

Supporting the Fight Against Cancer: Improving Marketing and Fundraising Operations for Association Jannat



Figure 1: Our team with Khadija el Qorti during the presentation of our final deliverable

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by

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Abstract

Association Jannat is a small NGO in Rabat, Morocco that provides free housing, food, transportation, and pain management to cancer patients receiving treatment who cannot afford to support themselves. Since its founding in 2009 by cancer survivor, Khadija el Qorti, Association Jannat has been able to help over 10,000 individuals yearly, but they still struggle to maintain consistent funds and to reach a broader audience with their marketing. The goal of our project was to create a marketing guide and a fundraising plan for Association Jannat first by understanding their target audience, the organization as a whole, and finally teaching the management staff at Association Jannat how to market and fundraise in the future.

Executive Summary

Introduction and Background

Seventy percent of cancer deaths occur in low-to-middle income countries like Morocco (WHO, 2018). Insufficient knowledge of risk factors and preventative practices often lead to late stage diagnosis and further health implications (Boutayeb et al. 2010). This can be attributed to the stigma that surrounds the disease and the historical use of herbal remedies (Hatim, 2019).

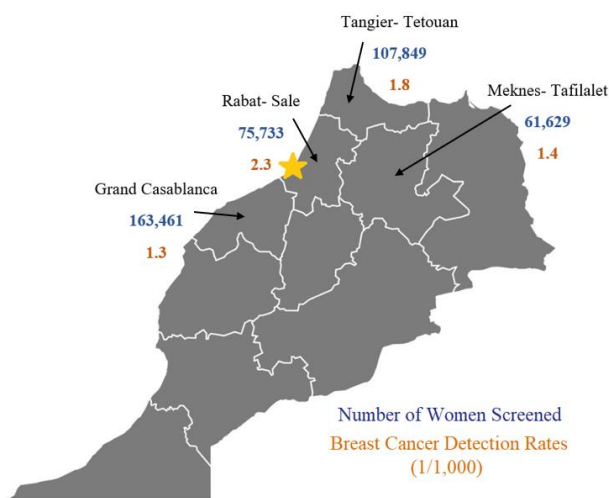


Figure 2: Cancer Detection Rates in Morocco
(Adapted from Morocco World News, 2018)

Although Morocco has made strides in this area, patients face a lack of accessible pathology services due to the lack of adequate infrastructure (Semlali, 2010). Because of this, patients often have to relocate to larger cities, like Rabat, to receive treatment, even if detection rates are higher in other cities (Figure, 1) (Disney, 2018). Chemotherapy costs 1.15 times the annual minimum income of a Moroccan citizen and with only a third of the population possessing healthcare insurance to fund their treatment, this causes a burden for patients and their families (Semlali, 2010).

Fortunately, there are established associations that support patients. Association Jannat is an NGO in Rabat that provides free food, shelter, transportation, pain management, and leisure activities for cancer patients and their families. In 2009, after the loss of her husband and sister to the disease, cancer survivor Khadija el Qorti (Figure 2) opened her home to women who needed support during their treatment in Rabat. Residents of Association Jannat speak highly and graciously about Mrs. el Qorti and the organization. Everyone who walks into Association Jannat's doors are touched by its invaluable and selfless work. However, the organization struggles to gain the recognition it deserves and



Figure 3: Khadija el Qorti,
Founder of Association Jannat
(Retrieved from baldi.net, 2016)

needs to enhance their marketing and fundraising operations to continue their services. Association Jannat must start marketing to local and global communities in order to increase awareness of the organization and gain sources of funding.

Opportunity Statement

Association Jannat struggles to secure donations and supplies due to a lack of online visibility and community awareness of their mission. They currently rely on sporadic, in-kind and monetary donations and Mrs. el Qorti's late husband's pension. Although this has supported the Association for 11 years, they are in need of sustainable, long-term funding to continue to support the patients and grow the organization.

Our Approach



Figure 4: Our group with Khadija el Qorti

The goal of our project was to create an instructional guide in order to help Association Jannat overcome some of the visibility and funding challenges they face. In pursuit of this goal, we followed three objectives. First, we researched Association Jannat's target audience. This consisted of numerous snowball interviews with experts in Moroccan culture, NGOs, and marketing. Secondly, we gained a better understanding of Association Jannat by conducting interviews with our sponsor and some of the residents.

We had to understand the need for the organization in this society, how they have collected donations in the past, and why the residents need the organization. With that better understanding, we created a marketing guide and fundraising plan for the organization.

Results and Recommendations

The final deliverable is an instructional guide created for Association Jannat. We established three primary recommendations to form the guide. The first is understanding the organization's identity and developing a brand for Association Jannat. Within this step, we suggest that our sponsor create a concrete message, values, goals, buzzwords, and mission statement. We reviewed this step in person with our sponsor, but he is going to complete it at a later time. Our interview with SimSim Association's Executive Director, Mr. Ismail Ilsouk, confirmed that creating opportunities to communicate with an audience helps individuals relate with and get behind a cause. Additionally, we wanted them to understand why they started the organization, why they continue the organization, and how they want to grow in the future. This step also involves a SWOT analysis, so our sponsor can better understand their strengths (S), weaknesses (W), opportunities (O), and threats (T). We also reviewed this step with our sponsors in order to express the importance of this analysis and better explain it in person. Lastly, we recommend that they compile a portfolio of important events and accomplishments, which will help with marketing and applying for grants.

We felt that understanding the identity of Jannat was an essential first step based upon our interviews with public relations experts in Worcester, as well as our discussions with experts and other NGOs in Morocco. When appealing for support, Jannat needs to have a consistent message about the work they do and the help they provide for people in need. Focusing on the patients that have been cured and highlighting their stories is an effective way to attract people and gain support (R. Touh-Touh, Personal Communication, January 29, 2020). This will help their relations with individual donors, while also making grant applications easier and more successful.

The next step is to maximize their social media presence. The organization currently has both a Facebook account (Figure 4) and an Instagram account, but does not utilize them to their fullest extent. This step in the marketing guide detailed tips and techniques to run a successful social media account. Association Jannat should integrate the brand defined in step one into their posts on social media so that their audience understands who they are and why they are so important. Sharing upcoming events they are organizing to reach to their audience will play a major role in expanding and securing strong and loyal supporters (H. Azelmat & N. Mougaddar,

Personal Communications, February 6, 2020). After our interview with Ms. Bouchra Rabeh of Enactus, we learned that organizing events to showcase the organization’s work is more effective than taking part in an event that already exists. Videos that further explain the mission of the organization are also efficient and informative (B. Rabeh, Personal Communications, February 5, 2020)



Figure 5: Association Jannat’s Facebook Page (Retrieved from Facebook.com, 2020)

Social media is important for boosting Association Jannat’s visibility. In order to inspire people to give, people must see the need for their support. They must also be able to trust that their donations will not be squandered or stolen by members of the organization. In order to gain the trust of their donors and prove their transparency, Association Jannat should keep records of all their expenses and show exactly where the donations are going (R. Touh-Touh, Personal Communication, January 29, 2020). This transparency will comfort potential donors in knowing that the donated money will all go to helping cancer patients. We also recommend that Association Jannat create a Twitter and a LinkedIn account to create legitimacy for their organization. Our interviews with experts at MCISE and Enactus reiterated the need for an organization’s broad social media presence. Additionally, these experts explained to us that Association Jannat should be posting as frequently as possible, and using social media to network with other organizations, the community, and potential donors.

The final step in our plan is reaching out to local contacts and applying for grants to gain funding for the organization. Grants can provide a maximum of three to six years of funding and training for the Association (R. Touh-Touh, Personal Communication, January 29, 2020). They can also provide specific funding for special projects and expanding the organization (J. Adams, Personal Communications, February 6, 2020). Association Jannat could use grants from both

within Morocco and from the international community. Mr. Ilsouk also stated that some of the grants that his organization received were found through personal connections that he had. We recommend that our sponsors reach out to the Ministry of Health, health professionals, other NGOs in Morocco and the Rabat community, and professionals familiar with marketing. We also highly recommended to them that they hire a full-time volunteer or staff member to manage their social media accounts and grant portfolio. They may also have to hire another volunteer to specifically apply for grants.

Conclusion

Our project aims to give Association Jannat the tools it needs to find sustainable funding. The plan involves guidance and instruction through multiple years, as it will take time to develop the Association's reputation. It includes information on how to increase their visibility and funding, and should help them structure their marketing and fundraising operations. Our sponsors should begin by developing their identity and brand, in order to better display it on social media. They should then work to improve their visibility on useful sites such as Facebook, Instagram, Twitter, and LinkedIn, and also create an organization website. We recommend that Jannat have a full-time volunteer to manage their media feeds. They should also build a personal network with other organizations, like local NGOs and international organizations. After Association Jannat has created a credible reputation through their social media, they can use their network of connections to learn about possible grants that they can apply for. Finally, we recommend that the Association hire a full-time grant-writer and social media director, in order to best capitalize on such opportunities.

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Chapter 1: Introduction

One in six deaths around the world are caused by cancer, and those who live in low-income or middle-income countries are the most at risk (WHO, 2018). Medical systems in developing countries like Morocco do not operate to the standards that American and European medical systems expect (Semlali, 2010). In order to receive cancer treatment, Moroccan citizens must travel to a larger city where there is medical infrastructure (Semlali, 2010). Due to their financial situation and a lack of insurance coverage for cancer care, it is often impossible for these individuals to pay for travel, treatment, and accommodations in the city (Semlali, 2010). As a result, many people will sleep on the streets around the hospital where they are receiving care (L. Dodson, Personal Communication, November 4, 2019). Additionally, family is a significant part of Moroccan culture, so having family by your side during treatment is important (L. Dodson, Personal Communication, November 4, 2019). Often times, family members are even necessary during treatment because Moroccan hospitals do not have the resources to provide individualized care and accommodations for patients (L. Dodson, Personal Communication, November 4, 2019). However, families may not be able to travel the long distance to treatment centers, leaving the patients without that integral support.

Association Jannat is a small NGO in Rabat, Morocco that provides free food, transportation, and accommodations for any cancer patient and their family who cannot support themselves (Association Jannat, 2019). It is extremely important that nonprofit organizations like Association Jannat exist in Morocco because of the underdeveloped structure of the medical system. Association Jannat was founded by an illiterate, 70-year-old woman named Khadija el Qorti, a cancer survivor (Albertelli, 2016). She founded the Association out of her own home, as seen in Figure 5. Mrs. el Qorti has done amazing service for more than 10,000 individuals every year, but she struggles to maintain the day-to-day responsibilities of running an organization (Brahimi, Personal Communication, October, 10 2019; Sassioui, Personal Communication, November 12, 2019).



Figure 6. Association Jannat's Main Building (Retrieved from Association Jannat. (2019). Jannat Association for Free Accommodation of Cancer Patients [PDF].)

In 2019, a group of WPI students worked with Association Jannat to assist them in their technological advancement (Carriero, Sellen, Raine & Ouellet, 2019). The students created a database for Association Jannat to track resident information and develop statistics about the organization that can be used for marketing purposes. While this project represents a significant advance for the organization, Association Jannat continues to struggle to secure donations and supplies due to a lack of online visibility and community awareness of their mission (Sassioui, Personal Communication, November, 12 2019). Our project provided recommendations and instructions for marketing and fundraising for the organization that targets individuals, companies, and other organizations both locally and globally through a combination of traditional Moroccan and digital communication methods. In the next chapter, we will discuss relevant background information that will create context for our project problem and goal.

Chapter 2: Literature Review

2.1 Cancer in Morocco

Cancer is the second leading cause of death worldwide. This disease transcends social, economic, and geographic boundaries with 70% of these deaths occurring in low to middle income countries (WHO, 2018). In these countries, the lack of accessible pathology services to the public and the burdensome economic impact of cancer contributes to patients' poor cancer experiences. Moroccans have to travel long distances to the nearest oncology center for expensive cancer treatments. Progress in targeted therapies and chemotherapy have aided the treatment of cancer. However, these treatments run parallel with an increase in costs. The cost of chemotherapy can be 1.15 times the annual minimum income of Moroccans (Boutayeb et al. 2010).

Unfortunately, only about one-third of the Moroccan population has healthcare insurance. This makes financing cancer treatment challenging due to pharmaceutical industry limitations, lack of income, and delayed diagnosis (Boutayeb et al. 2010.). Cancer is typically diagnosed at Stages II and III because the disease is not taken seriously in its early stages (Benaicha et al., 2016; Hatim, 2019). Social apathy towards cancer is common in Morocco, causing a social taboo and contributes to the lack of awareness regarding risk factors and preventative practices.

2.2 Morocco Medical System and Beliefs

While some people may not think of Morocco as a typical developing country, it has still not fully modernized itself in the way that many western countries have, as seen prominently in the medical system. Modern Moroccan health care is substandard and expensive, so many people choose not to utilize it (Jouan, Haloui, Rhazouani, El-Hilaly, Eddouks, 2001). This is due to overcrowding in hospitals and a lack of empathy and effective medication within the medical system (Hatim, 2019). Additionally, fake medications are more readily available than their legitimate counterparts, and are much cheaper (Tuck, Maamri, Chan, Babar, 2019). Medicines

supplied by the healthcare system are 11 to 12 times more expensive than international standards (Tuck, Maamri, Chan, Babar, 2019). Currently, 58% of the healthcare expenses are paid out of pocket, so many people simply cannot afford modern treatment, and herbal remedies are the only other viable option (Tuck, Maamri, Chan, Babar, 2019). Fortunately, there are non-governmental organizations in Morocco that help assist families physically, emotionally, and financially during this time of need.

2.3 NGOs In Morocco

Non-Governmental Organizations, NGOs, are known as associations in Morocco. These organizations operate for a myriad of causes (Arab.org, 2019). Some of these organizations are internationally-based NGOs that maintain a chapter of the organization in Morocco, while others are based in Morocco (Moroccopedia, 2019). Typically, the successful associations in Morocco have ties with the King or the government (O. El Addoulli, Personal Communication, January 14, 2020). The Lalla Salma Foundation, for example, is a nationally-popular non-profit because it was founded by the Former Princess of Morocco, Lalla Salma, in 2005 (The Lalla Salma Foundation, 2019). Another organization assisting cancer patients in Morocco, with less prestige and visibility, is Association Jannat.

2.3.1 Association Jannat

Association Jannat was founded in 2009 by its president Khadija el Qorti (Health News, 2018). It was after Mrs. el Qorti, shown in Figure 6, lost both her sister and husband to cancer, that she decided to open her home to cancer patients and their families living on the street near hospitals because they could not afford to support themselves (Albertelli, 2016). Association Jannat, which when translated means “paradise NGO,” offers free shelter, food, pain management medication, transportation to treatment centers, and psychological support to about 30 women and 15 men at any given time (Association Jannat, 2019). The Association does not operate on substantial funds, typically only by Mrs. el Qorti’s late husband’s pension and sporadic in-kind and monetary donations by individuals (Health News, 2018; A. Sassioui, Personal Communication, November 12, 2019). Currently, the Association provides hospitality to over 10,000 people per year, but they often will take in more than their maximum capacity

because the Association sincerely wants to do good (M. Brahimi, Personal Communication, October 31, 2019; A. Sassioui, Personal Communication, November 12, 2019). One resident said of her experience with Association



Figure 7. Founder and President, Khadija El Qorti. (Retrieved from Association Jannat.)

Jannat: “We could not find anyone doing what the people in this Association are doing for us. Even our relatives could not take care of us because we are poor” (Health News, 2018). The Association focuses not only on the necessities of life, but allows patients and residents to interact with each other, take trips, and attend social events (Association Jannat, 2019). Association Jannat does selfless work, but has struggled to receive the recognition it deserves. The organization is working to improve and solidify their operations in order to gain sustainable funding and to continue their service.

2.3.1.1 Supporting the Fight Against Cancer in Morocco: Database Implementation and Data Management for Association Jannat

In January 2019, a group of Worcester Polytechnic Institute (WPI) students travelled to Morocco to help Mrs. el Qorti and Association Jannat for the first time. Their mission was to advance Association Jannat technologically by creating a database of patient information to make the organization paperless. This database allows Association Jannat to record data and information about all of their residents as well as its medication, food, and linen supplies. The information that this database collects can readily be used to apply for grants, create marketing materials, and as data points that can be presented to potential donors, potential residents, and the government (Carriero, Sellen, Raine & Ouellet, 2019). Association Jannat desperately needs to begin marketing to local and global communities in order to increase their sources of funding and the community’s awareness of the Association.

