strengthening is currently under development to support the systematic rollout of CEA approaches across the National Society.

Training Topic	Branch /national	Duration	Date	# Staff	# Volun-teers	# Men	# Women	# 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
Training in protection and safeguarding committee	TAR	3 days	Nov. 25	17	0	5	12	17
CEA ToT	EHM	5 days	Nov. 25	17	1	5	13	18
TOTAL		29 trainings		106	253	347	359	696⁶⁶

Table 31 - CEA Trainings



Photo 10 –CEA national training of trainers (ToT), November 2025. Photo: MRCS

(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 branches⁶⁷.

To build on these efforts, a CEA strategy workshop will be held for senior leadership, including the Board and Governance, in April 2026, followed by a capitalisation workshop in June 2026. The institutionalisation of CEA is progressing steadily, with the CEA team expanding from 5 to 11 members, including hotline assistants and feedback officers. 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.

⁶⁶ The total is 702, including 6 MRC sector coordinators and board members briefed on CEA

⁶⁷ For earlier CEA efforts, refer to the previous reports. [Morocco: Earthquake | IFRC](#)

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

Integrating 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 has been integrated into several national workshops, including the PGI National Workshop held in December 2024, the Shelter National Workshop in March 2026, and the National CVA Workshop in February 2026, among others.

(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 operation⁶⁸

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. focus group discussions, 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, Chichaoua and Marrakech/El Haouz, 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 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 field 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 39 focus douars in Taroudant, yielding a 98% satisfaction rate.

Hotline operations have since expanded to Chichaoua, and MRCS has received approval from local authorities to disseminate the hotline number in Marrakech/El Haouz, with dissemination planned for April 2026. Integration efforts were also completed, resulting in a fully centralized feedback system for the entire operation. This included aligning and importing branch-level Feedback Excel Logbooks into *EspoCRM* and initiating the integration of the paid helpline.

⁶⁸ In consultation with affected people, branch staff and volunteer leaders.

Capacity strengthening was prioritized, with tailored training conducted for hotline assistants, CEA teams, and sector focal points. Coordination structures were reinforced, with regular updates and reviews informing a strategic roadmap for national scale-up planned for September 2026, which has been endorsed 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 percent of respondents preferred face-to-face communication with MRCS staff or volunteers, followed by 17 percent via phone and 1.5 percent through community leaders.

A communication plan was developed to promote the free and confidential hotline, with targeted outreach strategies to ensure visibility and participation.

CEA volunteers conducted awareness campaigns through community meetings, door-to-door outreach, focus group discussions, 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.



Photo 11 – Hotline advertisement in Chichaoua (November 2025) and Taroudant (July 2025). Photo: MRCS

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

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 percent 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 percent 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 percent knew they could share feedback directly with MRCs volunteers; 16.3 percent were aware of the telephone option; 1.48 percent recognized the possibility of reporting through community leaders.

Additionally, 56.56 percent 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 March 2026, MRCs collected 15,757 feedback entries through both proactive (face-to-face interactions, FGDs, community meetings) and reactive (help desks, phone - Helpline/Hotline, WhatsApp) systems. Most feedback came via face-to-face interactions (53.3%) and phone (46.6%). El Haouz, Chichaoua, and Taroudant were the most active provinces. Feedback types included support requests (25%), positive remarks (33%), complaints (24%), and questions or observations (18%). Only 0.4 percent of entries were sensitive, mostly related to legal issues affecting women—particularly divorced mothers seeking birth certificates for their children. These cases are being handled by the provincial protection committees and the national safeguarding committees, which received dedicated training in November 2025.

The hotline “Ligne Verte” was launched in Taroudant on 21 July 2025, with calls handled by hotline assistants and systematically logged in the open-source data management platform EspoCRM, configured in real time by the Moroccan Red Crescent, the IFRC, and the Netherlands Red Cross’ 510 data and digital team. The hotline was scaled up in Chichaoua on 10 November 2025. Each branch has a CEA assistant responsible for daily face to face feedback management and closure. Thanks to improved systems and the introduction of paid helplines—now closed in Taroudant and Chichaoua, but continuing in Marrakech, the overall response rate increased to 90 percent, compared to 53 percent in 2024.

A regularly updated General FAQ is jointly maintained by the CEA assistants and the Hotline team, drawing on community feedback and questions to ensure consistent and timely responses across the operation. 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 no longer maintained at branch level, as all feedback is now fully centralised within the EspoCRM system, which provides a unified dashboard for analysis and reporting.

