

ANNEX II: KEY INFORMANT INTERVIEW GUIDING QUESTIONS

Generic		IFRC Operational Support		IFRC National Society Development Support		Strategic and Operational Foundation	
1. Could you please describe your role in the operation?	a. Was the definition and scope of the role suited to the needs and expectations of the operation?	4. Has there been an ongoing updated risk assessment done?	a. Who developed the risk registry and who has responsibility for its monitoring and updating? Just IFRC or did other stakeholders participate (NS/PNS/all levels of the IFRC)?	7. How has the institutional strengthening of the National Society been taken into consideration in this response?	a. Did the operation support and strengthen the NS (as per our mandate and as outlined in the Principles and Rules)?	8. How enabling (or not) is the country's legal framework for facilitating the work of the NS?	a. Are there MRC specific roles and responsibilities in the National Disaster Plan?
	b. Was it funded for enough time to meet the needs and expectations?		b. Has it been effectively used to support implementation and reduce risk? Examples?		b. Were surge people working in an integrated way with the NS or more independently / executively?		b. What is the relationship with the Mohammed V Foundation?

2. What do you think about the operation's planning/how it was set up?	a. Was there any contextual analysis done during the planning (at the national and branch levels)?	9. How effective were coordination mechanisms?	c. Has accountability for this been shared between the NS/PNS/all levels of the IFRC?		c. What specific actions are taking place to increase the MRC DRM capacity (assessment, shelter, logistics, procurement, etc.)?		c. What is the support like in areas such as admin (bank accounts, etc.), immigration, customs?
	b. Did the MRC and PNS actively participate in the development of the operation plan? How were they involved? If they weren't, why not?		a. What is working? And why?		d. Were any unreasonable expectations created with the MRC?		d. Were the MENA office and/or Geneva able to provide support needed for the National Society without any barriers?
	c. How was the support from MENA and Geneva for planning? Was it timely? Was it relevant? Were there any points where it interfered?		b. What is not working (overall and sector specific)? Why? What can be done to improve these and/or strengthen relationships and coordination?		e. How effective was the organizational structure (governance/ management) of the MRC?		e. How would you describe the MRC's role as an auxiliary with the Moroccan government?

	<p>d. Were the Principles and Rules for Red Cross and Red Crescent Humanitarian Assistance used? Why and to what degree or why not? Was the NS aware of these? Were surge and other IFRC staff aware of these?</p>		<p>c. How was the quality of IFRC - MRC Relations)?</p>		<p>f. How effective was the administration (financial control, HR, etc.) of the MRC?</p>	<p>12. How prevalent were CEA mechanisms?</p>	<p>a. Were CEA staff present from the start of, or during any part of the operation?</p>
	<p>e. Why is there no 2024 Unified Plan? Is there intention to create a plan in 2025? Why or why not?</p>		<p>d. How was the quality of relations between IFRC, MRC and PNS?</p>		<p>g. How effective was volunteer management & wellbeing of the MRC for this operation?</p>		<p>b. Were CEA activities adequately funded in the appeal?</p>
<p>3. Is the evolution/implementation of the operation progressing according to the schedule?</p>	<p>a. What factors are contributing to this (either supporting or hindering)?</p>		<p>e. How was the quality of relations between the distinct levels of the IFRC (including JTF)?</p>		<p>h. Is the NS stronger as a result of this operation? How? In what areas?</p>		<p>c. Did MRC see the importance for this? If so, how did they respond and if not, why? For example, does MRC have relevant policies in place?</p>

	b. What needs to happen to improve and why is it or why is it not happening?		f. How was the quality of relations with external stakeholders?		i. Could you see this operation weakening the NS in any way? How? In what areas?	13. How prevalent were PGI mechanisms?	a. Were PGI staff present from the start of, or during any part of the operation?
5. What are the overall challenges that the operation has faced? Challenges that you or your sector have faced?	a. What was the impact of these challenges on either the way the operation developed and was implemented or on the quality of programmes and services that beneficiaries received?	10. How effective were IFRC resource mobilization tools?	a. Was the DREF used well and was it well funded?				b. Were PGI activities adequately funded in the appeal?
	b. Were the challenges context specific or systematic?		b. How effective was the appeal mechanism? Why or why not?				c. Did MRC see the importance for this? If so, how did they respond and if not, why? For example, does MRC have relevant policies in place?

	c. What do you think are the underlying causes?		c. How was the decision made as to the amount requested in the appeal?				
	d. Do you have concrete suggestions as to how to systemically address these?		d. What is the logic between what we ask for and what we can spend (absorption rate)?				
	e. Are there challenges arising out of legislative frameworks? (Disaster Law or others such as Immigration?)		e. How much of the funding was earmarked and what impact did this have on meeting the assessed needs?				
	f. How did earmarking impact overall plans?		f. What impact does this have on implementation?				
	g. Do you have any ideas as to how we might ensure proper ownership/accountability/ follow-up to recommendations made either through your office or potentially through this RTE?		g. What is the impact on relations with donors/PNS?				

6. What have the successes of this operation been?	a. How successful were they? (Somewhat, a lot, were they successful enough?)		h. Does this impact how we use money (e.g., is there the flexibility to use these funds for NSD and community programming?)				
	b. Why were they successes?	11. How efficient (fast, easy) were the finance/admin/logistics/procurements/surge systems?	a. What specific systems functioned well, and which did not? Why?				
	c. How specifically do you think these can be built upon (systemically) to improve IFRC capacity and support to NS?		b. Were there mechanisms in place to which you could bring concerns? If so, were they acted upon?				
			c. Has there been any input or involvement with the BDO process? Has anyone explained it to the team? Are there avenues for input to the consultancy group?				

			d. Were surge deployments timely? Did surge members come prepared? What orientation did they receive? Did the MRC have a say in what surge roles were needed?				
			e. How effective was the handover process from one surge member to the next and then to more permanent staff?				
			f. Was there adequate HR for the operation since the onset (in all areas remembering risk, and PMER)? Were these adequately included in the long-term budget?				
			g. Was the amount of reporting requirements (donor reports, ops updates, etc.) reasonable and was there enough staff to meet the demand?				