2.4 Marketing Approaches for Nonprofits

Nonprofits must utilize a different approach to marketing compared to businesses since they raise money for the people that they serve. Nonprofits cannot market their organization to

potential contributors or donors based upon a product or service that would benefit them, but rather, convince individuals that their contributions would assist in the good doings of their organization (M. Brahimi, Personal Communication, October 31, 2019). Nonprofit organizations should create compelling paid ads and foster useful, easy-to-follow owned media, like a website or social media platforms, in order to prompt customers and contributors to create earned media, such as reviews, newspaper articles, or even word-of-mouth, that enhances the value of a brand even more (Lovett & Staelin, 2016). All of these types of media work together, as illustrated in Figure 7, to tell the complete story of a brand and organization. In this section, we will be discussing marketing techniques, such as establishing a brand, relationship marketing, and digital marketing, as well as how they can be effective for non-profits, specifically.



Figure 8. Venn Diagram of Types of Media (Retrieved from Onclusive.)

2.4.1 Establishing a Brand

In order to begin marketing for a nonprofit, the organization must establish their brand and their identity (Levinson, Forbes, & Adkins, 2011). To create a brand, organizations can use techniques like SWOT analysis, that will allow them to identify their strengths, weaknesses, opportunities, and threats (Belmejdoub, 2016). From there, they can understand where they currently stand and where they want to go (Belmejdoub, 2016). After they understand that, they can develop ways to get there (Belmejdoub, 2016). It is imperative to define the core values and mission statement of the organization so that the target audience of their guide can understand who they are and what they want to become (Belmejdoub, 2016). Hosting focus groups, interviews, and consultations with potential target audiences can provide helpful insight to create strong, “human-centric” marketing material (Belmejdoub, 2016; Shaki, 2016). Once an organization understands who they are, they are then able to focus not only on what they want, but who can help them get there.

2.4.2 Utilizing Relationship Marketing

Customer wants and needs are changing, so marketing must change with them. People want to feel as though they are a part of something and are contributing to something that they believe in (E. Brangan Mell, Personal Communication, November 8, 2019). Since nonprofit organizations cannot provide any financial compensation to donors, volunteers, or participants, they must elicit an emotional response to convince consumers to contribute to their cause and build a relationship (Sheth, 2017). This emotional reward, the feeling that the donor has made a positive contribution, serves in place of the product or service a business would provide. To produce the emotional reward, an organization can tell stories and use metaphors, but overall, the organization, and its brand, must be relatable (Sheth, 2017; L. Beaulieu, Personal Communication, November 8, 2019). “Communications is all about the people,” which is why “[y]our brand is only as strong as the emotions that are evoked when people consider you.” (E. Brangan Mell, Personal Communication, November 8, 2019; Levinson, Forbes, & Adkins, 2011).

2.4.3 Social Media Marketing

Social media is an effective tool for increasing the visibility of a brand. In order to be successful in social media marketing, an organization must have a strategy and a story (Lua, 2019). Within this strategy, the organization must consider its target audience, its content, and the platform it is using (Lua, 2019). Organizations should focus on the relatability of their posts and how they contribute to audience engagement of their accounts (S. O’Brien, Personal Communication, November 8, 2019). In order to increase engagement on posts, the organization should post frequently, allow people to like, comment, and share, tell stories, use photos, and provide a “human aspect” to their posts (L. Beaulieu & S. O’Brien, Personal Communication, November 8, 2019). Additionally, each social media account should tell a cohesive story that focuses on the big picture to convey the organization’s mission, its brand, and its image to promote their goals and beliefs (L. Beaulieu & S. O’Brien, Personal Communication, November 8, 2019; Lua, 2019). This will allow individuals to relate to the organization. When someone believes in what an organization stands for, they will follow and engage with their content, and support the organization in doing so.

Creating a target audience is crucial because different audiences will want different returns on their “investment” in supporting an organization. Once an organization defines a target audience, they can begin creating content that will be most influential amongst that group. This content is then positioned where the target audience will see it. Social media platforms are excellent for this because they can support a plethora of mediums, which can be distributed among paid, owned, or earned capacities. Owned social media pages are a free way to support content on a platform (Grimes, Personal Communication, November 12, 2019). While there is no guarantee that the target audience will view this content, anyone who has access to that platform will be able to view the content. An organization can boost the viewership of its pages through paid promotion or through earned partnerships with other people and organizations on social media (E. Brangan Mell, Personal Communication, November 8, 2019). Partnering with other individuals, like social media influencers and organizations, can allow businesses to reach new audiences. Social media influencers have access to large audiences and can influence others by taking advantage of their credibility. People can only donate, volunteer, and support your work if they know the organization exists (Gauss, 2016).

2.5 Fundraising and Marketing in Morocco

Overall, funding in Morocco comes from two sources: international grants and community individuals, but approximately 80% of all funds donated to nonprofits come from individuals (N. Benhima, Personal Communication, January 21, 2020; Marino, 2014). In the past, many of the grants given in Morocco were service-based, but that has changed since the Arab Spring uprisings in 2012 (N. Benhima, Personal Communication, January 21, 2020). The Arab Spring uprisings initiated decentralization reforms in several Arab states to address the protestors’ deep grievances and demands for more efficient public services and participative governance (Houdret & Harnisch, 2018). Because of this, grants are given to organizations that are focused on building skills and teaching people how to work in a trade (N. Benhima, Personal Communication, January 21, 2020). International funders will give grants after they trust the Association and understand their mission (N. Benhima, Personal Communication, January 21, 2020). This can be done through an organization’s owned media, like their website and social media accounts.

Marketing in Morocco provides a bit more of a challenge due to the national split of population between the wealthy urban community and the poor rural community (Export.gov, 2019). Additionally, with a 68.5% adult literacy rate, there can be issues with publishing word-heavy material (Export.gov, 2019). In order to combat this, marketing and fundraising material needs to use images and videos to convey information to the target audience. Images can be especially powerful and effective when appealing to the emotions of potential donors (L. Beaulieu & S. O'Brien, Personal Communication, November 8, 2019). Making an emotional connection with individuals will encourage them to give, and continue to give, to an organization (Sanders & Tamma, 2015). Additionally, United States Embassy ambassadors from export.gov have found that direct marketing and the use of social media is growing due to the rise in the number of young people in Morocco (Export.gov, 2019).

As of now, Association Jannat has a minimal online and social media presence. Since grants are geared towards skill building associations, it may be difficult for Association Jannat to secure grants because they provide a service for their residents (N. Benhima, Personal Communication, January 21, 2020). Consequently, Association Jannat needs to focus on community-level marketing first before they can begin to apply for grants. Marketing to community individuals will make way for a strong sense of visibility that will aid in acquiring grants in the future. The methodology chapter will detail the steps we took to create a social media marketing guide and fundraising plan for Association Jannat.

Chapter 3: Methodology

3.1 Introduction

The goal of our project was to create an instructional marketing guide and fundraising plan, as shown in Appendix A, in order to help Association Jannat overcome some of the visibility and funding challenges they were facing. From preliminary research, we found that following strong marketing and fundraising strategies would increase income for the organization by encouraging more donations. Establishing a strong, informative social media presence would increase the visibility of the Association, and foster brand recognition amongst potential donors. This would open the door for consistent donations, which the organization could use to grow and reach future goals. During our project, we established a strategy for Association Jannat to create and use social media accounts in order to increase their visibility. Our objectives were as follows:

Objective 1: Developed an understanding of marketing and fundraising in the Moroccan context.

Objective 2: Assessed Association Jannat’s current state of marketing, fundraising, and community presence.

Objective 3: Created a social media marketing guide and fundraising plan for Association Jannat

In the next sections, we explain each objective in more detail and provide justifications for all of our methods and what was gained from completing each objective.

3.2 Objective 1: Developed an Understanding of Marketing and Fundraising in the Moroccan Context

During this initial phase, we facilitated interviews with experts in NGO marketing and communication. This information helped us gain an understanding of our project and gave us direction within the project. We prepared baseline sets of questions for these interviews, which can be viewed in Appendix B, however these questions were slightly tailored to suit the interviewee’s expertise and background. When given consent by our interviewees, we took

written notes and used a tape recorder to document information. A facilitator and scribe were assigned before each interview in order to keep the interview organized and ensure all information was recorded. We worked with a translator when the interviewee was most comfortable speaking Arabic.

3.2.1 Understanding How Other NGOs Market and Fund Their Organizations

This step in our research helped us understand how NGOs function in Morocco and how to apply their methods to Association Jannat. In order to identify NGOs in the area, we did research using online sources and word of mouth using the snowball interview method (Johnson, 2016). Morocco accommodates many cultural influences, so Moroccans' actions will often imitate these cultures. We believed that because of this, some US fundraising and advertising strategies would be applicable in Morocco. However, we found that marketing and fundraising methods differed in Morocco from those in the United States, so we connected with Moroccan experts in the fields of marketing and fundraising and conducted semi-structured interviews. Marketing and fundraising strategy information from these interviews was compiled and compared to Association Jannat's current strategies to generate a plan.

3.3 Objective 2: Assessed Association Jannat's Current State of Marketing, Fundraising, and Community Presence

This objective acted as an initial audit of Association Jannat's current activity. We needed to assess the baseline operations in fundraising, marketing, and community presence that Jannat has been working with. From this, we could better understand what areas to focus on advancing and establishing.

3.3.1 Interview our Sponsor

Upon our arrival in Morocco, we needed to connect with our sponsor, Abdellah Sassioui. We conducted semi-structured interviews with Mr. Sassioui to gain insight on questions that we are struggling to answer on our own (Johnson 2016). These interview questions can be viewed in Appendix C. These conversations defined our sponsors' goals for our project and the work we did during our time in Morocco. Their answers also served as an audit of the progress Association Jannat has made in regards to marketing and fundraising. We inquired about the

organization's current fundraising endeavors, budget, and any connections they have established with past donors. With these data points, we were able to present the Association with compelling data that displays why the guide we have created should be adopted.

3.3.2 Interviews with Association Jannat Residents

Within this objective, we conducted informal, semi-structured interviews with four of the residents of Association Jannat to understand their stories and what Association Jannat means to them. This allowed us to gauge the emotional ties we would focus on in our marketing guide. We conducted these interviews in an informal manner to maintain the patient's comfort. The questions we prepared for these interviews can be viewed in Appendix D. We assigned a facilitator and scribe before each interview in order to keep the interview organized and document the information that the interviewees shared with us, after we were given consent. Additionally, there was always a translator present so our conversations were as effective as possible.

In addition to learning more about their stories, we wanted to learn more about their experience with Association Jannat. This included how they first heard about it, and their opinions about the facilities and the services that they offer. We hoped to use this information to understand how Association Jannat is perceived and how they can continue to improve.

3.4 Objective 3: Created a Social Media Marketing Guide and a Fundraising Plan for Association Jannat

Based on the information that we gathered in objectives one and two and the extensive research we did on marketing and fundraising techniques, we created a marketing guide and fundraising plan for Association Jannat. All of this data was collected and presented in a final proposal, seen in Appendix A, that detailed the techniques and results of marketing and fundraising.

3.4.1 Data Collection and Sorting

The data collected for this project is qualitative data obtained through interviews with individuals from NGOs and other areas of expertise in the Rabat area. To keep track of the interview data for further analysis and synthesis, we used Google Sheets to create a Data Collection and Sorting file, found in Appendix E. This file contained seven sheets: Contact Information, Interviewees, Residents, Association Jannat, Brand Development, Social Media, and Future Work. The first tab kept track of every person that our group interviewed for our project. Information such as date of interview, organization, department, name, contact, permission and suppression data, and appendix location of the interview questions were tabulated. This page was utilized for our own organizational purposes. The Interviewee Data will be presented to our sponsor in our final deliverable. Data in this sheet provides the justification for our meetings with everyone we talked with by noting the interviewee's name, organization, position, purpose of interview, background, and experience. These first two data sets do not apply directly to our deliverable, but were essential in ensuring orderly data collection.

The next two sheets, Residents and Association Jannat, collected and sorted information used to accomplish Objective 2. We interviewed four residents to understand their stories and what Association Jannat means to those it serves. The interview questions were tracked alongside each other to find commonalities and quotes. Information from Abdellah Sissaoui was used in the Association Jannat tab where we tracked the impact, struggles, online presence, past promotions and how people hear about Association Jannat. This information acted as an initial audit to assess their current marketing and fundraising operations at the beginning of the project.

The final three sheets correlated to the three major sections of the final deliverable: Brand Development, Utilize and Maximize Social Media Presence, and Future Work. Data in these sheets were obtained from our interviews with employees of local NGOs. The interview questions we asked them were placed in one of the three tabs depending on which claims would be supported. This setup allowed for the maximum amount of relevant information to be analyzed and synthesized in an organized and effective manner.

3.4.2 Data Analysis

Once we gathered this information, we analyzed the data to create a basic outline of our deliverable and presented a few basic recommendations to our sponsor to determine the

feasibility and sustainability of these various techniques. We decided that Association Jannat first needed to target a community audience before they could begin to market globally. After we presented the data to our sponsor, we created example marketing materials and a fundraising plan which utilized storytelling and online strategies that were ready for implementation into Association Jannat.

3.4.3 Created the Deliverable

In order to best present our findings and recommendations to Association Jannat, we created an instructive marketing guide that included three steps to improve their marketing efforts and increase their intake of monetary donations. The steps in this marketing guide were (1) develop a relatable brand, (2) create informative and appealing social media accounts for the organization, and (3) future steps. This deliverable was created using the data and suggestions obtained from interviews with local experts from NGOs in the Rabat area. These experts were asked similar core questions with additional tailored questions to best suit the interviewee and their background. These questions and answers were analyzed and three commonalities were drawn out and associated with the three steps of our marketing guide.

In step one of the marketing guide, we wanted Association Jannat to be able to identify who they are as an organization and where they want to go. These conclusions were primarily formed from the information we learned from IES staff and our background research. In step two of the marketing guide, we detailed instructions on running social media accounts for nonprofits. These strategies were adopted from the knowledge we gained from our interviews with local experts. The final step supplied resources and contacts for our sponsor so they can begin networking and eventually apply for grant funding. We created this deliverable after many communications with our sponsors and a full understanding of their current state and what marketing steps would be feasible to them. It was extremely important that all of our recommendations would easily be applied to Association Jannat and that these solutions were sustainable for the organization. The next chapter will detail the information that we included in our recommendations for our sponsor.

3.5 Challenges

After arriving in Morocco, some unexpected challenges emerged as we progressed with our project. We found it difficult to contact local experts for potential interviews and meetings. It took our contacts at least a few days to respond, that is if they ever responded. We later decided to get in contact with people and experts that were known by our advisors and IES staff in hopes to set a meeting time for our many questions. After our trials, we concluded that it was a real challenge getting in contact with people if there was no pre-established connection.

Creating content for our guide was a constantly changing effort as we understood more and more information about Moroccan culture and social norms. Moroccan culture has also inhibited the general population from understanding the value of cancer treatment, so it may be arduous to convince a Moroccan target audience to understand the urgency and importance of the funds Association Jannat needs. An international audience would be more likely to donate, but would come with the aforementioned additional logistical issues (Brangen Mell, Personal Communication, 2019)

3.6 Ethical Considerations

During our project, we interviewed residents of Association Jannat, who are cancer patients. With an effective translator, we gained access to go into deeper conversations with the residents creating strong relationships and bonds. These deeper conversations came with certain risks of emotional harm. According to the World Health Organization's Ethics Research Committee, potential harms include breach of privacy, psychological trauma, and increasing vulnerability (Erisnosho, 2008). This is why we were cautious during our interviews in order to protect their privacy and confidentiality.

In order to protect our interviewees from any harm, we practiced transparency by letting the interviewee know what our goal was before the interview began and emphasized their right to disclose only what they feel comfortable sharing and to discontinue their participation at any time. Before every interview, we presented the interviewee with a modified Informed Consent Preamble that fits the Moroccan context. This modified Preamble informed the interviewees of the purpose of the interview as well as their right to choose the extent of their participation in the study. We gave the interviewees the option to stay anonymous and the option of only using their first name. To assure that the interviewees were informed about our intentions, and that we

always understood their limits, we also always had a translator present with us to avoid anything being lost in translation or misunderstood.

