



## How a Hotline Became a Lifeline: Morocco's Leap in Community Feedback

Earthquake aftermath, Morocco, September 2023. © Benoit Carpentier / IFRC

### Executive summary

In 2023, the Moroccan Red Crescent faced a critical challenge: how to systematically capture and respond to community feedback during a large-scale emergency. In response to the devastating earthquake, the National Society, supported by the International Federation of Red Cross and Red Crescent Societies (IFRC) and the [Netherlands Red Cross](#), launched a new initiative centred around the co-development of a centralized community feedback [data management system](#), integrated with a newly established hotline (“Ligne Verte”) and traditional face-to-face feedback channels.

Piloted in Taroudant and now fully rolled out across all earthquake-affected areas, the system has marked a significant shift from unstructured Excel-based tracking to a streamlined digital system to capture needs, based on local voices, in real time. As of December 2025, **over 14,000 feedback entries** have been migrated from Excel to the new system, out of which **700 calls** have come in through the new hotline. The average time to close feedback has **dropped from 49 to 7 days**, with **94% of cases resolved**. Most importantly, the new feedback system has tangibly improved assistance delivery tailored to real needs – from health teams adjusting outreach for chronic disease screenings, to safety campaigns on how to treat scorpion and snake bites.

This case study outlines the Moroccan Red Crescent's journey from co-design to implementation of this data management system, its technical setup, operational impact, and future ambitions to expand beyond the earthquake hotspots. This system serves a dual purpose: it enables direct engagement by responding to individual questions and concerns, and it strengthens institutional accountability by allowing sectors to use feedback data for evidence-based programme adaptation. As such, the case study demonstrates how locally led action, supported by intuitive digital tools, can transform humanitarian response and strengthen trust between communities and responders.



*In response to the earthquake in Tamaloukt, the Moroccan Red Crescent, supported by the Qatar Red Crescent Society, distributes tents, mattresses, blankets and kitchen kits, September 2023. © Benoit Carpentier / IFRC*

## Setting the scene

Community engagement is a cornerstone of accountable humanitarian action. For the Moroccan Red Crescent, listening to communities has always been a priority. But until recently, feedback was logged in Excel sheets and shared across teams via email or informal channels. This process was slow, scattered, and prone to errors, making trend analyses of commonly experienced challenges, or translating community voices into programmatic change, nearly impossible.

When a 6.8-magnitude earthquake struck Morocco's Al Haouz province in September 2023, killing and injuring thousands and causing widespread destruction, the Moroccan Red Crescent was confronted with an unprecedented volume of community requests for humanitarian assistance. In the early phase of the response, feedback from affected communities was collected through face-to-face interactions and logged in basic tracking tools, such as Excel and KoboToolbox, to

document concerns. As needs increased and the response expanded across four regions (Taroudant, Chichaoua, Marrakech El Haouz and Demnate), it became clear that a more structured approach was required to manage feedback, coordinate follow-up, and ensure that no concern went unheard. The scale and urgency of the emergency created both a challenge and an opportunity to develop an emergency-fit feedback management system.

In Taroudant, one of the hardest-hit areas, the Moroccan Red Crescent initiated a pilot to strengthen community engagement by launching a toll-free hotline alongside a centralized digital feedback data management system in July 2025. Rather than setting up a standalone hotline database, the pilot aimed to create a unified data management system capable of capturing and managing feedback from multiple channels, including the face-to-face feedback that was previously logged in Excel. The hotline, known as "Ligne Verte," was disseminated across all 41 douars in the

**"One of the moments when I really felt the hotline made a difference was when someone called to thank us for the fan they received in response to their concern about heat. Every time we get positive feedback, I feel proud and happy."**

*Hotline Assistant at the Moroccan Red Crescent*

intervention area. Community members could call to ask questions, raise concerns, or share suggestions, knowing that their input would be logged, tracked, and followed up on.

This experience fundamentally shifted the culture of feedback management at the National Society. By placing communities at the centre and giving them a direct line to responders, the Moroccan Red Crescent

### Implementation of the Ligne Verte Hotline During the Earthquake Response

While the earthquake occurred over two years ago, local needs remain acute. As recovery efforts continue, many communities face ongoing risks and exposure to natural hazards. Access to vital assistance remains more important than ever.

To enhance this access, the "Ligne Verte" hotline was launched in Taroudant in July 2025 and scaled to all earthquake-affected branches. During its pilot phase, local volunteers disseminated the hotline number through door-to-door visits, community meetings, posters, and flyers. The distribution of the hotline number was accompanied with demonstrations on how to use it, and reassurance that the hotline was toll-free, confidential, and available in Arabic, Tamazight, and French – ensuring that it can reach the last mile.