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

The hotline SOP has been developed and submitted to senior management, providing a structured and standardised approach to managing community feedback. In addition, the MRCS CEA Strategy will be developed during the capitalisation, policy, and strategy workshop scheduled for June 2026, bringing together the CEA team, branch leaders, and members of the board and governance. The SOP for community structures—including community relays and community committees—has also been developed and submitted for approval to MRC senior management. Furthermore, an SOP for the Protection and Safeguarding Committee has been completed.

(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 percent of people reporting that MRCS-IFRC communicated effectively about plans and activities. A majority, 78 percent of respondents felt fully consulted by MRCS before receiving assistance, while another 9 percent said they were mostly consulted. Although most people felt included, a small portion did not, highlighting areas for improvement in future engagement efforts⁶⁹.

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

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 115 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 percent of participants felt their needs were considered before receiving aid, 77 percent 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.

⁶⁹ Findings from the [Needs Assessment 2025 | IFRC](#).



PROTECTION, GENDER AND INCLUSION

People reached: 393 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	6	3
# Number of individuals (IFRC, MRCS, employees, volunteers) trained on PGI.	294	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 PROTECTION, GENDER AND INCLUSION (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	# Total participants
PGI core concepts	National	3 days	Dec-2024	27	11	7	25	20	45
TOTAL				27	11	7	25	20	45

Table 32 - Protection, Gender and Inclusion (PGI) Trainings

A national workshop was held with the participation of 45 individuals representing 22 branches of the Moroccan Red Crescent (MRCS). 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 MRCS 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. Protection from Sexual Abuse and Harassment (PSEAH) and Child safeguarding policies have been drafted in preparation to the national workshop which took place in December 2025 to consult the branches and review the policies. A total of 39 participants representing 25 MRCS committees actively contributed to the development of the Policies, as well as to the revision of the Code of Conduct.

(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. The finalisation of the PSEA policy is expected to be completed in April 2026. The MRCS plans to conduct a safeguarding self-assessment from 26 June, after the Policy endorsement.

(B.3) Enhancing *Human Resources (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 RCRC Movement 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. In January 2026, the competencies of the six PGI focal points have been strengthened with a 3-day training on Inclusion of people with disability, Gender based violence, Child protection in Moroccan context.

(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	# Volun- teers	# Men	# Women participants	# Total
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
PGI basic training (core concepts)	El Haouz	3 days	Jun-25	14	0	10	4	14
2-day basic training for PGI FP	National	2 days	Jun-25	6	0	1	5	6
PGI basic training (core concepts)	El Haouz	3 days	Nov-25	1	18	8	11	19
2-day training for PGI FP	National	2 days	Jun-25	6	0	1	5	6
Sensitive feedback training	National	3 days	Nov-25	15	0	5	10	15
3-day in depth PGI training for PGI FP	National	3 days	Jan-26	6	0	1	5	6
TOTAL of individuals (unique)				157	137	163	131	294
TOTAL of participants	22 trainings			205	108	167	147	314

Table 33 - Protection, Gender and Inclusion (PGI) Trainings for staff and volunteers

(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 eighteen visits conducted alongside thirteen sectoral teams representing six distinct sectors. These collaborative efforts enabled the observation of seventeen 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. 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)*). In Taroudant and Chichaoua, five safe spaces and six community volunteers were confirmed, while two douars have been selected in El Haouz. The safe spaces will be equipped with Security, stationaries, games, kitchen, sport kits in April. The Community volunteers will be trained in April and May through a 2-day training session on-site, followed by technical support.

(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. Coordination with relevant stakeholders enables to adapt and use guides and IEC materials that have already proven their effectiveness in rural areas. 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. Thirty-nine 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. A friendly-user directory tool is being developed. This tool will be accessible to all MRCS teams.

(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) Knowledge, Attitudes and Practices (KAP) survey within the targeted communities

From April 2026, a 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. 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.

(G) 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 ⁷⁰	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 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 Committee⁷¹ 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. Following this, a clear roadmap for the NSD PoA was established based on priorities for the National Society for 2026.

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, which will be disseminated to the branches by organizing learning sessions. The structure of this document was presented at the July 2025 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 had reviewed the agreement between MRCS and a software developer 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

⁷⁰ 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.

⁷¹ 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.

provider alongside it. The 2025 & 2026 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 shared with MRCS and key stakeholders, which will then 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 training 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.

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 FOUR 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 ⁷²	# Trainings
Shelter	327	19
CVA (Cash and Voucher Assistance)	109	7
WASH (Water, Sanitation and Hygiene)	1179	82
DRR (Disaster Risk Reduction)	312	15

⁷² 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.

