



Development of Methods for Financial Outreach for the Rita Zniber Foundation for Orphaned Children in Meknes, Morocco

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Abstract

This project assisted the Rita Zniber Orphanage in Meknes (Morocco) to develop methods of outreach for future funding by researching literature on promotional techniques for philanthropic organizations, by interviewing officials at two other Moroccan orphanages, and by analytically comparing the three institutions. As a result, we provided the organization with a presentation, business letter requesting funds, and a promotional pamphlet (all three translated from English into French and Arabic), as well as a template for a quarterly newsletter.

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Executive Summary

The future of society is based on the success of its youth. Unfortunately, there are children around the world who are left homeless and have no access to food, clothes, education or shelter. In all parts of Morocco, orphanages are continually taking in abandoned and orphaned children - the Rita Zniber Foundation (Meknes, Morocco) for example. Unfortunately, non-profit organizations such as orphanages, struggle to receive donations to help continue with their charitable mission. The ultimate goal of this project was to identify organizations and companies that were possible sources of funding for the Foundation and to provide the organization with promotional tools to seek such donations.

Background

There are millions of orphaned children around the world. Orphanages were developed to ensure care for these children, provide them with a home environment as well as to give them an opportunity for a promising future. They also create a sense of security and structure for the children in the important developmental years of their lives. Orphanages, such as the Rita Zniber Foundation located in Meknes, Morocco, have been established to care for homeless children and to provide a place for them to live and grow. Since 1982, the Rita Zniber Foundation has made it their mission to “ensure the safety, health, and future of children without families”, while maintaining a high standard of living for its youth. However, with the growing number of children in its care, the Foundation does not have a clear financial plan for its future and is in need of a realistic way to become financially independent. Even with the generosity and continuous help from their primary benefactor, Rita Zniber, the Foundation may not always be able to rely on only one person to continue its important social purpose.

In 1959, the United Nations developed the Declaration of the Right of the Child. Thirty-four years later, Morocco signed its own version of the Declaration that involved alternative

interpretations of some of the articles. As a predominantly Muslim country, Morocco raises orphaned children as Muslims and will only allow Muslim families to adopt. Moroccans view this stipulation as the best possible cultural and religious upbringing for a child.

Methodology

To achieve our goal, our team developed the following objectives:

1. Understand the current funding of the Rita Zniber Foundation and two other orphanages in the area,
2. Understand where each orphanage allocates their funds,
3. Pinpoint the strengths of the Rita Zniber Foundation,
4. Recommend possible sources of income,
5. Develop promotional materials for the Foundation to effectively seek funding.

These five objectives ensure a comprehensive survey of all possible methods and aspects of funding. We established the first objective to understand which funding methods have worked in each of the orphanages we visited, and which new techniques could be implemented by the Rita Zniber Foundation. The second objective was created to determine where the Foundation is allocating its funds so we could target specific companies when seeking in-kind donations. The third objective explains to potential donors what makes the Foundation unique, and thus particularly worthy of funding, the fourth promotes future ways of funding that have not been used by the Foundation, while the fifth ensures the success of the Foundation's fundraising through the project's specially designed marketing tools.

Our research was conducted through interviews, sampled data, and evidence from three sources: the Rita Zniber Foundation, a Semi-Public Orphanage who has wished to remain anonymous, as well as the Dar Al Atfal El Wafae Orphanage, located in Fez. We conducted interviews with the directors and business administrators at each orphanage to collect data for

future comparisons. We presented a questionnaire at each meeting and recorded all responses to help draw conclusions about each financial system. We also took notes and photos of each facility we toured to serve as a comparative tool to assess each orphanage's overall impact on the children.

Comparative Analysis and Results

From our data and photo evidence, we made comparisons between each orphanage including which fundraising methods worked best in the past, what they would attempt to achieve in the orphanage if they had more funding, and why each orphanage was not satisfied with their current financial situation. We also analyzed the first-hand experience of a student who was raised in the Rita Zniber Foundation to help understand what made the Foundation unique. From this analysis we decided that the Foundation would benefit from four methods of promotional outreach: an informative business letter requesting funds, a *Prezi* slide presentation, an updated Foundation pamphlet, and a template for a quarterly newsletter.

We discovered that the most common sources of funding used by the three orphanages, included: real-estate, endowments, monetary donations, in-kind donations, partnerships, and sales of products were the most common ways of funding. However, revenues from real estate and sales of products were two methods not used by the Rita Zniber Foundation but were successful in the other two orphanages. By comparing expenses between the three orphanages, we discovered that employee wages, groceries, and clothing represented the largest portion of their spending. However, the Rita Zniber Foundation spent more than half of its funds on maintenance, furniture, bills, and material payments so we created a list of companies to which the Foundation might turn for possible in-kind donations.

After the visits were completed, we determined that the Foundation has more educational and recreational extracurricular activities than the other two orphanages. The Foundation provides

classrooms, has many hobby and extracurricular rooms, including a music room, library, and computer room, and these aspects of the Zniber Orphanage are an especially attractive dimension of the care they provide for their children.

Conclusions and Recommendations

Through our data collection, it became apparent that the Rita Zniber Foundation is in need of funds, yet has strengths that may be used as a marketing advantage to attract potential donors.

In conclusion, we have developed the following recommendations for the Foundation to help expand their current means of funding. In order to provide a steady flow of income, we recommend acquiring real estate or using current properties as sources of rental revenues, as the Dar El Atfal Orphanage and the Semi-Public Orphanage have been able to successfully raise money in this way. Specifically, we suggest the Foundation consider renting out commercial property to the public or buying a commonly used, revenue producing location such as a *hammam*. We also recommend that the Foundation sell crafts or non-perishable goods online or to the public. Additionally, the Foundation could create a garden, which would serve as an educational tool for the children as well as reduce the cost of groceries. Another somewhat obvious recommendation is for the Foundation to reach out to large corporations, and we have provided the Zniber Orphanage promotional materials for such outreach. Of course, the Foundation should still reach out to individuals, specifically past adoptive families, for in-kind and monetary donations. The Foundation may also look into contacting religious organizations around the world for financial support, but in Morocco, we learned mosques are so closely interwoven into the state bureaucracy, that they are not usually free to make independent donations.

Deliverables: Promotional Methods for Outreach

In order for the Foundation to acquire potential funds from donors, we developed the following deliverables: a business letter, a *Prezi* presentation, a revised pamphlet, and a template for a quarterly newsletter, all translated into English, French, and Arabic. To make the methods of outreach as compelling as possible, we focused on three rhetorical devices to enhance the persuasive power of the materials: *ethos*, *pathos*, and *logos*.

The purpose of the business letter is for the Foundation to make a donation request, or ask for the opportunity to give a presentation to possible benefactors, corporations or individuals. The *Prezi* presents the strengths and needs of the orphanage, including its successful history, current funding, and attractive facilities, as well as an interview with a student from the Foundation currently enrolled in a university. The revised pamphlet may be presented to companies or individuals and the quarterly newsletter is meant to be sent to families who have adopted children as well as current donors to keep them up-to-date about the Foundation's activities and initiatives.

With the growing number of children in the facility's care as well as the limitations of relying on only one benefactor, the Rita Zniber Foundation is in need of a financial outreach plan for the future and promotional means to solicit donations. We believe this project will provide the Rita Zniber Foundation with a practical financial strategy for the future and the promotional tools needed to continue providing the high standards of living, education, and opportunity for the children in their care.

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List of Terms and Acronyms

ADB - Asian Development Bank

Annexe - where children over the age of 6 are housed in the Rita Zinber Foundation

DFID - Department for International Development

EU - European Union

GOB - Government of Bangladesh

Hamam - Arabic word for a Turkish bath, or communal bath area

IFAD - International Fund for Agricultural Development

JSTOR - Journal Storage (search engine)

kafala - the act of taking a child into one's care without legal obligation to provide them with inheritance

NGO - Non-Governmental Organization

Nid - "nest" where infants, toddlers, and handicapped children are housed in the Rita Zinber Foundation

PKSF - Palli Karma-Shahyak

Prezi - program used to create presentation; comparable to PowerPoint

UNFPA - United Nations World Food Program

UNICEF - United Nations Children's Funds

waaf -form of endowment for charitable purposes

zakat - 2nd pillar of Islam, the purification of one's soul through charitable actions towards those who are less fortunate

Chapter 1: Introduction

Unfortunately, there are children around the world left homeless and uncared for everyday. Globally, there are currently over 210 million orphans, 44 million of whom are in Africa alone (Mission one Million, 2008). Many orphaned and abandoned children are overlooked by society, leaving them poor, hungry, and alone. Orphans are children who have lost at least one parent to death, and abandoned children are minors whose parents have given up all rights of guardianship (Orphan 2012). After abandonment, a child must rely on the care of another adult. Combining the meaning of these terms, we will define the word orphans as children who have lost parents both to death and abandonment. If there are no other adults among the extended family and friends of an orphaned child, he or she will be put into the care of public or private orphanages. Orphanages have been developed around the world to try to help provide for these children, yet approximately 35,000 homeless children die every day from hunger and malnutrition (Mission one Million, 2008).

Because orphaned Moroccan children spend their lives before adulthood under orphanage care, it is imperative they are provided for as best as possible. The Rita Zniber Foundation is one of many orphanages in Morocco. Over the past twenty years, the Rita Zniber Foundation, located in Meknes, has substantially decreased the death rate, as well as increased the adoption rate of the children in its care (Appendix Q). The Foundation has been able to give orphaned children proper care through the monetary support primarily provided by Rita Zniber, the organization's founder. Zniber and her husband are independently wealthy due to the success of their vineyards throughout the Meknes region of Morocco. They also oversee many small companies throughout the country that provide the orphanage with monetary and in-kind donations (Ouafae 2012). Rita ensures that the Foundation is more than provided for and that the children are given all that they need to maintain a stable, happy, and healthy lifestyle.

However, the orphanage does not currently have a clear financial plan to provide stability for the future, and is in need of a sustainable way to become financially independent. The Rita Zniber Foundation's primary benefactor may one day be unable to provide the orphanage with a consistent flow of funds. Therefore, the Foundation is seeking to develop a strategy for obtaining funds and materials from additional sources. In the past, they have received a modest number of goods and financial donations from various companies and individuals, but it is not enough to support over three hundred children in their care. The Foundation recognizes that they need help developing alternative means of funding for the future. As the Foundation begins to focus on its long-term sustainability, it has become apparent that a considerable amount of funds (\$905,447 in 2010) are needed for the continued success and maintenance of the orphanage, but the Foundation is unsure about how best to achieve this.

The percentage of orphaned and abandoned children in Morocco is extremely high compared to that of the United States when considering relative population size. In the US, 0.66% of the population consists of orphaned children. In Morocco, the population consists of 2% orphaned children (UNICEF, 2010). Although the number of orphans in Morocco has decreased from 6.55% in 1974, cultural as well as monetary issues are large contributors behind the comparatively high number of Moroccan orphans (Bargach, 2002). First, as an Islamic country, Morocco has much more stringent views on single parenting, and it is very common for unwed single mothers to abandon their babies upon birth at the hospital. Second, there is a relatively high maternal mortality rate of 100 deaths out of every 100,000 live births, compared to the United States with only 21 deaths of every 100,000 live births, or Greece with only 3 deaths of every 100,000 live births (Maternal Mortality Ratio 2012). Third, poverty is also a high contributor to the increasing number of orphans in Morocco as it is typical for a family to abandon their children if they cannot afford to support them.

Although there are still large numbers of orphaned children in Morocco, unfortunately there is not a high demand for Moroccan adoptions (Stinchcombe. 2012). Moroccan adoptions have very strict requirements for adoptive parents, in comparison to the United States and other countries, limiting the number of prospective parents seeking to adopt Moroccan orphans. In Morocco, only single females and married couples may adopt, they must be employed, and the family must be Muslim (Adopt Abroad 2012). The process for adopting Moroccan children costs about \$15,000 and takes around a year (Stinchcombe 2012). Also, due to cultural views on the process of adoption, potential adoptive parents tend to fear that if they give *kafala* (the guarantee to care for a child) to a child, the child will become rebellious, as they do not believe that they are considered part of the family (Ouafae 2012). Because of these reasons, many orphaned Moroccan children, particularly boys, remain in an orphanage for their entire childhood.

The goal of this project will be to develop a financial outreach plan for the Rita Zniber Foundation. The project will help to ensure that the children in the Foundation are provided for and that their living conditions remain stable in the future by developing a financial outreach plan for the Rita Zniber Foundation to seek out various means of financial funding and contributions. One proposed strategy is to seek out larger companies willing to donate a substantial amount to the Foundation on an annual basis. The director of the facility, Madame Ouafae, has the means to travel and make presentations to businesses within the country. This project provides her with a *Prezi* presentation as well as handout information to assist her in the donation-seeking process. To develop the plan we interviewed multiple individuals associated with both the Rita Zniber Foundation as well as other orphanages to gain knowledge of their current expenditures and income. By gaining a greater knowledge about how other organizations are run, the team was able to determine what the most effective financial strategies are for a privately owned orphanage. Our team researched different means of financial and in-kind

support and what tactics are used to fundraise by non-profit organizations throughout various countries that could potentially be used in the Foundation's future. In the end, we presented the Foundation with a feasible method to increase their income, including a list of potential donors, outreach methods, and marketing tactics. Our plan will provide the Rita Zniber Foundation with the means to seek out future funding and become financially sustainable.

Chapter 2: Background

In order to successfully discover possible sources of funding and the materials necessary to seek funds for the Rita Zniber Foundation, we have gained a general understanding of broader topics such as the needs of orphans, the structure and practice of philanthropy in Morocco, the teachings of Islam regarding these subjects, best practices in charitable fundraising, and how the foundation is currently being run. This was important because it provided us with an understanding of what is necessary to successfully raise a child in an orphanage. We needed to understand the Zniber Foundation's financial needs and where donated goods were required for the well-being of the children. Along with understanding the financial means of the Rita Zniber Foundation, our group researched similar issues at other orphanages located in Morocco. It was important to research many different non-profit organizations because this provided our team with different ideas about what might be feasible plans to present to the Foundation. In brief, the information explored in the background chapter provided our team with the means to find methods of developing financial independence for the orphanage.

2.1 Orphanages

There are millions of orphaned children all over the world. In many countries there are children starving and homeless, doing everything in their power to survive on their own, during the most vital and impressionable years of their lives (Mission one Million, 2008). Orphanages were developed to ensure care for helpless children, and provide them with the opportunity to have a promising future.

The upbringing of a child is very influential on their future behavior and intelligence. Studies have been conducted on the effects that a stable home can have on a child's personality and academic future (Schunk, 2006). According to a study on the Impact of Home Environment on the Scholastic Achievement of Children, the family system is superior to all other care

systems, due to the relationships formed between guardians and children, and the amount of nurturing received by a child in a home environment (Kamla, 2008). The love and support of a family care system can fundamentally affect the relationships and behavior of these orphans later in life. A supportive home life gives children the ability to develop and maintain relationships and friendships that help them achieve success in their academic and economic future.

Orphanages were developed to create this sense of home environment and family for orphaned children. They were put in place to give the children a sense of security and structure to help them through the important years of their lives. Although these organizations sometimes struggle financially, they are there to feed, home, and clothe children who cannot do so themselves. Orphanages are run by adults who act as guardians for the children. These organizations also act as a midpoint for children who could potentially end up with foster families and/or adoptive parents.

Many orphanages are funded by government agencies while others are privately owned and supported, in most cases by churches and other religious institutions. Unfortunately, the varying degree of success in funding methods of orphanages can affect the living conditions in a facility depending on the amount of funding it is receiving, location, and number of children in its care. Regardless of their financial situations, orphanages all have the same goal: to help children make the transition from childhood to adulthood so they do not have to do it on their own.

2.1.1 Effects of orphanages in the economy

Most orphanages have an effect on society because they provide a home for children without one and keep orphaned and abandoned children off of the streets of a community. The citizens of a community have peace of mind knowing that there is a safe haven for these children and they will be given a place where they are fed, clothed, and housed. As for the children,

besides being provided with a degree of a home environment, an education is the second priority of an orphanage (Presbyterian Children's Services, 2012). With such a high emphasis on education, orphanages provide means for success in the children's future.

The existence of orphanages may lead to a rise in government taxation if they are publicly owned, however in the long run, it helps with the financial stability and independent success of the children who benefit from the public care system (Schunk, 2008). The orphans are provided with the tools to contribute to society. In most cases, while they wait to be placed in a home, they are well cared for and receive nurturing that they would not receive if they had been living on their own (Working, 2012).

2.2 The Rights of Children

In 1959 the UN developed the Declaration of the Right of the Children. Thirty-four years later, Morocco signed its own version that involved a few changes arising from the Islamic culture of the country. This section discusses the slight differences between the two, and the impact that the Declaration has had on the lives of Moroccan orphans.

