

Developing an NGO Incubator Model for the Moroccan Civil Sector

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ANOUAL
#We_Empower_For_Impact

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Abstract

The number of NGOs in Morocco has grown rapidly in the past decades, yet many NGOs still struggle to establish themselves and achieve their goals. This research aims to assist Association Anoual in developing an NGO incubator that would provide training and support to the growing number of NGOs in Morocco. We conducted interviews in Morocco with alumni of previous Association Anoual programs, local established NGOs and social enterprises, aspiring NGO founders, and existing incubators and capacity building experts to determine the needs of Moroccan NGOs. We then presented the market research to executive members of Association Anoual and developed a proposal for an NGO incubator program taking their capabilities into consideration. Our proposal adapts well-documented models for business incubators and accelerators to the needs of the Moroccan civil sector.

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Executive Summary

The Non-Governmental-Organization (NGO) sector in Morocco has grown rapidly over the last 30 years from under 20,000 registered NGOs to over 116,000 registered NGOs today. Unfortunately, many NGOs succumb to managerial and leadership issues stemming from inadequate resources before they are able to fully address problems within their community. An NGO incubator would address this critical issue by providing NGOs in need of support, consultation, and mentorship with tailored services to support their needs. Association Anoual, the sponsor of this project, believes it would be able to create such an incubator due to their past experience and current capacities.

Association Anoual is an NGO based in Kenitra that has been working on the issues of women and youth empowerment, leadership, education, and capacity building since its inception in 2005. They have achieved widespread recognition in Morocco for successful programs with positive impacts in local communities, and are well established in the Moroccan NGO community. They have experience in both individual-focused leadership programs through American Leadership Academy and Morocco Future Leaders and experience in NGO capacity building through their 2015 program NGO PushUP.

Today, Association Anoual is looking to utilize that experience to create an NGO incubator and expand their support of the Moroccan civil sector. Their emphasis on peer-to-peer education, cultivating leadership, and community impact makes them well-positioned to implement an incubator program that is successful and benefits local communities.

To develop a proposal for an NGO incubator, we took into consideration four key aspects that combined to form a comprehensive model:

- I. Content, timeline, and schedule
- II. Metrics of success and evaluation
- III. Client-mentor relationship and follow-ups
- IV. Criteria for identifying and assessing clients.

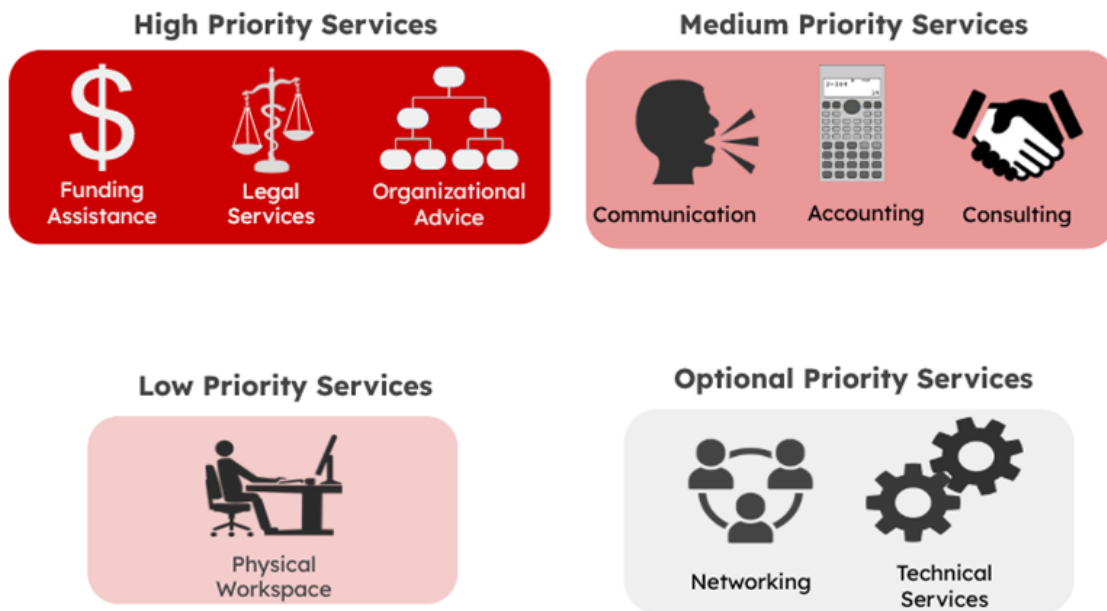
Creating an incubator model from those key aspects necessitated the creation of three objectives to guide our project.

1. Identifying high priority incubation services that best address the needs of NGOs in Morocco.
2. Designing a timeline and structure for an NGO incubator program based on feedback from key informants.
3. Developing feedback systems for the incubator program and assessment systems for the participants of the incubator to ensure sustainability.

The first objective was accomplished by conducting "market research" on the Moroccan NGO sector. From background research, we developed a general understanding of the structure and services an incubator might provide. We presented these services to three relevant populations in the local NGO sector: Established NGOs, Aspiring NGO Founders, and existing Incubators through a series of interviews. From these interviews we gathered a mix of qualitative and quantitative data to inform our model.

We conducted 23 interviews: 8 Established NGOs, 7 Aspiring NGO Founders, and 8 Incubators, all of which contributed to our market research by sharing their experience and recommendations. All interviewees were asked to rank a list of nine services we developed through background research in order of their usefulness: Funding Assistance, Physical Workspace, Accounting, Communication, Organizational Structure, Legal Services, Consultation, Technical Services, and Networking.