To ensure the ethicality of our interviews, we submitted our prepared interview documents, as well as our methodology to be reviewed by the Worcester Polytechnic Institute Institutional Review Board. They ensured that our project does not pose a risk to the individuals involved in our research. In the next chapter, we will detail the findings of our project as well as the deliverable that we presented to our sponsor.

Chapter 4:

Results and Recommendations

Using the information that we collected from our objectives, we developed a marketing and fundraising plan for Association Jannat. This plan was split into three steps that Association Jannat staff can follow to achieve their marketing and fundraising needs. The first step provided instructions on how to develop an identity and develop a brand for the organization. The second step explained the purpose and necessity of using social media to promote an organization. The final step included a list of networking connections and information about grants. We hope that after our time in Morocco and the completion of our deliverable, Association Jannat will be able to develop a sustainable marketing and fundraising network for their organization to grow.

4.1 Recommendation 1: Develop a Brand

Strategy 1: Establish Your Identity

From our background research, we amassed information from online resources about the importance of an established brand. An established brand allows an organization's target audience to comprehensively understand the values and goals of an organization. Our interview with WPI marketing specialists Lindsey Beaulieu and Stacey O'Brien, in Appendix F, confirmed that understanding what your target audience wants and resonates with them is how you stay connected to the community (L. Beaulieu & S. O'Brien, Personal Communication, November 8, 2019). They stressed that incorporating a human aspect and a relatability into your brand is what creates connections with an organization's audience (L. Beaulieu & S. O'Brien, Personal Communication, November 8, 2019). In order for our sponsors to better understand their own identity, we completed a worksheet, found in our deliverable, with our sponsor. We asked them to identify specific words that represent Association Jannat as well as a few sentences that explain the Association's values and services. These answers were used to create an efficient and cohesive mission statement for the organization.

Strategy 2: Perform a SWOT Analysis

From our research, we realized that Association Jannat first needed to better understand themselves before they could establish a brand that their target audience could understand. In order to do this, we recommend that our sponsor perform a SWOT analysis, as seen in Figure 8, for Association Jannat so they can better understand their strengths (S), weaknesses (W), opportunities (O), and threats (T). We review the SWOT analysis with them in order to better explain in person the importance of this step in the marketing plan, but he chose to complete it at a later time. Through story-telling and identifying their struggles as an organization, we were able to complete this SWOT analysis with our sponsor. An established brand is essential to have before Association Jannat can identify their target audience.

SWOT Analysis

	Internal	External
Internal	<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none"> • What are your strengths as an organization? • What do you do well? • What do you provide? • What makes you unique? 	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none"> • What are your weaknesses as an organization? • What can you improve on? • What makes you most frustrated about working at this organization?
External	<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> • What opportunities can you take advantage of because of your strengths? 	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> • What can threaten your organization because of your weakness?

SWOT Analysis - Association Jannat

	Internal	External
Internal	Strengths	Weaknesses
External	Opportunities	Threats

Figure 9: SWOT Analysis

Strategy 3: Determine an Audience

After our interview with Bouchra Rabeh of Enactus Morocco, found in Appendix G, we understood that Association Jannat could not move forward in their marketing without deciding on an audience that they want to appeal to. Ms. Rabeh graduated with a degree in information science and has worked as both the communications manager and the vice president of communications for Enactus since she started at Enactus in 2013. She has strong experience in marketing and networking for NGOs from her work, and she was able to explain to us how marketing strategies change based on the audience the organization is marketing to. Some of the factors an organization must consider include their economic class, their access to the internet and social media, their education level, and their gender (B. Rabeh, Personal Communication, February 5, 2020).

Strategy 4: Compile a Portfolio

We are also recommending that our sponsor compile a portfolio of records of events and accomplishments for the Association. These events could include their recent visit from the Prime Minister of Morocco, visits from WPI students to complete projects, like us, or when they attend or host large events. Each event report should include the date of the event, the name of the event, the significance of the event, and how the event was set up. These records will be a helpful reference when they want to repeat events, post on social media, or when they start applying for grants. Once our sponsor can create a written and documented portfolio of Association Jannat's identity, it will be much easier to market and advertise this identity on social media and to their community.

4.2 Recommendation 2: Utilize and Maximize Social Media Presence

Strategy 1: Content

During our second objective, we collected data and information about the current state of Association Jannat. After we analyzed this data, we realized that Association Jannat is significantly lacking in any social media presence or knowledge. Currently, Association Jannat owns both a Facebook account and an Instagram account, but they are rarely active on either of these, and their posts are lacking in informational content, frequent content, and quality images. They also do not reach a large audience since their posts are only written in Arabic. With the exception of those two accounts, Association Jannat does not have any additional online references for individuals trying to learn more about them. Our interviews with IES staff members were helpful in our understanding of Moroccan culture and how NGOs are perceived in Morocco. This understanding was crucial for creating a successful Moroccan marketing approach.

One staff member, Oussama El Addouli, (Appendix H) informed us about the cancer epidemic in Morocco and the general lack of understanding around the disease. Mr. Addouli has worked with NGOs and has a lot of experience in fundraising, specifically. He compared the disease to the AIDS/HIV epidemic in America in the 1970s, saying that cancer is stigmatized in a similar way. Another IES staff member, Rachid Touh-Touh (Appendix I), explained to us the depth of the cancer problem in Morocco. Mr. Touh-Touh has experience with this topic through his career as a researcher in NGOs and Moroccan associations. He confirmed from our

background research that the number of cancer diagnoses in Morocco is increasing, and that receiving treatment can be a complicated situation for Moroccans because treatments are more expensive than the average annual salary (R. Touh-Touh, Personal Communication, January 29, 2020). Association Jannat needs to educate their target audience on the need for their organization, so we decided to incorporate cancer statistics and information should be incorporated into Association Jannat's marketing strategies to bring awareness and begin to normalize the disease (O. El Addouli, Personal Communication, January 12, 2020).

Mr. Touh-Touh also informed us that there is a general lack of trust in NGOs among the Moroccan population. We were first introduced to this idea by a regular NGO volunteer who has had ample experience working with successful NGOs in Morocco, Nour-Sadate Benhima. He confirmed the importance of Association Jannat's audience understanding the importance of the organization, which can be found in Appendix J. Our interview with Mr. Benhima helped us switch into the mindset we needed to understand in order to better help Association Jannat. Adil Errami (Appendix K), another IES staff member, reiterated the Moroccan population's lack of trust of NGOs, but was able to suggest that Association Jannat should use transparency in their brand and online presence to gain trust from their target audience.

From our analysis of our interview data, we recommend to Association Jannat that their social media accounts include all of the brand information that they created in step one of this marketing plan. If Association Jannat is able to express their values and identity through their posts, and emphasize that donated funds are reaching those in need, their target audience will be able to trust them. Additionally, we recommend that the Association post about the daily goings on at the Association. The Association can post images of the residents having group dinners, participating in group Quran readings, and participating in group painting sessions. These posts will aid in their audience's understanding of who they are as an organization and what types of services they provide for their residents. Posting about significant achievements for the Association is also important. Days like their founding, a resident's remissions, or a visit from the Prime Minister of Morocco should be reported to their community through their social media.

Lastly, Association Jannat should post resident's stories, with their permission. All of the residents at Association Jannat are so inspirational and can aid in breaking down the stigma of cancer. Additionally, these stories will touch individuals' emotional side. Our interview with Ms.

Beaulieu and Ms. O'Brien revealed that the use in pathos in marketing can lend itself well to creating a strong connection with an organization's target audience. These stories represent recommendations in and of themselves, as they are stories of how Association Jannat is able to help those in need. They also explained to us that when posting these stories on social media, they should all have one common thread. This common thread should connect to Association Jannat's message and mission statement (L. Beaulieu & S. O'Brien, Personal Communication, November 8, 2019).

Strategy 2: Social Media Strategies and Platforms

After all of our interviews regarding Moroccan culture, it was our understanding that Moroccans use Facebook mostly frequently compared to all other social media platforms, but after our interviews with Enactus and MCISE, we realized that Instagram, Twitter, and LinkedIn accounts are also valuable for specific purposes. MCISE is an NGO in Morocco that focuses on using social entrepreneurship and innovation to face Morocco's social problems. We spoke with their Communications and Community Development Manager, Hind Azelmat, and their Incubation Manager, Nihale Mougaddar, who each have extensive experience in marketing NGOs and building brand presence in the Moroccan community. This interview can be found in Appendix L. Ms. Azelmat, who ran MSCISE's social media account full-time for 18 months, explained that she maintained Facebook and Instagram accounts for the organization to reach a wide audience and young people, mostly through posting videos and photos. She maintained a Twitter account for the NGO to post updates and promote events they were hosting, and she maintained a LinkedIn account to network with other organizations and people in their community.



- ← Caption in Arabic that explains the pictures
- ← Caption in English
- ← Hashtags related to the post
- ← Multiple quality pictures

Figure 10: Example of an Informative NGO Facebook Post

Ms. Azelmat claimed that the organization’s LinkedIn account aided in establishing their professionalism and legitimacy as an association. Both she and Ms. Mougaddar emphasized the importance of developing Association Jannat’s professionalism on social media. In order to establish professionalism, the Association will need to start writing their posts in English primarily, then in French and Arabic. Figure 9 shows an example of an informative post that we supplied in our deliverable. All of this information was confirmed and reiterated by Ms. Rabeh from Enactus.

Our Enactus and MCISE interviewees also informed us of some techniques to be successful in marketing on social media. Based on this data, we recommend that Association Jannat post on Facebook and Instagram 2-4 times per week, create both a Twitter and LinkedIn account, and post on these platforms when necessary, i.e. when an accomplishment occurs, or preceding a planned event. We are also recommending that Association Jannat use photos and videos to relay information to their followers, and that they write informative captions for these posts that include hashtags, their location, and tagging when necessary. Lastly, we recommend that Association Jannat hire a full-time employee, volunteer, or intern to manage their social media accounts successfully. Our marketing guide also provides Association Jannat with examples of accounts and posts from other NGOs that they can use as a guide to follow when

they start posting on their own. Ms. Azelmat's and Ms. Mougaddar's biggest piece of advice for Association Jannat was that they start small, but think big. This is why we recommend that Association Jannat first establish a community presence in steps one and two of our marketing guide, and then begin to target global audiences through grants in step three.

4.3 Recommendation 3: Future Steps

Strategy 1: Networking

The third step in the deliverable details all the actions Association Jannat should take beyond brand and social media marketing. This is the step that will lead to funding, which is their ultimate goal. Mr. Touh-Touh shared with us that he feels that “networking is a practical, solid solution to the problem” (R. Touh-Touh, Personal Communication, January 29, 2020). This point was further emphasized to us by the experts from the SimSim Association and MCISE. The SimSim Association's Executive Director, Mr. Ismail Ilsouk, emphasized the importance of open communications amongst organizations and focused on being relatable to other organizations and their target audience, as seen in Appendix M. Ms. Azelmat and Ms. Mougaddar explained that one of the reasons MCISE has been so successful was the connections their president has made with international organizations while he travels. They explained that Moroccan culture is all about relationships, and that networking is the only way to discover possible grants, donors, or contributors. From all our snowball interviews in Rabat, we assembled a list of networking opportunities and individuals that our sponsor can contact and connect with. In our deliverable, we also explained the significance of networking, and defined information our sponsors should share with each contact. This list of contacts includes NGOs that do similar work to Association Jannat, particularly successful NGOs in Morocco, the Ministry of Health, embassies of various countries, and initiatives that will provide aid for their cause. Mr. Addouli explained that when making these connections, our sponsors should try to find common ground with these individuals in order to create a mutually beneficial situation. This is similar to what Ms. Mougaddar explained, in that an organization should always have representatives sharing the organization's goals, values, events, ideas, and expertise with others. For Association Jannat, we recommend initially that these representatives be our sponsors, but also the residents.

Strategy 2: Earned Media and Using Your Own Resources

During our background research, we discovered that earned media is the most compelling advertisement because people trust the opinions of individuals that have had experience with an organization. It would be beneficial if the current and past residents of Association Jannat share their experiences with other cancer patients at the hospitals, their families and friends at home, and with anyone in their community. Word-of-mouth is a prominent means to learn news in Morocco; news would spread widely, as the women who stay at Association Jannat travel from all over the country to receive treatment in Rabat that cannot receive in the home city (H. Azelmat & N. Mougaddar, Personal Communication, February 6, 2020; Resident 1, Resident 2, & Resident 3, Personal Communication, January 27, 2020). After we spoke with some of the current residents, we saw the impact of their testimonials of Association Jannat. Some of the residents shared that Association Jannat has provided them the support and care that their families could not afford to give them (Resident 1, Personal Communication, January 27, 2020). One resident put it simply: “I wish more places like this existed” (Resident 2, Personal Communication, January 27, 2020). Every resident we spoke with was thankful to God for Mrs. El Qorti and could not express greater gratitude for Association Jannat. Testimonials like these would stick in others’ hearts and would demonstrate how important Association Jannat is to so many families and individuals.

Our sponsors could also use the residents’ skills to raise the Association’s visibility and create extra income. Ms. Mougaddar shared that one of the primary ways that MCISE makes money is to sell their expertise to others. While certainly in different areas, Association Jannat residents have expertise in weaving, sewing, knitting, painting, embroidery, and other handicrafts. It might make sense for our sponsors to host a craft sale of goods created by the residents. The residents of Association Jannat already participate in group crafting activities to keep their spirits up, using the pieces that they create to give back to the Association is practical (A. Sissaoui, Personal Communication, January 15, 2020). However, in order to reach beyond the small sums of money that Association Jannat could collect from these events, our sponsor needs to begin applying for grants.

Strategy 3: Applying to Grants

Many successful NGOs in Morocco are funded by foreign organizations; these international funds can be obtained through applying for and receiving grants (N. Benhima, Personal Communication, January 21, 2020). In order to learn more about the process of applying for grants, we conducted a semi-structured interview with Mrs. Julia Adams, Appendix N, who works as an Assistant Program Director for grant writing in the social work sector. She has spent five years writing grants for Catholic Charities of Boston, so she was able to share information and techniques about grant writing. She informed us that in order to apply for a grant, an organization must present a program that they are requesting money for. This program must target a need and have a purpose that provides a solution for that need (J. Adams, Personal Communication, February 6, 2020). She also explained that organizations should apply to many grants and be applying all the time; the goal for an organization should be to have a variety of different types of donors (J. Adams, Personal Communication, February 6, 2020). We gained additional information about grant writing for NGOs in Morocco from Mr. Benhima. He shared that oftentimes funds are only granted to NGOs that provide a service that educates its participants, which revealed that Association Jannat may struggle to receive grant money.

In our deliverable, we are providing Association Jannat with all of the insight that Ms. Adams provided to us regarding grants and grant writing. We are suggesting possible organizations to target first that we discovered through online research and some suggestions we received from our interviews. These organizations include USAID, WHO, the Moroccan government, the European Union, the Ministry of Health, and the Initiative for Human Development, among others. We also provided examples of grant portfolios and grant applications. Lastly, we recommend that our sponsors hire an employee, intern, or volunteer that specifically works on grant writing and compiling their portfolio for grants because it requires a lot of time and effort to be successful.

Chapter 5:

Conclusions

This project's goal was to provide a feasible solution for Association Jannat's marketing and fundraising challenges that will be sustainable for the future. Our instructional guide provides information to our sponsor on how to increase Association Jannat's visibility and funds. This guide should help our sponsor create a structure of marketing and fundraising operations for the Association.

Our sponsors should start by developing their identity and brand so that they can share it with others. Once they understand who they are as an organization, our sponsors can begin to build that brand on Facebook, Twitter, Instagram, and LinkedIn. Additionally, it is extremely important that our sponsor begins to develop a network. Between networking and social media, Association Jannat can build their reputation as a professional and legitimate NGO in Morocco. Once Association Jannat has increased their visibility and name recognition, our sponsors should begin to apply to grants. At this point, we highly recommend that our sponsor expands the management of the Association in order to more successfully maintain social media accounts and apply for grants. Beyond our project, we also recommend that our sponsor create a website for the organization and increase the number of staff for Association Jannat so that they can have individuals available to focus their efforts and expertise on every segment of the Association.

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Appendix A

Final Deliverable

STEP 1: BRAND DEVELOPMENT

Goals for this step: Develop your identity, your message, and your mission.

Your identity: 4-5 words that represent Association Jannat. These will be your buzzwords that you use in all of your posts on social media. At least one of these words should be in every post. This will allow your audience to easily relate to you if they see words that they believe in.