2.2.1 UN Declaration of the Right of the Children

Because of the effects that being orphaned and growing up in an orphanage can have on a child, the United Nations developed the Declaration of the Right of the Child. The purpose of the declaration is to protect children, including "legal protection, before and after birth" (United Nations, 1959). There are ten main components to the declaration outlined in the table below:

Component	Declaration
First	All rights outlined in the declaration must be followed
Second	The child should be given the opportunity to develop in a normal manner
Third	The child shall be entitled to their birth name and nationality

Fourth	The child shall receive the benefits of social security, including but not limited to nutrition and housing
Fifth	A handicapped child shall receive the required care
Sixth	If possible a child should grow up with his biological parents, and should not be separated from their mother during their “tender years”
Seventh	the child is entitled to an education
Eighth	in all circumstance children should be among the first to receive protection and relief
Ninth	A child should be protected from all forms of neglect, cruelty and exploitation
Tenth	A child shall be protected from racial, religious or any other forms of discrimination

Figure 1: The Declaration of the Right of a Child

The United Nations developed this declaration, to ensure a uniform understanding of the rights a child possess around the world.

2.2.2 UN Declaration of the Rights of the Child in Morocco

Although the first section of the declaration clearly states that all rights outlined in the declaration must be followed, it does not state how strictly each subscribing nation must adhere to each of the rights listed above. Morocco among others entered specific religious based reservations to portions of the declaration (Hashemi 261). Section ten states that every child shall be protected from religious discrimination. Morocco, as a predominantly Muslim country, has chosen to raise orphaned children as Muslims, and does not allow non-Muslims to adopt. Although foreigners may see Morocco’s policies as religiously discriminating, Moroccans see it as the right of every child to have what Muslims believe is a proper religious upbringing. Because the country of Morocco is an Islamic nation, orphanages ensure that the children that are adopted are kept at the same standard and are provided with cultural and religious ties to their

birth place, which is stressed in the third point of the declaration (Heyns, 1998). Along with weakly following the declaration outlined in section ten, Morocco struggles with section six. Section six declares that if possible, a child should grow up with their birth parent. This right is ignored mostly when a child is that of an unwed mother, something that is unacceptable in Muslim communities. In Islamic culture, if a child is born to an unwed mother, the child is put into an orphanage. Under the belief that every child deserves both a mother and father, single mothers are looked down upon in Islamic culture, so instead of raising a child on their own, a mother abandons their child upon birth. A majority of the declaration's rules are followed by orphanages in Morocco, but the portions of the declaration that do not follow the views of Islam are altered to better fit its beliefs.

2.3 History of orphanages in Islamic Countries

Religion has a large effect on how children are raised, and it also has largely impacted the development of orphanages. “In Islam, the care of orphans is an important religious duty” (Abuarqub, 2008). The Qur’an states in Surah 2:83 that “to the orphans and the very poor, speak kindly to men, make prayer and give in charity” (Qur’an); this shows that it is clearly stated within the holy text that orphans should be cared for. However, there is no evidence of orphanages in the early Muslim world, but there were a number of schools supported by *waaf*, a form of endowment for charitable purposes. These schools provided the orphaned children with an education, food and clothing but did not provide them with housing. It can be inferred from the Islamic teachings on care of orphans that most orphans were most likely housed by extended family so there was no need to provide them with housing accommodations (Abuarqub, 2008). Although Islam does clearly state that orphans shall be cared for, housing for these children was not established because the Qur’an did not require it to exist because *waaf* (charitable endowments) ensured that the children had all that they needed to survive, plus a home provided

by an extended family member. Orphanages were eventually established because there was a need for a system to care for children that would give them clothes, food, education, as well as provide them with a place to call their home.

2.4 The Rita Zniber Foundation

The Rita Zniber Foundation was founded in 1982, but was not officially recognized by the Moroccan government until the summer of 1992. The Foundation was established hoping to “ensure the safety, health and the future of children without families” (*Fondation Rita Zniber*, 2012). The Foundation strives to take in orphaned children and provide a better and positive future for them. The Foundation currently provides four groups of children with the specific care they need. The first group consists of infants who are cared for in a nursery, called the *Nid*, where their health and nurturing needs are met. Once children become toddlers, the Foundation becomes focused on both their health needs as well as minor educational goals. When the children are of school age they are moved to a different facility called the *Annexe*, to join the third group whose ages range from 6-18. The Foundation provides the children in their facility with health care, education, and helps them develop goals for their future. The fourth group includes children with special needs, who are provided with health care and an appropriate education.

In the past twenty years, the Foundation has expanded the number of orphans it can care for by opening the Annex, which houses 212 boys between the ages of six and twenty-two and continues to provide both a healthy home as well as an education for the children in their care (Ouafae 2012). This organization is responsible for feeding, housing, and nurturing more children, while maintaining the same standard of care it has always provided. Because of the expansion of the organization (for example, the current construction of a new facility called the

"Home"), the Foundation needs help developing a financial plan to ensure the continuation of the orphans' care.

However, like many other charitable institutions, receiving sufficient funds from benefactors and the government is quite difficult. In 2004, The Rita Zniber Foundation ran a deficit in its revenue and expenses comparison. Throughout the year 3,179,189 Moroccan dirhams were spent while only 3,153,800 Moroccan dirhams were donated. (*Project Proposal Center "Home,"* 2007). Having multiple years of negative net profit could have a significant effect on the care of the children by the Foundation.

2.4.1 The Current Financial System in the Foundation

The Rita Zniber Foundation is currently operated by President Rita Zniber. It is a privately run orphanage whose main source of income is donations from the Zniber family. The organization's funds are used for food, educational tools, and proper living conditions.

The main source of income for The Rita Zniber Foundation comes from the president of the Foundation. In addition to Rita Zniber's support, the Foundation also receives donations from other organizations and individuals located around the world. Donations range from food, utensils, and toiletries to monetary contributions. However, as the orphanage continues to develop, its ability to support the growing number of children with academic or vocational futures has come into question. The need for a financial plan for the future is necessary because the orphanage cannot rely only on one benefactor.

2.4.2 Why the Foundation needs to expand its funding base

Currently, the orphanage relies heavily on Rita Zniber as well as other donors to maintain its current financial state. Since its establishment, the Foundation has focused on short-term funding rather than developing a long-term strategy for financial support. As the organization

grows, Rita Zniber will not be able to provide for the Foundation independently and thus, a financial plan must be developed.

In order for the orphanage to thrive in the future, it is imperative that outside funding is found, as it is crucial for the children who live there. As Moroccan children, they are the future of Morocco. If they are unable to live in a safe home and earn an education, they will be unable to reach their full potential and Morocco will suffer in the end.

2.4.3: The Foundation Today

In our three visits to the foundation, we were able to make observations about the current living situation for the children. We used this in our research to help us better understand where money is necessary to maintain such a high standard of living, and where the organization could possibly afford to spend less money in order to maximize the benefits of its income.

2.4.3.1 The Annex

The Annex houses children over the age of six and is kept to an extremely high standard. The facility is composed of approximately ten different types of rooms each with a designated use, such as a movie room equipped with a projection screen, which allows all the children to watch movies and sports together (Figure 2). Next to the movie room are two separate dining halls, one for younger children and the other for older. The dining halls (Figure 3), which also serve as multipurpose rooms, are separated by a large kitchen (Figure 4). The kitchen is equipped with many appliances including blenders, industrial size ovens as well as stoves. Downstairs from the kitchen is two stock rooms as well as a walk-in freezer and walk-in refrigerator (Figure 5).



Figure 2: Projection room



Figure 3: Dining room



Figure 4: Kitchens



Figure 5: Stock Room

The facility has three different dormitories allocated to different age groups (Figure 6). Each room houses between eight to twenty-eight children, who receive their own bed as well as their own locker. Each dormitory also has its own communal showers and restrooms (Figure 7). The facility also includes a large closet, which holds donated clothing for the children to wear (Figure 8).



Figure 6 (upper left): Dormitory, Figure 7(upper right): Bathroom, Figure 8(bottom): Closet

Along with dormitories the facility provides the children with a computer room, a recreation area (Figure 9), a library, and classrooms (Figure 10). The library holds books in multiple languages while the classrooms are set-aside for children to receive help with schoolwork outside of school. Outside the facility are multiple extracurricular rooms as well as a garden and lawn cared for by the children. If a child becomes ill, the facility has a nurse on duty at all times to care for the child's needs.



Figure 9: Recreation Area



Figure 10: Classroom

The children are very respectful and well disciplined. The Foundation requires each child to memorize a set of twenty rules and regulations they must abide by. Because of these rules, the facility is able to maintain a high level of cleanliness and discipline.

2.4.3.2 The *Nid*

A few miles away at the local hospital the infants and children five and under are housed in a special wing called “*le Nid*” meaning “the nest.” The infants cared for in the *Nid* are placed in bassinets lined throughout a room, while newborn infants lie next to one another in a shared bed against the wall (Figure 10). Down the hall are rooms designated for those under the foundations care with handicaps or special needs (Figure 13). Toddlers are housed in a separate area with bunk beds and a play area (Figure 12).



Figure 11 (upper right): Infant wing, Figure 12 (upper right): Toddler wing, Figure 13 (bottom): Handicap wing

Although the *Annexe* and *Nid* are run by the same foundation the amount of space allotted for the *Nid* is substantially less given it is in a public hospital. The *Nid* does have its own kitchen though, separate from the hospital's kitchen, that allows the nurses to make all of the food by hand. The main benefit of the infants being housed in the hospital is that if the need were to arise, a doctor is available to care for them at all times.

2.5 Fundraising in orphanages around the world

There are many possible sources of funding for orphanages, ranging from donations given by private individuals, funding by the national government, and contributions from religious institutions. However, the most significant contributions come from the government, local religious congregations, and businesses (Stinchcombe, 2012). In addition, some orphanages also receive funds from both local as well as foreign individuals who have the means to donate. In many cases, there are generous people in a community who want to help support a local organization, specifically groups like the Lions or Rotary club. As for foreign donations, people partake in charitable acts such as sponsoring a child that contribute to the funding of orphanages.

Morocco is no different from other countries in terms of funding orphanages. Public orphanages in Morocco receive a majority of their support from the government (Stinchcombe, 2012) while private institutions like the Rita Zniber Foundation receive a majority of their funds from benefactors and small donations.

2.5.1 Potential means of support

There are a variety of profitable fundraising options for non-profit organizations. Potential means of support to ensure the longevity of such organizations are endowments, as well as annual donations from various organizations and religious affiliations.

2.5.1.1 Endowment

An endowment is income or a form of property given or bequeathed to someone (Webster 2012). If an endowment is run and organized correctly, it can be a major future source of income, allowing an institution to thrive. For example the Bill and Melinda Gates Foundation's endowment reached over 37.4 billion dollars in 2010 (Gate's Foundation 2012). Endowments such as this are developed over time, through donations from individuals, companies, investments, and in some cases endowments from other foundations.

For the Rita Zniber Foundation to develop an endowment able to support them through years to come, Rita Zniber or another individual will have to make a substantial donation of over 2 million dollars (Leach 2012). The Foundation would then be responsible for ensuring financially beneficial investment of the endowment as well as continued annual contributions to it.

2.5.1.2 Annual Donations

An example of a non-profit organization that has managed to receive annual funds and donations is a soup kitchen located in Lawrence, MA called Cor Unum. Cor Unum, meaning 'one heart' in Latin, was established on September 30, 2006. Within four years, Cor Unum has served over 650,000 residents and an estimated 250,000 meals annually (Cor Unum Meal Center, 2010). The continual support from numerous corporations, such as Labels Are For Jars and The Greater Boston Food Bank, has made Cor Unum's mission possible to "help offer the best to those in greatest need." Labels Are For Jars has solely raised over an astonishing 900,000 dollars which was put towards the construction and operation of the Meal Center. Whereas The Greater Boston Food Bank, the largest hunger-relief organization in New England, has consistently been the largest supplier of food towards Cor Unum each year (Cor Unum Meal

Center, 2010). Because of the continual assistance and funding from such corporations, Cor Unum has been and will be able to serve the hungry and fulfill its mission.

2.5.1.3 Religious Institutions

Many religious institutions are known for the donations they make to their local communities. Whether it is with a food bank, clothing drive, or toys for tots, all forms of religion have been known to make some kind of contribution for the betterment of society.

Specifically, the Jewish Federations of North America developed a website that allows for their members to see all possible means of donating and lists their charitable affiliations (The Jewish Foundations, 2012). For example, their list is broken down into specific categories of donations like endowments, National Women's philanthropy, or overseas supplemental giving. All of these have links that would lead a possible donor to where they can contribute.

A different example comes from the philanthropic trends of Muslim-American mosques throughout North America. Results of a 2001 survey by the Council on American-Islamic Relations showed that 84% of mosques made cash donations to families or individuals, 55% ran a food pantry or collection of food for the poor, 53% had clothing drives, and 16% ran daycare or preschool programs (Philanthropy, 2011). The second pillar of Islam is the practice of *zakat*, or the purification of one's soul through charitable actions towards those who are less fortunate. Every Muslim is obligated to give 2.5% of their annual income to the poor. Because of this, mosques are likely to make cash donations to charitable organizations (Zakat).

The Christian religion also takes philanthropy very seriously. In many cases, Christian churches also have donations dedicated to food and clothing, but more importantly, they focus on the care of orphaned children. Throughout the history of Christianity, orphans have been seen as victims, and cared for in any way they could. Figures such as St. Vincent de Paul (1581-1660) focused all of their charitable efforts on the care and upbringing of these children (McKenna,

1911). Today, the efforts continue, and churches aid in the adoption of orphaned children as well as make donations to orphanages in any way possible. There are numerous organizations developed solely for the care of orphaned children all over the world. Some examples of organizations are Hope for the Suffering, International DOVE Association Inc., World Missionary Evangelism, Inc., and many more. These organizations rely on funding from many different partnerships, private donors, and volunteers (Working, 2012). In many cases, churches will partner with one specific organization and ask for support of parishioners to make annual donations to the organization (WME, 2012).

Religious groups highly impact philanthropy around the world. Although the groups themselves are financially independent non-profit organizations, they provide a place for people to come together and contribute globally to charitable organizations.

2.5.2 Models for Funding Non-Profit Organizations

In order to gain a better understanding of non-profit organizations for our research, we conducted literature reviews on successful foundations. By exploring and examining non-profit organizations from around the world, such as Brazil, Bangladesh, and Australia, we were provided with valuable information and new ideas for fundraising.

2.5.2.1 The Abrinq Foundation

In 1990, the Brazilian Association of Toy Makers established the Abrinq Foundation in support of children's rights. The Abrinq Foundation's goal is to make children and adolescents a priority throughout all of Brazil and they have done so successfully. "Abrinq has been in the forefront of the cause of children's rights ever since, using innovative approaches to improve the lives of Brazil's children" (Synergos, 2003).

The main reason this organization has had continued success is due to contributions from the private sector. The private sector, consisting of roughly 30 businesses and even more

individuals, donates funds annually to this organization. Some of the well-known companies who support this cause are Microsoft, Hewett-Packard, Starbucks, and Deutsche Bank. In order to receive funds, the Abrinq Foundation hires entrepreneurs as board members to search for businesses that have strong connections with other charitable organizations. Additionally, Abrinq hires professional fundraisers to approach businesses in order to establish partnerships in the future. These partners are beneficial to the success of the Abrinq Foundation because they continue to provide funds, technical assistance, resources, products, and services annually.

2.5.2.2 The Palli Karma-Shahyak Foundation

In 1990, the Government of Bangladesh (GOB) founded the Palli Karma-Shahyak Foundation (PKSF) in an effort to reduce the amount of poverty in the country. The PKSF's vision is to "alleviate poverty and improve the quality of life of the poor - the landless and the asset-less people by providing them with the resources for creation of employment with a view to enhancing economic conditions" (Palli Karma-Shahyak Foundation, 2012).

The PKSF obtains its funds from three main sources including grants, loans, and contributions. The PKSF has received contributions from the GOB, the IDA/World Bank, the USAID, the Asian Development Bank (ADB), Department for International Development (DFID), European Union (EU), and the International Fund for Agricultural Development (IFAD). This foundation continues to achieve its mission to alleviate poverty by working with a large group of organizations and institutions known as Partner Organizations. More specifically, the PKSF distributes all of their gathered funds to the 268 POs working with them. As of today, the PKSF has contributed 1.53 billion USD to their partners (Palli Karma-Shahyak Foundation, 2012). Once these POs obtain these funds, they will distribute them to those who own no land or material possessions in the hopes of finding employment and improving their livelihood.