MHPSS (Mental Health and Psychosocial Support)	244	33
First Aid	102	9
CBH (Community Based Health)	273	11
CEA (Community Engagement and Accountability)	696	29
PGI (Protection, Gender and Inclusion)	314	22
IM/PMER (Information Management / Planning, Monitoring, Evaluation, Reporting)	234	28
TOTAL	3817	255

Table 34 - Trainings for staff and volunteers

(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 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. This has been completed, while an analytical report is currently being developed with voluntary support from a university professor.

(C) VOLUNTEER MANAGEMENT AND DUTY OF CARE

Since the beginning of the earthquake operation MRCS, IFRC and Partner National Societies (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 2023-2026 for the number of Volunteers involved in the response operation: 720 volunteers were insured in 2025 and 2026.

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

The MRCS *Volunteering Policy* was drafted 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 was 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. And it is currently being disseminated and mainstreamed in the branches.

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 final signature. The Volunteer Management Database System (VDMS) agreement between MRCS and the service provider is pending signature and the consecution of the software is in progress through close coordination between the service provider and MRCS.

(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 March 2026, the number of volunteers registered in the RedRose platform is as follows:

Branch	# Volunteers on RedRose
Chichaoua	301 (138 female, 163 male)
El Haouz/Marrakesh	347 (179 female, 168 male)
Taroudant	345 (191 female, 154 male)
Azilal	64 70 (25 female, 45 male)
Totals	1,063 (533 female, 530 male)

Table 35 – Number of volunteers registered in the RedRose platform.

(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. Since the MRCS Finance Coordinator and Officer resigned this was delayed. The new Finance Coordinator is recruited and started collaborating with the IFRC and the Norwegian Red Cross (NoRC) for further strengthen the finance management within the MRCS.

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

The MRCS Human Resources 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 as well as reflecting core structure and core budget of the MRCS.

In September 2025, the IFRC delegation welcomed the visit of the Regional HR manager by interim to further the agenda of these identified priorities, who is further kept in loop of hiring a HR consultant for the MRCS.

In 2026, IFRC has accelerated the transition of the earthquake-related operations to MRCS. It decreased the number of staff in the Delegation, leaving more space to MRCS counterparts to leave on different thematic. To ensure IFRC would keep providing support, some positions have been localized too. In April 2026, an effort to pursue this strategy will lead to a new staffing plan which will be operationalized across the second semester 2026.

(D.3) Draft a staff regulation policy

This activity is at early stages of implementation. The MRCS will be hiring an HR Consultant with the support from the German Red Cross, who will be supporting MRCS in drafting their HR policy, in line with the local law, current context of the MRCS and IFRC guideline.

(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 Red Cross.

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

Conducting an OCAC is a consideration for 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 strategizing 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 is 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 Senior 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. In Rabat, the IT infrastructure was further strengthened through the upgrade of the fibre internet connection to improve overall coverage and connectivity. Additional equipment was procured and installed at headquarters, including 20 laptops, 20 monitors, 40 tablets, and three desktop computers dedicated to the Emergency Operations Centre (EoC), for which all required IT equipment has now been fully completed. Additional IT equipment was procured and successfully installed at headquarters, including laptops, monitors, tablets, and others items IT also desktop computers dedicated to the Emergency Operations Centre (EoC). for which all required IT equipment has now been fully completed. Professional printers were also installed across all branches, with ongoing support provided for consumables to ensure continuous and efficient operations.

The Sage Accounting system has been successfully deployed at the national level for MRCS and is now fully operational. The finance team in Rabat has initiated the configuration of the financial structure and accounting plans within the system. The next step will involve extending access and usage to finance teams across other MRCS branches to ensure harmonized financial management and reporting.

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 such as Teams, Word, Excel, and Outlook. Training sessions and remote support were also introduced to strengthen technical capacity, enabling branch staff to handle minor issues independently.

The Taroudant branch put in place IT equipment to launch the CEA hotline, which will later be extended to branches nationwide. To support this, specific electrical and IT infrastructure was installed to create an adequate and secure call centre environment, ensuring proper 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. Due to suspension of EQ service delivery in the Azilal, Demnate office was closed in December 2025.

By late 2025, in Rabat, a technical assessment conducted on the MOKRI Palace identified deterioration affecting the structure, as well as safety risks for users, thereby necessitating rehabilitation works. Following this in-depth diagnostic assessment and the recruitment of a consultant to interpret the results, a contractor selection process was carried through to completion, resulting in the signing of a tripartite contract (MRCS, IFRC, Contractor) in March 2026 for an amount of CHF 483,000 and an execution period of six months.

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.