Your message: This message should include at least 2 of your buzzwords.

Why you do what you do: Explain the cancer problems in Morocco

Where do you want to go? Who do you want to be? What are your goals?

Your mission: A mission statement is a statement that encompasses all of the above. It includes why your organization exists, what your goals are, and what you do.

Appendix A (cont.)

SWOT Analysis

	Internal	External
Internal	Strengths <ul style="list-style-type: none"> ● What are your strengths as an organization? ● What do you do well? ● What do you provide? ● What makes you unique? 	Weaknesses <ul style="list-style-type: none"> ● What are your weaknesses as an organization? ● What can you improve on? ● What makes you most frustrated about working at this organization?
External	Opportunities <ul style="list-style-type: none"> ● What opportunities can you take advantage of because of your strengths? 	Threats <ul style="list-style-type: none"> ● What can threaten your organization because of your weakness?

SWOT Analysis - Association Jannat

	Internal	External
Internal	Strengths	Weaknesses
External	Opportunities	Threats

Appendix A (cont.)

Create a portfolio of all the important things that happen for the Association:

→ This will be good to reference when posting on social media or applying for grants

→ The portfolio should include:

- Dates
- Names of events
- Details of what the event was about/what happened
- Significance of the event
- How the event was set up/created
- Outcome of the event

→ Each event should have their own page(s)

→ The portfolio should also include important milestones for the Association

- Statistics
- Number of patients helped
- Amount of money raised

Examples to include in the portfolio:

- WPI visits
- Brahimi fundraising
- Prime Minister Visiting
- Sending some women on a religious retreat

Appendix A (cont.)

EXAMPLE EVENT CATALOG PAGE FOR PORTFOLIO

Event Name: Visit from WPI students

Event Date(s): 11/01/2020 - 08/03/2020

Event Details:

A group of four WPI students came here for two months to complete a project concerning our marketing and fundraising practices. We had multiple meetings during their time in Morocco. This was a collaborative project between the students and the Association.

How the Event was Set up/Created:

We were in contact with the advisors of the project from WPI. Additionally, this contact was made a lot easier due to other partnership with some students from WPI that worked with us last year.

Outcome of Event:

The WPI students provided us with an instructional marketing guide and some plans for us to execute in the future regarding networking and fundraising.

Significance of Event:

The WPI students were able to teach us how to create our brand and identity as an organization. They also helped us improve our social media accounts and provided with some contacts to begin networking.

Appendix A (cont.)

BLANK EVENT CATALOG PAGE FOR PORTFOLIO

Event Name: _____

Event Date(s): _____

Event Details:

How the Event was Set up/Created:

Outcome of Event:

Significance of Event:

Appendix A (cont.)

STEP 2: SOCIAL MEDIA

Goals for this step: Create an online presence for the organization. People cannot give to your organization if they do not know you exist.

Content	
Tips	Example
Post about the patients' stories	Resident A has been undergoing treatment for breast cancer for 3 years, but it is getting worse. Subsequently, she needed to travel to Rabat to receive a mastectomy that wasn't available for her at her local hospital. She has been recovering with us for 4 months now.
Large moments in the patients' lives	<ul style="list-style-type: none"> - Patient A was able to celebrate her son's 5th birthday because of AJ -Patient B who has been with us for 3 years is finally in remission -Patient C attended an event for XYZ
Testimonials from residents, former residents, and their families	What AJ means to them and what AJ has done for them
Information about cancer in Morocco	<ul style="list-style-type: none"> -Lack of care for cancer, especially in the more rural areas where these residents travel from -Moroccan healthcare system -Statistics about cancer in Morocco
Statistics about AJ	<ul style="list-style-type: none"> -How many people AJ has helped -% of certain types of cancers of AJ residents -Kilometers that residents travel to receive care -Number of former residents of AJ that have gone into remission
Big Events for Association Jannat	<ul style="list-style-type: none"> -WPI visits/Brahimi fundraising -Prime Minister Visiting -Sending some women on a religious retreat
Things You Do Daily at the Association	<ul style="list-style-type: none"> -Dinners with the women -Their paintings -Group Quran readings

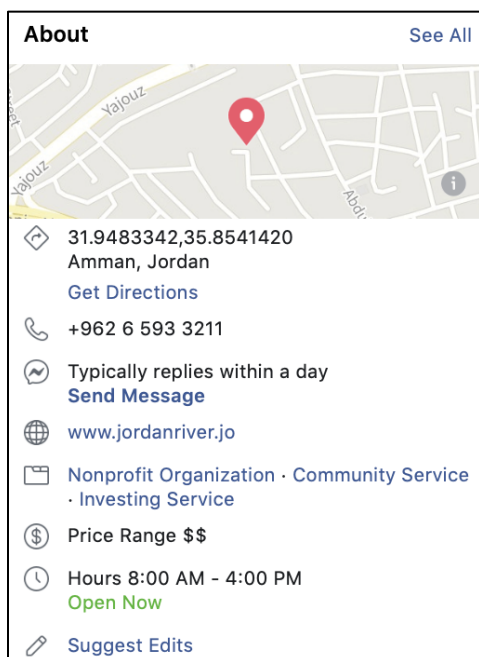
Appendix A (cont.)

Strategies & General Tips

- **Include your name, contact information, address, association name, location**
- **Captions** are extremely important to **explain** what the picture says
- **Write captions in English, French, and Arabic**
 - This will reach a more **global audience** for the future when we start to apply for grants
- Post at least **2 times per week**. People will unfollow inactive accounts. Plus posting more frequency will constantly **remind your followers** that you exist
- Use **hashtags** on your posts
- **Short videos** are more effective than long ones
- **Contact other similar pages** for free advertising

Facebook Tips:

- Optimize the About section



- ← Organization's Location
- ← Organization's Phone Number
- ← Organization's Website
- ← Organization's Category
- ← Organization's Hours

- Follow similar pages and write comments including the link to your page
 - SimSim Association
 - MCISE
 - Enactus
 - Jordan River Foundation
 - Orbis International

Appendix A (cont.)

- Posting videos and pictures with better quality and meaning
- Post informative pictures or brochures



← Caption in Arabic that explains the pictures

← Caption in English

← Hashtags related to the post

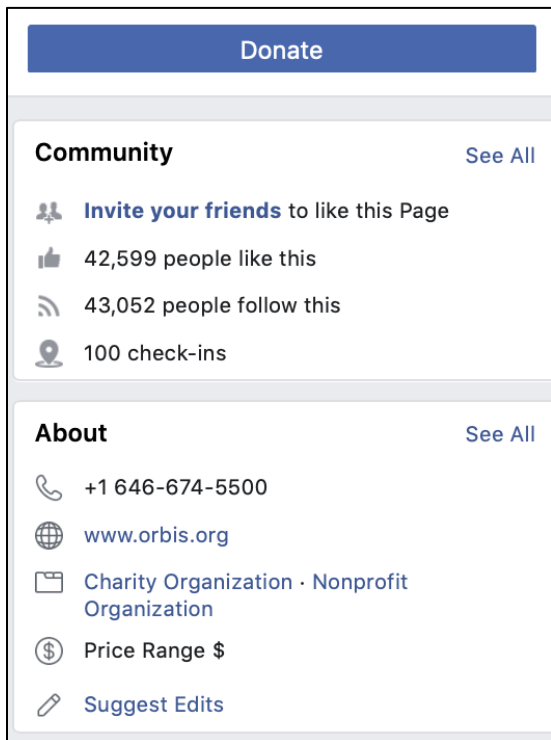
← Multiple quality pictures

Appendix A (cont.)



- ← Popular hashtag
- ← Informative caption
- ← Caption in English
- ← Informative/Quality Article/Story

- Have a donate section on main page



← The donate section on your Facebook will be connected to the organization's bank account.

Appendix A (cont.)

- Create an events section



The screenshot shows a Facebook event page for 'Chaupal 2020' by GOONJ. The event is scheduled for February 16th (Sun 10:30 AM UTC+05:30) and February 29th (Sat 2 PM UTC+05:30). The description states: 'Dignity & Inclusiveness has been Goonj's key focus and has redefined how look at development issues and changed our lenses around giving. As we enter a new de... More'. Below the event details, there is a 'Causes' section with an 'Interested' button. A 'Past Events' section lists several previous events, including 'Balthak | 4th Edition from Goonj', 'Balthak | Goonj', 'Saturday Walks With Goonj', 'Disaster - Myths and Realities: An Exhibiti...', 'Joy of Giving Week (Daan Utsav)', 'Volunteers Meet', 'Kitaab- A Book Fair of Books people loved', and 'Menstruation Dialogue: Missing Voices an...'. Each event entry includes the date, title, location, and number of guests.

Date	Event Title	Location	Guests
JAN 21	Balthak 4th Edition from Goonj	New Delhi	71
NOV 30	Balthak Goonj	Goonj Processing Center, L...	117
OCT 19	Saturday Walks With Goonj	New Delhi	507
OCT 11	Disaster - Myths and Realities: An Exhibiti...	India Habitat Centre	103
OCT 2	Joy of Giving Week (Daan Utsav)	New Delhi	159
JUL 6	Volunteers Meet	New Delhi	129
JUN 29	Kitaab- A Book Fair of Books people loved	New Delhi	271
MAY 21	Menstruation Dialogue: Missing Voices an...	Indian Institute of Mass Co...	643

The event page is meant to share events that an organization is hosting with all their Facebook friends. It includes the event's name, date(s), and a description of the event.

This feature also allows individuals to show their interest in the event, save the event in their calendar, and share the event with others.

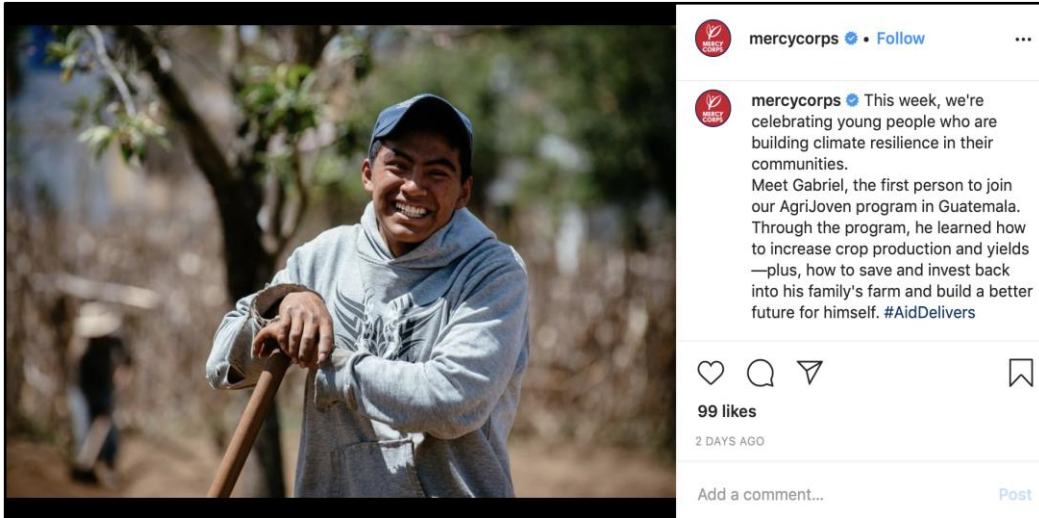
This will also create a calendar of your events for anyone who visits your page and for yourselves.

Appendix A (cont.)

Instagram Tips:

- Post quality videos and photos
- Tell the stories of residents which will be captivating

→
Quality
Photo

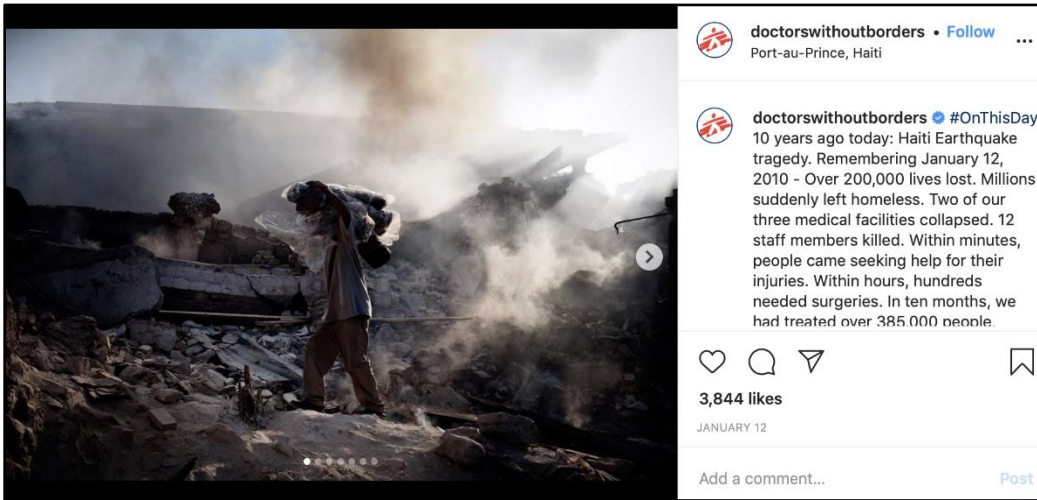


←
Moving
Story
←
Related
hashtag

- Follow similar accounts and write comments describing your page
 - Mercycorps
 - Doctors without Borders
 - MCISE
 - Enactus
 - SimSim Association
 - The Lalla Salma Foundation
- Follow individual accounts (40-50 a day) and remove them from following a week later.
 - This is random people that you follow to let them know that you exist on Instagram. It is likely that they will see your cause, relate with it, and continue to follow you.

Appendix A (cont.)

Quality/
Moving
Photo



← Location
← Hashtag
← Statistics/
English
caption



← Location

← Tagging other accounts can attract their followers and build a network on social media

← Hashtags

- Have an informative profile



← Name
← Slogan
← Website

Appendix A (cont.)

Twitter Tips:

- Tweet updates and about events
- Tweet frequently.
- Post visual content.
- Utilize hashtags.
- Engage with replies, retweets and tags.
- Create an inviting profile.
- Identify followers within your network.
- Draw in followers outside of Twitter.



- ← Quality Profile and Background Images
- ← Description
- ← Location and Website Link



- ← Hashtags
- ← Tagging
- ← Statistics
- ← Informational Video

Appendix A (cont.)



← Informative and Moving Background Photo

← Informative Description

← Location and Website Link



ChildinNeedInstitute @cini_india · Jul 25, 2019

As part of 1000 days project, with support from @Oracle Oracle and in collaboration with @CAFIndia, a meeting was held with the CDPO of Siliguri for conducting Nutritional Counselling and Child Care Session (NCCS) jointly with ICDS department in the slums of Siliguri.

← Tagging

← English Tweet



← Informative Photo

1

1

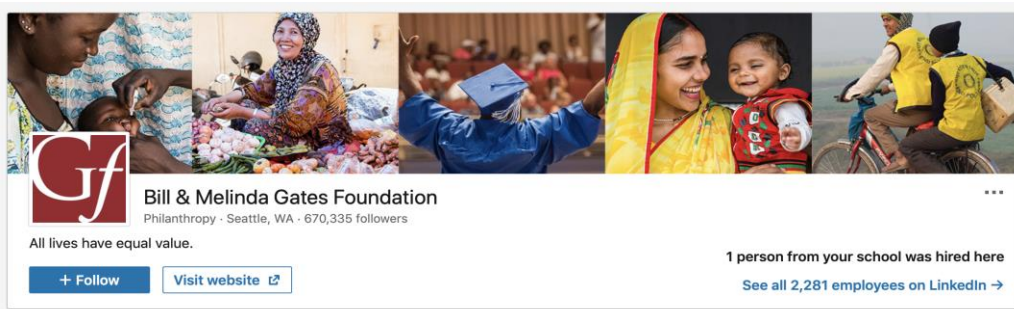
5



Appendix A (cont.)

LinkedIn Tips:

- NETWORK
 - Connect with any individuals and organizations that you meet
 - Connect with organizations that are similar to yours
- Make Your Profile Public.
- LinkedIn gives your organization validity and professional status
- Update Your Location.
- Be Strategic About Your Endorsed Skills.
 - Your skills should be reflective of what you do as an organization and what your values are
- Create a Customized URL.
- Add a Background.
- Update Your Profile Picture.
- Add (or Update) Contact Information.
- Improve Your Headline.