Because of the PKSF and their POs, over 8 million borrower's lives have been changed for the better (Palli Karma-Shahyak Foundation, 2012).

2.5.2.3 CARE Australia

CARE International was founded in 1945 in response to World War II, where packages of aid, food, and supplies were sent to those affected by the devastation of war in Europe. Today, CARE International is composed of Australia, Austria, Canada, Denmark, France, Germany-Luxembourg, Japan, Netherlands, Norway, Thailand, United Kingdom, and the United States of America. Together, as one of the world's largest international relief and development assistance organization, 122 million people across 84 countries have benefited (CARE, 2012).

In 1987, CARE Australia was established by former Prime Minister Malcolm Fraser in order to join the already successful, CARE International family. CARE Australia's mission is to "fight global poverty, with a special focus on empowering women and girls to bring lasting changes to their communities" (CARE, 2012). This foundation receives funds from the support and generosity of individuals and partner organizations. The governments of 12 different nations, including Australia, Canada, Japan, Switzerland, United Kingdom, and United States, help make donations annually. Other donors include the AusAid, Deutsche Bank, European Union (EU), United Nations Children's Funds (UNICEF), United Nations World Food Program (UNFPA), and the World Bank. During the 2011 fiscal year 51,972,793 USD was gathered by CARE Australia, of which 87% was aimed towards overseas projects, 1% in community education, 6% in fundraising, and 6% in administrative spending (CARE, 2012). The reason why CARE Australia has been able to assist over 20 countries as well as continue its success is due to its dedicated employees and the international support from governments, businesses, and individuals.

Overall, the background research that we conducted provided us with detailed information about orphanages, the rights of children, the Zniber Foundation, and methods of fundraising around the world. This information also provided us with ideas about on-site data gathering and research aimed at finding the best possible fundraising methods for the Rita Zniber Foundation.

Chapter 3: Methodology

Our goal was to discover possible sources of funding and means to seek funds for the Rita Zniber Foundation, an orphanage located in Meknes, Morocco. We met this goal by establishing the following objectives:

1. Understand the current funding of the Rita Zniber Foundation by comparing it with two other orphanages, and explore fundraising methods that have yet to be used in Morocco.
2. Understand where current funds are allocated in order to help target future sources of donation and/or help the Foundation save money.
3. Observe other local orphanages and pinpoint the strengths of the Rita Zniber Foundation.
4. Recommend possible sources of income based on research and interviews with other organizations and make suggestions about small-scale fundraising ideas.
5. Develop the promotional materials necessary for the Foundation to effectively seek funding.

Chapter three is organized into four main components summarizing how we achieved these objectives through various sources of data, sampling of evidence and comparatively measuring it, then analyzing the findings.

3.1 Data Sources

In order to accomplish our goal and reach a final outcome, it was necessary to conduct interviews with representatives from three orphanages, including the Rita Zniber Foundation. We looked at two other orphanages in Fez, both of which were semi-public and under partial government control. One of these organizations requested that we keep their information anonymous, so for our purposes we will refer to it as the "semi-public orphanage." The other organization is called the Dar Al Atfal El Wafae orphanage. The meetings we had with all three of these organizations served as a basis for building relationships, in addition to understanding the work and principles of each organization. We observed and obtained photos of each facility that we toured. These visits allowed us to compare and contrast each orphanage's living

conditions and atmosphere, physical environment, and most importantly, what educational opportunities were provided to the children. In order to discover the strengths of the Rita Zniber Foundation we had to find positive qualities of the Foundation that the other two lacked. Another task that was crucial to our success was obtaining and evaluating an annual income and expense report provided from the three orphanages. Our analysis of these documents allowed us to see each foundation's cash flow to discover any potential fundraising opportunities. One final step was conducting a study of fundraising in non-governmental organizations (NGOs). We conducted this review in order to determine if the strategies we discovered through the interview process matched the recommendations we found in fundraising techniques among NGOs.

3.2 Sample Evidence from Each Orphanage

In order to achieve our objectives, talking with the right individual was important because they would be able to discuss a large pool of possible subjects. When researching businesses throughout Morocco, it was important to find and target those that would donate funds to a local orphanage. To help assist us were five Al Akhawayn University students Abderrahmane Boukarabila, Mohamed Essedik Najd, Siham Rahlouni, Asma Rkizat, and Fatima-Zahra Zouitni. These individuals live in different parts of Morocco and therefore would be able to provide regional viewpoints concerning our conclusions on charity in Morocco. We also collaborated with each orphanage's representatives who were familiar with the finances of their organizations to help gain an understanding of different orphanages in Morocco and how they are run. These individuals were Madame Ouafae Amhaouche, Abdellatif Daoui, and Somia el Boudali. We also interviewed an orphan named Mohammed who had lived in an orphanage his entire life and is currently enrolled in higher education. As a young adult, Mohammed would have a special personal outlook on the orphanage as well as a complete life experience growing up in one.

In order to better our understanding of orphanages in Morocco, we explored three different foundations. We first scheduled a visit to the Rita Zniber Foundation, located in Meknes, with their director Madame Ouafae Amhaouche. The second orphanage toured was a Semi-Public orphanage located in Fez, whose director is Abdellatif Daoui. The Dar Al Atfal El Wafae orphanage, also located in Fez, was the third orphanage visited and an interview was scheduled with the business administrator Somia el Boudali. All three foundations provided recent financial reports so that we could compare and contrast all expenditures and savings. We also needed these reports to find potential donors, successful fundraising methods as well as ways to save money.

3.3 Measures of Similar Features of Each Orphanage

During the meetings with each orphanage, any information we gathered was valuable. However, in order to assure that all of the crucial topics were discussed, we created a list of questions for the representatives to answer (Appendices G and H). From this list of questions, we were able to compare and contrast all of the orphanage's answers and help form a general conclusion about the financial system of each one.

We observed and took notes everywhere we visited both indoors and outdoors. The key observations we made involved the cleanliness, space, and comfort of the bedrooms, bathrooms, kitchen, dining room, play area, study area, extracurricular rooms, medical facility, stockroom, educational rooms, and laundry facility. These tours and examinations served as comparative tools to assess each orphanage's overall impact on the children.

To gather data online, our group searched and examined previous studies on charitable organizations. The two data bases we used to find information and journals were Google and JSTOR. The terms we used to search for these results were - in general - "non-profit organization" fundraising, NGO fundraising, orphanages and fundraising, fundraising efficiency,

and philanthropic outreach. From these search engines and search terms, we located and used supporting data to validate potential means of fundraising.

3.4 Process of Analysis

During the scheduled meetings with representative from each orphanage, we noted common themes that were discussed. We focused on which fundraising methods have worked well in the past, and what they would attempt to achieve in the orphanage if they had more funding, what were the consequences of lacking funds, and why each orphanage was not entirely satisfied with their current financial situation. Additionally, from the financial documents provided by each orphanage as well as the tours, we were able to gather useful information about each organization. As we analyzed our data, we looked for sources of funding that would meet the needs of the Rita Zniber Foundation. More specifically, we focused on finding companies with long-term relationships with orphanages, and associations that might be interested in the funding of the orphanage.

An additional meeting that we conducted was focused on interviewing a student from the Rita Zniber Foundation who is currently enrolled in higher education. The purpose of this interview was to reveal the story of a child growing up in the organization in order to make a persuasive impact on potential donors. This student, Mohammed, was raised in the Rita Zniber Foundation and is currently a senior in a university in Rabat. During this videotaped interview, Mohammed spoke of his experience at the Foundation, the education he had and was continuing to receive, and why he was grateful for the opportunities that the organization provided him with. From this interview, we were able to pinpoint what truly makes the Rita Zniber orphanage unique.

After compiling all of the collected data, we determined what deliverables to present to the Rita Zniber Foundation based on their desires and needs. These deliverables consisted of an

informative business letter requesting funds, a *Prezi* presentation, an improved Foundation pamphlet, and a template for a quarterly newsletter to be sent to families who have adopted children from the Foundation in the past. With these four tools, the goal of the Rita Zniber Foundation is to contact potential donors and successfully acquire more independent funding in the future. Along with these deliverables, we were ultimately able to compile the information needed to make informed recommendations to the Rita Zniber Foundation as to how to go about acquiring funds in the future.

Chapter 4: Observations and Results

The results of this study are gathered into three sections, each concentrating on one of our initial objectives. We have focused on understanding all of the possible methods of funding, the current expenses of the three orphanages we visited, and making comparative observations about the three facilities. Below is all data found in relation to each objective as well as facts and figures that support our conclusions and recommendations.

4.1 Analyzing Possible Methods of Funding

In our research, we have discovered various methods of fundraising for non-profit orphanages. For example, after visiting the two other orphanages in Fes, we were able to conclude that even though these organizations receive some government help, they still rely on outside funding to keep their facilities sustainable. Both of these organizations own real estate that they rent out to guarantee a steady intake of money for the facility. Specifically, the semi-public orphanage owns numerous rented flats and a *hammam* (public Turkish bath), which provides them with a small portion of their annual income (Daoui 2012). Similarly, the Dar Al Atfal El Wafae organization rents out office space to local entrepreneurs to house small shops. The main difference between these two situations is that the Dar Al Atfal El Wafae orphanage rents out unused rooms that are part of their facility. The twenty-one areas of rented space owned by the Dar Al Atfal El Wafae organization provided it with approximately 21% of their annual income (el Boudali 2012).

Another source of income that should be considered is yearly endowments. As with American non-profit organizations, an endowment is any form of gift giving and can include cash or in-kind donations, investments, land, real estate properties, and insurance proceeds. Endowments can come with restrictions, and can constrain spending to capital improvements or educational programs. In any case, it is necessary that a trust is developed to manage any

endowments bestowed upon the organization. A trust is managed by a board that makes executive decisions about how to distribute donations and maximize the contributions made to the organization (Gagnon 2012). In the case of the Dar Al Atfal El Wafae orphanage, 37% of their funding comes from private endowments, which is the largest contribution to their annual income (el Boudali 2012).

Monetary donations can come from many different sources, such as personal contributions from individuals or large corporations. Some of the donations received by the Dar Al Atfal El Wafae organization are from supporters who have adopted a child from the orphanage in the past (el Boudali 2012).

In-kind donations are also a large contributor to the success of an orphanage. Of all the private donations made to the Dar Al Atfal El Wafae organization, 25% of them are in-kind. Donations of this kind can include food, clothing, hygienic supplies, and toys for the children. All orphanages benefit from in-kind donations because of the immediate benefit they provide to the children.

A possible fundraising method that is used in the US but not yet practiced by any of the orphanages mentioned is hosting benefit events that would make them more visible and bring in revenue. In the United States, it is common for organizations to hold events such as silent auctions or benefit concerts that help them remain financially sustainable. Although fundraising events can be large-scale, it would be possible for orphanages in Morocco to host small local events that would spread awareness of the organization and potentially gain local financial supporters.

Aside from independently trying to acquire funds, small charitable organizations are often assisted by local associations such as Rotary and Lion clubs, as well as universities, such as at Al Akhawayn University, which have on-campus clubs dedicated to charity. Developing

partnerships with any of these groups is a beneficial way to fundraise because it is the primary focus of these associations to help charitable organizations. There are also non-government organizations, or NGOs that are dedicated to humanitarian acts and the betterment of society. Two examples of United Kingdom based NGOs whose work is focused on Muslim countries, are the Muslim Hands and the Muslim Charities Forum (Forum 2012). The Muslim Charities Forum is an umbrella organization founded by Muslim-led humanitarian NGOs. One of the founding organizations is Muslim Hands; an international aid agency that assists over 50 countries affected by natural disasters, conflict and poverty (Hands 2012). Although these organizations may not be willing to assist an already established orphanage, they are a good example of successful non-profits that may be worth communicating with in order to learn more about the successful operation of charitable fundraising.

The Semi-Public and Dar Al Atfal El Wafae Orphanage use similar fundraising techniques that the Rita Zniber Foundation does not use. The first similarity between these organizations is both have agreements in which the national government will provide a variable amount of money annually for renovations and supplies. The second similarity is that they both have property that they rent to the public. The Dar Al Atfal El Wafae Orphanage receives one-fifth of their total income from involvement in real estate. The semi-public orphanages, although not as well endowed still received one-twentieth of their funds by renting their property. Another technique not used by the Rita Zniber Foundation, but used by the semi-public orphanage in Fez, is the sale of products. The semi-public orphanage sells bread to the public and in return, earned nearly a third of their income during the 2011 fiscal year. Looking at other orphanages besides the Rita Zniber Foundation, we discovered that two possible methods for fundraising for the Rita Zniber Foundation are renting property to the public and the sales of handmade products.