In Marrakech and Taroudant branches, projects have been initiated to extend and construct its regional headquarters in those two areas. These interventions respond to the gradual increase in staffing levels and the need for infrastructure that is fit for purpose and compliant with applicable standards of use, functionality, and safety. The Marrakech headquarters faces space constraints that no longer allow it to accommodate the full staffing required to support ongoing operations, while the Taroudant office currently operates from a rented building that no longer meets operational needs. To address these limitations, the International Federation of Red Cross and Red Crescent Societies (IFRC) has allocated dedicated funding for the extension of the Marrakech headquarters and the construction of a new facility in Taroudant. The allocated budget amounts to CHF 197,000 for the extension of the Marrakech headquarters, with the execution contract currently in the process of being signed and an estimated construction period of three months, and CHF 512,000 for the construction of the Taroudant headquarters, which is presently undergoing technical validation prior to contract award, with an estimated implementation period of eleven months.



Photo12-Rehabilitation works of Agadir Warehouse. Photo: MRCS

(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, a new warehouse is being purchased so that the facility can host both the long-term regional warehouse and a training centre for possible income generating activities.



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	3	-
# 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, seven operational calls have been conducted, the latest was held end of September 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. The MRCS NSD plan 2026 is shaped through ongoing dialogue and coordinated action with Movement 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, MRCS 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 Moroccan Red Crescent Society (MRCS), supported by the IFRC, has been consistently advocating for access to populations affected by the earthquake and for the provision of complementary services alongside those delivered by the Moroccan State. These advocacy efforts have translated into the implementation of a wide range of relevant activities in support of affected communities as part of the earthquake response. This positioning was further reinforced during the visit of Kate Forbes, President of the International Federation of Red Cross and Red Crescent Societies (IFRC), to Morocco in February 2026. During her visit to the Marrakech office and headquarters, she reiterated the Federation's continued commitment to supporting MRCS in strengthening its preparedness and expanding services to the most vulnerable, particularly in the face of growing climate-related challenges.

MRCS maintains close and continuous engagement with Moroccan authorities at all levels -national, regional, provincial, and local. It also benefits from established partnership agreements with key ministries, including the Ministry of Education and the Ministry of Health, as well as a privileged relationship with 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, with the Senior Management team (SMT) leading coordination of responses in close collaboration with programme teams. Queries are addressed efficiently through streamlined channels, with detailed explanations and supporting 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	45	-
<i>INFORMATION MANAGEMENT</i> #Number of <i>RedRose</i> trainings with MRCs staff and volunteers	5	-
<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)	37	-

(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 778 logistics requisitions were initiated and managed, resulting in 1,068 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 30 months 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, DRR, 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 March 2026, marking two years of sustained activity, the Moroccan Red Crescent (MRC) 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 March, a total of 38 drivers had been mobilised to support the earthquake response. Their deployment was distributed as follows: 7 in Chichaoua, 11 in Taroudant, and 20 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	1	1	5	-	7
Marrakesh	4	3	10	3	20
Rabat	3	1	1	1	6
Tanger	1	-	-	-	1
Taroudant	1	1	8	1	11
Azilal	-	-	0	-	0
Grand Total	10	6	24	5	45

Table 36 – Fleet distribution across branches and vehicle types

Over the course of the two-year operational period, the MRCS fleet has facilitated the movement of 14500 transport requests, covering a cumulative distance of 1 756 133 kilometres. During this time, 30 accidents were recorded, and 500 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.



Photo13 – Reception of 12 pick-up trucks recently procured by IFRC- Rabat MRCS HQ - April 2025. Source: IFRC Morocco

(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 took place to confirm the use of funds beyond 2025.

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

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

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

(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 December 2025, the PMER team produced the Annual 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 is published on IFRC's official platforms in early 2026⁷⁶.

As for the "2027 and beyond" unified plan, MRCS PMER manager and IFRC PMER delegate are working closely on organising working sessions during the first semester of 2026 gathering all internal stakeholders from MRCS and IFRC to work on drafting a more structured plan, enabling a more participatory approach in drafting the new unified plan document, and ensuring that potential overlaps with other strategic documents⁷⁷ are avoided.

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 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.

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

⁷⁶ [Morocco revised UP26 \(INP\)](#), February 2026

⁷⁷ Other strategic documents to be produced in 2026 are Morocco strategic plan 2030, and Morocco NSD plan 2025-2027

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 for this response 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 was published in October 2025⁷⁸. The document presents detailed sectoral results, key

⁷⁸ [Evaluations des Besoins 2025 - Maroc | IFRC](#), IFRC GO Platform, published October 2025.