Through a mix of qualitative and quantitative analysis we were able to break the 9 services into four priorities: high priority, medium priority, low priority, and optional priority. The first three priorities are self explanatory, and the optional priority includes services that are needed by some NGOs but not by all. The high priority services were determined to be Funding Assistance, Legal Services, and Organizational Advice, the medium priority services were determined to be Consultation, Accounting, Communication, the low priority services were Physical Space and the optional services were Networking and Technical Services.



The second objective was accomplished by combining the needs of the local NGO sector with the capabilities and vision of Association Anoual. We presented our market research to Association Anoual and together developed a scope for the project centered around their capabilities. Their capabilities were evaluated through both a self-assessment survey sent to the president and interviews with alumni of Morocco Future Leaders and American Leadership Academy to determine Association Anoual’s strengths.

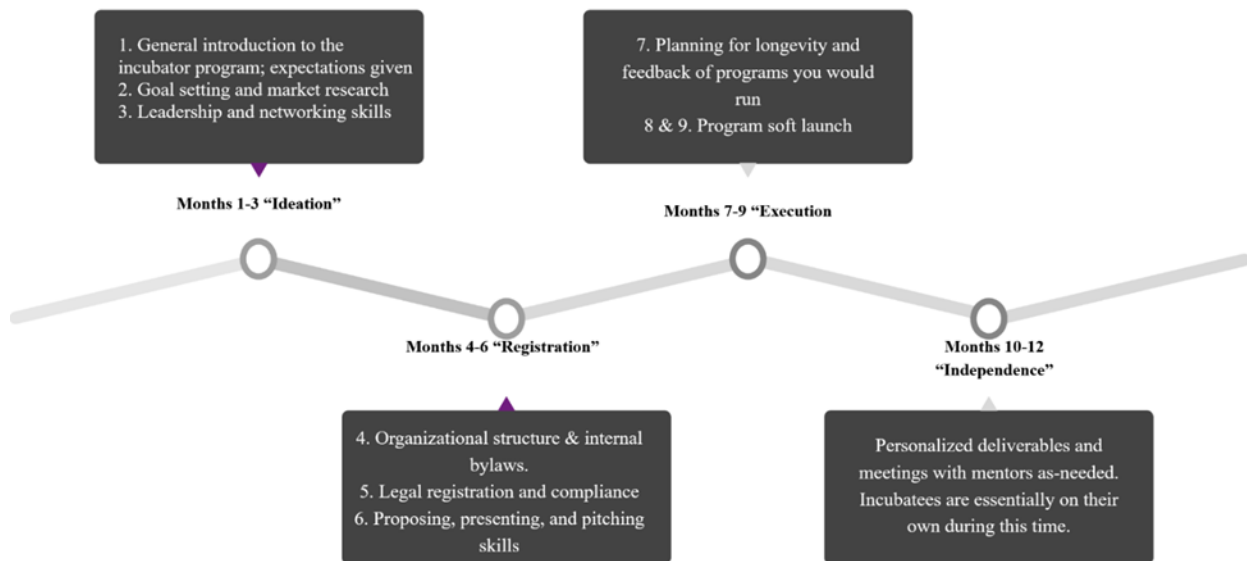
Association Anoual was asked to provide a timeline on when they would be able to provide each of the 9 services, with options that they were able to provide immediately, able to provide after a year, and never able to provide. The priorities of all services determined from objective 1 were aggregated with the timelines provided by Association Anoual to determine the focus of our proposed incubator. The heaviest emphasized services in the incubator were thus determined to be Legal Services and Organizational Advice, with Accounting, Communication, and Consulting being somewhat emphasized services, Physical Space not being included at all, and networking being an optional service. Funding Assistance and Technical Services were both determined to be future services of the incubator based on what we learned from Association Anoual about their capabilities.

Our round table discussion with Association Anoual enabled us to restrict the scope of the incubator to youth empowerment focused NGOs and aspiring NGO founders in the

Rabat-Sale-Kenitra region. This decision was made to leverage the strengths of Association Anoual in developing organizations similar to itself and to realistically limit the geographic region for the NGOs selected for the incubator.

This research culminated in a proposed NGO incubator model to Association Anoual. This proposed model was refined through several iterations by relying on a draft-and-revise cycle. Starting from a basic model, feedback from interviews and our discussion with Association Anoual were successively incorporated into the existing model to expand and improve it. The development process was finalized by a prototype workshop at Association Anoual’s office in Kenitra, where we tested both the workshop format and the feedback-collection mechanisms that will be used by the incubator to improve itself in the future.

The final incubator model we created consisted of two tiers with distinct audiences. The first tier focuses on Aspiring NGO Founders and provides a structured curriculum with scheduled workshops and assistance in researching and launching a program at no cost to participants. The second tier focuses on Established NGOs and is focused on providing tailored consulting services and access to an online service repository for a yearly subscription fee.



Our third and final objective dealt with assessing the sustainability of the incubator model through the creation of a feedback and assessment system to ensure that the incubator model is able to function long-term. We were able to do this by determining how NGOs and incubator

models determine their own success and how they garner feedback from their programs. This process, along with our background research and recommendations from Association Anoual allowed us to create a set of recommendations to evaluate the incubator model and repeatedly improve it with participant feedback.