Calls through the hotline are responded to by hotline assistants and logged in the accompanying digital community [feedback management](#) system. As of December 2025, this system hosts over **14,000 feedback entries** across all participating branches, and

demonstrates its commitment to transparency, responsiveness, and locally led humanitarian action. Today, the data management system is used by every earthquake-affected branch of the National Society, and the hotline is a trusted entry point for communities to receive reliable assistance.

The setup of this system was financed by the Netherlands Red Cross.

integrates all feedback channels in the earthquake response: the "Ligne Verte" and face-to-face conversations.



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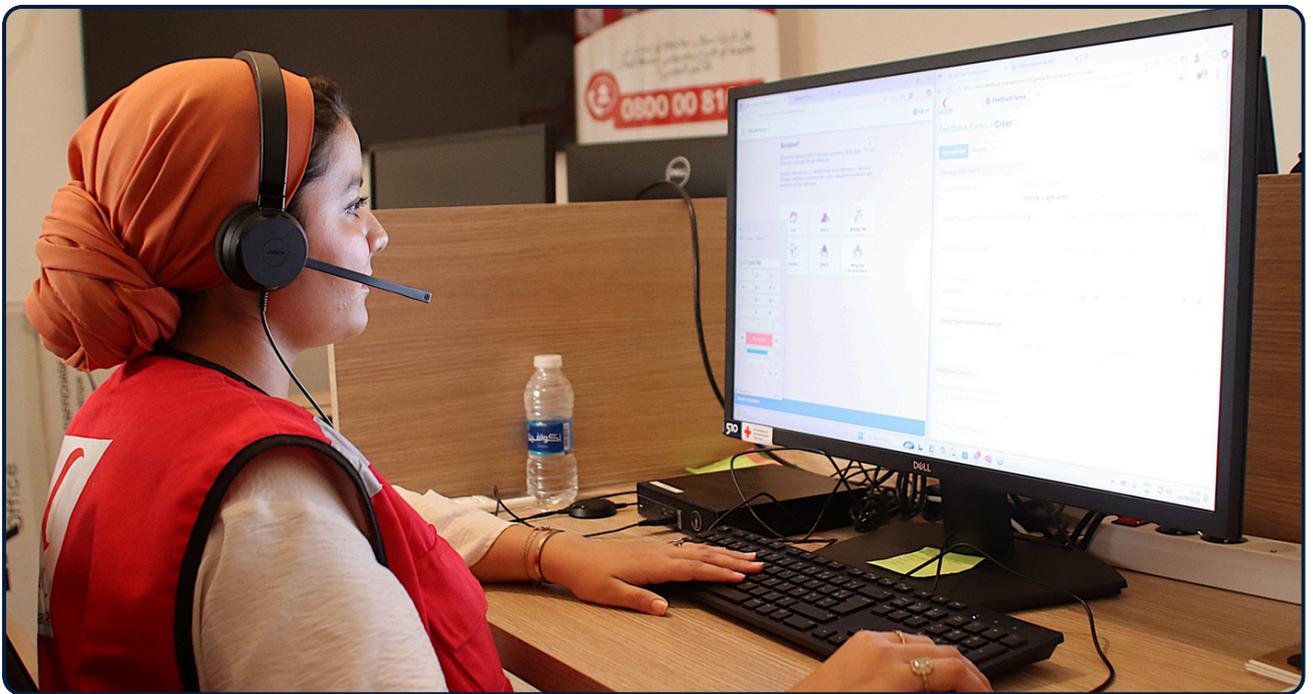
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Flyer to raise community awareness on the "Ligne Verte", July 2025. © Moroccan Red Crescent

"For feedback, we prefer to work with an interactive digital system that captures feedback and integrates follow-up responses. The system works well and is very clear and organized."

WASH Officer at the Moroccan Red Crescent



Moroccan Red Crescent employee operating the community feedback data management system, Taroudant, September 2025. © Abdelhamid Bourkaik

### About the Community Feedback Data Management System

At the heart of this initiative is a community feedback data management system, built in open-source data management platform EspoCRM, and adapted to meet the specific needs of humanitarian feedback workflows. The system was configured in real time by the Moroccan Red Crescent, the IFRC and the Netherlands Red Cross' data and digital team, [510](#), in Taroudant. This collaborative approach ensured that the system reflects the operational realities of the National Society and can be managed locally through a simple,scalable, and user-friendly design.