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. Last year, 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 in 2025, 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). A dedicated toolbox was developed and rolled out across teams, including a centralised registry, standard Terms of Reference templates, technical guidance on research methodologies, and sample Kobo XLS questionnaires. This toolbox was complemented by targeted trainings for IM/PMER teams. Together, these initiatives aim to strengthen the consistency, quality, and reliability of data collection, analysis, and processing throughout the response.

(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.

Also, the PMER team worked on Terms of Reference for the external consultancy of the Final Evaluation of the Earthquake Operation, which is expected to take place in Q3-2026, in accordance with Emergency Appeals requirements. The evaluation will examine the response against ten interrelated criteria, in line with IFRC's guidelines for final evaluations⁷⁹.

Reporting

As mentioned in previous reports, since 2024, narrative reporting activities constituted a core priority for successive PMER Delegates. These included pledge-based donor reports, Operational Update reports, Unified Plan reports, and

⁷⁹ *Relevance and appropriateness; Coherence; Connectedness; Coverage; Effectiveness; Efficiency; Impact; Sustainability; Equity; Protection and safety.*

support MRCS in monthly internal reporting. By the end of March 2026, the PMER team produced 7 EQ-Operation Update reports, 2 Unified Plan reports (1 mid-year and 1 annual 2025), and over 25 donor (pledge-based) reports. All reporting commitments are tracked in a dedicated document to ensure compliance with requirements.

(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, eight reports have been produced⁸⁰, recapitulating the operation comprehensively. Moving forward, the Operation Update #9 is planned for October 2026, covering 36 months of implementation, and a final report wrapping up the earthquake response will be published in Q1-2027. 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.

Since October 2025 and until March 2026, a series of complementary trainings further strengthened MRCS capacities across key technical areas, including data analysis, project management, and information management (IM) data systems, delivered both online and in person. Particular emphasis was placed on a five-day Project Cycle Management training conducted in February 2026, which provided comprehensive, practical guidance on planning, implementation, monitoring, and reporting, thereby reinforcing MRCS's ability to manage programmes in a structured and results-based manner.

⁸⁰ [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.
[Operation Update #6](#), published in April 2025.
[Operation Update #7](#), published in November 2025.

Training Topic	Location, date & duration				Participants			
	Branch/ national	Duration	Date	# Staff	# Volun- teers	# 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 ⁸¹	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	-	-	4	4
PMER - Survey Toolbox (session 3)	All	2,5 h	Jul-25	5	-	-	5	5
IM – GIS and remote sensing	All	5 days	Sept-25	16	0	4	12	16
PMER - Fiche Douar_V2 – training	EHM	1 day	Oct-25	15	0	11	4	15
PMER - Survey Toolbox (session 4)	ALL	2,5h	Oct-25	4	-	-	4	4
PMER - Survey Toolbox (session 5)	ALL	2,5h	Nov-25	4	-	-	4	4
PMER - Self-Learning - Kobo Toolbox training (beginner and advanced)	ALL	Self-Paced	Nov-25	7	0	6	1	7
PMER - Fiche Douar_V2 - training	CHI	2 days	Dec-25	16	0	6	10	16
PMER - Fiche Douar_V2 - training	TAR	2 days	Dec-25	17	1	13	5	18
IM – Power Bi Session 1	ALL	2	Nov-25	7	0	1	6	6
IM – Power Bi Session 2	ALL	1,5	Dec-25	6	0	1	5	6
IM – Power Bi Session 3	ALL	2,5	Jan-2026	6	0	1	5	6
IM – Power Bi Session 4	ALL	2,5	Jan-2026	7	0	1	6	7

⁸¹ Includes two IFRC staff.

PMER - Project Cycle Management training	All	5 days	Feb2026	17	0	14	3	17
TOTAL		28trainings		182	70	102	1502	2514

Table 37 –PMER and Information Management (IM) trainings

(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
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
<i>RedRose/Leading CVA operations</i>	National	5 days	May-25	20	-	6	14	20
<i>RedRose for finance team</i>	Rabat	2 days	July-25	9	-	4	5	9
<i>Red Rose training</i>	National	1 day	July-25	6	-	1	5	6
TOTAL		5 trainings		44	-	13	31	44

Table 38 –RedRose trainings with MRCS staff and volunteers

(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 percent, 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 1063 registered volunteers mobilised across four branches. A total of 1,987,490.82 MAD in indemnities were transferred, reflecting both the scale of operations and the intensity of field activities.

The average support per volunteer stands at 2,233 MAD, with Taroudant receiving the largest share (over 56 percent of the total), in line with its operational footprint. Supported indemnities from IFRC accounted for nearly 85 percent of the total, underscoring its key role in sustaining volunteer efforts.