- ← Background Photo Represents Organization
- ← Profile Picture = Logo
- ← Description and Link to Website



- ← Popular Hashtags (you should also post on World Cancer Day)
- ← Moving Testimonial and Story

Appendix A (cont.)

- Create an informative About Section

Overview

The Moroccan Center for Innovation and Social Entrepreneurship is a not-for-profit dedicated to finding entrepreneurial and innovative solutions to every social challenge in Morocco. It was founded in 2012 by a group of 17 people enthusiastic about social change in Morocco.



Detailed description of the organization

We believe that supporting social entrepreneurs with system-changing ideas can provide benefits for Morocco and the wider global community.

المركز المغربي للإبداع والمقاولة الاجتماعية منظمة حديثة الولادة غير ربحية ، تسعى إلى استعمال قوة التنمية المجتمعية وروح المبادرة والمرافعة والبحث من أجل دعم تنمية الإبداع الاجتماعي والمقاولة الاجتماعية في المغرب. ويتمثل التحدي على مجابهة الوضع الراهن لدور الأفراد والمجتمعات المحلية في تحسين وضعية العالم.

نحن نؤمن أنه إذا غيرنا نظرة الناس لتصبح رؤية إيجابية للعالم و عملنا على تطوير مبادرات مجتمعية مبدعة حينها سنكون قادرين على تمكين أنفسنا والآخرين من أجل عالم أفضل

بدأنا العمل بشكل مستقل كأفراد منذ أكثر من 3 سنوات على نشر قوة الإبداع وروح المبادرة الاجتماعية في جميع أنحاء المغرب وخارجه. في عام 2012، قررنا إنشاء منظمة للإبداع الاجتماعي المقاولة الاجتماعية في المغرب والمغرب الكبير، لتزويد الأفراد، والأكاديميين، والشركات، والحكومات ... وكل شخص مهتم بكل ما يساهم فيتحسين وضع المجتمعات من أجل التغيير إلى ما هو أفضل



Description in Arabic

Website <http://www.mcise.org>



Website Link

Industry Civic & Social Organization

Company size 2-10 employees
32 on LinkedIn ⓘ

Headquarters Rabat, Rabat



Location

Type Nonprofit

Founded 2012

Specialties Social Business, Human Centric Design, Strategy Consulting, Innovation training, Startup Accelerator, Developing Programs, and Design Thinking



Skills/Specialties that would be helpful to include for a Nonprofit Organization

Appendix A (cont.)

STEP 3: FUTURE STEPS

Goals for this step: Build relationships in the Moroccan community and increase funding for the Association.

Networking and Partnerships: Networking, as you know, is what Moroccan culture is centered around. The more relationships that you build with others in the Moroccan community, the more trust there will be in Association Jannat. Networking will open doors to meeting possible donors and volunteers and an opportunity to learn from others. Additionally, this will make Association Jannat a more credible organization to donate to and partner with.

Contact in other NGOs that met with us:

- **Enactus Morocco:** Connections for Funding, Marketing Volunteer for the Association
 - morocco@enactus.org
 - International NGO working in the field of student social entrepreneurship and sustainable development.
 - Vision: “A world where young people, leaders of the academic and economic world engage in entrepreneurial action to promote societal progress and shape a better and sustainable world”
 - Mission: “Support students in the implementation of their social entrepreneurship projects, through events, training and national and international competitions”

→ Bouchra Rabeh,
Director of Digital Management and Communications

 - Met with WPI team on February 5th, 2020 to better understand how a successful and sustainable NGO has capitalized on digital marketing

- **MCISE:**
 - Not-for-profit dedicated to finding entrepreneurial and innovative solutions to every social challenge in Morocco.
 - Vision: a world where innovative ideas and opportunities are at the service of the common good
 - Mission: Find innovative and entrepreneurial solutions for every social challenge in Morocco

→ Hind Azelmat,
Chief Happiness Officer, Formerly Director of Community Management

→ Nihale Mougaddar,
Incubation Program Coordinator

 - Both met with WPI team on February 6th, 2020 to share insight on Moroccan NGO communication channels and networking

- **SimSim Association**
 - “Aims to use information and communication technologies to support and facilitate the participation of citizens in the management of public matters, in accordance with best practices of good governance”
 - Mission: Constructive, engaging dialogue between citizens and their government
- Khalil Dekiki
Program Manager, Innovation for Change
- Ismail Ilsouk,
Director Executive

Additional contacts:

- **Ministry of Health**
 - contact@sante.gov.ma
 - +212 537 76 10 25
 - +212 537 76 14 03
 - +212 537 76 36 62
- **National Coordination Office of the National Initiative for Human Development**
 - +212 5 37 21 55 62
 - +212 5 37 21 55 77

Appendix A (cont.)

Using your own resources: the women!

Marketing through the women:

- Earned media is the most valuable marketing there is.
 - Earned media is free media or promotions by people who have experienced a business' product or service. Earned media is typically the honest opinion of the individual's experience with the product or service. Great reviews and stories from the women will build others trust in Association Jannat and the overall visibility of the organization.
- Have them share their experience with AJ to everyone they know at home when they return
- Have them tell other patients at the hospital

Fundraising through the women:

- Sell some of their handicrafts
 - Paintings
 - Knitting/Crochet
 - Embroidery
 - Weaving
 - Etc
- Host events to sell these handicrafts
 - These events will not only make some money, but they will also raise awareness of the Association

Additional Future Steps

- Create a website
 - Contact Information
 - Address
 - Donation Link
 - Events
 - Pictures
 - Stories of the Residents
 - Founding Story for Association Jannat
- Post on Tanmia.ma for job postings, event postings, and general visibility

Appendix A (cont.)

Grants:

Grant Process

- Determine “the project”
- complete/ draft project description and information
 - Mission statement
 - Statement of objective (include timeframe)
 - Project description = “need statement”
 - “Need” defined
 - Access: “Who will it serve?”
 - Description of services to be delivered/methods
 - Leadership (organization's capacity to complete)
 - Accountability practices and expected outcomes
 - Budget

You may:

- Submit “Letter of Intent” (LOI)
 - 2-3 page summary of project description
 - Include alignment with funder’s goals/ priorities
 - Is a request to submit a grant application, NOT a request for funding

And/or:

- Submit a “Letter Proposal”
 - 3-4 pages of project description
 - Is a request for funding

And/ or:

- Submit a “long proposal” or formal application document
 - Can be 20-25 pages, including 7-10 page appendices
 - Should include a cover letter
 - Should include a proposal summary and funding request
 - Should include page numbers, table of contents, an abstract or summary, appendices for resumes, relevant data

Project/ Information

- Mission statement
- Statement of objectives (how?)
- Program description
 - Define “need” that program addresses
 - context/ history (cite sources if possible)
 - Audience/ client demographics (who do you serve?)
 - Alignment with government’s objectives
 - expected/ achieved outcomes (cite sources/ data)
 - Access: who is eligible?
 - Description of services currently provided
- Leadership= organization’s capacity to make an impact
 - Identify key people, their roles, and their qualifications
 - Include job descriptions
 - Include resumes/ CVs
- Accountability Practices
 - Data/ information systems in place

Appendix A (cont.)

- How are expenditures determined and tracked?
- How are you tracking outcomes?
 - I.e. How do you know you are making the impact(s) defined by your objectives?
- Budget (externally audited)
- Funders- typically breakdown of all non-profit funding
 - Corporations 5%
 - Foundations 10%
 - Government 15%
 - Individuals 70% ← direct mail, social media, events
- Categories of support
 - Operating funding
 - Special projects, i.e. new/ expanded program, equipment
 - Capacity- building, i.e. hiring, training staff
 - capital/ equipment purchase
 - Endowments- long-term planned giving
- Information on Foundations, corporations, governments
 - Foundation Center and Foundation Directory online
 - Foundationcenter.org for Foundation Directory online
 - Corporation websites
 - Look for links to corporate giving programs
 - Government departments

The aim: a diversity of funding sources

Places to look for grants/funding first:

- Moroccan government
- WHO
- EU
- USAID
- Agakhan Foundation
- Saudi Arabia, Brunei
- Ministry of Health
- Initiative for Human Development

Examples of Nonprofit Mission Statements: <https://www.thebalancesmb.com/mission-statements-for-todays-donors-2502283>

Example Thank You Letters for Donations: <https://www.thebalancesmb.com/thank-you-letters-donors-will-love-2501851>

Example Thank You Email for Donations: <https://www.thebalancesmb.com/how-to-thank-a-donor-by-email-5-best-practices-2502624>

Example Letter of Inquiry: <https://www.thebalancesmb.com/how-to-write-a-letter-of-inquiry-loi-to-a-foundation-2501958>

Appendix A (cont.)

Example Evaluation Section for Grant Proposal: <https://www.thebalancesmb.com/grant-proposal-evaluation-section-2501961>

Example Executive Summary for Grant Proposal: <https://www.thebalancesmb.com/how-to-write-the-executive-summary-of-your-grant-proposal-2501963>

Example Methods Section for Grant Proposal: <https://www.thebalancesmb.com/how-to-write-the-methods-section-of-your-grant-proposal-2501962>

Example Cover Letter for Grant Proposal: <https://www.thebalancesmb.com/how-to-write-a-cover-letter-for-your-grant-proposal-2501949>

Appendix B

Semi- Structured Interview Questions Template:

Interviewee, Organization

Position in Organization

Facilitator(s):

Scribe (s):

Recorder:

Question 1: Please tell us about your background and experiences.

Question 2: How did your organization get started? How did you establish an audience?

Question 3: How do people learn about your organization and what you do?

Question 4: What would you say is the reputation you are trying to create? And how did you create that? How do you promote your organization?

Question 5: How is your organization supported? And how are they support sustained?

Question 6: Do you have any advice for how to get started?

Question 7: Can you tell us a bit about your online presence? How frequently do you post? What platforms do you primarily use? What do you primarily use it for?

Question 8: How costly have these endeavors been? How do you keep track of these expenses?

Question 9: What are some effective techniques for digital marketing?

Question 10: What motivates you to share your cause? What motivates others to also care about your cause?

Question 11: Of the training methods you've used, which have you found to be the most effective?

Appendix C

Semi- Structured Interview Questions and Answers:

Abdellah Sassioui, Association Jannat

Manager and Coordinator

Facilitator(s): F. Atahan, S. Yeaw

Scribe (s): R. Adams, K. Amrein

Recorder: F. Atahan

Question 1: What has been the impact you've seen in the lives of those who come through the doors of AJ?

The residents are all very grateful for our help. They're particularly grateful for Khadija's generosity, opening her house to us purely out of kindness. Many of the people that stay here would not otherwise be able to get their treatment. Also, AJ (Khadija especially) provides spiritual guidance through reading the Quran that help the women immensely, and has a noticeable effect on the mood and spirit of the women.

Question 2: What struggles is AJ currently facing?

AJ receives "In kind donations" (spur of the moment, often in supplies rather than money). These are appreciated and have helped run the Association for 9 years, but we struggle to consistently make ends meet with money. Rent and other expenses need to be met, and we never know if we're going to have enough money.

Question 3: Can you tell us a bit about your online presence? How frequently do you post? What platforms do you primarily use? What do you primarily use it for?

AJ has a Facebook page that Abdullah posts occasionally on when there are important events. Abdellah does most of the posting on Instagram too, which he uses his own page for. They do not have a full-time volunteer or employee for this task.

Appendix C cont.

Question 4: What has Association Jannat done in the past to fundraise or promote the organization?

They've allowed some press to cover them by doing written articles and a few televised interviews of residents. This gave them enough exposure to be visited by the prime minister of Morocco. They have also worked with WPI's professor Brahim to raise money using Launchgood.

Question 5: How successful have these strategies been?

They have been successful at promoting the organization. Doctors now know about AJ, and so can send patients here who need help. However, they have not led to consistent donations

Question 6: How do people hear about Association Jannat?

The majority of them hear by word of mouth, whether from friends or relatives, or from the doctors they're being treated by.

Appendix D

Informal, Semi-Structured Interview Questions and Answers:

Residents, Association Jannat

Facilitator(s): F. Atahan, S. Yeaw

Scribe (s): R. Adams, K. Amrein

For anonymity, the four women we talked with are referred to as Residents 1-4 from this point on.

Question 1: How did you hear about AJ?

- 1: surgery back home. What to do? Desperate, crying. Someone gave her AJ phone # for help. Where to stay? AJ provides all. Stayed w/ family for a while then kicked her out.
- 2: Private place, doctor told her to go to Rabat to see female doctor who told her about AJ. She doesn't have family here.
- 3: one breast had mass, ER was crowded, someone told her of AJ (security guy at the hospital told her).
- 4: met some of the AJ residents @ the hospital during treatments.

Question 2: If you're willing to, could you share your story with us? (Where do you live? What is your lifestyle like? Career? Family?)

- 1: BC. 7th day after newborn. Sit somewhere and gave her seat to a lady who needed to sit because she had breast masses. Do I have that too? No screenings, no working mammograms @ public hospital. So, had to go to private hospital and someone in the family paid for that.
- 2: BC. chemotherapy, \$500 per session, 17 sessions. There is no health insurance to help with that. Treatment was at a hospital near her hometown. Sent to rabat for mastectomy
- 3: BC. widowed, husband past 11 years ago. Had 4-5 operations before the cancer (had to pay for all of them). used to go to another hospital near hometown they gave medication, cancer went away and came back worse, so came to rabat. Didn't want mastectomy. MD convinced her to have the operation by explaining cancer to her. Had the operation 9 mo. ago. 74 yrs. old. **When people say ugly disease, she responds, "I have it, but look at me, I'm ok". This is a test from God (Jacob's story).**
 - Her doctor experience: been great. Especially here. Her son is busy with his kids. Daughter is sick too. It has been hard to go from treatment to home; grateful to have this place.
 - Cancer services: public does biopsy, gives it to patient to bring to a private lab, brings back to doctor to explain.

Appendix D (cont.)

- 4: Throat and cervical. been at AJ for 13 days, but have been coming to rabat since 2015. (didn't really need to stay when she had throat cancer, then needed to when w/ cervical). She is doing radiation now, follow up with chemo and check the size of the tumor. No preventative care, never ahead, always behind (now she has eye problems).

Question 3: What is your general experience with AJ?

- 1: despair in her heart, AJ helped. They have great support. L'hamdullah!!
- 2: been at AJ for 15 days, they are kept busy (painting). Favorite part of AJ: growing fond of Khadija and the receptionist (thought of them when she was visiting her kids). Wishes there were more places like this.

Question 4: How would you describe AJ in 5 words?

- 1: good place where people are fed, provide shelter, treated well.

Question 5: Is your family here with you? Can you speak of the impact having your family here has made for your treatment?

- 1: husband is here, staying in the men's annex.
- 2: no family here (visited family on weekend)
- 3: no, widowed.

Question 6: Can you speak of your cancer treatment experience?