Rita Zniber Foundation: 2010 Income

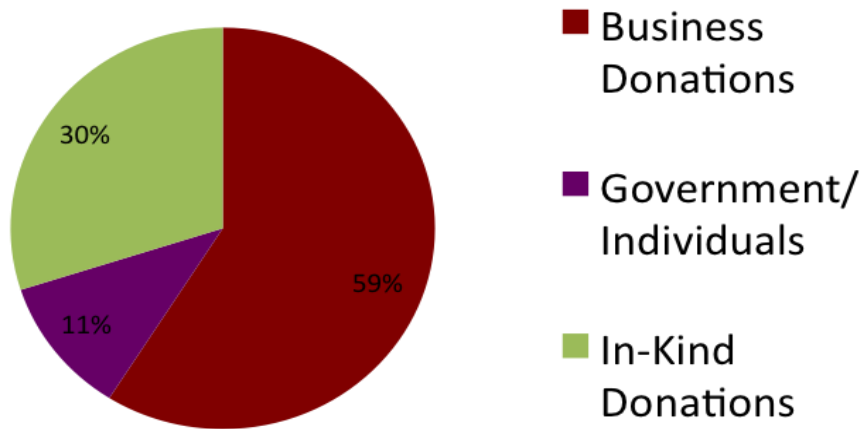


Table 1: Graph of current funding methods for the Rita Zniber Foundation

Semi-Public Orphanage: 2011 Income

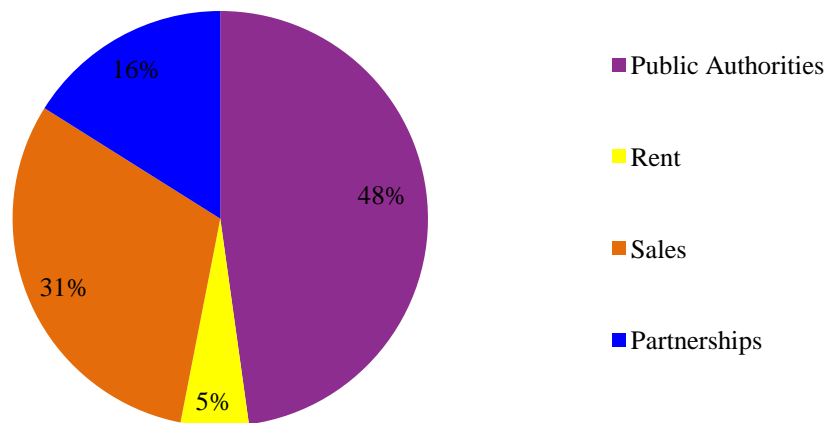


Table 2: Graph of funding methods for the Semi-Public Orphanage

Dar Al Atfal El Wafae: Income estimates

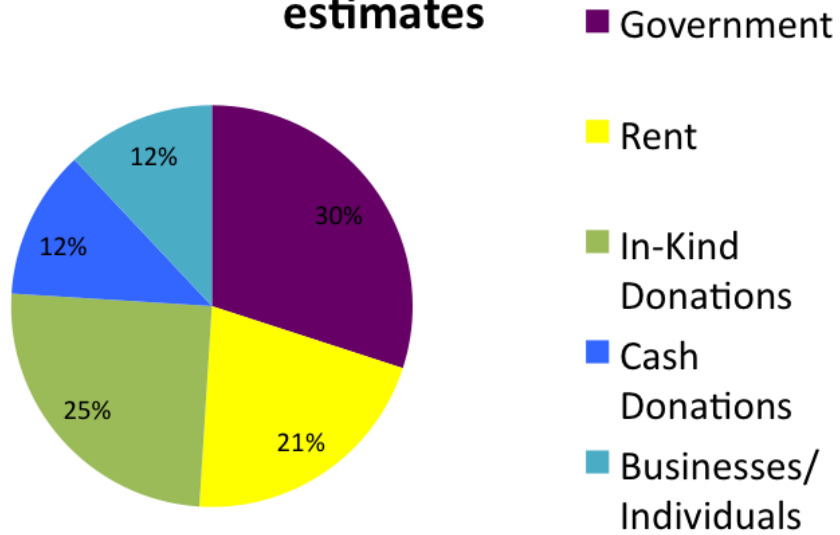


Table 3: Graph of funding methods for the Dar Al Atfal El Wafae

4.2 Comparison of the Expenditures of Three Moroccan Orphanages

Rita Zniber Foundation: 2010 Expenses

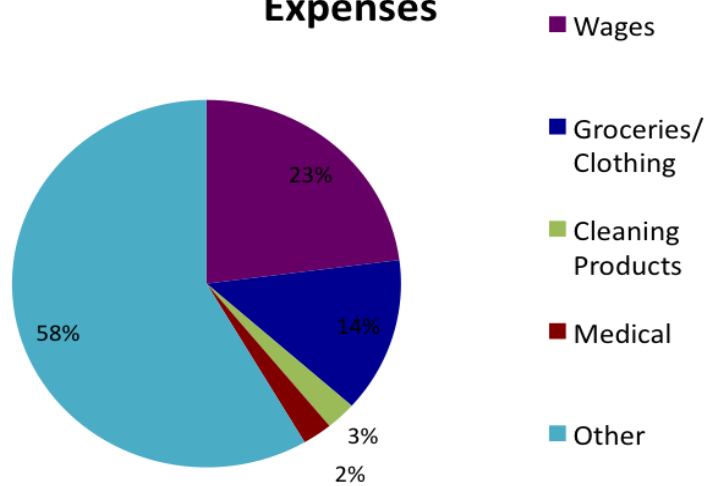


Table 4: Graph of expenditures for the Rita Zniber Foundation

Semi-Public Orphanage: 2011 Expenses

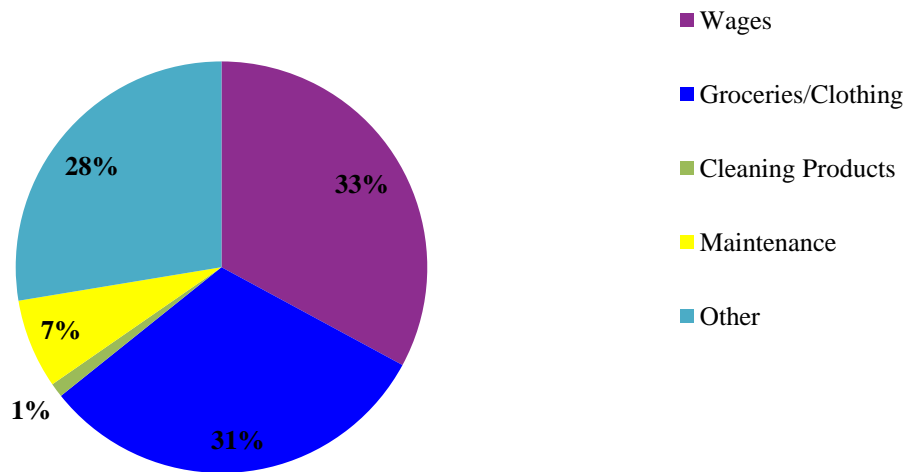


Table 5: Graph of expenditures for the Semi-Public Orphanage

Dar Al Atfal El Wafae: Estimated Expenses

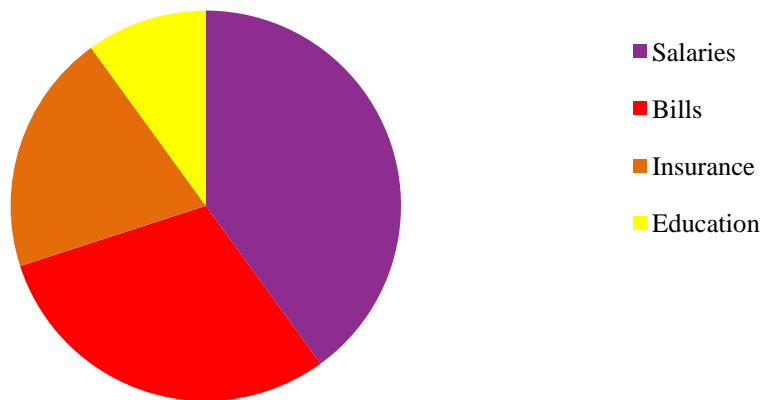


Table 6: Graph of estimated expenditures for Dar Al Atfal El Wafae (exact values unknown)

Comparing each foundation's expenditures, the most evident similarity is that employee wages, groceries, and clothing represent the largest portions of their expenditures. However an apparent difference between the Rita Zniber Foundation and the other two orphanages is that

58% of the Rita Zniber Foundation’s spending is allocated towards “Other,” which includes maintenance, furniture, bills, and material payments.

4.3 Comparative Analysis of the three facilities

Comparison of the Rita Zniber Foundation, the Semi-Public Orphanage and the Private Orphanage			
<u>Focus Area</u>	<u>The Rita Zniber Foundation</u>	<u>Semi-Public Orphanage</u>	<u>Dar Al Atfal El Wafae</u>
Bedroom			
Cleanliness	5	5	5
Space	4	3	3
Comfort	4.5	4	4
Bathroom			
Cleanliness	5	Not Seen	2
Well stocked	5	Not Seen	3
Size	4	Not Seen	5
Kitchen			
Amount of Food	5	2	Not Seen
Size of Facility	5	5	3
Cleanliness	5	4	5
Well Equipped	5	5	3
Dining Room			
Size	4	4	4
Cleanliness	5	5	4
Outdoors			
Sufficient Play Area	4	5	2
Athletic Equipment	4.5	Not Seen	Not Seen
Safety	5	5	4
Study Area			

Sufficient Amount of Space	5	3	2
Library	5	Not Seen	0
Extracurricular Rooms			
Games	4	2	0
Toys	3.5	1	0
Television/Entertainment	4	3	3
Hobby areas	4	0	0
Computer Room	5	0	Not seen
Sports areas	4	3	2
Medical			
Infirmary	4	Not Seen	Not seen
Clothing			
Stock Size	5	Not Seen	Not seen
Laundry Facility			
Size	5	Not Seen	4
Overall Score	118.5	59	58

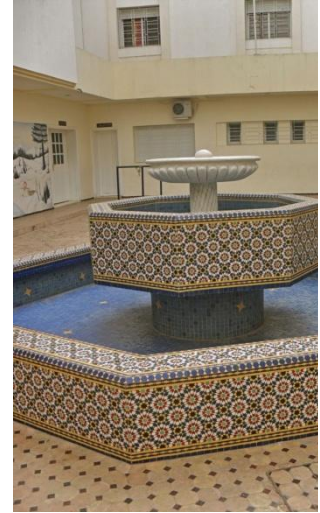
Table 7: Comparative Ranking Chart of Three Orphanages Located in Morocco

The Rita Zniber Foundation

Semi-Public Orphanage

Dar Al Atfal El Wafae Orphanage

Common Area



Showers



We were unable to view the showers



Restrooms



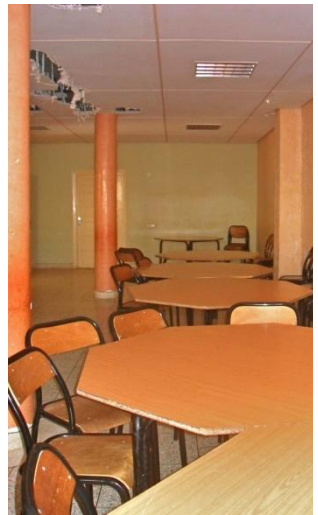
We were unable to view the restrooms



Kitchen



Dining Area



Classroom



Athletic Area

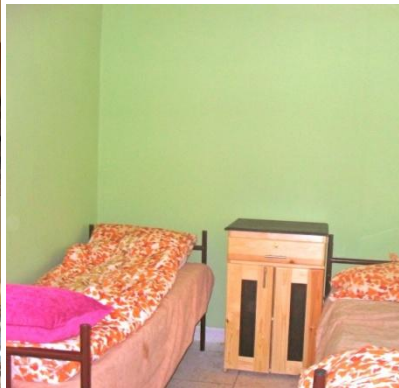


Stockroom



We were unable to view the stockroom

Bedroom



Library



We were unable to view a library

Computer Room



Did not have a computer room

We were unable to view the computer room

Extra Curricular



We were unable to view extracurricular rooms



Table 8: Comparative Photograph Table of Three Orphanage's located in Morocco

The Rita Zniber Foundation is currently able to offer the children in their care everything they need to have a happy healthy life. However, without funding in the future, they will not be

able to maintain such high standards of care. The children currently have access to a number of rooms and activities that the other orphanages are unable to offer. The Rita Zniber Foundation offers many hobby and extracurricular rooms, including a music room, computer room and large library. The Foundation is able to offer the children these rooms because of donations from companies such as Hewlett-Packard. The Rita Zniber Foundation not only offers the children in their care extracurricular rooms, but classrooms as well. The Rita Zniber Foundation above all emphasizes education and training through the use of the extracurricular rooms and classrooms they provide.

The semi-public orphanage does have both classrooms as well as a library, but it is not commonly used by the children. The library is located in a separate building that is closed unless supervised by the librarian. Though large, the classroom does not have desks for the children to work on but rather couches lining the perimeter of the room.

The Dar Al Atfal El Wafae Orphanage, similar to the semi-public orphanage, provides the children with a classroom equipped with couches. Although the Dar Al Atfal El Wafae Orphanage did not have a library for the children, it provided the children with a computer room. However the computer room was locked during our tour, so we are unable to adequately compare it to the Rita Zniber Foundation.

Aside from the Rita Zniber Foundation's offering superior extracurricular rooms and classrooms, their bedrooms, restrooms, kitchen, and common areas are comparable to the other orphanages. The Foundation does house a larger number of children so their facilities need to be more spacious. They also are a newer facility so the buildings as well as the furnishings are not as old or as used.

After organizing our data into pie charts, numerical scales, and picture comparisons, we were able to suggest alternative means of raising revenues for the Rita Zniber Foundation and develop effective outreach material, which we present in our Conclusions and Recommendations.

Chapter 5: Conclusions and Recommendations

The Rita Zniber Foundation must expand their current means of funding in order to secure a stable financial future. After completing all of our background research and conducting the necessary interviews, we have developed a list of financial recommendations including smaller scale means to produce revenues and long-term strategies for the Rita Zniber Foundation. We have organized our suggestions into successful methods practiced at other Moroccan institutions and methods that have yet to be tried in the country but which have had success in similar situations.

5.1 Real Estate

Both of the orphanages that we assessed received a portion of their income from real estate. The semi-public orphanage earned over 5% of their income from real estate in 2011 while the Dar Al Atfal El Wafae Orphanage earned about 21% of their income from real estate. Although there is a large difference between how much each orphanage received from real estate, both did receive a steady amount of funding. There are two forms of real estate in which the orphanages have investments. The first is rent, where the orphanage would own commercial property and earn an income from renting out shop and conference areas. The second source is income from a public *hammam* owned by the orphanage, but open to the public.

For the Rita Zniber Foundation to invest in real estate, it would require a large sum of money to purchase property. Commercial offices in Meknes can be found for sale online on *repimmo.com* ranging from around \$37,000 to well over \$1,000,000. In the purchase of property, the Foundation would then be responsible for the maintenance of the facility. The semi-public orphanage spent almost \$2,500 in 2011 on the maintenance of their real estate properties. If the Foundation could pay cash for the property, and therefore did not acquire a mortgage, a majority of the income from rent would go towards the Foundation's needs. However, if the

Foundation were to take out a mortgage to purchase the property, they would have an overhead that would require a payment before putting any money towards the Foundation.

5.2 Sales of Hand Made Products

Another source of income the Rita Zniber Foundation should explore is selling bread or other goods. The semi-public orphanage made 31% of their income for 2011 through the sales of bread. In Morocco, a lot of families buy fresh bread on a daily basis, so there is a continuous demand for bread. The Foundation would have to determine what the best method of sales would be, based on the supply and demand of the surrounding community. They could potentially supply bread through a third party and receive a portion of the sales, or they could sell the bread themselves, and collect the entirety of the sales. The Foundation may also look into selling other hand made products, such as crafts or sweets that would be packaged with a distinctive logo of the Foundation and information about making contributions. If they were to begin to sell crafts or non-perishable goods they may be able to expand their market through the use of a website such as eBay and potentially increase their sales, and ultimately their income.

5.3 Other Possible Methods of Acquiring Revenues

There are methods of fundraising that we are familiar with from experiences in the United States. Although we did not discover these methods in our research of Moroccan orphanages, they are still potential methods of gaining funds and could help with financial management for the orphanage.

5.3.1 Fruit or Vegetable Garden

To save money on food the foundation could develop a garden. Along with potentially decreasing the amount the Foundation spends on food, gardens “provide hands-on, experiential learning opportunities” (Real School Gardens 2012). Beyond hands-on and experiential learning, gardening “can be integrated into all academic subject areas and has been shown to

benefit children by boosting academic achievement, nurturing healthy lifestyles, cultivating life skills and [most importantly] promoting environmental stewardship” (Real School Gardens 2012).

Although a garden could conceivably cut the amount the Foundation spends on fresh vegetables, fruits, and herbs, as well as provides the children with a hands-on learning experience, there are numerous variables that must be considered. The main concern would be the cost of building and maintaining the garden. When figuring the cost, the Foundation must take the size of the garden as well as potential necessary landscape changes into consideration. If a substantial amount of changes to the landscape were needed, they could also explore the possibility of making container gardens. Another expense is the cost of soil, water, compost, fertilizer, and worms. However, water and compost could potentially be subsidized by rain or wastewater buckets as well as compost bins, which could then be used as fertilizer in gardens, again teaching important environmental lessons about recycling (University of Nevada Cooperative Extension 2010). Although the overall cost of developing a garden could be more than the Foundation can afford, they may be able to find local companies to donate in-kind materials to develop the garden. They may also be able to find a local farmer who would be willing to help the Foundation develop the garden, and possibly teach the children to maintain it.

5.4 Reaching out to organizations and individuals

Ultimately, the best option to fund a non-profit organization like the Rita Zniher Foundation is to seek donations from companies or individuals who are willing to make substantial donations. In many cases, large businesses and wealthy individuals will look for tax write-offs or simply out of humanitarian sentiments be willing to help support a charitable organization.

5.4.1 Corporations

Reaching out to corporations is ideal because they have access to substantially more money and in-kind donations than most individuals. Along with having more assets than the average individual, most companies have a “marketing department, work force, or philanthropic foundation [that] is pursuing something charitable” (Santelmann 2012). In the past, small non-profit organizations are successful in receiving donations from business in the private sector, for example, in Brazil the Abrinq Foundation has developed partnerships with the local private sector, including companies such as Microsoft and Starbucks (Abrinq 2012). There have been recent efforts to push the private sector to support education reform (Leveraging the Private Sector for Results in Education 2011). Such trends are beneficial to the Rita Zniber Foundation because they hold education to such a high standard in their organization. It would be worthwhile to try and approach companies who focus on donating to causes for education and develop a professional relationship with those companies who could potentially provide an annual donation.

5.4.2 Individuals

The Rita Zniber Foundation currently receives donations from individuals who have adopted children from the orphanage. However, they should appeal to those individuals for funding on a regular basis. Individuals are generally less able to donate large sums of money or goods, but asking people to donate when they have the means can still help an organization. Although donations from a single individual may not be as substantial as those from a corporation, donations from individuals do not generally have stipulations regarding how the money they donate should be spent.

5.4.3 Religious Institutions

In the United States, a number of religious organizations have canned food and clothing drives during holidays. Some even donate a portion of the monetary church or temple offerings to other non-profit organizations. The Foundation could partner with mosques, in both Morocco and the United States or other countries, creating groups of people motivated by the Islamic obligation of *zakat* to assist the orphanage. Unfortunately mosques in Morocco are too embedded in governmental bureaucracy to have the freedom to make financial contributions on their own. However, if the Foundation were to partner with multiple mosques in other countries who make semi-annual donations, they could potentially receive a substantial amount of clothing and funds from such a partnership.

5.5 Corporate or Institutional Outreach

Our main goal for the outreach methods presented to the Rita Zniber Foundation is to allow it to reach out to as many potential donors as possible. To make this outreach effective, we focused on using three rhetorical devices to enhance the persuasive power of our materials: *ethos*, *pathos*, and *logos*. *Ethos*, or credibility, means convincing the audience of the character or dependability of the orphanage. We did this through examples of what the orphanage provides for the children, as well as overviews of their notably successful history. *Pathos*, or touching feelings, means appealing to the emotions of potential donors. We did this through the use of pictures as well as video interviews of a young man who has grown up in the Foundation and is currently attending a university. Lastly we focused on the use of *logos*, that is, an appeal to reason. By illustrating with factual evidence the need to support the orphanage with donations, we demonstrated the importance of maintaining the standard of living of the children and ensuring them of better chances for success when they leave the orphanage. We developed four deliverables for the orphanage to use.