Branch	Indemnities (MAD)
Chichaoua	486,069
El Haouz/Marrakesh	313,686
Taroudant	1,111,010
Azilal	76,724
Totals	1,987,491

Table 39 –Volunteers indemnities

In parallel, support was provided to the MRCS to establish a dedicated volunteer management system using CiviCRM. Discussions are still ongoing with Axiam to define the implementation calendar. IFRC will contribute to the information management component, advising on database structure and ensuring the interconnection between RedRose for indemnities and CiviCRM. The aim of this process is to avoid data duplication and ensure an easier way to manage volunteers informations.

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 in line with IFRC data protection standards, with folders organised by sector, function, and response phase.

To formalise and standardise access management across the operation, a dedicated SharePoint Access Management Policy was developed and implemented. This policy establishes clear rules for role-based access control, applying the principle of least privilege and ensuring that users can only access data strictly required for their functions.

It also defines procedures for access requests, validation, periodic reviews, and revocation, as well as a classification framework for sensitive data, including personally identifiable information (PII). As a result, sensitive datasets are systematically stored in restricted environments with controlled and traceable access. This framework has significantly strengthened compliance with data protection requirements while improving accountability, traceability, and secure collaboration across IFRC, Moroccan Red Crescent, and partners.

Program data management

In parallel, a comprehensive Programme Data Management Policy was developed to govern the full data lifecycle across key operational systems, including KoboToolbox (data collection), RedRose (CVA and beneficiary management), and Excel (analysis and reporting).

This policy defines standard procedures for data collection, storage, access, analysis, sharing, and deletion, ensuring alignment with IFRC data protection principles and national regulations. Particular attention is given to high-risk data, such as beneficiary personal data and biometrics, with strict controls on access, encryption, and authorised use.

The policy also reinforces key principles such as data minimisation, informed consent, and anonymisation for reporting purposes. Clear guidance is provided to staff on handling sensitive data across systems, reducing risks of misuse or data breaches. Together, these measures have strengthened the overall integrity, security, and accountability of programme data, while enabling the production of reliable and compliant analysis to support operational decision-making.

(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 pipeline from field collection to central storage has been further standardized and the hotline feedback system EspoCRM is now fully operational. Historical Excel logbooks of 2 branches have been imported, and EspoCRM serves as the single source for community feedback. A lightweight user guide was distributed to CEA staff. This system is a web application that allows users to see, enter and evaluate all feedback received from the communities. Additionally, automated data connections were set up between Kobo and Excel via API. This allows all sectors collecting data with kobo to have simple and easier to use Excel dashboard updated in real time without manual exports of data enhancing security.

| Areas of intervention database

To strengthen the overall visibility of the operational footprint including targeted locations, intervention packages, and beneficiaries reached, the IM and PMER teams established four standardized village-level databases (one per operational branch) early in the response.

This system harmonizes geographic referencing across all actors involved, enabling consistent tracking of activities at both village and administrative levels, improving coordination, and reducing duplication. The database structure, supported by dedicated Standard Operating Procedures (SOPs), has been in place for several months and ensures consistent data management, regular updates, and quality control across branches.

This established system now underpins the production of most key figures related to targeted populations and operational reach, providing a reliable and consolidated basis for reporting, analysis, and evidence-based decision-making.

Data Visualisation

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

Since the onset of the response, data visualization has played a central role in supporting operational activities and communicating key insights to partners. A wide range of maps has been produced to illustrate sectoral coverage as well as to provide a consolidated overview of targeted populations.

Building on this, dedicated visual tools have been developed to respond to specific sectoral needs. In particular, a PGI visual application (dashboard) was established to map and centralize information on PGI focal points across the entire area of intervention, enhancing visibility, coordination, and accessibility of key protection resources. In parallel, collaboration with UNFPA is being formalized to strengthen data management and analytical outputs, particularly in areas related to protection and gender, further enhancing the quality, interoperability, and strategic use of data across partners.

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.

With the end of the Earthquake Response approaching, MRCS and IFRC have approached full staffing, with a more limited number of positions being vacant, mostly due to staff turnover. Efforts have also been made to nationalize some positions previously held by international staff, ensuring a more localized and cost-effective HR structure.

(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	24
Staff on Loan	0
Seconded National	13
Total	37

Table 40 –Number of staff per type

(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 the Minimum-Security Requirements (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).

Several operational support measures were implemented to strengthen the working environment and preparedness capacity of both the Moroccan Red Crescent Society (MRCS) and the IFRC. In Rabat, offices were equipped with dedicated workstations for staff, alongside upgrades to the IT infrastructure to ensure full office coverage and improved connectivity. An Emergency Operations Centre (EOC) room was also established as part of the preparedness plan. In Marrakech, the management office was rehabilitated and furnished, and the Secretariat was equipped with an iMac to support graphic design and the production of communication materials. To accommodate surge staff, additional residential leases were secured in Marrakech. Furthermore, framework agreements were signed with hotels in Rabat, Chichaoua, and Taroudant to facilitate the organization of workshops and events by IFRC and MRCS.