The NGO sector in Morocco shows promise for a substantial amount of growth and development. Conditions in Morocco are ripe for the development of an NGO incubator to support and accompany the increase of new civil society organizations. Association Anoual's previous successes with the American Leadership Academy and Morocco Future Leaders programs show that they are capable of building capacity in individuals, and building capacity in organizations is a natural evolution for their organization. Our research allowed us to collaborate with Association Anoual on creating an effective incubator model for the Moroccan civil sector. Our hope is that our model is not only a great success for Association Anoual, but is also able to support many struggling NGOs in Morocco and lead to tangible social change in the country.

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1 Introduction

Non-governmental organizations (NGOs) represent an increasingly visible category of civil society actors that are often involved in efforts such as human rights advocacy, political mobilization, or community services. The scope of NGO operations can vary from community-oriented grassroots programs to national or even international programs (Lawry & Frandsen, 2009). As a decentralized system, NGOs are globally perceived as more flexible, less bureaucratic, and more effective at advocacy and action in the civil sector compared to state actors (Atia & Herrold, 2018). At the same time, the growing presence of the NGO sector in developing countries is often criticized for promoting Westernization and neoliberalism in developing countries (Shivji, 2006), casting doubt on the legitimacy and trustworthiness of civil society organizations (CSOs), especially those with international benefactors (Edwards & Hulme, 1996).

Morocco is a developing country of 37 million people, and it ranked only 123 out of the 189 countries on the United Nation's 2022 Human Development Index (Bazza, 2018; United Nations Development Programme, Human Development Reports, 2022). In April 2021, the Moroccan government published its *Morocco 2035* plan, outlining its visions for the development of Moroccan society. The plan emphasized empowering citizens, highlighting education, healthcare, transportation, and the arts as major areas of focus (La Commission spéciale sur le modèle de développement, 2021). The average extent of schooling for Moroccans over the age of 25 is only 5.5 years and only 28% of women and 34.8% of men have received secondary education from 2010 to 2017 (Bazza, 2018). Morocco's NGO sector tackles a diverse range of issues, including women's rights, educational inequality, economic development, climate or water activism, and healthcare access. Since the 1980s, the Moroccan NGO sector has rapidly expanded to over 116,000 active organizations (International Center for Not-for-Profit Law, 2023). This makes the number of NGOs per capita approximately 3.1 NGOs per thousand; comparable to that of Poland and Canada, which have 3.6 NGOs per thousand (Charycka et al., 2022) and 4.4 NGOs per thousand (Hall et al., 2005) respectively.

The increase in NGOs has positively affected many social services in Morocco. For instance, the greater access to legal assistance for unwed mothers has been attributed to NGOs' actions (Bordat et al., 2011). NGOs were also critical in repealing Article 475 in Morocco,

closing a loophole that enabled perpetrators of sexual violence to marry their victims to escape prosecution (Walters, 2019). Also, fifty percent of the literacy programs responsible for increasing the literacy rate in Morocco from 30% in 1982 to 75% in 2021 (The World Bank, 2021) have come from the initiatives of NGOs (Bougroum et al., 2006).

The Moroccan government understands the benefits that NGOs provide and has sought to work with them to remedy some of the issues they face, the primary one being funding. To alleviate this concern King Mohammad VI created the National Initiative for Human Development (INDH) in 2005 to fund NGOs. The goal of the program was to empower NGOs to combat issues like urban slums, illiteracy, poor school attendance, and unemployment and it funded NGOs with a total of 10 billion dirhams (around \$1 billion USD) from 2006 to 2010 (Martín, 2006). The INDH continues to support various endeavors in civil society, and is in its third phase of funding as of 2023.

Despite the funding provided by the INDH, many NGOs in Morocco are often short-lived because they lack managerial experience, struggle with networking, and are short on resources. While the INDH is a funding resource for NGOs, the program does not provide many of the other essential services that NGOs need to run effectively. A comprehensive NGO incubator program could remedy those issues by providing essential services and training to recently formed Moroccan NGOs. Prior attempts at establishing NGO incubators in Morocco have been met with limited success. INCO Scholar, an NGO incubator with operations in several countries including France and Senegal, struggled in Morocco due to a lack of connections and networking abilities (S. Stitou, personal communication, January 31, 2023).

One NGO that is well positioned to create a successful NGO incubator is Association Anoual. Since its founding in 2005, Association Anoual has worked at addressing the education gap through their community programs. Since 2016, the organization reemphasized their focus on youth empowerment programs, to help youths in designing innovative solutions for relevant social issues. Association Anoual has achieved widespread recognition in Morocco for various successful programs with positive impacts in local communities. Association Anoual is well established in the Moroccan NGO community, enjoys a high degree of visibility, and works with a large network of NGOs. Many recently established NGOs reach out to them for assistance and advice, often through social media or other informal avenues of communication.

Association Anoual aims to develop an incubator program for the Moroccan NGO sector, which will improve the availability of resources aimed at nascent and growing NGOs and streamline the start-up and networking processes. This research paper proposes a model for an NGO incubator to address issues facing new NGOs in Morocco. Our research project supports the development of this incubator program by pursuing three essential objectives. First, to identify common needs of fledgling NGOs that focus on topics relevant to Association Anoual's mission of youth empowerment. Second, to design an incubator program in collaboration with participants through cycles of feedback and development of the timeline and structure. Third, to develop evaluation techniques and feedback mechanisms for the incubator to ensure the longevity of both the incubator program and of its clients.