→ see Q2

Additional notes:

- Screen grabs of successful social medias of other organizations
- All the residents go to the same hospital for treatments
- Who would do their social media?
 - We can suggest people (social clubs).
- Abdellah is on board with is :)

Appendix E

Data Collection and Sorting

Appendix E1: Contact Information

Date	Category	Appendix Questions	Organization	Department/ Position	Name	Permission and Suppression Data
14 Jan 20	NGO	G	IES	Center Director	Oussama El Addouli	None
15 Jan 20	Sponsor	B	AJ	General Secretary	Abdellah Sissaoui	None
21 Jan 20	NGO	I	N/A	Translator	Nour- Sadate Benhima	None
28 Jan 20	Residents	C	AJ	Resident	Resident 1	re: family (surpress)
28 Jan 20	Residents	C	AJ	Resident	Resident 2	None
28 Jan 20	Residents	C	AJ	Resident	Resident 3	None
28 Jan 20	Residents	C	AJ	Resident	Resident 4	None
29 Jan 20	NGO	H	IES	Professor of gender studies. society. Research in nonprofits and associations	Rachid Touh Touh	None
03 Feb 20	N/A (culture of giving)	J	IES	IES staff member, translator	Adil Errami	None
05 Feb 20	NGO	F	Enactus	Director of Digital Management and Communications	Bouchra Rabeh	None
06 Feb 20	NGO	K	MCISE	Cheif Happiness Officer, formerly Director of Community Management	Dr. Hind Azelmat	None
06 Feb 20	NGO	K	MCISE	Incubation Program Coordinator	Nihale Mougaddar	None
06 Feb 20	N/A (grants)	M	Catholic Charities	Education Social Worker, assists program director in writing grants	Julia Adams	None
17 Feb 20	NGO	L	SimSim	Director Executive	Ismail Ilsouk	None
17 Feb 20	NGO	L	SimSim	Program Manager, Innovation for Change	Khalil Dekiki	None

Appendix E2: Interviewees

INTERVIEWEES				
NAME	ORGANIZATION	POSITION	PURPOSE OF INTERVIEW	BACKGROUND AND EXPERIENCES
<i>Oussama El Addoufi</i>	IES	Center Director	Insight on how NGOs operate in Morocco	Worked in fundraising and setting up grants, strong background in it. Was the Outreach and Program Director at the Filbright Commission in Morocco.
<i>Abdellah Sissacoui</i>	Association Jannat	General Secretary (our sponsor)	Assessment of current funding and marketing operations	Abdellah first encountered the associated as a director of a visiting youth group. During the visit, the group got to meet the people of the organization: Khadija, her son, daughter, and brother. They asked him what he does and when explaining he had a degree in business management. They decided he could be an asset in petitioning and communicating with the government in order to start getting funds, organization, and legal framework.
<i>Nour- Sedate Benhima</i>	Translator	N/A	Elaborate on grants and how they can be utilized by Moroccan NGOs	Worked with ThinkTanks and advocacy NGOs, community not interests. Research Fellow: "The Maghreb in Transition, Media, Knowledge and Power". Member of a collective of consultants for NGOs around Morocco
<i>Residents 1, 2, 3, and 4</i>	Association Jannat	Residents	Understand their stories and what Association Jannat means to them	See "Residents" tab
<i>Rachid Touh Touh</i>	IES	Professor of gender studies, society- Research in non profits and associations	Confirmation of background research and potential organizations to contact; importance of networking	Currently works at the social sciences, languages and communication. National Institute of Statistics and Applied Economics. Rachid does research in Social Movements, Human Rights, gender, Migration, Qualitative Social Research and Social Policy. Their current project is 'social movements in post Arab Spring in Morocco
<i>Adil Errami</i>	IES	IES Staff member, translator	Perception of the culture of giving from a Moroccan citizen's perspective	Professor of Arabic as a Foreign Language at Mohammed V University. Staff member as IES. Works with us during interviews for translations.
<i>Bouchra Rabeh</i>	Enactus	Director of Digital Management and Communications	Understand how a successful and sustainable NGO has capitalized on digital marketing	Community Management: Management of an online community on social networks with more than 70,000 subscribers and an annual reach of 8 million Internet users. - Production of communication media: Presentation brochure, Enactus in brief, Enactus Shop catalog, etc. - Programming and management of advertising campaigns on social networks. - Planning and assistance in filming and editing videos for Enactus companies. - Development and execution of the communication plan for the two editions of the Unilever Young Entrepreneur Prize. - Design of the graphic charter, development & execution of the communication plan for the two editions of the Samsung Solve for Tomorrow Prize. - Management and development of mailing campaigns distributed to more than 10,000 professionals. - Training of entrepreneurs members of the network to establish their communication plans. - Content management and creation for the Enactus website: Blog, opportunities space for job or internship offers, etc. - Development of the "Enactus Shop" platform, an online store of products and services from Enactus companies. - Press relations management for 3 years (2013-2016) - Management of relations with communication partners: Audiovisual production agency, Communication agency & Web agency
<i>Dr. Hind Azelmat</i>	MCISE	Chief Happiness Officer, formerly Director of Community Management	Insight on Moroccan NGO communication channels and networking	started with MCISE 2018, as communications manager for a year and a half. Changed position community's development manager. Different programs, different stakeholder. Mission is to develop the community and stakeholder relationship
<i>Nihale Mougaddar</i>	MCISE	Incubation Program Coordinator	Strategies for growing a project through effective networking and communication	MCISE since may 2019, undergrad in industrial engineering. Exchange program with US embassy in UCONN, entrepreneurship, leadership, history. Involve with entrepreneurship with Enactus. Started to really like social entrepreneurship. Knew she wanted to change careers when she came back from the US.
<i>Julia Adams</i>	Catholic Charities	Education Social Worker, assists program director in writing grants	How grants typically work and the steps Association Jannat should start taking	
<i>Ismail Ilouk</i>	SimSim	Director Executive	Recommended by Nihal from MCISE. Another perspective of a successful NGO that is relatively young yet has a large network.	Has worked at SimSim for 5 years. 10 people are currently in that office. Started in 2013 and finished their first project in April 2014. Partnered with people in other countries. Projects used to benefit parliament and the people, helping citizens and creating discussions. Also assist the institutions, they then created discussions between the citizens and the politicians. They have to help people have more knowledge about civic society, they have trainings for parliament people for social media. Inform people on how to vote. Mission: Increase civic participation.
<i>Khalil Dekiki</i>	SimSim	Program Manager, Innovation for Change	Recommended by Nihal from MCISE. Another perspective of a successful NGO that is relatively young yet has a large network.	

Appendix E3: Residents

RESIDENTS					
RESIDENT	HOW DID YOU HEAR ABOUT AJ?	YOUR STORY	EXPERIENCE AT AJ	DO YOU HAVE FAMILY STAYING HERE?	EMOTIONS DURING INTERVIEW
Resident 1	surgery back home. What to do? Desperate, crying. Someone gave her AJ phone # for help. Where to stay? AJ provides all. Stayed w/ family for a while then kicked her out.	7th day after newborn. Sit somewhere and gave her seat to a lady who needed to sit because she had breast masses. Do i have that too? No screenings, no working mammograms @ public hospital. So had to go to private hospital and someone in the family paid for that.	despair in her heart. AJ helped. They have great support. L'hamdullah!!	husband is here, staying in the men's annex.	nervous at first, emotional when talking about husband and her appreciation for a place to stay after being kicked out
Resident 2	Private place. doctor told her to go to rabat to see female doctor who told her about AJ. She doesn't have family here.	chemotherapy, \$500 per session, 17 sessions. There is no health insurance to help with that. Treatment was at a hospital near her hometown. Sent to rabat for mastectomy	been at AJ for 15 days, they are kept busy (painting). Favorite part of AJ: growing fond of Khadija and the receptionist (thought of them when she was visiting her kids). Wishes there were more places like this	no family here (visited family on weekend)	emotional when talking about Khadija and receptionist.
Resident 3	one breast had mass. ER was crowded, someone told her of AJ (security guy at the hospital told her).	widowed, husband passed 11 years ago. Had 4-5 operations before the cancer (had to pay for all of them). used to go to another hospital near hometown they gave medication, cancer went away and came back worse, so came to rabat. Didn't want mastectomy. MD convinced her to have the operation by explaining cancer to her. Had the operation 9 mo ago. 74 yrs old. When people say ugly disease, she responds, "I have it, but look at me, i'm ok". This is a test from God (Jacob's story). - Her doctor experience: been great. Especially here. Her son is busy with his kids. Daughter is sick too. It has been hard to go from treatment to home; grateful to have this place. - Cancer services: public does biopsy, gives it to patient to bring to a private lab, brings back to doctor to explain.	x	no, widowed.	Proud of who she is. "Yea i have cancer, but look at me, i'm going to be ok. Test from god". Inspirational and seemed to have a strong soul.
Resident 4	met some of the AJ residents @ the hospital during treatments	been at AJ for 13 days, but have been coming to rabat since 2015. (didn't really need to stay when she had throat cancer, then needed to when w/ cervical). She is doing radiation now, follow up with chemo and check the size of tumor. No preventative care, never ahead, always behind (now she has eye problems).	x	x	timid. Dispair when talking about the next operation and how she needs to check in with her eyes

Appendix E4: Association Jannat

ASSOCIATION JANNAT					
IMPACT	STRUGGLES	ONLINE PRESENCE	PAST PROMOTIONS	SUCCESSFUL?	HOW PEOPLE HEAR ABOUT AJ
The residents are all very grateful for our help. They're particularly grateful for Khadija's generosity, opening her house to us purley out of kindness. Many of the people that stay here would not otherwise be able to get their treatment. Also, AJ (khadija especially) provides spiritual guidance through reading the Quran that help the women immensely, and has a noticeable effect on the mood and spirit of the women.	AJ receives "In kind donations" (spur of the moment, often in supplies rather than money). These are appreciated and have helped run the association for 9 years, but we struggle to consistently make ends meet with money. Rent and other expenses need to be met, and we never know if we're going to have enough money.	AJ has a facebook page that Abdullah posts occasionally on when there are important events. Abdellah does most of the posting on instagram too, which he uses his own page for. They do not have a full-time volunteer or employee for this task.	They've allowed some press to cover them by doing written articles and a few televised interviews of residents. This gave them enough exposure to be visited by the prime minister of Morocco. They have also worked with WPI's professor Brahimi to raise money using Launchgood.	They have been successful at promoting the organization. Doctors now know about AJ, and so can send patients here who need help. However, they have not led to consistent donations	The majority of them hear by word of mouth, whether from friends or relatives, or from the doctors they're being treated by

Appendix E5: Brand Development

BRAND DEVELOPMENT				
INTERVIEWEE	HOW ASSOCIATION GOT STARTED	ESTABLISHING A TARGET AUDIENCE	ADVICE FOR GETTING STARTED	WHAT MOTIVATES YOU TO SHARE?
<i>Oussema El Adoull</i>			Contact big international companies (social responsibility project) ; but can be more complicated because tax regulations. Advocating 1st (about cancer) and that can lead to fundraising.	
<i>Nour- Sadate Benhima</i>			Community, 1st step, association needs visibility, more recognition international than national. Public should recognize the importance of Jannat. Teach people how to fundraise could be a good start. Increasing their social media presence and this will lead to opportunities for marketing and fundraising	
<i>Rachid Touh Touh</i>		MCISE is a successful NGO, can solve a lot of funding from international donors because they target social entrepreneurship.	NETWORKING-> a practical, solid, solution to the problem. Expanding network as a form of service provision. Hospitality as a moroccan value, but not donations. There is no sense of trust (based on research). They trust military most and social society least. Understand the civil society and political context.	Why people give: personal experience.
<i>Bouchra Rabeh</i>	Enactus started in 2003, mainly PR advertisement, no global communication or social media or website. She started on the digital communications for them and all the social media presence. When enactus joined facebook, it was gradual, so then they did twitter, then instagram. It wasn't all at once. Added an Enactus Shop to get more audience. It took them 2 years to really get their audience. We organized events to showcase work instead of participating in ones that already existed and that worked better. Videos worked really well to showcase what they were doing and they were informative. Moreso through word of mouth at the beginning and then marketing transitioned into social media and now almost 100% of their information comes from social media.	Started with education. As they knew more about social entrepreneurship and observations, they began to better understand their own projects	Start: target audience. Know your audience so you can figure out what that audience wants from them. Does this audience use social media? Do they have access to a website? etc	Personal: impacting young people that need it. Others: sustainable impact, it is an opportunity for you to develop yourself as a youth.
<i>Dr. Hind Azelmat</i>	Founded in 2012 by a group of young people who believe in all social impact. At the beginning, they didn't know themselves and each other. They met each other at different innovation and entrepreneurship events. Create something that can have some impact in morocco. They shared the same mission in Morocco, social impact. Organized some different events to just start talking. You can find innovative solutions to problems in morocco and to create your own projects. Worked this program in partnership with different local NGOs in morocco. Associations which we work with, parents, students all feel the impact		Start small, think big. MCISE started small and dreamed of national. Now that they have accomplished that, they are dreaming of international competition. People in Morocco need to think about the good work you do but posting about it can have a bad connotation. But to reach others, you don't need to show faces of who donates. But you definitely need to talk about it. Mention your achievements. No one will know what you are doing if you don't have it out there. Volunteers who work with the NGO, do their job and share. Write reviews.	What grabs people to want to be involved in this cause? Different programs for different targets and different audiences, they will find that on the DARE space. Also, there is an employment crisis in morocco (also motivated). Its human connections— this is how NGOs get partners, know about you.
<i>Nihale Mougaddar</i>	Events encompass many things— 2 events per week, free so it is available to everyone		Having some form of visibility. Need to establish these communication channels. Emailing a list of partners and collaborating with other NGOs and organizations that fund. Website, description of what they do, send _____ (people don't really check emails). Once you have your first big sponsor, that's how you get another, and another. There are a lot of events and exhibitions where you can go and network and get to meet people who know people who can help you. You need to network a lot and talk to a lot of people. You need to be and look professional. Have achievements lists, look appealing. NGOs that are trustworthy, transparent, official communications.	
<i>Ismail Ilouk</i>	Started of an idea of training for gaining information, 3 people attended. Needed entry point to working with parliament. It took them 4 years to get into the first level of parliament though making connections.		Communications and Networking. Make sure you are always open for communication for an audience and always trying to create communication. It will not be difficult for people to relate to and get behind this cause. People would easily support the government helping people with cancer. Tell Khadija's story as a purpose. A lot of potential for AJ. Online fundraising and local websites as well as international websites. Networking is extremely important. It is an advantage that AJ is based in Rabat. We've had grants in the past only because of a connection that we had with someone else, we would not of had the grant otherwise. Start with telling the story of the organization and sharing what the organization does and what they want to do in the future. Have the organization figure out what growth they want? Create a roadmap for the organization. What is the direction of the organization? What does the future look like? Understanding what that growth means as well is important and trying to contain your messaging to the amount of people that you have the capacity to serve.	They are just passionate about the cause and they want others to be educated and they want to help others as well by providing them with the knowledge that they have. It is frustrating when you are working with other organization bc things might not move as fast as you always want them to. You also have to make sure the politics of everything is still in line as well. If you want to work with an institution in Morocco, you have a responsibility to make it work. There is a problem with trusting institutions in Morocco

Appendix E6: Social Media

SOCIAL MEDIA					
INTERVIEWEE	HOW DO PEOPLE HEAR ABOUT THE ASSOCIATION?	REPUTATION	HOW DO YOU PROMOTE THIS REPUTATION?	ONLINE PRESENCE	EFFECTIVE DIGITAL MARKETING TECHNIQUES
<i>Oussama El Addouli</i>					We need to adopt the mindset of "hel us help you" when trying to make big connections
<i>Rachid Touh Touh</i>			Advice: They should do follow up projects with the patients. When they get cured, where do they go? Income generating activities, while of post cure (making bread, painting, etc)	Morocco is a more Facebook country. Youtube is having some influence.	Integrate the patients themselves, highlight those that are cured.
<i>Bouchra Rabeh</i>	Word of mouth, social media	They organize local events to promote social entrepreneurship among the youth of Morocco	Active on social media, networking	Twitter (cover events), Facebook (pictures, posts on daily basis), Instagram (pictures), Website, LinkedIn (connect with entrepreneurs, partners, etc)	They share info to youth orgs and groups specifically, host job offerings. Target people specifically that they know will have a lot of people that would be for them.
<i>Dr. Hind Azelmat</i>			Very open that if people have something to share and speak with the public, they make it happen (tells facilitators). People start not knowing much about social entrepreneurship, connect with people here, learn from others, and get their idea going	Social media pages for every program -> Facebook, Instagram, twitter, LinkedIn (depending on what the channel is). The channel is defined for the right audience. MCISE is more professional, so they need to be on the proper channels. Linked in and twitter are very important to communicate about the activities for the NGO in general. The two channels of the professional institutes Facebook and Instagram for young people. The language that we use is very important. MCISE has an international audience so they use English and French. But if something is published (something about their achievements, they want all people to know about it, so English, French and Arabic). Frequency of posts: Facebook 2 per week. Linked in or twitter, when events or big achievements happen at the organization. The website helps too, for institutional communications. Partners want to look for you on Facebook. They can receive emails from the website to receive messages from people.	
<i>Nihale Mougaddar</i>	Word of mouth, very active on social media	Main role is to inspire them and get out of the traditional jobs. Entrepreneurship is a different want to be social and contribute to the community/ business. Morocoans don't have the courage to take risks and this fosters the idea that they can. Education, trained trainers, incubation. Moroccan social entrepreneurs summit. Marketing	Share about upcoming events, events already hosted. When someone comes to events, they can bring more people -> that's how they grow. Some people are not active on social media, so they created a whatsapp group.		
<i>Ismaïl Ilouk</i>	Speaking to political parties, networking, making connections, sharing what they do. They had a base of 20,000-30,000. SimSim goes on tv. Its among youth who are interested in the work that they do. Their audience is very different to that of AJ. "We've never worried about people interacting or applying for our programs". They connect with other, similar platforms. Use website to hire and get word out about association: \$65-\$70 to post on the website. The fundraising call was put online for free, there are a lot of resources as well -> Tannia.ma. They have a lot of networks and connections with people in Morocco. 30 organizations that connect with the work that they do			They have a website, but facebook is the biggest platform that they use. Also have twitter and instagram. They recognize that their visibility and communications is something that they too want to work on.	

