

**TERMS of REFERENCE (ToR)
REAL-TIME EVALUATION (RTE)
for the RESPONSE TO MOROCCO EARTHQUAKE 2023**

A. Real Time Evaluation Objectives:

An RTE will help to identify the effectiveness and efficiency of the response to date, to ensure that immediate course-correction is undertaken where possible, and document lessons learned to adapt systems for future responses in complex settings.

Audience: This RTE will be used by the IFRC and its member National Societies as well as other Movement partners. The report will also be made available to RC/RC stakeholders and external partners involved in the response via the [IFRC Evaluation Databank](#).

Commissioners: This RTE has been commissioned by the IFRC Regional Director for MENA and the Under Secretary General (USG) National Society Development and Operations Coordination in Geneva.

The Evaluation team: The EMT will select the members of the evaluation team, which will comprise of three to five persons, including a team leader and two to three staff from the RCRC Movement.

Reports to: The RTE team leader will report to a RTE Management Team which is expected to comprise of representatives from different levels of the Secretariat and 1 National Society representative.

Duration: Up to 40 working days

Timeframe: February to April 2024

Location: This RTE will consist of remote and onsite data collection depending upon the evolving context, which may involve stakeholders from IFRC MENA Regional Office, IFRC HQ in Geneva and targeted stakeholders in Morocco Earthquake Operation.

B. Summary of the Crisis

A earthquake of 6.8 magnitude shook Morocco on September 8, 2023, at 11 p.m. local time, followed by a magnitude 4.9 aftershock 19 minutes later. According to USGS, the quake originated deep below the surface, at a depth of 18.5 km with its epicenter identified in the High Atlas Mountains, 71km south-west of the city of Marrakesh. The earthquake was felt as far away as Portugal and Algeria.

At least 2,901 people were killed, mostly in Marrakech and five provinces near the epicenter, and another 5,530 were injured, according to Morocco's Interior Ministry. According to the GDACS report, approximately 320,000 people were exposed to the earthquake with the remote villages nestled in the High Atlas Mountains, right at the earthquake's epicenter, suffering substantial losses. According to Reuters the destruction in some areas is described as "absolute," with not a single house left standing.

The continued risk of landslides and the large distances involved complicated the rescue and relief efforts, with emergency services facing difficulties in reaching people in need. While earthquakes of this size in the region are uncommon (since 1900 there have been only nine magnitude 5 events), this earthquake was the deadliest in Morocco since 2004.

C. RTE KEY QUESTIONS

1. IFRC Secretariat coordination structure and operational intent

- a) What has the relevance and value add from IFRC's response (financial, technical, in-kind and human resources) been to the Moroccan RC in terms of scaling its response to deliver humanitarian assistance? How has the institutional strengthening of the National Society also been taken into consideration in this response?
- b) How did this affect (positively or negatively) the National Society recognition with authorities, the role of the IFRC Secretariat, Members, the National Society and the use of Surge? What was the role of these partnerships in supporting an efficient and effective emergency preparedness for response operation before and after the earthquakes?
- c) How should the IFRC network adjust its working modality, and what were the main challenges identified, pending to be solved and to be overcome in this emergency?
- d) To what extent were the Principles and Rules for Red Cross Red Crescent Humanitarian Assistance respected and implemented?

2. IFRC Secretariat internal readiness to respond in complex environments.

- a) To what extent are IFRC systems, tools, and decision-making processes fit for purpose for rapid and scaled crisis response in complex settings?
 - Were the HR surge deployments, including ERUs, timely and relevant to the needs on the ground?
 - Were IFRC finance policies and procedures been sufficiently flexible to allow for smooth implementation, as well as adapted to the needs of the Moroccan context?
 - Have IFRC procurement and supply chain management processes been adequate to meet the evolving needs and intended outcomes of the operation in a timely manner?
 - Have logistics decision-making structures been clear, effective, and appropriate for a complex setting?
 - Are the systems in place fit for purpose to deal in complex environments with logistical financial and administrative impediments?
- b) To what extent has the status of disaster law in the country affected the goods and services' access to the vulnerable populations?
 - How did the political and economic restrictions in country affect the delivery of services in a timely and effective manner?
 - How were the relief efforts affected by the restrictions on movement of goods from neighbouring countries?