EspoCRM allows users to log feedback entries, assign cases to sector focal points in each branch, track status updates, and visualize data in real time. Each feedback entry includes key information such as date, location, channel, category, assigned sector, status, and resolution notes. The system automatically routes feedback to the appropriate sector and branch focal points who receive notifications and can update the status of each case directly in the system. Dashboards provide an overview of open, closed, and pending cases, enabling better coordination and faster decision-making.



Figure 1: Dashboard of the Community Feedback Data Management System. © Moroccan Red Crescent

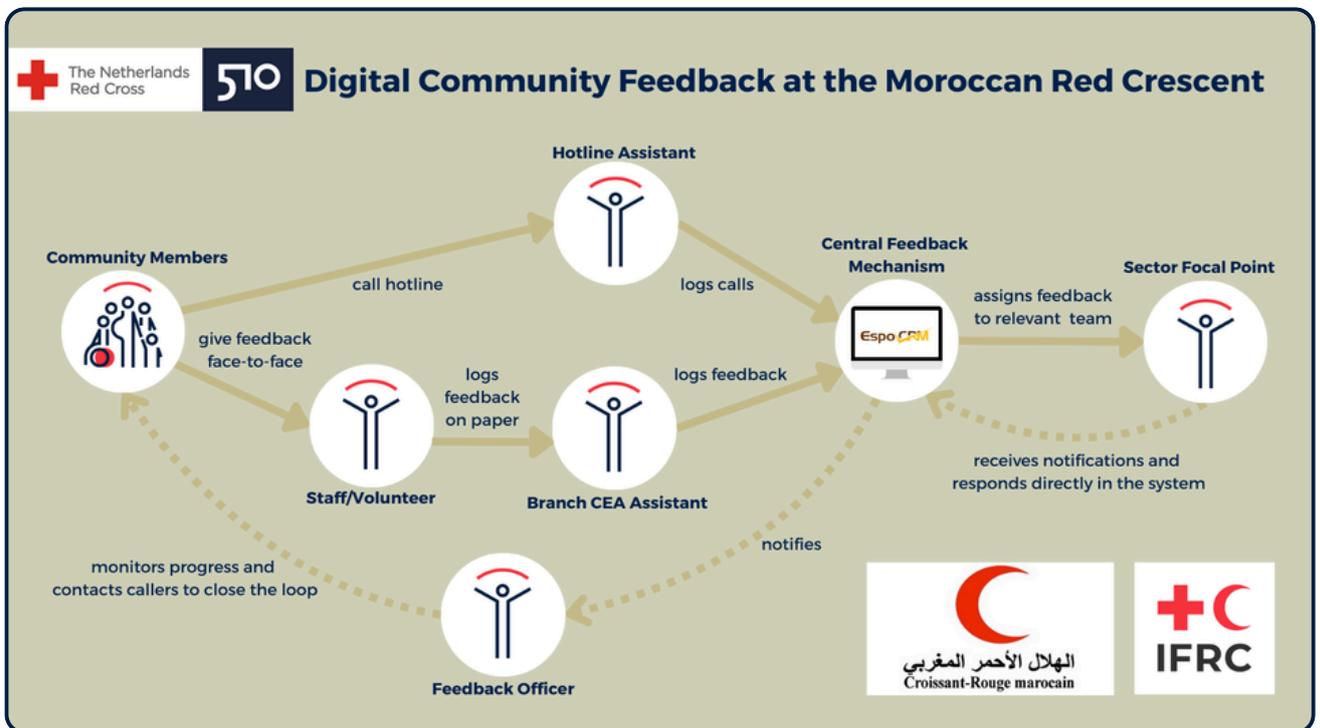


Figure 2: Data Flow of the Community Feedback Data Management System.

The system’s intuitive interface makes it easy to use, even for staff with limited digital experience. Role-based access ensures confidentiality and clarity: hotline assistants can log and assign feedback, sector teams can respond and close cases, and feedback officers can monitor progress and generate reports. The system automatically assigns cases to the appropriate sector team (for example: health or shelter). Sensitive feedback is routed through dedicated workflows, with access restricted to the provincial and national sensitive feedback committees. This strengthens confidentiality and ensures sensitive cases are handled in a safe and consistent manner. The Moroccan Red Crescent’s Information Management team has full administrative access and can adjust the system as needed, reinforcing local ownership and sustainability.

Training was a key component of the pilot phase. Hotline assistants received scenario-based training to build confidence in using the system and responding to callers. Information

Management staff were trained to manage the system independently, including configuring new fields, creating reports, and troubleshooting issues. Sector focal points were briefed to follow up directly in EspoCRM, safeguarding accountability.