2 Background

Non-government organizations (NGOs) have played an increasingly important role in Morocco in recent decades. Historical precedent has created a complex civil sector environment that NGOs struggle to navigate. They face issues such as lack of resources and institutional knowledge, which are common challenges in many developing nations. An NGO incubator could address these issues by assisting new NGOs in becoming as effective as possible. To develop an NGO incubator model for Morocco, inspiration can be taken from both business incubator models and NGO incubators in the Middle East and North Africa (MENA) region as well as regions outside. Such models can then be adapted to the Moroccan NGO sector to create an incubator model that promotes the sustainability and success of NGOs in Morocco.

2.1 The Developing Moroccan NGO Sector

Non-government organizations (NGOs) within Morocco have continuously grown in number, influence, and reach over the last 20 years. A series of reforms undertaken at the end of King Hassan II's reign in the 1990s and throughout King Mohammed VI's current reign (1999-present) have benefitted NGOs by reducing their legal challenges and increasing the availability of funding. Despite these new policies, obstacles remain for many NGOs seeking to affect social change, such as traditionalist resistance to the changes being advocated by NGOs, insufficient community reach to spread information effectively, and inadequate organizational structure, funding, and training. These obstacles prove the need for an effective incubator that can help NGOs navigate Morocco's civil environment.

2.1.1 Growth of the NGO Sector in Morocco

Though the early decades of King Hassan II's rule (1961-1999) was characterized by an authoritarian monarchical governance (Cavatorta, 2006), the 1980s saw several socio-political shifts that led to the proliferation of progressive thought in Moroccan politics, such as the establishment of the first Moroccan feminist organizations and political parties (Sater, 2002). NGOs archetypically form as grassroots responses to social grievances; for example, feminist NGOs form to ensure community access to women's literacy programs, legal advocacy, and to support feminist-oriented constitutional reforms (Ennaji, 2016). Feminist NGOs were involved in

progressive landmarks in Moroccan legislative history, such as the 2004 reforms of the Family Code, which were viewed as patriarchal up until this point and were derived from religious principles (Bordat et al., 2011). Other NGOs in Morocco focus on diverse issues such as youth empowerment, climate activism, or Amazigh rights. Sater (2002) explains that by the late 90s the monarchy appeared to dissociate from politics, leaving behind an apparent power vacuum. The establishment of politically-oriented NGOs during this time drew suspicion from the existing political parties, establishing a cultural perception of NGOs as subversive and politically opportunistic organizations. The skepticism towards NGOs in Moroccan society fostered by the political sector has been labeled antidemocratic by human rights associations such as the Association Marocaine des Droits de l'Homme (Sater 2002).

Morocco's civil environment in regards to NGOs was formalized by the reforms instituted by King Mohammed VI. In 2002, he revised the Decree on the Right to Establish Organizations, which greatly liberalized the legal environment for NGOs by removing bureaucratic restrictions to the formation of NGOs (Atia & Herrold, 2018). The revision of the decree outlined the process for creating an association recognized as being for public benefit and the rules that they have to follow (Decree 1-58-376). These changes made Morocco much more accepting of NGOs doing work for their communities, and the number of NGOs rose accordingly.

While the revision in 2002 made it easier for NGOs to establish themselves in Morocco, NGOs still face many challenges to getting legal recognition. The process for registering a new NGO is long and the application can be arbitrarily denied at many points. A new NGO must first apply to their local authorities with registration documents that include information such as their physical location, organizational bylaws, leadership positions, and leadership staff. The local authorities typically then grant the NGO a temporary receipt that allows the organization to officially start. After 60 days the temporary license will turn into a permanent receipt that enables the NGO to fully operate, allowing it to open a bank account, apply for partnership with government agencies, work with the Ministerial Commission on Human Rights, and more. With only a temporary receipt the NGO will not be able to do those functions which hinders its ability to operate (Cairo Institute For Human Rights Studies, n.d.).

Local authorities have the ability to deny the temporary receipt, which happened to several human rights organizations from 2014 to 2015. Denied organizations are unable to take

legal action because they do not officially exist without the receipt, and thus cannot file lawsuits. The would-be founders of denied organizations are also subject to prosecution directly for any laws that may be violated by conducting unofficial activities with an organization that does not legally exist and thus cannot take on liability. The authorities are also not required to provide reasoning for denying the final receipt, and can also deny the final license for any reason. A final hurdle to NGOs seeking legal recognition in Morocco is that they must notify authorities whenever they change their bylaws, expand their organization, modify their administrative board, or renew their mandate. This undertaking has presented challenges to many organizations; for example, the Moroccan Association for Human Rights was denied registration renewal for 48 out of 60 of their local branches from 2014 to 2016. While this NGO was able to sue and reverse some of the denials because they still had legal standing in some regions, facing this kind of litigation may overwhelm many smaller or less established NGOs (Cairo Institute For Human Rights Studies, n.d.).