D. EVALUATION METHODOLOGY

The team will carry out the RTE through a series of approaches, including:

- Secondary data analysis (Emergency Appeals, Operation Updates, in-country documents, mission reports, debriefs, etc.).
- Key informant interviews with key RCRC and external stakeholders in the country and for those who have recently left the operation; and at CCST, Regional, and Geneva levels, including interviews with key delegates involved in the earlier stages of the response.
- Meetings and focus group discussions with RCRC and external actors, for example, Moroccan RC volunteers, PNS in-country, etc.
- An online survey could also be considered for key delegates who have left the operation if found useful.

The RTE team will present its preliminary findings to the IFRC Secretariat and IFRC-wide in-country team in Morocco upon completion (in person or virtually, depending on the modality of the review), Moroccan RC leadership as recommended by the IFRC Head of Delegation, the MENA Regional Office, and Geneva Headquarters, through a participatory meeting and/or virtual workshop.

An Evaluation Management Team will also be set up to manage and support the RTE. It will comprise of a five-person evaluation management team (EMT) comprised of one representative from the CCST, Regional and Geneva levels of the Secretariat (2 DCC, 2 PMER). The EMT will support the RTE process, as required. It will be responsible for supporting and overseeing the evaluation process up to the finalization of the final evaluation report.

E. EVALUATION DELIVERABLES

The RTE team will deliver the following:

1. **Inception Report** – The inception report will iterate the parameters and the work plan to operationalize and direct each aspect of the evaluation and data collection plan, including the tools and methods to be employed. The inception report should outline the structure of the report to be submitted by the consultant and include the consultant's expectations as to what extent the purpose of the evaluation can be achieved. The Inception Report will elaborate on these terms of reference:
 - Agreeing on specific evaluation questions
 - describing how the evaluation and data collection will be carried out.
 - refining and specifying the expectations.
 - detailing the methodology.
 - drafting data collection tools (interview guides, guidance for the FGDs, etc.).
 - clarifying roles and responsibilities of the team; and outlining the timeframe and activities for the evaluation.
2. **Debriefings/feedback to management at all levels** - The team will present its preliminary findings to relevant stakeholders before leaving the country, as well as the MENA Regional Office and Geneva Headquarters in a participatory meeting or virtual workshop. This will allow all three levels to take on board the ToR RTE Morocco Earthquake any pertinent comments and/or to make any corrections or additions to the findings, as required before the finalization of the report.
3. **Draft report** - A draft report, identifying key findings, lessons learned, and recommendations for the current and future operation, will be submitted within one week of the team's return from the field. **At least two workshops with relevant IFRC and Moroccan RC staff** to present the key findings and recommendations, and to facilitate a discussion on possible solutions and a way forward (detailing action planning).
4. **Final report** – The final report will contain a short executive summary (no more than 1,000 words) and a main body of the report (expected to be no more than 10,000 words) covering the background of the intervention evaluated, a description of the evaluation methods and limitations, findings, conclusions, lessons learned, and recommendations. Recommendations should be specific, feasible, and evidence based. It will contain appropriate appendices, including a copy of the ToR, cited resources or bibliography, a list of those interviewed, and any other relevant materials. Meeting notes of the workshops, and identified actions planned, should be part of the final report. The final report will be submitted one week after the receipt of comments on the draft report and will have to be validated by the Commissioners (MENA Regional Director and USG Programmes & Operations). Once validated, the final report and the Management Response will be shared with IFRC senior management, wider IFRC and Movement stakeholders and will be posted on the IFRC Evaluation Databank.

F. PROPOSED EVALUATION TIMEFRAME

Time Schedule	Activities	Deliverables
10 days	1. Desktop study: review intervention documentation, and related primary/secondary resources for the evaluation.	1. Inception report, data collection/analysis plan and schedule, draft methodology, and data collection tools.