Appendix E7: Future Work

FUTURE WORK				
INTERVIEWEE	HOW THE ASSOCIATION IS SUPPORTED	COST OF THESE ENDEAVORS	ADVICE FOR TEACHING METHODS/ HOW THIS BECAME SUSTAINABLE	GRANTS
<i>Nour- Sadate Benhima</i>				Dutch embassy, 30.000 euros, building skills, youth. Swiss embassy, Simpson association, online advocacy platform. MIPi (US), Simpson association, right to access information. EED, building skills young moroccan researcher. NED, to build a trust index
<i>Rachid Touh Touh</i>			They need one person full time (staff, emails, funding). Voluntary as an asset will eventually stop. Might need a professional.	Internation funding= luxury for of management. Grants provide 3-8 years max of funding and training (grant writing, finance, marketing, etc).
<i>Bouchra Rabeh</i>	partners, sponsors, trustees, these partners focus on certain areas or regions, so they get big donors, no fixed donors	Never invested in ads on social media. Cost of website is \$120 USD per year. External companies do videos for them: they cover their events for them and make a doc (Heartlight)	Wordpress for website. Do training program on how to use all the platforms for whoever will be doing it at AJ. Using students to use for their final project in school, see if they will work with Jannat. For this project, students need to work with a company of association as a requirement.	
<i>Nihale Mougaddar</i>	The training (you need to pay to be trained). Partnered with the National Initiative for Human Development: trained people for 3 days in 12 regions. Sold their expertise to these people. Invested in other programs that they work on, partnered with Dutch embassy, private sponsors, mainly dutch companies.		he program is only for people who want to be certified trainers. This training is not available elsewhere. Certified trainers in social Ent. They don't get theoretical knowledge. Work in the format of workshops, learning by doing. Match trainers with incubates, work together, the trainer's responsibility to guide the incubate. You must pay to be certified. This is one of the ways MCISE gets money.	
<i>Julia Adams</i>				See interview file for details

Appendix F

Semi-Structured Interview:
Lindsey Beaulieu // Stacy O'Brien
WPI Marketing Staff Members

Facilitator: S. Yeaw

Scribe: F. Atahan

Question #1: What is your background, both related to WPI and before?

Beaulieu:

Started in July 2019 at WPI, came from ad agency RI, digital ads, google ads, social ads, fb, twitter.
How to better improve searches.
Commercial shoots, PR stuff
Social campaigns with O'Brien.

O'Brien:

Writing, content creation, video editing, social media focused. Announcements, calendar events
Before- administrative assistant marketing assistant director at Chartwells. Sales and marketing.

Question #2: How can social media be used to generate visibility for nonprofits?

- Have a business page, that's a start. Engagement from people. Attract people to comment share like. No need for money for ads. More visibility in ads but more money needed. Posting more, content to get engagement will get more visibility. Organic shots of people, people like to see people our age. Emotional aspect is important. Getting deep is important. Human aspect will be important.
- If you make it relatable people will share. Business vs personal thinking. Asking questions, we need to get them involved, emotional involvement, and react respond. Other people tagging them is important. Community focused, doing good.
- Emotional marketing success? Use a link if we create 5 different times 5 different ways to tell the stories. Notes in Facebook. Come to marketing to tell the story, sometimes they add the human element and pitch.

We've reached this percent of our goal, deadlines, help us contribute more, we're almost at our goal phrases could be beneficial. You got to show why they should help.

Appendix F (cont.)

Question #3: What is the best way to establish a nonprofit brand?

- Initial research, insight, strategy, drives next step for the brand
- Try to get a focus group, ideas of other people what people are doing, understanding the audience and understand what people want. We need a mission, got to be able to tell and sell it. The logo, visual brand comes later on. Re asses, don't say alright this is it! What resonates with the audience, how it is connected to the culture?
- Customer spotlight seems to do very well, branding someone who has used the product does very well, if the person was affected use them as a voice. Use Khadija in this case, we got to show that this really makes a difference. Some people want to be anonymous.

Question #4: Currently, we are focusing on using pathos and storytelling in our marketing to make an emotional connection with possible contributors. What are some techniques and methods to achieve this style of marketing? Is this the best technique? Do you have other suggestions?

- Try to connect the story and the goal. Good mix of letting people know what you want. (No contribution is too small). How their money will affect others. People want to know what happens with their money. That should be clear.
- Mix of long and short captions. Quick update, short captions. Photo and video on every post do much better. Focusing on the patients and getting their perspective and stories should be visible. Happy and sad stories.
- How would you tell their stories? Individual. You got to hear it first. Constants in the stories, commonalities to make a bigger story. Website will have the long story, posts have bit by bit.
- Outline the site map, home page, section with meet the people who we have helped, donation page, contacts page. Free website hosts in Morocco?? Location on Google! Making her place appear on google. Search terms and getting her listed on google maps.
- Community events, table events outside of a grocery store etc.
- Any other organizations that do similar work? (Princess cancer organization)
- Fundraisers on Facebook, go fund me, free way to having a fundraiser.
- Providing incentive through people would help, we need this if you donate xyz you make this kind of difference.

Appendix F (cont.)

Question #5: Do you have any suggested resources? Online or professional associations? Places we can go and read and learn more about marketing?

- Alumni relations are good at getting donations. They could help. The Advancement Department could provide further help. Plan; Instagram could be a platform. Uber suggests; free keyword tools, google ads has a free keyword tool.
- Give Khadija examples to get it started with.

Appendix G

Structured Interview Questions and Answers:

Bouchra Rabeh, Enactus

Partners and Digital Communications Manager

Facilitator(s): K. Amrein

Scribe (s): R. Adams, S. Yeaw

Recorder: F. Atahan

Question 1: Please tell us about your background and experiences.

Graduated in 2013 (Bachelor's) information science school in Rabat, Masters in 2018 from _____. Joined Enactus in 2013 and is the communications manager, communications vp for 5 years somewhere Responsible for digital communication and partner programs, in charge of developing the communication strategy and plan.

Main responsibilities:

- Community Management: Management of an online community on social networks with more than 70,000 subscribers and an annual reach of 8 million Internet users.
- Production of communication media: Presentation brochure, Enactus in brief, Enactus Shop catalog, etc.
- Programming and management of advertising campaigns on social networks.
- Planning and assistance in filming and editing videos for Enactus companies.
- Development and execution of the communication plan for the two editions of the Unilever Young Entrepreneur Prize.
- Design of the graphic charter, development & execution of the communication plan for the two editions of the Samsung Solve for Tomorrow Prize.
- Management and development of mailing campaigns distributed to more than 10,000 professionals.
- Training of entrepreneur's members of the network to establish their communication plans.
- Content management and creation for the Enactus website: Blog, opportunities space for job or internship offers, etc.
- Development of the "Enactus Shop" platform, an online store of products and services from Enactus companies.
- Press relations management for 3 years (2013-2016)
- Management of relations with communication partners: Audiovisual production agency, Communication agency & Web agency

Question 2: How did Enactus get started? How did you establish an audience?

Enactus started in 2003, mainly PR advertisement, no global communication or social media or website. She started on the digital communications for them and all the social media presence. When Enactus joined Facebook, it was gradual, so then they did twitter, then Instagram. It wasn't all at once. Added an Enactus Shop to get more audience. It took them 2 years to really get their audience. We organized events to showcase work instead of participating in ones that already existed and that worked better. Videos worked really well to showcase what they were doing and they were informative. More so through word of mouth at the beginning and then marketing transitioned into social media and now almost 100% of their information comes from social media.

Appendix G (cont.)

Question 3: How do people learn about Enactus and what you do?

Look above

Question 4: What would you say is the reputation you are trying to create? And how did you create that? How do you promote your organization?

They organize local events to promote social entrepreneurship among the youth of Morocco

Question 5: How is Enactus supported? And how are they support sustained?

partners, sponsors, trustees, these partners focus on certain areas or regions, so they get big donors, no fixed donors

Question 6: Do you have any advice for how to get started?

Start: target audience. Know your audience so you can figure out what that audience wants from them
Does this audience use social media? Do they have access to a website? etc.

Question 7: Can you tell us a bit about your online presence? How frequently do you post? What platforms do you primarily use? What do you primarily use it for?

Twitter, Facebook, Instagram, Website, LinkedIn

Fb and Instagram for pictures

Twitter to cover events

LinkedIn to connect with entrepreneurs, partners, etc.

Daily basis on Facebook → this is hard so in reality its 4-6 times per week, minimum is 3 times per week.

Question 8: How costly have these endeavors been? How do you keep track of these expenses?

Never invested in ads on social media

Stop-by money and begging

The cost of the website is \$120 USD per year

External companies do videos for them: they cover their events for them and they made a doc (Heartlight)

Video people contact: will email us

Question 9: What are some effective techniques for digital marketing?

They share info to youth orgs and groups specifically, host job offerings

Target people specifically that they know will have a lot of people that would be for them

Question 10: What motivates you to share your cause? What motivates others to also care about your cause?

Personal: impacting young people that need it.

Others: **sustainable impact**, it is an opportunity for you to develop yourself as a youth

Appendix G (cont.)

Question 11: Of the teaching methods you've used, which have you found to be the most effective?

WordPress for website

Do a training program on how to use all the platforms for whoever will be do it at AJ

Using students to use of their final project in school, see if they will work with Jannat, for this project, students need to work with a company or association as a requirement

Question 12: How did you hear about Association Jannat?

She's known about the Association for five years. Her mom lived near the association. Seen it through tv also

Additional notes:

- Has a contact for the video creations (will send to us)
- Additional contacts from other NGOs in Rabat
 - We should send a thank you note tomorrow to remind her and inform her of other people/ organizations we would want to speak with

Appendix H

Informal Interview Conversation:

Oussama El Addouli, IES

Director of IES Abroad Rabat

Facilitator(s): Everyone

Scribe (s): K. Amrein

- Worked in fundraising and set up a grant. Background in it. Grant was in the King's name
- We need to adopt the mindset of "help us help you" when trying to make big connections → use WPI marketing contacts to say we can give visibility in the US
- Samira: contact who works with children with cancer
- Dr. Rachid Touh-Touh: a professor in gender/ society. Very open to talk. Works w/ IES
- Contact big/ international companies (social responsibility project)
 - But can be more complicated because tax regulations
- Advocating 1st (about cancer) and that can lead to fundraising

Appendix I

Informal Interview Conversation:

Dr. Rachid Touh-Touh, IES

Professor of Gender Studies and Society, research in nonprofits and Associations

Facilitator(s): Everyone

Scribe (s): R. Adams, K. Amrein

Recorder: F. Atahan

Rachid Touh-Touh: Professor of gender studies/society

- Research in nonprofits and associations
 - Service, provision associations
- Most patients are from north morocco (because Spanish was in 20s and 30s)
 - Public hospitals cannot provide shelter
 - Cost cancer and low income
- Alarming situation right now regarding cancer: 30,000 diagnosed
- Link between association and ministry of health
 - Some form of funding
- INDH→ national initiative for human development
 - Funded by world bank, USD etc.
- They need one person full time (staff, emails, funding)
 - Voluntary as an asset will eventually stop
 - Might need a professional
 - All Moroccan associations suffer from this
- Ministry of health: funding and visibility
 - They should have connections
- Tribal party affiliation allows for connections (but ministry of health is a bit corrupt in this way)
 - INDH less corrupt
- Or join a network of small association with similar goals→ tetouan city, 3 or 4 in Rabat
- Possible networks?
 - Will be shared with us
 - Sonteportuse? (help for everybody)
- There is a new petition: 50,000 signatures presented to prime minister
 - Demand is to give free cancer cure for kids
 - Big network of activists/ university teachers
- Expanding network as form of service provision
- International funding= luxury for of management

Appendix I (cont.)

- NIHD: cannot pay salaries, only the \$ that will be put into the project
- Why people give: personal experience
- Cancer problem is new
- AJ is technically known a bit
- Good partner: Lalla Salma Foundation
 - In the oncology institution of Rabat
 - Funding from Qatar Foundation (very generous), hospital in named after her
- Morocco is more Facebook country
- YouTube is having some influence
- Integrate the patients themselves
 - Highlight those that are cured
- Hospitality is a Moroccan value, but not donations. There is no sense of trust (based on research)
 - They trust military and least trust the social society
- Understand the civil society and political context
- Moroccan standard for innovation and enterprise
 - Successful NGO, can skew a lot of funding from international donors (b/c target social entrepreneurship)
- They should do a follow-up project with the patients
 - When they get cured, where do they go?
 - Income generating activities, while or post cure
 - Making bread paintings, etc.
- What form of income can they generate?
- Grants provide 3-6 years max of funding and training (grant writing, finance, marketing, etc.)
- UK embassy funds civil society initiatives (research based so they need stats about the problem)
- Networks of voluntary doctors that can sympathize with them
- → Dr. Sarah Naciri:
 - Oncologist institute, use for a snowball interview
- People who know cancer or doctors who understand how patients suffer
- Ramed: help for health (like Obama care)
 - Gave 1000s of these, but hospitals have same capacity
- Networking is a practical, solid, solution to the problem
- Better to stay within the NGO sector
- → MCISE contact: Hind Azelmat: 212611312894
 - Network of young people
- Can also write an article to Moroccan World News
 - CEO: Adnane Bennis:
 - Allows for international access

Appendix J

Semi- Structured Interview Questions and Answers:

Nour-Sadate Benhima

Research Fellow: “The Maghreb in Transition, Media, Knowledge and Power”

Member of a collective of consultants for NGOs around Morocco

Facilitator(s): Everyone

Scribe: F. Atahan

Recorder: F. Atahan

Question 1: What is your experience with NGOs?

Worked with think tanks and advocacy NGOs, community not interested

Foreign donors are not interested in Jannat, no skills building

Grants by USAID building skills, not about building facility, improve skills of employees.

Jannat not about building skills, international donors will not be interested

I give money, you provide service, 1 year later what happens? Perspective of donors

Question 2: Can you further describe the international funding?

a. Tell us about embassies/ grants

Dutch embassy, 30.000 euros, building skills, youth

Swiss embassy, Simpson association, online advocacy platform

MIPI (US), Simpson association, right to access information

EED, building skills young Moroccan researchers,

NED, to build a trust index

b. Which ones are known to do this kind of work?

Community, 1st step, association needs visibility, more recognition international then national.

Public should recognize the importance of Jannat

National initiative for human development (can the govnt help?)

Ministry of Health, NGO that works in that area

National initiative of family affairs

Lalla Salma grant schemes?

Check the foreign organizations that are active here for:

Teaching the skills for fundraising

Henrich Boell Sctifung?? German, program on environment sector and **gender**

→ creative about our entry into certain topics

Appendix J (cont.)

Question 3: Where should we start?

Teach people how to fundraise could be a good start. Increasing their social media presence and this will lead to opportunities for marketing and fundraising

Question 4: Why is community funding doomed to fail?

Not sustainable, good doer, for religious reasons people give money, If I go out of business I can't help anymore. Donors don't want to see the association they donate closing. Issue of using the cause. Not a lot of people giving unlike US.

Question 5: Which companies might be interested?

SimSim Association has been around for 2009, they might not feel comfortable sharing their techniques but might share their approach.

Question 6: Do you have contacts that would be helpful for us?

Nour thinks they might not feel comfortable sharing their fundraising techniques.

Question 7: Would it be helpful for us to teach them how to use launchgood/ go fund me (online platform)?

Online fundraisings, got to do research what's legal and what is not.

Question 8: Our sponsor wants to stay more local; how do we deal with that?

Foreign donors need to know you prior applying to grant.

Jannat, never heard before working with Global Impacts

Additional notes:

Jannat is advertised on Abdellah personal account, it shouldn't be that way

Instagram account is not strong, all posts are in Arabic (we need French, English)

Most organizations that get donations have social media that are in English.

With pictures they might be okay but no videotaping.