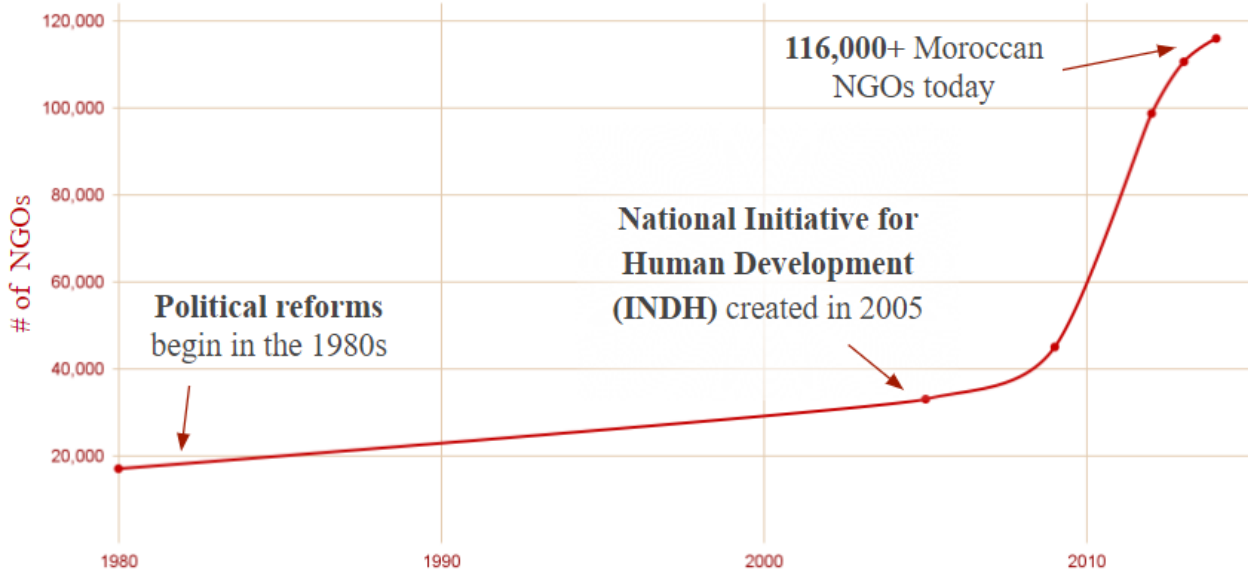
Two major types of registrations for NGOs in Morocco are foundation and association. Foundations are supported by donations and gifts and are led by appointed trustees. They can fund projects of their own, undertake research, and provide grants to individuals. Associations have open and voluntary membership where decisions are made through a majority vote among members. They are also partially funded by mandatory membership fees that all members must contribute. This gives associations more autonomy than foundations as members can make decisions for the organization (European Commission, n.d.). NGOs must decide which designation best suits their organization before they register with the Moroccan government. Both types have their own unique benefits that must be explored and the final decision should be made based on the mission of the NGO.

Another emerging group of civil society actors in Morocco are social enterprises. Social enterprises are for-profit organizations that combine entrepreneurial aspects of business development, especially opportunity analysis and product and service generation, with the mission of solving social problems typical of NGOs (Hmama, 2022). In short, “a social enterprise seeks to achieve a double performance: create economic value while having a social and/or environmental impact” (Hmama, 2022, p. 105). In Morocco, social enterprises face significant legal challenges, as they are not a legally recognized category of business in Moroccan law. Moroccan social entrepreneurs must register their social enterprise either as an

NGO, forgoing the ability to make profit, or as a business, losing the tax advantages and legal protection of NGOs along with other incentives (Ouhnini, 2021). Many social enterprises choose to register as a *Société à Responsabilité Limitée* (SARL) (Hmama, 2022), the equivalent of a limited liability company (LLC).

The volume of NGOs increased even further in Morocco after King Mohammed VI created the National Initiative for Human Development (INDH) in 2005. The INDH was created to directly address issues like urban slums, illiteracy, school attendance, and unemployment by funding NGOs projects relating to those areas with government funds. This initiative had a large impact on Morocco, as in the first year 1104 projects were funded with a total budget of 250 million dirhams (Martín, 2006). That first year was not an outlier, as from 2011-2015 the INDH funded NGOs with 17 billion dirhams across 5 years. This influx of money grew the number of NGOs in Morocco rapidly to the approximately 116,000 that exist today (Atia & Herrold, 2018). The combination of the revision of 2002 and the founding of the INDH in 2005 made Morocco much more hospitable to NGOs over the last twenty years, which increased the quantity of NGOs greatly.

Figure 1. Number of NGOs in Morocco since 1980
(Akesbi, 2011; Espace Associatif, n.d.; Macnamara, 2005; Morocco World News, 2014)



While the number of NGOs has grown rapidly, not all of the NGOs in Morocco are as effective as they could be. Many NGOs struggle with securing funding, creating organizational structure, and training employees. As a result, some NGOs exist that are focused on building capacity in individuals and organizations to solve those problems. Association Anoual is one such NGO that worked on addressing those issues in the past and wants to further their efforts by developing a NGO incubator model to disseminate what they learned.

2.1.2 Association Anoual

Association Anoual is a prominent Moroccan NGO that was founded by students in 2005 that focuses on education, youth and women empowerment, and capacity building programs for local community actors. To achieve their goals, they have partnered with entities such as the US Embassy, Microsoft, and others. Association Anoual is a very well established organization in the Rabat area, they only have a small number of paid employees. Association Anoual primarily relies on volunteers to run its programs because it only has 2 full time and 7 part time employees. Despite their small size, they have put on effective programs that have positively affected many Moroccans. The most influential and relevant programs of Association Anoual to our project are:

1. Morocco Future Leaders
2. American Leadership Academy
3. DigiGirlz
4. NGO PushUp

Over the past seven years, Association Anoual has created many programs focused on empowering young leaders in their local communities, two of the most prominent are the Morocco Future Leaders (MFL) program and the American Leadership Academy (ALA) which are both funded by the US embassy.

The MFL program selects twenty youth leaders to learn the importance of good leadership and effective organization in a five-month long program that culminates in a competition organized by Association Anoual and the United States Embassy in the country and provides prizes for the best ideas (U.S Embassy in Morocco, 2021). The program has been run yearly from 2019 to 2022 and accepted participants between 18 and 30 years of age. MFL focuses on developing skills applicable to NGOs such as social media outreach, fundraising, and

grant writing. They have also conducted leadership workshops that taught participants emotional intelligence skills, critical thinking, questioning abilities, and more.