5.5.1 A Model Business Letter

The first deliverable is a letter that can be found in Appendix K. The Rita Zniber Foundation can send this letter to international corporations with businesses in Morocco as well as potential religious affiliates. The letter was designed to give a brief overview of what the orphanage does, as well as why they need donations. The letter has been translated from English into French as well as Arabic so it can be sent to potential partners in both Morocco and the United States. There are two versions of this business letter. The first is intended to be sent to companies throughout the world, and hopefully convince them that their donation will be of great benefit to the Foundation. The second requests that the Foundation be given a chance to give a formal presentation at local businesses in hopes of soliciting future donations. We have also compiled a list of potential organizations the orphanage can contact, which is located in Appendix L.

5.5.2 Presentation for Potential Donors

Along with a donation request letter, we have developed a *Prezi* presentation that may be presented to multiple corporations (Appendix M). With the presentation we explain the history of the organization, the current spending habits, and what the Foundation has provided for the children. In the presentation we used a timeline, as well as pictures, financial quotes, and a video interview. As with other promotional materials, the presentation again uses the rhetorical concepts of *ethos*, *pathos*, and *logos* to emphasize the needs of the orphanage, and cultivates both an emotional and rational connection to what the Foundation stands for. The presentation was translated from English to both French and Arabic.

5.5.3 The Promotional Pamphlet

The pamphlet was designed to be handed out during the presentation, or have ready to be distributed at any other point in time that the director sees fit; a copy can be found in Appendix

N. The pamphlet gives a brief overview of the history of the orphanage, what the goals are for its future, photographs of the facility, and basic financial information. Once again, the pamphlet employs persuasive strategy of ethos, pathos, and logos, presented in documented facts and figures, emotionally compelling examples of the success of the orphanage, and a rational narrative about the necessity of sustaining it by donations. This pamphlet is also available in English, French, and Arabic.

5.5.4 Quarterly newsletter

Our fourth and final deliverable is a template for a newsletter, which may be found in Appendix O. Within the newsletter, we have designated sections for current news, adoption announcements, and the Foundations current initiatives, as well as a portion dedicated to pictures. Within the newsletter there is, of course, a section that gives the address of where to send any monetary or in-kind donations. The Foundation may consider the possibility of translating the newsletter into English for individuals located in the United States or the United Kingdom. We suggest sending the newsletter every three months to families who have adopted from the Foundation. If the foundation were to partner with a religious associate, it may want to consider sending a newsletter to members of that organization as well. Most importantly, the foundation should send the newsletter to any company that has previously donated to show the corporation how their donation has benefitted the Rita Zniber Foundation, and hopefully encourage more donations in the future.

5.5.5 Thank you note

Lastly we suggest sending a thank you letter or note to any corporations, individuals, or organizations that donate to the Foundation. One idea for such a thank you note would be to have a small folding card, where the cover is an annual picture of the children in the Annex and staff holding three large signs each saying “Thank You” in English, French and Arabic. As a second

form of gratitude, we are suggesting that the Foundation recognize all of their supporters on a Memorial wall located within the walls of the *Annexe*.

In conclusion, we have discovered some funding patterns practiced by other orphanages in the Middle Atlas region and have suggested that the Rita Zniber Foundation look into these methods of fundraising. We have also gained knowledge about revenue-generating methods that could supply the organization with a small, but steady income as well as possible ways to save money, for example with the garden. We have provided the organization with the promotional tools necessary to seek funding, and have made suggestions as to how to utilize the deliverables we have provided to them. The mission and success of the Rita Zniber Foundation is inspiring in the way that the children are cared for to the highest possible standard. We sincerely hope that the promotional materials will be helpful to the Foundation in continuing the marvelous work they are doing for the children they care for in Morocco.

Appendix A - Interviews with Important Contacts

Interview with Amy S. (Adoptive Mother from Rita Zniber Foundation)

April 13, 2012

Currently works for a media firm, in outreach.

Has adopted from the Rita Zniber Foundation

Observations of the orphanage:

1. The individuals working for the foundation are not trained to do the work

Ideas for the children:

1. The children could help maintain the website as an internship/vocational training

Suggestions for means of outreach:

1. A video outlining what the organization does and why they need more funding
2. Improve public awareness of orphanages and Kafala/adoptions
3. Have companies sponsor pilot programs, such as computer classes etc.

Meeting with Mr. Leach (Executive Director of Institutional Advancement)

Background on David Leach: Executive Director for Institutional Advancement;

Responsible for planning and implementing a comprehensive foundation and corporate philanthropy program for WPI.

April 27, 2012

Things we will need to know to develop an appropriate outreach plan:

1. How much money does the orphanage need to run?
2. How is the money currently being managed?
 - a. Is there accountability for where the money is spent?

Suggestions for raising money:

1. Look for donations from individuals who have adopted from the foundation.
2. Corporations and foundations, foundations may be more willing to support
3. Endowment: Permanent pot of money that the interest of is used to support the organization
 - a. Individuals and corporations may donate to the endowment
4. Pledging: Agree to donate smaller donations over a longer period of time.
 - a. Pledges generally are not legally binding
5. Sponsorship of a child (scholarship)

Examples to look at:

1. Large NGO's
 - a. UNICEF
 - b. Save the Children
2. Who is benefiting from the work of the organization, then scope out

Meeting with Fatima (Volunteered at the Rita Zniber Foundation)

Tuesday September 4, 2012

Last summer she volunteered with the foundation at the Nid and she worked over 100 hours. They needed more nurses. They need more specialized nurses and more training.

The kids 6+ need more materials for their studies.

If it weren't on the 4th floor of the hospital it would be better?

All of the nurses do receive pay.

They children are taking well care of when sick. Many pharmacies donate meds.

The nurses work 24 hour shifts, and six at a time. They need more nurses

[Sounds like this number has changes she said there were 36 kids and 20 babies]

Companies:

Lion- does something for something about donation. Owners of companies, they do charity work? Difficult to get money because you have to ask the assistant then maybe you get the director. They give money each month to the association.

Ona group: It is in Rabat

Mohammed the sixth's Association for solidarity -Casablanca

Lallasalma foundation: people who suffer from something- Casablanca

Hand in Hand association on campus

SAO organization - Casablanca

Meditel: for phones- Casablanca

Dalaa: baby supplies - Casablanca

Nestle: milk- Casablanca

Hardest part is contacting companies.

Emailed them, and was trying to get them to give to the foundation of neon group?

School has fundraiser that goes and raises money for stuff and then gives it to places

Appendix B - Visits to the Rita Zniber Foundation

First Visit to the Rita Zniber Foundation

August 28th 2012

Things we would like to know:

- What the foundation's needs are?
- Where the foundation's money is currently coming from?
- How many children the foundation currently provides for?
- How much the foundation spends annually?
- What companies currently donate to the foundation?
- Budget and monetary allocations?

What else we should look at:

- Look at practices at other orphanages
- Research NGO's

The lives of the children:

- Chances of adoption for school age children is low
- The children spend holiday's with families (called parrynag)
- The children may help in the kitchen
- Must memorize twenty rules, and be able to recite them

Goals of the foundation:

1. To find families for babies
2. To provide for school age kids
3. To find jobs/higher education once turning 18

Schooling:

- The children attend a public school
- The foundation provides the children with tutor
- The foundation has study/class rooms where the children can do their school work

Funding:

- Rita Zniber, the president of the Foundation provides a budgeted amount of money
- Companies Rita Zniber is involved in (i.e. Coca Cola) gives the orphanage money
 - Money from Coca Cola etc. is to fund adoptions and care for the children

- The foundation doesn't use lawyers, instead the money that would be used for lawyers is given to the facility
 - This money is not used on daily needs, but is saved to build homes
- No one besides Rita Zniber and her associates donates money
- The government provided the foundation with the facility and land.
 - The foundation pays rent
- International association gives money to help build the library and computer room (Initiative For Human Development)
- Some companies provide jam, flour, oil, etc. but it is not regular
- Colgate provides in-kind donations about every three month

Future funding goals:

- Find ways to reach out to multinational and international agencies
 - Reach out to companies located in Casablanca, Fez and other large cities, because Meknes is small and don't have many companies
 - The big industries in Meknes is oil/olive oil and wine
- The foundation wants to approach companies and convince them to donate

What item the foundation needs most:

- Milk
- Clothes
- Shoes
- School Supplies
- Food
- Medicine
- Diapers

Statistics:

- 35 handicapped of all ages: located in Le Nid
- 90 infants (under 6 years old): located in Le Nid
- 212 children (over the age of six): located in the Annex
 - Mostly boys there are only two or three girls
 - Speciation as to why there are more boys left in the orphanage's care: women are seen and gentle and caring and therefore less likely to rebel
- At 18 children can request the name and address of their biological mother.
 - The women rarely want anything to do with the child

Facilities:

- The facility use to be a school for the blind
- The center was renovated between 2005 and 2007
 - What the facility has in it
 - *The Annex (children six and up)*
 - Living room with a projection screen

- Two dining halls separated by a kitchen (dining halls are segregated by age)
 - Dining halls may also be use as game rooms and study rooms
- Supply room/stock room (restocked every weekend)
- Walk in freezer and refrigerator
- Three dormitory sections (segregated by age)
 - Eight to twenty-eight children to a room
 - Locker-room type showers
 - Each child has their own locker
- Laundry room
- Private location for nannies during breaks
- Infirmary
- Clothing storage area
- Classrooms
 - Have teachers to help with homework
- The foundation has a large bus and little bus to take children to school
- Basketball court/Soccer field
- Storage room for athletic equipment
- Game room (monopoly and other board game)
- Computer room (educational computer games)
- Library
- ***The Nid (children under the age of six)***
 - Some independent cribs
 - Communal cribs for new borns
 - Three section
 - Infants
 - Children ages three and up
 - Handicapped
- **What the facility wants to add**
 - The Annex (children six and up)
 - Different extra-curricular rooms (i.e. taekwondo, music, workshop)

Extra: Received a tour of the facility including both the Annex as well as the Nid

Second Visit to the Rita Zniber Foundation

August 31, 2012

Suggestions made on our original proposal:

1. *The meaning of Kafala*

- a. Allah gives people the right to care for a child, and give the child your family name

2. *The meaning of Tanzile*

- a. The child has a right to 1/3 of the families belonging, as well as the right to bare the family name
- b. The child also doesn't have to show that they are adopted

3. *Declaration of the rights of children*

- a. Morocco signed the declaration, but chose to omit some of the portions the country as a while doesn't agree with
 - i. If a child is abandoned they are raised Muslim
- b. Signed in 1993
- c. Morocco signed the declaration but with stipulation

Extra: The AUI students were introduced to Madame Ouafae and were given an introduction to the facility, their goals etc.

Third Visit to the Rita Zniber Foundation

September 20, 2012

Suggestions for Prezi slide presentation:

- ***Timeline***
 - 1996: able to ask for donation, became a charitable organization
 - 1998: The Nid opened
 - 2005: The Annex opened

- ***Chart: Abandoned/ Adopted/ Deceased/ Reclaimed***
 - Use percentages instead
 - Make separate graphs for
 - Adopted vs. Abandoned
 - Death vs. Abandoned
 - Returned to biological parents vs. Abandoned
 - Add year to all charts

- ***General***
 - After the intro discuss the facilities focus on health
 - ENF is a slower paced school program, but not remedial
 - Change “real wealth” to “true wealth:
 - After health discuss finding families (Use true wealth quote)
 - Change university to higher education
 - TCS and TCL are the same grade (TCS: Science TCL: Literature)
 - Change “they” to “he or she” in vocational quote
 - Without is one word
 - Move the quote about families to the adoption slide

- ***If the facility had unlimited funds what would they do with them***
 - Hire a doctor to work all day
 - Hire a councilor or psychologist
 - Hire staff with more education
 - Hire an employment finder

Extra: Received the financial information from 2010 as well as photographs from the orphanage

Appendix C - Meetings with AUI Students

First general meeting with AUI student

September 5, 2012

-Siham: translated papers

-Asmaa: will send them tomorrow

Companies:

Royal Air Maroc

ONA-the name has changed (it has many companies with in it)

Aksal: it's in Casablanca

Dar Attabil: This is an orphanage Hajeb (government run less than 30 minutes away)

Set up a meeting:

Private orphanage:

<http://darelwafae.mypressonline.com/>

Dar Al Atfal El Wafae (taking care of abandoned children above the age of 3)

Rue du Nepal, Avenue El Ouafae 2 Route de Sefrou, FES

Tel : 05 35 61 60 00/ 06 61 30 38 15

Brain Stormed Questions with AUI Students

List of questions for the orphanages:

1. Where does your money come from?
2. What do you spend most of your money on?
3. How many children are in your care?
4. What would you like to improve within your facility?
5. How many employees are currently working?
6. Do they attend school at a private institution or public?
7. Do you employ a doctor or nurse on staff?
 - Annual Spending Report
 - Annual Income Report
 - A list of products they use and how much annually
 - Companies that currently donate money/supplies to the orphanage
 - Permission to photograph and video tape the children and the facility

List of questions for the children in the Rita Zniber Foundation:

1. Is there anything you need?
2. What is your favorite thing to do during the day?
3. Is there a lot of help when it comes to homework?
4. Is there anything you wish were different?
5. Do you leave the annex often, besides to go to school?

List of Local Business:

Proctor and Gamble

Johnson and Johnson

GSK

Aicha (jam company)

Staff questions

1. Why did you begin working here?
2. Is there anything you wish you could do differently?

Mohamed: nurses steal a lot of the stuff in government run orphanages

Siham: government run orphanage, the classes were good but the tables were bad; can get information from the orphanage in Casablanca

Suggestions:

Vegetable and fruit garden

Ask the University about connections to companies they may have

Third General Meeting with AUI Students

September 10, 2012

Public Funded Orphanage in Fez:

Landline-0535649022

Mobile- 0661248409

Director: said to just show up between 8:30 am and 4 pm and that between 3pm and 4 pm would be preferable

Directors name:

Dar Al Atfal El Wafae (taking care of abandoned children above the age of 3)

Rue du Nepal, Avenue El Ouafae 2 Route de Sefrou, FES

Tel : 05 35 61 66 00/ 06 61 30 38 15

Rue du Nepal, Avenue El Ouafae 2 Route de Sefrou, FES, Ville Nouvelle, Fès, Morocco

The financial director will be back next week

<http://www.facebook.com/OrphelinatFes>

Fourth General Meeting with AUI Students

September 12, 2012

Clarified what our goal was

We are visiting the private orphanage today with Asmaa.

Pathos Ethos and Logos

Development: in the Non-Profit world

Discussion of Islamic views and adoption

You can give him last name either way: not on birth certificate still

Tanzile give 1/3 inheritance

Mudwanna look at it?

There's a development departments at WPI

Interview companies on how they evaluate who they give money to (criteria)

Appendix D - Visits to Additional Orphanages

Visit to the Semi-Public Orphanage

September 19, 2012

History:

- Was founded in 1935 and is one of the oldest establishments in Morocco

Background:

- Is considered a private organization, not a public organization
- The orphanage was created by people who wanted to help
- They encourage families to adopt children before the age of 18 so they don't end up back on the streets. (Children may not be adopted after the age of 18)

Government Involvement:

- The government makes sure that it follows law 1405
- 30% of their expenses are paid for by the government
- The government makes sure that the association doesn't just do whatever it wants, and has say in how they are run.
- School is offered by OFPPT

Law 1405:

- Law 1405 gives standards and requires buildings to be made of smaller rooms with two beds rather than large dormitory rooms. It also outlines how the children are to be managed
- There are no children under the age of six because the Law 1405 outlines that the association must determine their category. Another association cares for children under six.
- Children six and up must attend school
- Law 1405 states that staff must have a certain level of education and therefore require more pay.

Statistics:

- There are 65 staff members and 1 director
- There are 100 boys ages 6-18 (All of the orphans are boys)
- There are 25 elderly women and 25 elderly men
- There are 80 mentally challenged women and 80 mentally challenged men
- In 2011 15-20 children were adopted or turned 18 and were replaced with other orphaned children individuals
- 2-3 mentally challenged individuals passed away or were injured and were replaced with other mentally challenged individuals
- 15-30 elderly individuals passed away and were replaced with other elderly individuals

Funding:

- The association rents flats, and owns properties such as bath houses where they receive income from
- The association receives fund for the king under ENIDH to assist the association to renovate and run the facility
- Municipality of Fes also gives money
- The association receives private donation from people who want to donate
- The association does not fundraise much because it is difficult
- The association raises awareness of the association by word of mouth. They talk to people with the means to help the association and show they why they should donate
- Majority of the funding goes to paying staff (up to 65%).
- 40% of income goes to food and beverage
- Remaining income goes to bills
- An Italian association makes sure children don't lack anything. Money donated to them by the association goes to the orphanages association and is then evenly distributed
- A Moroccan in Canada donated a bus but it is broken and they do not have the funds to fix it.