Appendix K

Informal Interview Conversation:

Adil Errami, IES

IES staff member, translator

Facilitator(s): R. Adams, F. Atahan

Scribe(s): K. Amrein

Recorder: F. Atahan

- Giving is much more informal. Helping people under the table and they don't brag about it
- Facebook videos
 - Phone number, call this person to arrange about bank account or something
- Moroccans are very willing to help (especially if they are rich), but prefer to do it secretly
- Publicity is against their morals, help people as much as we can, don't need to brag, it is something between you and God.
- Set a good example.
 - They should imitate me in something good, not bad. See that they are giving, but less so how much. This will help them become even more trustworthy.
- Make sure that when Association Jannat posts things, they get EXPLICIT approval from residents and such to use their faces or words.
 - This will help them become even more trustworthy.
- With content producing, Association Jannat will need to be weary of this and walk a very fine line.
- It is not difficult to send money to Morocco through MoneyGram or Western Union. America, Spain, France, Germany, Denmark. FACEBOOK, YOUTUBE. Interactions with the pages
- Seeing the good that they are doing and they are only there to do good
- Consider: Not all people trust NGOs. How do I make sure that all the money I send will be given to the cause? There is a lot of corruption, so that is why people give money hand to hand.
- How to make AJ look trustworthy?
 - People who donate should be visible and talk directly. I sent \$500 to Association Jannat. You need to see Association Jannat get the money and put it to good use.
- Youssef Zerouali
 - To prove transparency, keeps all the receipts of MoneyGram and western union. NEED TRANSPARENCY
- People are building more solidarity between each other
 - They are more and more aware that they feel the government is working against them
- People believe that cancer is caused by the government through food. There isn't supervision of the Ministry of Health over what they import

Appendix L

Semi-Structured Interview Questions and Answers:

Hind Azelmat // Nihale Mougaddar, MCISE

Chief Happiness Officer // Incubation Program Coordinator

Facilitator(s): F. Atahan, S. Yeaw

Scribe(s): R. Adams, K. Amrein

Recorder: F. Atahan

Question 1: Please tell us about your background and experiences.

Nihale:

- MCISE since May 2019, undergrad in industrial engineering. Exchange program with US embassy in UCONN, entrepreneurship, leadership, history. Involve with entrepreneurship with Enactus. Started to really like social entrepreneurship. Knew she wanted to change careers when she came back from the US.
- Mandatory internship for last year at UCONN with MCISE
- Incubation coordinator. 2 mo. ago, promoted to manager position. Now has some project management experience.
- Managing different programs (IUF, operates with universities and foundations that they support.

Hind:

- started with MCISE 2018, as communications manager for a year and a half. Changed position community's development manager. Different programs, different stakeholder. Mission is to develop the community and stakeholder ____.

Question 2: How did you get started? How did you establish an audience?

Hind: Started

- founded in 2012 by a group of young people who believe in all social impact. At the beginning, they didn't know themselves and each other. They met each other at different innovation and entrepreneurship events. Create something that can have some impact in morocco. They shared the same mission in Morocco, social impact. -

Appendix L (cont.)

-Was very difficult at the beginning to talk about social entrepreneurship because Moroccan people didn't know about it at all. They know about entrepreneurship, but not social and innovative entrepreneurship.

- Organized some different events to just start talking. You can find innovative solutions to problems in morocco and to create your own projects.

- 1st problem: how can we make more impact? People are interested in education. How can we create an impact of education in public schools? Works with high school students, training and workshops to help them to innovative solutions to social issues.

- Worked this program in partnership with different local NGOs in morocco. Associations which we work with, parents, students all feel the impact.

Audience

- Started with education. As they knew more about social entrepreneurship and observations, they began to better understand their own projects.

- 1st incubator program: DARE SPACE and ____ inc
o Space for the incubators to start, but has now expanded to a work space. A hub for innovation and a place where they can exchange thoughts, develop skills, meet new people. Encourage people to share ideas and experience. That's why they organize different events and workshops in entrepreneurship, arts, sciences, etc.

Nihal:

- Events encompass many things → 2 events per week, free so it is available to everyone

Question 3: How do people learn about MCISE and what you do?

Nihal:

- Word of mouth

- Very active on social media

Question 4: What would you say is your reputation you are trying to create? And how did you create that? How do you promote your organization?

Nihal:

- Share about upcoming events, events already hosted. When someone comes to events, they can bring more people → that's how they grow

Appendix L (cont.)

- Email, WhatsApp
some people are not that active on social media, so they created a WhatsApp group

- Facilitators and helpers at events are volunteers, bringing their expertise to share with the group.

Hind:

- Very open that if people have something to share and speak with the public, they make it happen (tells facilitators)

Nihal:

- Education, train trainers, incubation
three main pillars of MCISE
- Moroccan social entrepreneurship summit, every 2 years. Big event!
gives awards, people can present the work they have done over the past two years
helped get people to know about them even more
- Marketing
 - o Mulhouse? → entrepreneurship can have presales, people buy their products
 - § Currently being rebuilt
 - o 1 mo. in Paris, export some of their own incubates products into the French market
 - § Showcase the Moroccan products into the French market. Business and social.

Hind:

- People start not knowing much about social entrepreneurship, connect with people here, learn from others, and get their idea going

Nihal:

- Main role is to inspire them and get out of the traditional jobs. Entrepreneurship is a different want to be social and contribute to the community/ business. Moroccans don't have the courage to take risks and this fosters the idea that they can.

Appendix L (cont.)

Question 5: How is MCISE supported? And how is the support sustained?

Nihal:

- The training (you need to pay to be trained)
- Partnered with the National Initiative for Human Development; trained people for 3 days in 12 regions. Sold their expertise to these people.
- invested in other programs that they work on
- Partnered with Dutch embassy
- Private sponsors, mainly Dutch companies

→ How did you make these partnerships and connections?

- o Public call for education. Ex the govt needs them to write proposals and secure partners. They have someone full time writing proposals to the govt.

- § Most proposals are in French or English

- o President is very active and meets a lot of people, has connections. When he goes to other events, he shares about MCISE. People are interested in this and willing to invest in this kind of African cause.

- o International companies.

- § Travel abroad, male these connections.

- § Otherwise, just apply

→ Are you partnered with other NGOs?

- o Yes, high schools. Work with underprivileged people who don't have access to education jobs, etc. Brings the trainers and their expertise, but MCISE is paid for that (paid by foundation drosos (swiss), helped fund MCISE for 3 yrs. at the beginning)

- o Partnered with NGOs to make connections, network, share expertise, talk about experience.

- o Collectively, they are all trying to amp up the entr system in morocco. Collaborate.

Question 6: Do you have any advice for how to get started?

Nihal:

- Having some form of visibility. Need to establish these communication channels.

Appendix L (cont.)

- Emailing a list of partners and collaborating with other NGOs and organizations that fund. Website, description of what they do, send _____ (people don't really check emails)
- Once you have your first big sponsor, that's how you get another, and another
- There are a lot of events and exhibitions where you can go and network and get to meet people who know people who can help you.
- You need to network a lot and talk to a lot of people
- You need to be and look professional. Have achievements lists, look appealing.
- NGOs that are trustworthy, transparent, official communications.

Hind:

- Start small, think big.
 - o MCISE started small and dreamed of national. Now that they have accomplished that, they are dreaming of international competition.
 - o People in Morocco need to think about the good work you do but posting about it can have a bad connotation.
 - § But to reach others, you don't need to show faces of who donates. But you definitely need to talk about it. Mention your achievements. No one will know what you are doing if you don't have it out there.
 - Volunteers who work with the NGO, do their job and share. Write reviews.

Question 7: Can you tell us a bit about your online presence? How frequently do you post? What platforms do you primarily use? What do you primarily use it for?

Hind: (worked on community management online until a few days ago)

- Social media pages for every program
 - o **Facebook, Instagram**, twitter, LinkedIn (depending on what the channel is)
- The channel is defined for the right audience. MCISE is more professional, so they need to be on the proper channels.
 - o Linked in and twitter are very important to communicate about the activities for the NGO in general. The two channels of the professional institutes.
 - o Facebook and Instagram: for young people

Appendix L (cont.)

- The language that we use
 - o MCISE has an international audience so they use English and French. But if something is published (something about their achievements, they want all people to know about it, so English, French and Arabic)
 - o __ initiative main language is Arabic
 - o DARE SPACE: dialect, English (rich people)
- Frequency of posts: Facebook 2 per week. Linked in or twitter, when events or big achievements happen at the organization.
- The website helps too, for institutional communications. Partners want to look for you on Facebook.
- They can receive emails from the website to receive messages from people.
- Responsive with messaging on social media
- Always have a follow up from the incubates. Helps them evaluate programs to see how they are doing. Everyone feels like they belong to the community. Can mentor other incubates even if they completed their projects years ago.

Question 8: What motivates you to share your cause? What motivates others to also care about your cause?

- What grabs people to want to be involved in this cause?
 - o Different programs for different targets and different audiences, they will find that on the DARE space.
 - o Also, there is an employment crisis in morocco (also motivated)
 - o **Its human connections→ this is how NGOs get partners, know about you.**
 - § One of MCISE values is empathy.

Question 9: Of the teaching methods you use, which have you found to be the most effective?

Nihal:

- The program is only for people who want to be certified trainers. This training is not available elsewhere. Certified trainers in social Ent.
- They don't get theoretical knowledge.

Appendix L (cont.)

- Work in the format of workshops, learning by doing. Match trainers with incubates, work together, the trainer's responsibility to guide the incubate.
- You must pay to be certified. This is one of the ways MCISE gets money.

Additional Notes:

- Drossos: interested in NGO work, funding
- SimSim: organizing a training about fundraising
 - o Middle of march
 - o Contact from Hind:
 - § 212 6 41 51 48 47
 - § Youseff
- Could benefit from funding from USAID, funds NGO if they are >10yrs old

Appendix M

Semi-Structured Interview Questions:

Ismail Ilouk // Dekiki Khalil, SimSim

Director Executive // Program Manager Innovation for Change

Facilitator(s): K. Amrein

Scribe (s): S. Yeaw

Recorder: A. Errami

Question 1: Please tell us about your background and experiences.

- 10 people who work at/with SimSim
- Higher up man here for 5 years, which is the length of the association
- Started in 2013 and finished their first project in April 2014
- Partnered with people in other countries
- Projects used to benefit parliament and the people, helping citizens and creating discussions
- They also assist the institutions, they then created discussions between the citizens and the politicians
- They want to help people have more knowledge about civic society; they want to create transparency in civic society
- They have trainings for parliament people for social media
- Inform people on how to vote; holding people in government accountable
- It is difficult in morocco to practice their rights in terms of civil society
- They work with companies to create proposals to change laws
- They work in general to make Moroccan laws better
- Access of information act (new recently): they train people on how to gain this information in the new way
- They also work with advocacy groups for civil society
- Teaching people about digital things
- They are doing fundraising this year → in march they are doing fundraising, crowdfunding training
- New regulation in morocco that regulates crowdfunding: apparently its bad
- They are creating tools from their own experience and working with other organizations to work with their finances
- Mission: increase civic participation on etc.

Question 2: How did you get started? How did you establish an audience?

- Started of an idea of a training for gaining information: 3 people attended
- Needed an entry point to working with parliament
- It took them 4 years to get into the first level of parliament through making connections

Appendix M (cont.)

Question 3: How do people learn about SimSim and what you do?

- Speaking to political parties, networking, making connections, sharing what they do
- They had a base of 20,000-30,000. SimSim goes on tv
- Its among youth who are interested in the work that they do
- Their audience is very different to that of AJ
- “We’ve never worried about people interacting or applying for our programs”
- They connect with other, similar platforms
- Use website to hire and get word out about association: \$65-\$70 to post on the website. The fundraising call was put online for free, there are a lot of resources as well → Tanmia.ma
- They have a lot of networks and connections with people in Morocco. 30 organizations that connect with the work that they do

Question 4: Do you have any advice for how to get started?

- Communications and Networking
- Make sure you are always open for communication for an audience and always trying to create communication
- It will not be difficult for people to relate to and get behind this cause
- People would easily support the government helping people with cancer
- Tell Khadija’s story as a purpose
- A lot of potential for AJ
- Online fundraising and local websites as well as international websites
- Networking is extremely important
- It is an advantage that AJ is based in Rabat
- We’ve had grants in the past only because of a connection that we had with someone else, we would not of had the grant otherwise
- Start with telling the story of the organization and sharing what the organization does and what they want to do in the future
- Have the organization figure out what growth they want? Create a roadmap for the organization. What is the direction of the organization? What does the future look like?
- Understanding what that growth means as well is important and trying to contain your messaging to the amount of people that you have the capacity to serve

Question 5: Can you tell us a bit about your online presence? How frequently do you post? What platforms do you primarily use? What do you primarily use it for?

- They have a website, but Facebook is the biggest thing that we use
- Also have twitter and Instagram

Appendix M (cont.)

Question 6: What motivates you to share your cause? What motivates others to also care about your cause?

- They are just passionate about the cause and they want others to be educated and they want to help others as well by providing them with the knowledge that they have
- It is frustrating when you are working with other organizations because things might not move as fast as you always want them to. You also have to make sure the politics of everything is still in line as well.
- If you want to work with an institution in Morocco, you have a responsibility to make it work.
- There is a problem with trusting institutions in Morocco

Additional Notes:

- AJ is welcome to keep our contact and we can add their contact to our newsletters and things
- They are willing to have a sit down individually with the organization for free to do trainings, but the organization will need to set that up with SimSim
- Make sure they have the right people available to learn this information. If you send someone from AJ that will understand the training and will actually be able to know the knowledge from the training.
- Have AJ do a yearly assessment of what they want to accomplish, what the growth means to them
- The fundraising person need to train with Global Giving (online training), pass a test where you raise \$4000, once passed you can be a part of their network and run campaigns on that platform.
- Crowdfunding is not something you should do. But global giving sends it as a grant (to make it legal) takes about 6 months (training and running campaign on the platform).

Appendix N

Informal Interview Conversation:

Julia Adams

Education Social Worker, assists Program Director in grant writing

Facilitator(s): R. Adams

Scribe(s): K. Amrein

Recorder: R. Adams

Grant Process

- Determine “the project”
- complete/ draft project description and information
 - Mission statement
 - Statement of objective (include timeframe)
 - Project description = “need statement”
 - “Need” defined
 - Access: “Who will it serve?”
 - Description of services to be delivered/methods
 - Leadership (organization's capacity to complete)
 - Accountability practices and expected outcomes
 - Budget

You may:

- Submit “Letter of Intent” (LOI)
 - 2-3 page summary of project description
 - Include alignment with funder’s goals/ priorities
 - Is a request to submit a grant application, NOT a request for funding

And/or:

- Submit a “Letter Proposal”
 - 3-4 pages of project description
 - Is a request for funding

And/ or:

- Submit a “long proposal” or formal application document
 - Can be 20-25 pages, including 7-10 page appendices
 - Should include a cover letter
 - Should include a proposal summary and funding request
 - Should include page numbers, table of contents, an abstract or summary, appendices for resumes, relevant data

Appendix N (cont.)

Project/ Information

- Mission statement
- Statement of objectives (how?)
- Program description
 - Define “need” that program addresses
 - context/ history (cite sources if possible)
 - Audience/ client demographics (who do you serve?)
 - Alignment with government’s objectives
 - expected/ achieved outcomes (cite sources/ data)
 - Access: who is eligible?
 - Description of services currently provided
- Leadership= organization’s capacity to make an impact
 - Identify key people, their roles, and their qualifications
 - Include job descriptions
 - Include resumes/ CVs
- Accountability Practices
 - Data/ information systems in place
 - How are expenditures determined and tracked?
 - How are you tracking outcomes?
 - I.e. How do you know you are making the impact(s) defined by your objectives?
- Budget (externally audited)
- Funders- typically breakdown of all non-profit funding
 - Corporations 5%
 - Foundations 10%
 - Government 15%
 - Individuals 70% ← direct mail, social media, events
- Categories of support
 - Operating funding
 - Special projects, i.e. new/ expanded program, equipment
 - Capacity- building, i.e. hiring, training staff
 - capital/ equipment purchase
 - Endowments- long-term planned giving
- Information on Foundations, corporations, governments
 - Foundation Center and Foundation Directory online
 - Foundationcenter.org for Foundation Directory online

Appendix N (cont.)

- Corporation websites
 - Look for links to corporate giving programs
 - Government departments
-
- The aim: a diversity of funding sources
-
- Moroccan government
 - WHO, EU, USAID
 - Agakhan Foundation
 - Saudi Arabia, Brunei