Participants also had to create and present a project showcasing their skills. Examples of projects created by participants include an incubator for entrepreneurs, a program to help diabetics, a program to empower young girls, and more. Many MFL alumni have come away from the program inspired to start their own NGO to continue the work they did on their project.

ALA is also focused on giving young Moroccans leadership and organizational skills needed to make them successful and it ran in 2021 and 2022. In 2022, 35 participants were selected from a diverse range of cities, towns, and regions across Morocco based on their leadership potential. Additionally, 7 mentors were selected based on their age, motivation, and English abilities. The program ran over a period of 6 months and consisted of an in-person introductory event followed by a series of online workshops and finally an in-person closing event. The workshops covered topics such as listening and dialogue, vision and prototyping, goal setting, and others. At the closing event of the program, participants got to assist NGOs in developing their strategies, prototype their own ideas and attend networking events. Graduates of the programs have gone on to create their own programs. One example is Tifaout, which was founded by two ALA alumni and focuses on providing educational and financial support to girls who dropped out of school.

While MFL and ALA were programs focused on building the capacity of individuals rather than that of organizations, they are both extremely valuable references for developing an incubator model. Many of the workshops could be beneficial to new NGO management and the structure of networking events put on by both programs could be emulated in an incubator. Additionally, feedback from alumni could provide insight into what the programs were lacking and what they did most successfully.

Another influential program that Association Anoual has worked on since 2017 is DigiGirlz. DigiGirlz is focused on providing opportunities in STEM to young girls aged 15 to 18. The program does this through teaching girls about specific IT skills such as coding, web development, and other computer skills while also teaching girls valuable leadership lessons. While DigiGirlz is a large multinational program run by Microsoft, the Moroccan edition is run by Association Anoual and is unique due to its mentorship program. The mentorship program helps develop leadership skills in those chosen as mentors because they recruit mentees by

giving talks to high school students about opportunities in STEM. The mentors also work with the mentees on creating a project that addresses issues local to their communities. DigiGirlz is one of Association Anoual's most successful and well funded programs, and has been able to help many girls discover passion in STEM and leadership (Hirsch et al., 2021).

Association Anoual has also had some limited past experience in the NGO incubation space. In 2015 Association Anoual organized a program titled NGO PushUp that focused on building capacity in 10 NGOs, and functioned as a prototypal NGO incubator in both objectives and content. Due to financial constraints the program only ran once in 2015, but it still exists as a valuable reference for future incubator programs.

2.2 Funding Sources for Moroccan NGOs

Funding is a primary concern for many NGOs in Morocco as funds allow NGOs to retain full-time staff, acquire resources for programs, and advertise their services. Often, NGOs are unable to make money directly from their programs, so outside benefactors must be solicited to ensure the NGO's success. In Morocco there are three main options for NGOs to secure funds. The first is through government programs such as the INDH, the second is from international sources such as international NGOs or foreign embassies, and the third is through community crowdfunding.

2.2.1 Government Sources

The Moroccan government is an important source of funding for many NGOs in Morocco. The main funding apparatus of the government is the INDH. The INDH is currently in its third phase since its founding in 2005, which focuses on initiatives to increase job availability, improving living conditions for future generations, and fighting poverty (INDH, 2019).

In the first two phases of the program, 43 billion dirham were invested in over 43,000 projects that increased quality and quantity of infrastructure, healthcare access, support centers for marginalized groups like unwed mothers and the elderly, access to schooling, and more. Phase 2 placed particular importance on providing funding for NGOs to develop projects addressing those issues in Moroccan society. However Phase 3 has changed its focus slightly to focus on economic development and as a result funds are less available to NGOs and more available to entrepreneurs and social enterprises, which are organizations with similar missions

as NGOs, but are for-profit instead of non-profit. The program has not limited its scope to one area or region of the country, and has had an impact in both rural and urban areas in all regions of Morocco (INDH, 2019).

While Phase 3 is focused on entrepreneurs, the INDH still works with certain NGOs such as the Moroccan Center for Innovation and Social Entrepreneurship (MCISE), which runs multiple programs focused on incubating startups, social enterprises, and NGOs. The INDH cooperates with them to distribute funds to deserving young entrepreneurs. The program run with MCISE places an emphasis on increasing the employability of youth, ensuring businesses are financially sustainable, and in stimulating economic development at the local level (*MCISE*, n.d.). While the current focus of the INDH is on economic development, NGOs focused on creating economic value for Morocco such as MCISE can still receive funds and cooperate with the INDH.

Additionally, critics have claimed that the INDH was not discerning enough in who it distributes money to during phase 2. Some NGOs were created specifically to benefit from the funding provided by the INDH and not to accomplish meaningful social change. Estimates for NGOs in Morocco that exist without a legitimate purpose range from 30 to 40 percent of total NGOs, which implies that the INDH's funds are being misappropriated (Atia & Herrold, 2018). This problem has led to the Moroccan government imposing additional financial reporting rules on NGOs in early 2022. According to the policy, the Moroccan government will now check that public funds allocated to NGOs will be used for their intended purpose (Alaoui, 2022). While this policy has the potential to improve the appropriation of funds, it also could add additional reporting requirements to NGOs that could take resources away from their missions. As a result, many NGOs look for funding sources outside of what the government provides.