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

The Administration unit actively participated in the Finance workshop organized for MRCS Administration- Finance and logistics staff and the focus was on the non-operational procurement. Furthermore, the unit continues to support the operation in the organisation of events and workshops notably the organisation of the earthquake commemoration events, as well as partners and movement members' visits.

(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*. Updates on the *MSRs* took place end of 2025 following the demonstrations that took place in Morocco. Then a last update on the *MSRs* took place in March 2026 following a visit from the security regional delegate to Morocco.

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.

The overall security situation in Morocco remains stable and is generally considered safe. Following the youth movement referred to as "GenZ 212" and the recent floods, security rules and regulations were reviewed and updated to align with the mitigation measures implemented to ensure the safety of both IFRC and MRCS staff. In addition, in light of developments in the Middle East, refresher security trainings were conducted for IFRC and National Society

staff, and a comprehensive review of security documentation was undertaken to reflect the evolving context and outline response measures to be applied if required.

(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 Society to continue providing support to meet immediate, medium-, and long-term needs.

Please note: The financial report provided covers data through March 2026.

Operational Strategy

INTERIM FINANCIAL REPORT

Selected Parameters			
Reporting Timeframe	2023/9-2026/3	Operation	MDRMA010
Budget Timeframe	2023/9-2026/3	Budget	APPROVED

Prepared on 05 May 2026

All figures are in Swiss Francs (CHF)

MDRMA010 - Morocco - Earthquake

Operating Timeframe: 11 Sep 2023 to 31 Dec 2026; appeal launch date: 12 Sep 2023

I. Emergency Appeal Funding Requirements

Total Funding Requirements	75,000,000
Donor Response* as per 05 May 2026	40,255,428
Appeal Coverage	53.67%

II. IFRC Operating Budget Implementation

Planned Operations / Enabling Approaches	Op Budget	Expenditure	Variance
PO01 - Shelter and Basic Household Items	4,777,154	8,043,125	-3,265,971
PO02 - Livelihoods	937,876	519,379	418,498
PO03 - Multi-purpose Cash	1,511,517	1,575,411	-63,893
PO04 - Health	593,599	314,531	279,068
PO05 - Water, Sanitation & Hygiene	4,943,004	2,368,538	2,574,467
PO06 - Protection, Gender and Inclusion	628,541	275,537	353,004
PO07 - Education	0	0	0
PO08 - Migration	0	10,048	-10,048
PO09 - Risk Reduction, Climate Adaptation and Recovery	9,297,758	6,685,527	2,612,231
PO10 - Community Engagement and Accountability	660,156	544,734	115,421
PO11 - Environmental Sustainability	14,548	6,021	8,528
Planned Operations Total	23,364,153	20,342,849	3,021,304
EA01 - Coordination and Partnerships	180,188	206,145	-25,957
EA02 - Secretariat Services	3,915,748	4,331,957	-416,209
EA03 - National Society Strengthening	4,575,085	3,300,402	1,274,684
Enabling Approaches Total	8,671,021	7,838,503	832,518
Grand Total	32,035,174	28,181,352	3,853,822

III. Operating Movement & Closing Balance per 2026/03

Opening Balance	0
Income (includes outstanding DREF Loan per IV.)	40,025,293
Expenditure	-28,181,352
Closing Balance	11,843,940
Deferred Income	0
Funds Available	11,843,940

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

Selected Parameters			
Reporting Timeframe	2023/9-2026/3	Operation	MDRMA010
Budget Timeframe	2023/9-2026/3	Budget	APPROVED

Prepared on 05 May 2026

All figures are in Swiss Francs (CHF)

MDRMA010 - Morocco - Earthquake

Operating Timeframe: 11 Sep 2023 to 31 Dec 2026; appeal launch date: 12 Sep 2023

V. Contributions by Donor and Other Income

Income Type	Cash	InKind Goods	InKind Personnel	Other Income	TOTAL	Deferred Income
Opening Balance					0	
ABB	93,232				93,232	
Accenture Inc.Foundation	223,740				223,740	
Adidas	11,484				11,484	
Adobe Systems, Inc.	15,674				15,674	
Amadeus IT Group	1,472				1,472	
Amazon	9,844				9,844	
American Red Cross	2,121,955				2,121,955	
Andorran Red Cross	3,834				3,834	
APPLE	13				13	
Assurant Inc	44				44	
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	
Belgium - Private Donors	1,021				1,021	
Benevity, Inc	12,664				12,664	
Bloomberg	12,913				12,913	
Boeing	270				270	
British Red Cross	1,236,411		22,065		1,258,476	
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	
Calypto Technology	6				6	
Ceridian	981				981	
Chanel	4				4	
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	
Cisco	280				280	
Coca-Cola	165				165	
Coca Cola Foundation	899,620				899,620	
COFRA Foundation	90,888				90,888	
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	55,975				55,975	
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	