Care provided:

- There are nurses and doctors who must work at the facility for a minimum of 250 hours a month. The elderly and mentally challenged have nurses caring for them 24 hours a day
- They need Medication, Clothing and Food in that order

After the Orphanage:

- People over the age of 18 go to university, trade school or higher education. Those who do not succeed in school are allowed to remain in the facility two more years while the government provides them with the means to attend vocational trades.

Extra: Provided with the financial information from 2011 as well as a tour of the facility

Visit to the Dar Al Atfal El Wafae Orphanage

September 24, 2012

Basic Information:

- Semi Public Orphanage

Funding:

- The national government and donations are their main income
- The national government's contribution meets a portion of their needs for the year (30%)
- Commercial real-estate they rent to individuals (21%)
 - 21 shops (car rental, sewing etc.)
 - Conference room
- In kind donations (25%)
- Monetary donations (12%)
- Associations (5%)
- Remainder from donations abroad
- INDH donates

Statistics:

- 123 orphans (2 of which are female)
 - 3-12 years old
 - Attend Public and private schools in Fes
- 10 adoptions a year, 5 of which are international
- 63 employees
 - 25 educators

Majority of their funding is allocated towards:

1. Salaries
2. Water, electricity and gas
3. Insurance
4. Schooling

Improvements they would like to make:

1. Salaries
 - a. The current workers work 26 days a month, and are paid 17 DH
 - b. Some volunteer and don't get paid
2. Fix issues with the buildings

Other Information:

- Dr. is telephoned if needed, otherwise there is a nurse
 - Dr. visits once a month unless needed

Society:

- Makes a point to differ between children whose parents died and who were abandoned
 - Society wants children who have been abandoned more than a child whose parents died (because Islam says children shouldn't be abandoned)

Appendix E - Brain Storming Fundraising Ideas

September 26, 2012

- Real Estate
- Endowments
- Grants
- Private Donations
 - International
 - Adoptive Families
- In-Kind donations
- Religious Associates
- Adoption Agencies
- Trust fund
- Fundraising Events
 - Auctions
 - Etc.
- Associations
 - Rotary Clubs
 - Universities
- Garden
- Selling of craft work
- Sponsoring a child

Appendix F - Questions for College Student at the Rita Zniber Foundation

September 22, 2012

Questions for the Rita Zniber Higher Education:

1. What is your name?
2. How old are you?
3. Where are you currently attending school?
4. What are you attending school for?
5. How long have you been in the organizations care?
6. Do you believe the organization helped you get to where you are today?
7. What did the association do to help you?
9. What do you appreciate most that the orphanage has offered you?
10. Who do you credit with helping you most in reaching your goals?

Appendix G - Question and Answers for Rita Zniber Foundation

<u>The Rita Zniber Foundation: Questionnaire</u>	
Q1. Where does the foundation's money come from?	
	The foundation's income is currently provided by Rita Zniber and companies she is involved in, such as Coca Cola.
Q2. What does the foundation spend most of their money on?	
	The foundation spends a majority of their income on infant formula, diapers and food.
Q3. How many children are in the foundations care?	
	There are currently thirty-five handicapped children, ninety infants, and two-hundred-and-twelve school age children under the care of the Rita Zniber Foundation.
Q4. What age groups does the foundation care for?	
	The Rita Zniber foundation currently cares for children from birth till the time they are able to enter society. (The oldest individual in their care is twenty-four years old).
Q5. What would the foundation like to improve?	
	The Rita Zniber Foundation would like to add extra-curricular rooms, as well as hire a doctor who is able to work all day, a psychologist, more educated staff and an individual to help children find employment upon turning eighteen.
Q6. How many employees does the foundation currently employ?	
	The foundation currently employs one-hundred-and-seven individuals.
Q7. Where do the children attend school?	
	The children under the care of the Rita Zniber Foundation attend multiple public schools.
Q8. Do you employ a Doctor or nurse on Staff?	

The Rita Zniber Foundation does employ nurses and doctors, but they are not available all day.

Q9. Do you have anything you need more of?

The Rita Zniber Foundation needs more infant formula and diapers.

Q10. What is the main goal of the foundation?

The main goals of the Rita Zniber Foundation are to find families to adopt the children, ensure the health of the children in their care, provide schooling, and to help the children find jobs or attend higher education when they turn eighteen.

Appendix H - Question and Answers for Semi Public Orphanage

<u>Semi-Public Orphanage: Questionnaire</u>
Q1. Where does the foundation's money come from?
The Semi-Public Orphanage currently has 30% of their expenses covered by the government. Along with receiving money from the government, the King of Morocco assists the association in renovations, the Municipality of Fez provides money along with private donations from individuals. Along with donations the foundation also owns multiple properties, including apartments they rent and bathhouses.
Q2. What does the foundation spend most of their money on?
The majority of funds pay the staff (up to 65%), food and beverage (upt to 40%) and the remainder of the income goes towards paying bills.
Q3. How many children are in the foundations care?
There are currently one-hundred children, fifty elderly individuals and one-hundred-and-sixty mentally challenged people under the foundations care.
Q4. What age groups does the foundation care for?
The foundation cares for children ages six to eighteen, elderly and mentally challenged of varying ages.
Q5. What would the foundation like to improve?
The foundation would like to have more funding to pay to fix a bus that was donated to the facility.
Q6. How many employees does the foundation currently employ?
The foundation employees sixty-six individuals.
Q7. Where do the children attend school?
The children under the foundation's care attend public school.
Q8. Do you employ a Doctor or nurse on Staff?

There are nurses and doctors who must work at the facility for a minimum of 250 hours a month.

Q9. Do you have anything you need more of?

The foundation would like to be able to provide the children with better medication, clothes and food.

Q10. What is the main goal of the foundation?

The main goal of the foundation is to have the children in their care adopted, and tries to ensure that if they are not adopted they do not end up back on the streets.

Appendix I - Question and Answers for Dar Al Atfal El Wafae Orphanage

<u>Dar Al Atfal El Wafae Orphanage: Questionnaire</u>	
Q1. Where does the foundation's money come from?	
	The foundations money comes from donations, the government, and real estate.
Q2. What does the foundation spend most of their money on?	
	The foundation spends most of their money on salaries.
Q3. How many children are in the foundations care?	
	There are 123 orphans in the associations care.
Q4. What age groups does the foundation care for?	
	The orphanage cares for children between ages three and twelve.
Q5. What would the foundation like to improve?	
	The foundation would like to pay their employees more as well as improve their facility.
Q6. How many employees does the foundation currently employ?	
	The foundation employees sixty three individuals.
Q7. Where do the children attend school?	
	The children attend forty-six private schools and three public schools.
Q8. Do you employ a Doctor or nurse on Staff?	
	There is a doctor on staff who visits once a month unless necessary, and nurses that work during

the day.

Q9. Do you have anything you need more of?

They need more money to pay their employees more.

Q10. What is the main goal of the foundation?

The main goal of the foundation is to find families for the children

Appendix J - Official Government Bulletin for Rita Zniber Foundation

Official Bulletin

General Texts:

The Association called : Rita Zniber foundation, Public benefit Association:

The decree No: 2.96.869 issued on Jumada Last, 25th 1417 (November, 22nd 1996) considers that the association called "Rita Zniber Foundation" Located in Meknes as a Public benefit Association.

The Prime Minister's Declaration:

According to the Dahir Number 1.58.376, issued in Jumada First, 3rd 1378 (November 15th, 1958) discussing the right of creating associations, and modified by the Dahir number 1.73.283 issued on Rabii First 6th, 1393 (April 10th 1973), more precisely according to the chapters 9,10, and 11 of that Dahir;

And After examining the demand made by "Rita Zniber Foundation", located in Meknes, asking to be considered as a Public Benefit Association;

And After seeing the results of the Administrative search;

The following is decreed:

First Clause:

We consider that the association called "Rita Zniber Foundation", declared on July 7th 1992 in Meknes as a Public Benefit Association.

Second Clause:

The Association is allowed to own transportation means and real estate that would allow it to reach its goals without over passing the seventy million dirhams (70,000,000.00 Dhs)

Third Clause:

This decree is published in the Official Bulletin.

Appendix K - Business Letter Deliverable

Letter Requesting Funds



La Fondation Rita Zniber

11, Rue Ibn Khaldoun 50100 Meknes – Morocco

Tel. + (212) 35 52 03 60 – Fax: + (212) 35 40 22 92

<http://www.silkearndt.de/FondationRitaZniber>

Date sent

Mr./Mrs./Company

Address

City

To Whom it May Concern,

The future of society is based on the success of its youth. Since 1982, the Rita Zniber Foundation has provided orphaned and abandoned children with all of the necessary care required to grow, learn, and become productive adults in Moroccan society. Established with the goal to "ensure the safety, health, and future of children without families," the Foundation maintains a high standard of living for its youth and proves to be a nurturing home environment for the children.

The goal of this organization is to continue providing the same standard of care for the children, subsequently helping all of them through higher levels of education and sending them into the working world well prepared for success. This is accomplished by focusing largely on the importance of a family environment. In the facility children are provided with individual academic attention and homework help. The staff and volunteers stress the importance of education, and ensure that the children focus on their schoolwork. At the same time, they emphasize building relationships with each other through extracurricular activities. Currently, the organization is expanding its efforts to help more orphaned children become productive adults.

Unfortunately, the Rita Zniber Foundation must rely solely on the generosity of its benefactors, and is in need of more stable funding necessary to sustain its documented success. The amount of money spent in 2010 to maintain a high standard of care for the children was \$905,447. Without financial help from new sponsors, the foundation will not be able to maintain the same level of services that it currently provides.

Today, we are asking for your support. By supporting the Rita Zniber Foundation, you are ensuring that these children are receiving every opportunity to become successful individuals and productive members of Moroccan society. As special recognition, your business will be added to a list of



benefactors presented in all of our publications and prominently displayed on a memorial wall located at the orphanage. Every donation made to this organization is a contribution to the future of these children. Please consider sponsorship of this very important cause, the children are depending on your generosity.

Sincerely,

Letter Requesting Funds and Asking for the chance to Present their Foundation



La Fondation Rita Zniber

11, Rue Ibn Khaldoun 50100 Meknes – Morocco

Tel. + (212) 35 52 03 60 – Fax: + (212) 35 40 22 92

<http://www.silkearndt.de/FondationRitaZniber>

Date sent

Mr./Mrs./Company

Address

City

To Whom it May Concern,

The future of society is based on the success of its youth. Since 1982, the Rita Zniber Foundation has provided orphaned and abandoned children with all of the necessary care required to grow, learn, and become productive adults in Moroccan society. Established with the goal to "ensure the safety, health, and future of children without families," the Foundation maintains a high standard of living for its youth and proves to be a nurturing home environment for the children.

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Today, we are asking for your support. By supporting the Rita Zniber Foundation, you are ensuring that these children are receiving every opportunity to become successful individuals and productive members of Moroccan society. We would like the opportunity to present to you in detail what the Foundation stands for and give your organization the chance to see how we currently operate. If you are interested in receiving a presentation, please contact us. Every donation made to this organization is a contribution to the future of these children. Please consider sponsorship of this very important cause, the children are depending on your generosity.

Sincerely,

Appendix L - List of Possible Donors and the Corporate Contact Information

Organization	Corporate Contact	Organization	Corporate Contact
Mattel Inc.	333 Continental Boulevard	Mondelez International	Three Parkway North
	El Segundo, CA 90245-5012		Deerfield, IL 60015
	1-310-252-2000 tel	Frito-Lay/Pepsi	700 Anderson Hill Road
Fisher Price	636 Girard Avenue	IWC Schaffhausen	Purchase, NY 10577
	East Aurora, NY 14052		Maumgartenstrasse 15
	1-716-687-3000 tel		8200 Schaffhausen, Switzerland
	1-716- 687-3636 fax		052 635 65 65 tel
Kellogg	2 Hamblin Avenue	Maroc Telecom	Avenue Annakhil
	East Battle Creek, MI 49017		Hay Riad
	1-269-961-2000 tel		Rabat, Rabat 10100
Campbell Soup Company	1 Campbell Place	Nestle	Morocco
	Camden, NJ 08103-1701		Avenue Nestle 55
Lowe's	1000 Lowe's Blvd.	Abott	1800 Vevey, Switzerland
	Mooresville, NC 28117		021 924 11 11
	1-704-758-1000 tel	Abott	100 Abbott Park Road
	1-336-658-4766 fax		Abbott Park, IL 60064
Kraft Foods	Three Lakes Drive	Colgate	300 Park Avenue
	Northfield, IL 60093		New York, NY 10022
Tyson Foods	2200 Don Tyson Pkwy.	Dairy Queen	1-212-310-2000
	Springdale, AR 72762		7505 Metro Blvd.
Johnson and Johnson	1 Johnson And Johnson Plaza	80	Minneapolis, MN 55439

	New Brunswick, NJ 08933	Duracell	Berkshire Corporate Park
Procter and Gamble	1 Procter & Gamble Plaza		Bethel, CT 06801
		Cincinnati, OH 45202	Exxon Mobile
Timberland	200 Domain Dr.	Irving, TX 75039	
		Stratham, NH 03885	FedEx
Target	900 Nicollet Mall	Memphis, TN 38119	
		Minneapolis, MN 55403	Fruit of the Loom
Home Depot	2455 Paces Ferry Rd.	Bowling Green, KY 72103	
	NW Atlanta, GA 30339	Kohler	444 Highland Dr.
	1-770-433-8211 tel		Kohler, WI 53044-1500
eBay	2145 Hamilton Ave.	New Balance	20 Guest St.
	San Jose, CA 95125		Brighton Landing
	12042 Blanco Road		Brighton, MA 02135-2088
Subway	Suite 102	Nike	1 Bowerman Drive
	San Antonio, TX 78216		Beaverton, OR 97005

Appendix M - Presentation Requesting Funds Deliverable

link to the online presentation:

<http://prezi.com/fs1luucxymrj/rita-zniber-foundation-deliverable/>

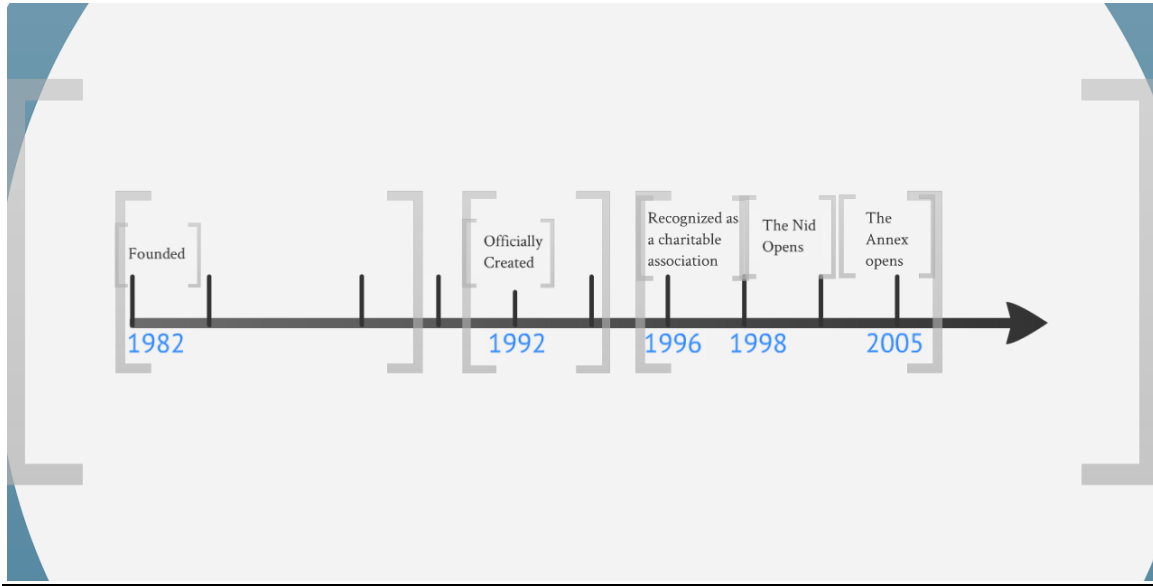
Slide 1:



Slide 2:



Slide 3:



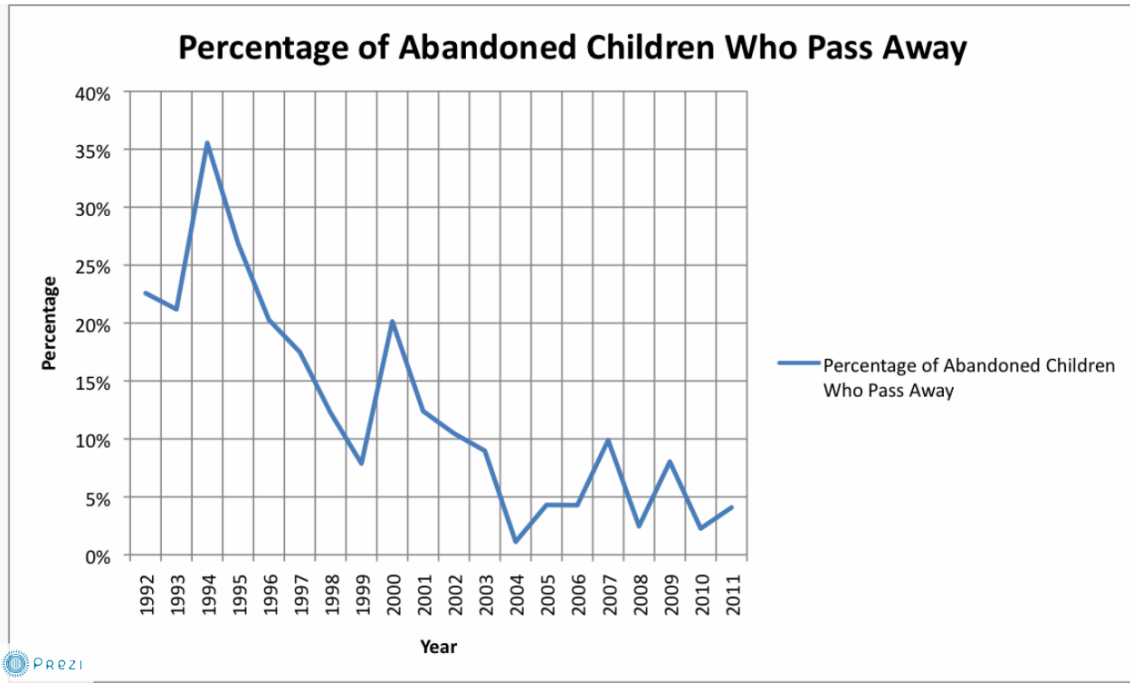
Slide 4:



Slide 5:

Our first priority
when we receive a
child is to ensure
their health.