2.2.2 International Alternatives for NGO Funds

In addition to the INDH, NGOs in Morocco also look for funding through international NGOs (INGOs). INGOs are often large organizations primarily funded by donors in Western countries. They can also be very influential in international affairs, and have pressured governments to change their practices. In Morocco, INGOs can provide valuable funding and mentorship to NGOs. These relationships are at their strongest when a horizontal power structure is present, where the NGO and INGO work as equals (Walters, 2019). However, there are

sometimes power imbalances between NGOs and their INGO benefactors due to the nature of how the funding is structured. Vertical INGO-NGO power hierarchies are less effective because the INGO is further removed from the situation on the ground. INGOs also might impose strict deadlines that result in rushed and incomplete projects, have lengthy grant application processes that use limited NGO resources to complete, and short contract lengths that leave NGOs uncertain as to the future of the projects they work on (Walters, 2019). Ideally, NGOs would work with INGOs that have longer contract periods, less arduous applications, and value horizontal power structures over vertical ones. That would enable NGOs to use their resources in the most effective manner possible towards the stated intent of their organizations.

As well as seeking funds from INGOs, many NGOs in Morocco also solicit funds from foreign embassies. The US Embassy is one example, as in 2023 they are giving grants for NGOs to encourage women in STEM, technological solutions to climate change, interest in space, and more (US Embassy & Consulates in Morocco, n.d.). Another large international contributor to the Moroccan civil sector is France through its Agence Francaise de Development (AFD). They have spent €3.7 billion on projects in Morocco between 1992 and 2021 (Agence Française de Développement, n.d.). Association Anoual has benefited from funds from both organizations, and put on their American Leadership Academy and Morocco Future Leaders Program in conjunction with the US embassy.

While working with foreign embassies can provide NGOs with valuable funds and partnership in putting on programs, many of the same risks exist in working with embassies as working with INGOs. Embassies often place program requirements and conditions on their funds, which could cause NGOs to spend unnecessary resources to comply.

The greatest struggle facing newly started NGOs in Morocco is a lack of resources to put towards accomplishing their goals. While funding can be secured through the INDH, INGOs, or foreign embassies, this type of funding is not always the most effective way for them to achieve their mission. When an NGO receives funding from a small number of benefactors, it must appeal directly to their wants and needs in order to secure future funding. An increased focus on the desires of sponsors means that the NGO is unable to focus on the community they want to help (Walters, 2019). If an NGO relies on a limited number of benefactors this problem gets amplified, as then the NGO is beholden to only a few organizations.

2.2.3 Grassroots Funding

An alternative to securing funding from the Moroccan government or from INGOs is the idea of grassroots funding. Grassroots funding means that an NGO secures their resources from a large number of ordinary people that live in the community they are serving. This funding model makes NGOs more sustainable and more accountable to the people they are helping. With grassroots funding, NGOs can concentrate on local issues rather than appealing the interests of wealthy external benefactors and complex bureaucracies. Grassroots funding is also more sustainable because the source of funding is local to the area it supports, which creates a feedback loop of productivity. In contrast, INGOs and government organizations work within large geographic regions, and their resource allocation can shift depending on their priorities.

An important issue with grassroots funding in Morocco is that the communities that NGOs often help are not wealthy, so it may be difficult to secure enough funding from them to finance their operations. An alternative solution lies in achieving grassroots funding to the degree possible, and then getting the remaining funds through a diverse range of benefactors. Striking an appropriate balance to retain independence while remaining effective is a major challenge for Moroccan NGOs, especially those that lack formal business training.

However, the major issue with securing grassroots funding in Morocco is legal regulations. Only in 2021 has grassroots funding been legally recognized as a method for securing funds in Morocco. Three methods of securing funds were available, equity based, community based, and loan based. The details of the law are still being finalized, so the permissions and limitations available to NGOs seeking this type of funding are not clear yet. However there will be limits on the amount individual donors can contribute to crowdfunding campaigns and a limit on the amount received (Ministry of Economy and Finance, 2021).

Morocco clearly has opportunities for NGOs to create solutions to social problems that affect their country. Resources are theoretically widely available through a range of services including the INDH, INGOs, and grassroots funding. Unfortunately, realizing the opportunities presented by those programs has proved challenging for many NGOs in Morocco. An NGO incubator would assist NGOs with navigating these challenges and ensuring that they reach their full potential by providing guidance, networking opportunities, and risk reduction services.

2.3 NGO Incubator Models

The concept of an incubator was originally developed to aid entrepreneurs in creating successful businesses by providing them training and resources. An incubator can be thought of as a mentorship program: the incubator provides advice, resources, and experience to a fledgling NGO as it develops. An NGO incubator can take inspiration from how business incubators are structured and operate, while adapting its practices to the NGO context. Additionally, business incubator models have been created specifically for developing countries such as Morocco, which could inform the recommendations for a Moroccan NGO incubator.

2.3.1 How Incubators Operate

The organization and operation of an NGO incubator program draws heavily from the more widespread model of business incubators that provide fledgling start-up businesses with resources for success. Business incubators are effective at providing businesses with the startup tools required to thrive (Dutt et al., 2016) and many NGO incubators utilize similar structure and organizational tools to develop their incubatees. Valero et. al (2016) describe business incubators as organizations that provide support to startups in three key areas: physical space to work, training and programs to develop the company, and networking with social connections. Both business and NGO incubators perform these actions with a key difference: while business incubators work with for-profit businesses and usually charge a fee, NGO and nonprofit incubators may work pro bono and they usually support organizations with no source of income (Shupac, 2014; Valero, J. N. & Black, R. A., 2021).