Operational Strategy

INTERIM FINANCIAL REPORT

Selected Parameters			
Reporting Timeframe	2023/9-2026/3	Operation	MDRMA010
Budget Timeframe	2023/9-2026/3	Budget	APPROVED

Prepared on 05 May 2026

All figures are in Swiss Francs (CHF)

MDRMA010 - Morocco - Earthquake

Operating Timeframe: 11 Sep 2023 to 31 Dec 2026; appeal launch date: 12 Sep 2023

Income Type	Cash	InKind Goods	InKind Personnel	Other Income	TOTAL	Deferred Income
Eli Lilly Export SA	8,602				8,602	
Erawan Group	523				523	
Ericsson	38,777				38,777	
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	
France - Private Donors	101				101	
French Government	5,727				5,727	
French Red Cross		259,721			259,721	
GenDigital	19				19	
General Mills	60				60	
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	
Hewlett Packard	190				190	
Hong Kong Red Cross, Branch of the Red Cross Socie	22,574				22,574	
Howden Group Foundation	6				6	
Hungarian - Private Donors	6				6	
IBM	115,990				115,990	
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	1,822,258				1,822,258	
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	
Lithuania - Private Donors	158				158	
Luxembourg Government	287,588				287,588	
Luxembourg Red Cross	128,477				128,477	
Madison Performance Group	5				5	
Malaysia - Private Donors	1,287				1,287	
Maldives Red Crescent	4,126				4,126	
Manulife	112				112	
Marriott International Inc.	23,958				23,958	
Marsh & McLennan Companies, Inc.	19				19	
Mastercard Inc.	6				6	
McKinsey & Co	1,229				1,229	
Medtronic Foundation	88				88	
Microsoft	5,126				5,126	
Morningstar	667				667	
Moroccan Red Crescent (from Italian Red Cross*)	27,879				27,879	
Motorola Company	6				6	
Motorola Foundation	56				56	
Netherlands - Private Donors	337				337	

Operational Strategy

INTERIM FINANCIAL REPORT

Selected Parameters			
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Prepared on 05 May 2026

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MDRMA010 - Morocco - Earthquake

Operating Timeframe: 11 Sep 2023 to 31 Dec 2026; appeal launch date: 12 Sep 2023

Income Type	Cash	InKind Goods	InKind Personnel	Other Income	TOTAL	Deferred Income
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	5,014				5,014	
Oracle Corporation	62,525				62,525	
PAYPAL	2,078				2,078	
Pfizer Inc	67				67	
Philanthropia Foundation	20,000				20,000	
Polish Red Cross	12,522				12,522	
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	
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	317,794				317,794	
Slovakia - Private Donors	6				6	
Slovenia Government	193,265				193,265	
Societe Fonciere Lyonnaise Group	22,985				22,985	
Spanish Government	955,803				955,803	
Spanish Red Cross	3,137,999	355,176			3,493,175	
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	1,229,130				1,229,130	
Swiss Red Cross (from Switzerland - Private Donors*)	629,449				629,449	
Switzerland - Private Donors	6				6	
Taiwan Red Cross Organisation	108,569				108,569	
Teradyne	93				93	
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	1,007,362				1,007,362	
The Netherlands Red Cross (from Netherlands Government)	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	439,671				439,671	
United States - Private Donors	2,794				2,794	
UN Staff Council / UNOG	12,765				12,765	
Vanguard	137				137	
WarnerMedia	6				6	
Write off & provisions				10,718	10,718	
WTO - World Trade Organization	5,570				5,570	

Operational Strategy

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MDRMA010 - Morocco - Earthquake

Operating Timeframe: 11 Sep 2023 to 31 Dec 2026; appeal launch date: 12 Sep 2023

Income Type	Cash	InKind Goods	InKind Personnel	Other Income	TOTAL	Deferred Income
Yardi	45,515				45,515	
Zimmer Biomet	1,752				1,752	
Total Contributions and Other Income	39,240,765	649,626	124,184	10,718	40,025,293	0
Total Income and Deferred Income					40,025,293	0

Contact information

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

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Reference documents



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- [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.