Slide 6:



Slide 7:



The foundation spent \$22,467
dollars on medication and testing in
2010

Slide 8:

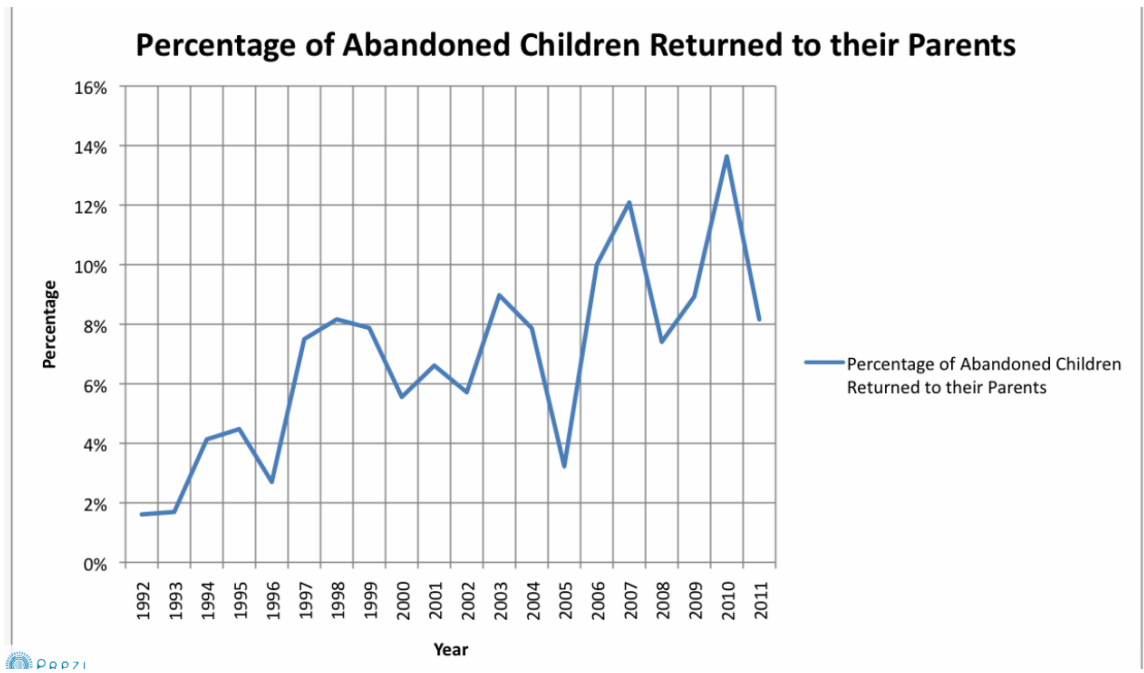
**We give the children
everything they could possibly
need, but true wealth comes
from family.**

Slide 9:

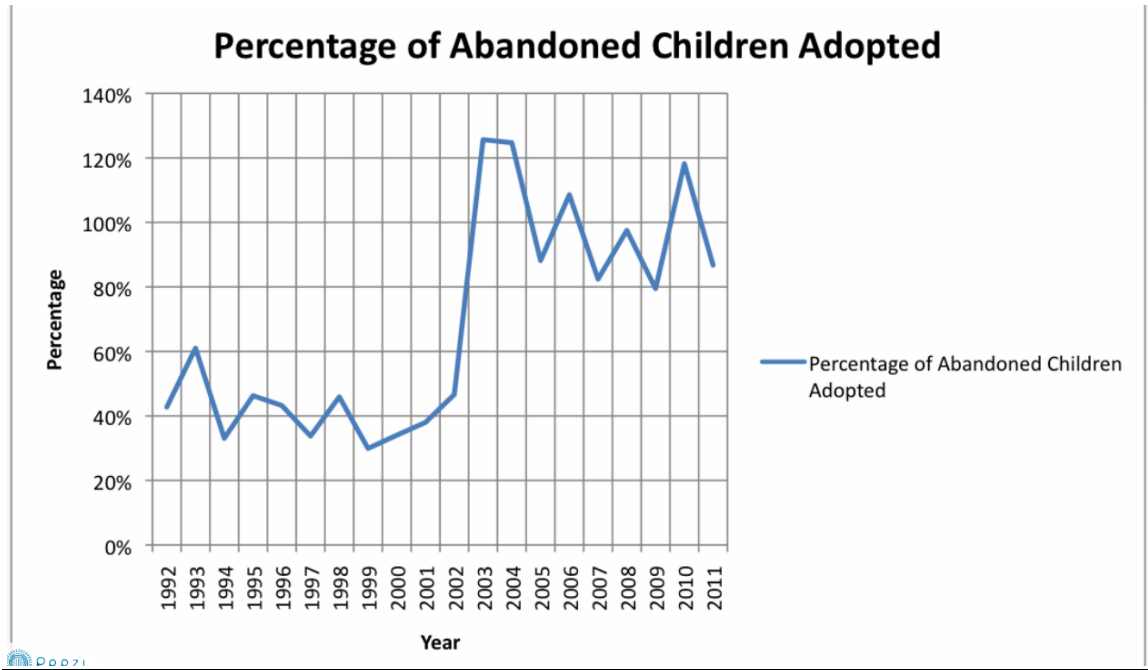


The Foundation strives to find every child a home

Slide 10:



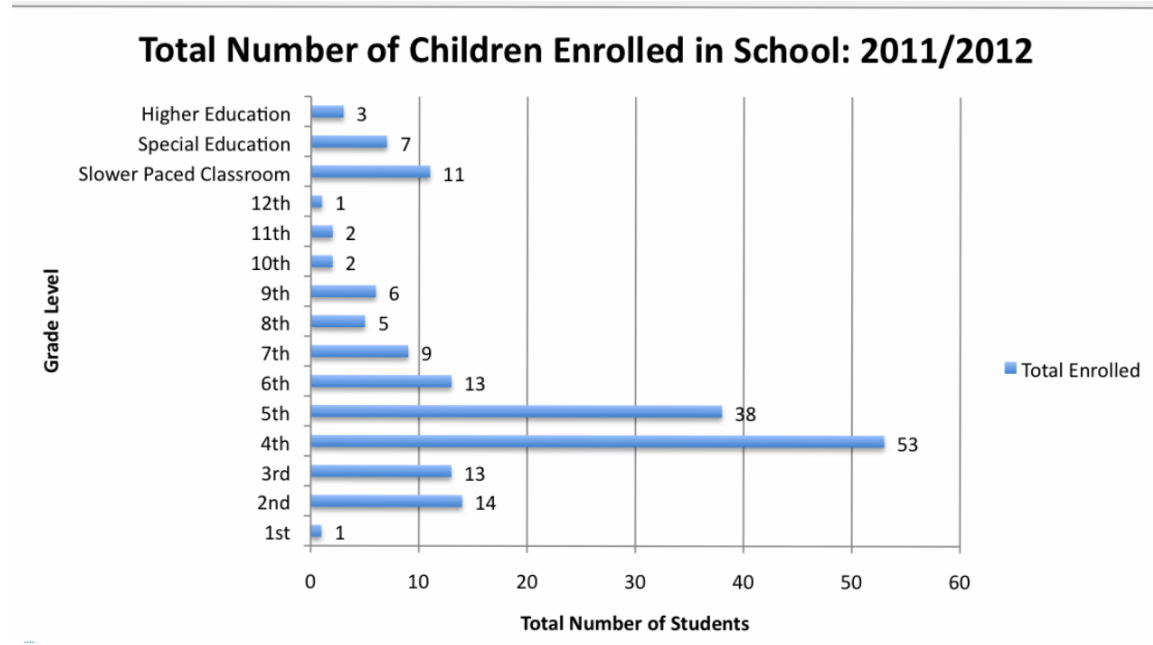
Slide 11:



Slide 12:

**The Rita Zniber
Foundation provides
every child with the
opportunity to attend
school**

Slide 13:



Slide 14:



If a child is unable to succeed in school he or she is offered vocational training.

Slide 15:

Without monetary or in-kind donations the children's lives will become destitute and lack the support to succeed in the future.

Slide 16:



The foundation spent
\$108,542 on food in 2010

Slide 17:



\$3,485 on school supplies in 2010

Slide 18:

And received \$273,739 in in-kind donations in 2010



Slide 19:

Goals for our Future:

1. Staff a Doctor to work all day
2. Hire a counselor/psychologist
3. Hire staff with better training
4. Hire an individual to help find the children employment

Video:



Slide 20:



Appendix N - The Promotional Pamphlet

What we stand for

We are aware that the future of our country depends on the attention and care we give to social problems, specifically those of children, who are most vulnerable. While no one can deny the efforts and the continuous improvements of Morocco in regards to the protection and the promotion of children's rights, we still have a long way to go!

"I have initiated actions in favor of Children Without Families in Meknès. Help me better achieve them!"

-Our president Rita Zniber



How to help?

You can help the foundation with in-kind donations, financial contributions, sponsoring a child, or at best, adopting a child

Be Supportive!

Visit our Website & Contact us

www.silkearndt.de/FondationRitaZniber

BANK INFORMATION

<u>Bank</u>	SGMB Meknès Principale
<u>Account #</u>	022 480 000 081 00 131520 44 02
<u>Swift Code</u>	SGMBMAMC
<u>Address</u>	SGMB, Place Al Wahda Al Ifriquia, Meknès - Maroc
<u>Telephone</u>	+(212) 535 40 47 80 / 81

CONTACTS

H.Q.: Bab Jdid Meknès, Maroc
Tel.: (212) 535 55 77 62
Fax: (212) 535 55 48 99

Le NID: Hôpital Mohamed V, Meknès, Maroc
Tel/Fax: +(212) 535 40 17 01

ANNEXE du NID: Bab Jdid, Meknès, Maroc
Tel/Fax: +(212) 535 55 30 00

Email: fondationrz@yahoo.fr



**FONDATION
RITA ZNIBER**

**To guarantee the
security, health, and
future of children
without families**



**Rita Zniber
President and Founder**

Recognized by decree of Public Utility
n°2.96.869 on November 7th 1996 - Official
Bulletin December 2nd 1996

www.silkearndt.de/FondationRitaZniber



About Us

The association Fondation Rita Zniber has been devoted to the cause **Children Without Families** in Morocco for over a quarter of a century. The foundation was officially established in May of 1992 and recognized by decree of Public Utility n° 2.96.869 on November 7th 1996. The official Bulletin was printed on December 2nd 1992.

The president and founder began her mission in May 1982 with a humanitarian and financial collabora-



tion with the maternity wing of the Hospital Mohammed V. In March of 1988, Rita Zniber created the Center Le NID in an abandoned wing on the 5th floor of the hospital. The center was established with 23 orphaned infants in its care, the oldest only 19 months.

The foundation currently supports approximately 300 orphaned children from newborns to age 22. The children and teenagers are housed in both Centers Le NID and L'Annexe du NID located at Bab Jdid, Meknès, the result of a partnership signed in September 2005 as part of the "National Initiative for Human Development" by His Majesty the King Mohammed VI.

Our Objectives:

1. To contribute to the implementation of the "Convention on the Rights of Children" ratified by the Kingdom of Morocco in June 1993
2. To help social services in their mission to follow up with children adopted through Kafala, and to continually search for the most appropriate adopting families within the framework of the law n°15-01, regarding the Kafala
3. To militate for International Adoption within the framework of "The Hague Convention on the Protection of Children and Co-operation in Respect of International Adoption"
4. To improve the schooling of children up to their professional insertion for those who have not been taken in Kafala.



Project "Home"

The future goal for the foundation is to complete the development and construction of a "home" for **Children Without Families** on a plot of 3 hectares of land graciously provided by Les Domaines de l'Etat (a department of the Ministry of Finance)

As of today, only the funding is still lacking!

Please help us share in the aspiration to ensure that "the child, who should be more respected than anybody, is not less so than anyone"

-Professor Léons Schartzenberg



Appendix O - The Quarterly Newsletter Template

TILE SUBTITLE

Issue #



TYPE TAGLINE HERE



The Rita Zniber Foundation

IN THIS ISSUE

What is the Foundation Currently up to

by [Article Author]

This newsletter is created primarily by using text columns, so that text automatically wraps from one column to the next. Find the Columns feature on the **Page Layout** tab, in the **Page Setup** group. Get tips for setting up and using text columns later in this template

Adding your own content

The placeholder text for several articles in this template provides tips on how to customize this newsletter for your needs.

To replace any placeholder text with your own, just select it and start typing. Note that if the placeholder text you replace is long, such as for this article, it might look like the page layout is skewed when you do this but it is not. The content that sits lower on the page only moves up because less content is present when you begin to replace your own text. As you type to add your text, content will move back into position automatically.

Placeholders that remain when you add text

The title and subtitle placeholders don't disappear when you add your own text. They will look like regular text when printed but you can see the blue outline and title of the placeholder when you click in it.

The reason these placeholders remain is that they are linked to other placeholders that use the same text. So, when you replace the title or subtitle placeholder text with your own, it automatically populates the corresponding placeholders in the headers and on the back page mailer.

Replacing pictures

To replace a picture in this template with your own, select it and then, on the **Picture Tools Format** tab, in the **Adjust** group, click **Change Picture**. (Or right-click a photo to access the **Change Picture** command.)

The pictures that you see in sidebars, such as **In This Issue** at right, are formatted as **In Line With Text** so that they sit right in a paragraph mark and can be formatted as easily as text. The custom paragraph style named **Sidebar photo** applies indent formatting that helps align the photos perfectly with the other sidebar content.

Pictures that wrap around some text in articles throughout the newsletter use text settings and positioning. Get help for working with text wrap around pictures later in this template.



Adopted

A column break is inserted before and after each column that acts as a sidebar. To insert a column break, press **Ctrl+Shift+Enter**. Or, on the **Page Layout** tab, in the **Page Setup** group, click **Breaks**, and then click **Column**.