Training for Moroccan Red Crescent staff on how to use the community feedback management system, Taroudant, September 2025. © Abdelhamid Bourkaik

**“At first, EspoCRM looked complicated, but after training and support, it became clear and even enjoyable to use. I’ve learned so much, not just about EspoCRM, but about data management and coordination overall.”**

**Information Management Officer at the Moroccan Red Crescent**



Figure 3: HIA interface for hotline operators, 2025. © Moroccan Red Crescent

To support hotline assistants, the Helpful Information web-App (HIA) was introduced, serving as a searchable FAQ database for hotline operators to quickly find answers to common questions. HIA is managed and updated as needed by the feedback officer, in collaboration with CEA assistants and sector teams.



The feedback data management system is hosted locally on the Moroccan Red Crescent's Azure environment, with support from Microsoft's Non-Profit Grant programme. This ensures data security, minimizes hosting costs, and allows the National Society to scale the system nationally. The combination of EspoCRM as a feedback data management system, HIA as a knowledgebase, and telecom provider VoIPsense as call and queue system, create a seamless workflow from feedback collection to resolution.

### Impact of Community Feedback Management System on Earthquake Operation

The new data management system has transformed how the Moroccan Red Crescent engages with communities, strengthening accountability by ensuring that their voices are systematically captured, analysed, and acted upon speedily, without compromising on confidentiality

Feedback entries are categorized and coded, allowing trends and gaps to be identified. This supports evidence-based programming, in direct response to community feedback.

Concretely, repeated community feedback on blood pressure and diabetes screenings guided the Moroccan Red Crescent's health team to organize regular follow-ups and adapt their outreach. In another example, many callers from a certain area were concerned about scorpion and snake sightings, leading to targeted awareness sessions, safety trainings, and improved coordination with local volunteers on mitigating this hazard. Finally, the shelter team was able to revise their workflow after commonly expressed confusion about eligibility for their cash-for-shelter programme.



Figure 4: Impact statement from a hotline caller, 2025. © Moroccan Red Crescent

Community trust in the mechanism has grown noticeably over time. Callers have expressed appreciation for timely responses and follow-up calls, with 98% of callers indicating satisfaction with the response. The visibility of programmatic changes based on feedback reinforced the value of participation and encouraged more people to engage.

Collaboration across Moroccan Red Crescent teams is significantly stronger. Using one shared system has enabled faster response times, eliminated duplication through clearer roles and responsibilities, and created a more transparent feedback process. Hotline assistants can assign cases directly to sector

focal points, who then track, update, and close feedback independently, accessing feedback relevant to their programmes in real time. The centralized system has also improved data quality and analysis.

The Moroccan Red Crescent's success story with EspoCRM, in combination with a suite of tools tailored to needs and capacities, highlights that digital systems can be adopted quickly with minimal training. All teams have adapted well to the system, and the Information Management team rapidly gained the skills needed to manage it independently. This lays the foundation for sustainable scale-up and long-term ownership.

**“Having direct access to the feedback system and being tagged for follow-up really promotes a sense of accountability within our team. The feedback gave us concrete evidence that our workflow needed to change - and that’s exactly what we did.”**

*Shelter Delegate at the IFRC in Taroudant*

**“This system is built to grow. We can scale it across all branches of the Moroccan Red Crescent to ensure consistent feedback management and accountability nationwide. The model can adapt to any programme, and expanding it will strengthen our reputation as a community-centred organization, build trust, and make evidence-based decision-making part of everything we do.”**

*Feedback Officer at the Moroccan Red Crescent*

### **What's next?**

Building on the success of the “Ligne Verte” in the earthquake-affected areas, the Moroccan Red Crescent aims to expand the hotline and feedback management system across the country through 2026, in support of other programmes beyond the earthquake response.

This expansion marks a significant step toward a unified, sustainable feedback system that empowers communities and strengthens humanitarian programming. As such, this system demonstrates how a locally led, low-cost, high-impact solution can strengthen accountability and operational efficiency – something any National Society can replicate for a wide range of contexts.

### **We want to hear from you!**



Are you interested in pursuing a similar data management solution with your National Society or organization? Please reach out to:

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### **Context note**

This case study focuses specifically on the co-development and implementation of the centralized community feedback data management system and its integration with the Ligne Verte hotline. It builds on earlier community feedback management efforts carried out by the Moroccan Red Crescent during the earthquake response, supported by the IFRC. Those earlier efforts included the establishment of initial feedback mechanisms, pilot systems in selected branches, and preparatory work for launching a national hotline.

For further questions about these broader CEA activities, please contact:

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