	2. Initial virtual debriefings from key stakeholders in the operation. 3. Development of a detailed inception report, or data collection/analysis plan and schedule, draft methodology, and data collection tools.	
15 days	1. Preparation and pilot of data collection tools. 2. Data collection	1. Piloted data collection instruments. 2. Data collection
3 days	Findings sessions with relevant stakeholders in Morocco, at the Regional Office in MENA and for Geneva.	Findings sessions at the various levels
5 days	Prepare a draft evaluation report.	Draft version of the evaluation report.
5 days	Revise and submit the final evaluation report.	Final draft of the evaluation report.
2 days	Virtual presentations on overall evaluation to IFRC Secretariat and National Society	2 Virtual presentations
40 days	Total Working Days for Consultant(s)	

G. ETHICAL STANDARDS

The evaluators should take all reasonable steps to ensure that the RTE is designed and conducted to respect and protect the rights and welfare of the people and communities involved and to ensure that the evaluation is technically accurate and reliable, is conducted in a transparent and impartial manner, and contributes to organizational learning and accountability. Therefore, the evaluation team should adhere to the evaluation standards and applicable practices outlined in the IFRC Evaluation [Framework](#) and linked to the [RTE Guidance](#).

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H. EVALUATION TEAM COMPETENCIES AND QUALIFICATIONS

The EMT will select the members of the evaluation team, which will comprise of three to four persons, including a team leader/company and two to three staff from the Movement. Efforts will be made to respect diversity criteria and profile needs.

The team leader/company will have the following skills and experience:

- Proven extensive experience in being the lead in conducting emergency response evaluations (7 to 10 years).
- Master's degree in international development, social sciences, humanitarian assistance, or other related fields.
- Good knowledge of strategic and operational management of humanitarian operations and an ability to provide strategic recommendations to key stakeholders.
- Excellent writing and communication skills in English (reference and production of sample work required).
- Familiarity with the Red Cross Red Crescent Movement and its disaster management system.

- Knowledge of cross-cutting issues, including protection, gender, and inclusion (PGI) and community engagement and accountability (CEA) would be of interest.
- Strong analytical skills and ability to clearly synthesize and present findings, draw practical conclusions, and prepare well-written reports in a timely manner.
- Advantageous to have good knowledge of the MENA region or a similar response in the region.
- Selection of candidate may also need to abide by current operational guidance on recruitment.

The consultant/company will provide an independent, objective, and critical perspective, and will be the primary author of the evaluation report. S/he should not have been involved or have a vested interest in the IFRC operation being reviewed, and will be hired through a transparent recruitment process, based on professional experience, competence, ethics, and integrity for this evaluation.

The consultant/company should take all reasonable steps to ensure that the piece of work is designed and conducted to respect and protect the rights and welfare of the people involved and to ensure that the evaluation is technically accurate and reliable, is conducted in a transparent and impartial manner, and contributes to better programming, organizational learning, and accountability.

The team members will have the following skills and experience:

- Five years of experience working in international relief operations and/or monitoring and evaluation.
- Master's degree in international relations, social sciences, humanitarian assistance, and/or related fields or equivalent experience is preferred.
- Experience with RCRC Movement and external coordination mechanisms.
- One person in the team with a good knowledge of the MENA region or a similar response in the region.
- Experience in carrying out interviews and facilitating group discussions.
- Strong analytical skills and ability to clearly synthesize and present findings.
- Excellent writing and presentation skills in English. An advantage if proficient or fluent in Arabic.
- Should not have been involved or have a vested interest in the IFRC operation being reviewed.
- Selection of candidate may also need to abide by current operational guidance on recruitment.

As it is an ongoing operation, it is important that the team abide by all necessary security rules and that they be sensitive to the significant workload of the various teams and ensure that demands are kept to a minimum. Efforts will be made to appoint logistical focal points at the various levels to assist with the evaluation. In-country, the team should aim to be as self-sufficient as possible.

I. APPLICATION PROCEDURES FOR TEAM LEADER/COMPANY

Interested candidates/companies should submit their application material **by Sunday 18 February EOB CET** to the following address - pmer.support@ifrc.org, with Team Leader/Company for the Morocco RTE written in the Subject Line. Application materials should include:

1. Curriculum Vitae (CV)
2. Cover letter clearly summarizing experience as it pertains to this assignment, daily rate, and contact details for three professional referees.
3. One example of a previous evaluation report they have authored.

Application materials are non-returnable, and we thank you in advance for understanding that only short-listed candidates will be contacted.