Recognition

Thanks for donations as well as recognition to any children who made any notable achievements

Appendix P - Financial Information for the Rita Zniber Foundation

Revenue In-Kind Donations 2012- Rita Zniber Foundation

Revenue (donations) in-kind 2010: Rita Zniber Foundation (***)						
<u>Received at Headquarters</u>	<u>Received at the Nest</u>	<u>Received at the Annex</u>	<u>Don Royal</u>	<u>Gratuities</u>	<u>Insurance</u>	<u>Buildings</u>
\$32,818.54	\$15,204.73	\$42,358.95	\$353.14	\$35,513.51	\$3,021.24	\$144,471.66
Total						\$273,738.24

(***) All in-kind donations (Property, services and income) \$267,541.13 (clothes, food and labor) \$6,197.11

Revenue from gifts 2010- Rita Zniber Foundation

Revenue (Gifts): Rita Zniber Foundation 2012											
<u>ABC (**)</u>	<u>The Cellars of Meknes (**)</u>	<u>Ebertec (**)</u>	<u>Mr. Renouvo (**)</u>	<u>D. Holding (**)</u>	<u>Association Bambini</u>	<u>El Barbori</u>	<u>General Society</u>	<u>Wilaya INDH</u>	<u>Adopt Abroad</u>	<u>Miscellaneous Gifts (Individuals)</u>	<u>Regular</u>
\$126,541.05	\$168,721.40	\$63,270.52	\$63,270.52	\$23,433.53	\$15,934.80	\$9,228.12	\$11,716.76	\$25,110.74	\$28,811.26	\$10,329.51	-\$246.17
Total											\$639,856.15

(**) Companies

Resource allocation 2010- Rita Zniber Foundation

Resource allocation with respect to Title Obtained From The Year 2010: Rita Zniber Foundation																					
Expenses: Expenses and Capital																					
Capital:																					
	Material Count (*)	Groceries	Medical (Medication and testing)	Cleaning Products and Supplies	Vehicle Maintenance and Fuel	Water and Electricity	Repairs and Maintenance	Work and Services	School Supplies	Payroll	Clothing	Various	Purchases for Living Quarters	Nurses Pay	Rent	Postage	Kafala Fees and miscellaneous	Banking Fees	Transports and Displacements	Taxes and Penalties	In-Kind donations 2012
Acquisitions	\$138,025.01	\$108,541.22	\$22,466.97	\$22,844.36	\$7,291.25	\$5,147.93	\$1,834.38	\$7,761.38	\$3,484.08	\$30,095.53	\$14,891.89	\$28,808.29	\$23,955.50	\$177,658.74	\$2,274.58	\$10,916.43	\$12,861.37	\$489.98	\$7,913.63	\$643.28	\$267,541.13
											#####										
Facilities	\$17,094.18																				
Technical Installations	\$9,373.25																				
Material	\$21,672.39																				
Tools	\$17,571.40																				
Transportation	\$730.85																				
Office Furniture	\$0.00																				
Office Material	\$45.46																				
Hardware	\$2,671.30																				
Installations	\$68,866.19																				

(*) Including in-kind donations for \$6,197.11

Reconciliation with accounting 2010- Rita Zniber Foundation

Reconciliation With Accounting to 12/31/2010 (USD): Rita Zniber Foundation	
<u>Cash Donations 2012</u>	\$639,856.15
<u>In-Kind Donations 2012</u>	\$273,738.24
<u>Total Revenue</u>	\$913,594.39
<u>Total Expenditure</u>	\$905,446.91
<u>Expenses Immobilized</u>	\$138,025.01
<u>Changes in Inventories</u>	\$12,073.50
<u>Depreciation</u>	-\$88,113.54
<u>Expense Recognized</u>	-\$70,132.45
<u>Result of Accounting</u>	\$70,132.45

Account of Income and Expenses (excluding taxes) 2010-Rita Zniber Foundation

<u>ACCOUNTS OF INCOME AND EXPENSES (excluding taxes): Rita Zniber Foundation</u>			
Nature	Operations		Total Exercise 3=1+2
	Specific Exercise 1	For Earlier Years 2	
<u>REVENUE</u>			
Sales of Goods (as presented)			
Sales of Goods and Services Revenue			
Changes in Stock Products (+ -) 1			
Assets Produced by the Company itself			
Operating Subsidies	\$913,067.01		\$913,067.01
Other Operating Revenue			
Resumption of Operations; Expense Transfers			
TOTAL I	\$913,067.01		\$913,067.01
<u>OPERATING EXPENSES</u>			
Purchases Resold (2) Merchandise			
Purchases (2) Materials and Supplies	\$212,720.07	\$23,941.67	\$236,661.74
Other External Expenses	\$487,469.55		\$487,469.55
Taxes	\$632.34		\$632.34
Personal Expenses	\$30,078.15		\$30,078.15
Other Operating Expenses			
Endowment Expenses	\$88,062.68		\$88,062.68
TOTAL II	\$818,962.79	\$23,941.67	\$842,904.46
EXPENSES RESULTS (I-II)			\$70,162.55

FINANCIAL PRODUCTS			
Product Equities and Other Investments			
Exchange Gains			
Interest and Other Financial Income			
Financial Times; Expense Transfers			
TOTAL IV			
FINANCIAL CHARGES			
Interest Expense	\$60.02		\$60.02
Losses			
Other Financial Expenses			
Financial Allocations			
TOTAL V	\$60.02		\$60.02
FINANCIAL RESULT (IV-V)			-\$60.02
CURRENT RESULT (III+VI)			\$70,102.53

1) Change in stocks : stock final - intial stock;
increase (+) decrease (-)

2) Sold or consumed purchases: purchases-
inventory variation

Appendix Q - Statistics of Children in Rita Zniber Foundation

Distribution of Beneficiaries by age group 2011/2012 Rita Zniber Foundation

Distribution of beneficiaries by age group statistics school year 2011/2012			
<i>Age interval</i>	<i>Number</i>		<i>Percentage</i>
<i>5-9 years</i>	<i>Girls</i>	<i>Boys</i>	4.72%
	0	10	
<i>10-13 years</i>	<i>Girls</i>	<i>Boys</i>	53.77%
	2	112	
<i>14-17 years</i>	<i>Girls</i>	<i>Boys</i>	21.23%
	1	44	
<i>18-24 years</i>	<i>Girls</i>	<i>Boys</i>	20.28%
	0	43	
Total	212		100%

Causes of death of toddlers in the NID 1992-2011

Causes of Death of Toddlers in NID From 1992-2011						
Nursery turned to "intensive care unit"						
<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>	<u>From 1998 to 2011</u>
Pulmonary Disease	Cyanosis & Premature	Pneumopathy	Cyanosis	Neonatal Icterus	Severe Infection	GEA
DHA (Docosahexaenoic Acid)	GEA	Severe Blood Poisoning	Severe DHA	Severe Malnutrition	Premature	Cardiopulmonary Arrest
Respiratory Arrest	Severe Hypotrophy	Cyanosis	Severe Hypotrophy	Premature	GEA	Cyanosis
Gastroenteritis (GEA)	Icterus	DHA	Premature	Hydrocephalus	Pneumopathy	Premature
Superinfection	Severe Blood Poisoning	Respiratory Distress	GEA	Blood Poisoning	DHA	Blood Poisoning
Premature	DHA	Severe Malnutrition	Cardio-arrest	GEA		Neonatal Infection
Dyspnea	Neonatal Blood Poisoning	Icterus	Icterus	Cardiopulmonary Arrest		Respiratory Distress
Cachexy	Pneumopathy	Neonatal Infection	Blood Poisoning			
Blood Poisoning	Hypotrophy	Hypotrophy				
Respiratory Distress		GEA				
Icterus						
Pneumopathy						

1997 NID is overpopulated, bearing all the consequences that are generated from that fact. Still, the hire of an employee at the nursing service for assisting the nurses of the S.P has dropped the mortality rate. NID is the sole center to directly take care of not only prematures, but also hydrophilic children (-3kgs), and all those who are necessitating a medical and hospital support. That is to say, the mortality rate on the whole set of abandoned children, and who are taken care of by the Foundation, is the lowest in Morocco.

Staff of the Rita Zniber Foundation Headquarters

Staff at the headquarter's of the Rita Zniber Foundation: In charge of both the Annex and the Nid					
	<u>Administrative</u>	<u>Financial/Supply</u>	<u>Legal Services</u>	<u>Kaffala and Public relations specialist</u>	<u>Secretary</u>
<u>Number</u>	1	1	2	1	1
Total	6				

*The Rita Zniber Foundation was recognized as a charitable organization by the decree N.2.26.869 of the 7th of November 1996. B.O of the 2nd of December 1996.

Staff employed at the Rita Zniber Foundation Annex

Staff Employed at the Annex: Rita Zniber Foundation											
	<u>Teachers</u>	<u>General Staff</u>	<u>General Staff at the Nursery</u>	<u>Service Staff</u>	<u>Sanitary Staff</u>	<u>Treasurer</u>	<u>Laundry Agent</u>	<u>Supervisors</u>	<u>Secondary Teacher</u>	<u>Kitchen Staff</u>	<u>Kitchen Supervisors</u>
<u>Number</u>	15	4	2	6	1	1	2	3	8	4	1
Total	47										

Staff employed at the Rita Zniber Foundation Annex

Staff employed at the Annex: Rita Zniber Foundation								
	<u>General Supervisors</u>	<u>Librarian/Toys</u>	<u>Game Supervisor</u>	<u>Driver</u>	<u>Storage Supervisor</u>	<u>Supervisor</u>	<u>Athletic Director</u>	<u>Computer Director</u>
Number	1	1	1	3	1	2	1	1
Total	10							

Staff employed at the Rita Zniber Nid (infant) Center

Staff of the Nid (infant) center: Rita Zniber Foundation												
	<u>Teachers</u>	<u>Supervisors</u>	<u>Secondary Teachers</u>	<u>Service Agent</u>	<u>Kitchen Agents</u>	<u>Responsible for the Kitchen</u>	<u>Sanitary Agent</u>	<u>Driver</u>	<u>Treasurer</u>	<u>Laundry Personal</u>	<u>Extra</u>	<u>Bath helpers</u>
Number	16	2	1	3	2	1	1	2	1	2	2	2
Total	35											

Staff Employed at the Rita Zniber Nid (infant) Center

Staff Employed at the Nid: Rita Zniber Foundation				
	<u>Nurse Manager (*)</u>	<u>Nurses of care unit (*)</u>	<u>Social Service</u>	<u>Toy library/ Animators</u>
Number	1	5 (Previously 8, 3 have returned to nursing school and haven't been replaced)	1	2
Total	9			

*Information from the Ministry of Health

Amount of Children who Received Vocational Training: Rita Zniber Foundation

Amount of Children who Received Vocational Training: Rita Zniber Foundation		
<i>Field</i>	<i>Number</i>	<i>Integration Date</i>
<i>1st Airborne Battalion</i>	5	May-10
<i>Hair dressing company in Tanger</i>	1	Jul-10
<i>Hair Dressing salon in Meknes</i>	2	Jul-10
<i>1st Airborne Battalion</i>	6	Mar-11
<i>1st Airborne Battalion</i>	2	Mar-11
<i>Total</i>	17	

Statistics of the Need 2012 Rita Zniber Foundation

<u>Statistics of NID's children from 01/01/2012 to 07/30/2012: Rita Zniber Foundation</u>									
	<u>January</u>	<u>February</u>	<u>March</u>	<u>April</u>	<u>May</u>	<u>June</u>	<u>July</u>	<u>August</u>	<u>September</u>
<i>abandoned (children who are taken in by the NID)</i>	9	10	10	7	6	5	17		
<i>Adopted</i>	7	4	8	5	11	5	4		
<i>dead</i>	3	0	0	2	0	0	1		
<i>Retaken by their mothers or their parents</i>		0	3	0	0	0	2		
<i>Transferees to NID's annex</i>	2	0	0	0	0	0	0		

N.B: the number of beneficiaries living in the NID on July 30, 2012 is 32 handicapped, 55 babies and a child of which 16 are assigned to families by Kafala

Statistics of Children in the Rita Zniber Foundation

Children Status Statistics From 1992 to 2009 (and 2010, 2011): Rita Zniber Foundation																					
	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	Total	2010	2011
Abandoned	124	118	121	67	74	80	98	127	144	121	105	78	89	93	70	91	81	112	1777	88	98
Adopted	53	72	40	31	32	27	45	38	49	46	49	98	111	82	76	75	79	89	1073	104	85
Dead	28	25	43 (Cholera Epidemic in meknes region, even at the hospital)	18	15	14	12	10	29	15	11	7	1	4	3	9 (2 in the children hospital in rabat)	2	9	259	2	4
Taken back by their mothers or their parents	2	2	5	3	2	6	8	10	8	8	6	7	7	3	7	11	6	10	109	12	8
Out of the Foundation														1			9	0	10		1

Nota Bene: The total of the Children of the foundation on 12/31/2009 is of 341, 241 are in the Nest Annex, 102 in the Nest.
 Children With Obvious Handicaps: 30 (6 with Severe Handicaps, - 7 Physically and mentally handicapped - 4 Hydrocephalic Girls - 4 Soft Physically handicapped - 9 Mentally Handicapped)

Appendix R - Financial Information for the Semi-Public Orphanage

Semi-Public Orphanage Income Information 2011

Semi-public Orphanage: Financial Information (2011)							
Income:							
<u>Public Authorities</u>		<u>Private Sector</u>		<u>Sales</u>		<u>Other</u>	
Financial Contributor	Revenue Reached	Financial Contributor	Revenue Reached	Financial Contributor	Revenue Reached	Financial Contributor	Revenue Reached
<i>National Mutual Benefit</i>	\$35,150.29	<i>Donations: Properties</i>	\$14,927.16	<i>Bread</i>	\$87,274.66	<i>Partnership 1</i>	\$18,071.94
<i>Ana City Council (Tax Aldbh)</i>	\$35,745.20	<i>Foreign Associations</i>	\$9,408.56			<i>Partnership 2</i>	\$12,901.46
<i>Subsidies from Public Institutions (INDH)</i>	\$64,442.20					<i>Partnership 3</i>	\$5,058.64
Subtotal	\$135,337.69	Subtotal	\$24,335.72	Subtotal	\$87,274.66	Subtotal	\$36,032.04
Total Year to Separate							\$282,980.11

Semi-Public Orphanage Expenditure Information 2011

Semi-Private Orphanage: Financial Information (2011)													
Expenditures:													
<u>Operating Expenses</u>		<u>Wages/Transportation/Fees</u>		<u>Insurance</u>		<u>Maintenance and Services</u>		<u>Other</u>		<u>Hygiene and Functional</u>		<u>Exceptions</u>	
Reason	Amount Withdrawn	Reason	Amount Withdrawn	Reason	Amount Withdrawn	Reason	Amount Withdrawn	Reason	Amount Withdrawn	Reason	Amount Withdrawn	Reason	Amount Withdrawn
<i>Food</i>	\$110,113.00	<i>User Fees</i>	\$93,557.37	<i>Insurance</i>	\$323.50	<i>Maintenance of Buildings and Realstate</i>	\$2,424.61	<i>Training</i>	\$112.48	<i>Detergents and Soap</i>	\$3,937.51	<i>School Supplies</i>	\$2,163.67
<i>Clothing</i>	\$305.81	<i>Compensation for specific fees</i>	\$1,490.37	<i>Security</i>	\$808.77	<i>Dicor and tools</i>	\$1,545.79	<i>Office Equipment</i>	\$1,353.29	<i>Kitchen Supplies</i>	\$531.82	<i>Material Assitance</i>	\$3,745.81
<i>School</i>	\$402.82	<i>Enterprise</i>	\$20,321.66			<i>Gas</i>	\$3,550.02	<i>Mail</i>	\$7.73			<i>Liquidation</i>	\$33,343.70
		<i>Transportation of goods</i>	\$66.79			<i>Sewer and Water</i>	\$17,322.06	<i>Telephone and Fax</i>	\$2,251.88			<i>Bank Cuts</i>	\$24.78
		<i>Audits</i>	\$784.32									<i>Advertising</i>	\$140.60
												<i>Legal Expenses</i>	\$18,071.94
Subtotal	\$110,821.63	Subtotal	\$116,220.51	Subtotal	\$1,132.27	Subtotal	\$24,842.48	Subtotal	\$3,725.38	Subtotal	\$4,469.33	Subtotal	\$57,500.49
Total Year to Separate													\$318,180.28

Semi Public Orphanage Table Budget 2011

Semi-Public Orphanage: Table Budget			
<i>Incomes</i>		<i>Expenditures</i>	
Contributor	Amount	Reason	Amount
<i>Other Authorities</i>	\$35,745.20	<i>Wages</i>	\$116,220.51
<i>Private Sector</i>	\$42,295.82	<i>Insurance</i>	\$1,132.27
<i>INDH</i>	\$64,274.66	<i>Maintenance</i>	\$24,842.48
<i>Extra</i>	\$87,274.66	<i>Hygiene Items</i>	\$3,937.51
<i>National Coopertion</i>	\$35,150.29	<i>Food</i>	\$110,821.63
<i>Other</i>	\$18,071.94	<i>Other</i>	\$3,725.38
		<i>Exceptions</i>	\$57,500.50
		<i>Extra payments</i>	\$35,201.34
		<i>Budget Management</i>	\$35,200.17
Total	\$282,980.11	Total	\$353,380.44

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