There are a wide range of organizational models for incubators. The goals of the organization being incubated determine the best methods to incubate it. NGOs wishing to work closely with individual community goals or small-scale problems might never hire more than a few dozen employees and may utilize a simple leadership model. Conversely, major INGOs often attempt to solve many problems at once and require an entire bureaucracy to function; effective organization for them might be enormously complex. Variation within country, region, and sector creates further complexity. A one-size-fits-all model is out of place in a nuanced and complex system like the international NGO world. Despite this, broad generalizations and theoretical incubator-oriented structures of models can be examined and considered. Many NGOs experience “increasing internal complexity” as they grow and mature, and a guide for

effective leadership and capable management might be useful (Lewis, 2003). Another important consideration is that incubator organization is influenced by the organizational model of the NGO they are incubating; incubation requires a tailored approach. Therefore it becomes necessary to consider NGO organizational models.

Organizational models also relate to the scope and size of the NGO incubatee. In a 2003 study, Lewis argues that while an organizational model can be synthesized, which he demonstrates, the more important construction is the hybridity and flexibility that all successful NGOs have. The inherent risk and international uncertainty that many NGOs work through requires more security and maneuverability than the average for-profit company might have (Lewis, 2003). Security in having stable and reliable access to your resources in times of need and having the ability to withstand fraught and dangerous working conditions; maneuverability in being able to navigate politics and communities, to adapt methodology and systems as situations call for it and being able to rapidly move personnel from place to place (Lewis, 2003). These requirements impact an NGO's leadership and organization, requiring appropriate and specific considerations on the structure, leadership, and nature of the program.

Organizational centralization, therefore, plays a vital role in the operations of NGOs and is expressed within its leadership. Tran (2020) describes the process of "centralization" within an NGO organizational structure. Centralization can be considered the "locus of decision-making authority" and is often akin to the brain and main location of an NGO. Tran considers this a major component of INGO organization; all incubators and NGOs exhibit this decision-making authority. This locus manifests itself within the leadership of the NGO because having effective leadership is of critical importance to an NGO (Tran, 2020). When questioned on the perceived effectiveness of NGO leadership between centralized and decentralized organizational models, INGO leaders tended to rank decentralized NGOs higher than centralized NGOs. It is worth noting, however, that both decentralized and centralized NGOs have benefits and drawbacks: as an example, Tran highlights that while decentralized NGOs might have a greater shared sense of responsibility, centralized NGOs are perceived as more effective in "goal consistency, effective cooperation, and quality control" (Tran, 2020). Both centralization and leadership are tied to the organizational structure of an NGO, as they have major effects on how an NGO functions, both internationally and on regional levels (Tran, 2020).

Recognizing the variety of NGO organizational philosophies, NGO incubators require a tailored approach. While literature on NGO-specific incubator organizations is scarce, we can draw from literature regarding business incubators and combine this with NGO incubator case studies to arrive at our own model. Within business incubators, a 2018 German study attempts to set out the ideal components for corporate incubators and found that they are highly dependent upon a number of “dimensions” (Schuh et al., 2018). These dimensions are: specialization of labor, coordination of employees among themselves, configuration of command structure, delegation of decisions, geographical relations between incubator and clients, and resources available to the incubator, governing the incubator organizational structure. While Schuh developed those ideas for corporate incubators, the general organizational components employed can be used as a framework for building an NGO incubator in Morocco.

In practice, incubators often work through educational workshops. The frequency of meetings, length of individual meetings, and nature of content are dependent on how an incubator curriculum is structured; meetings are typically infrequent but intensive, offering direct insight into organization’s development and progress toward their goals. When not learning content through workshops, an incubatee continues its normal operations, with the added resources of the incubator at its command. Incubators educate their incubatees through personal consulting and a curriculum that focuses on topics such as leadership, corporate management, and idea development. In addition to education, incubators need to be able to provide resources to aid the development of the incubatees, which fall into three main categories: physical space to work, training, and networking (Valero, J. N. & Black, R. A., 2021). These resources can be further tailored to support an incubatee in areas of its perceived weaknesses. As an example, if an incubatee needs administrative support, an incubator program might focus on that service. Incubators which are able to tailor their programs to incubatees’ needs and environment will be able to provide more useful advice; this is evident in both real-world examples of NGO incubators (The/Nudge, 2017), and studies performed on the effectiveness of business incubators (Dutt et al., 2016). Incubators vary in the length of their programs: MIT DesignX has an intensive 18 week curriculum for their clients, but works with graduated teams on the development and launch of their start-ups over a considerably longer time. This allows time for a team to fully develop, design, and launch an idea.

The model of an NGO incubator stands in contrast to the more individually focused programs that Association Anoual ran before our arrival, such as Moroccan Future Leaders and the American Leadership Academy programs. While Association Anoual's previous programs function similarly to incubators, they are better described as individual leadership workshops, working to develop individual talents rather than organizational capability.

2.3.2 Relevant Examples of Incubators

Specific examples of business incubators can be an extremely valuable reference for developing an NGO incubator. In particular the MIT DesignX program is a great resource and provides in depth information about how a successful incubator functions. The program selects 10 teams every year by evaluating both the capabilities of the team applying and the strength of the idea they propose. The teams then go through an intensive 2 week "bootcamp period" followed by a 16 week "accelerator studio" that is broken into four modules: understand, solve, envision, and deploy. Understand focuses on defining the problem the team will solve, solve focuses on developing a workable solution to the issue, envision includes goal setting and design, and deploy comprises creating a concrete action plan and methods of securing funding. The four modules function through workshops taught by MIT faculty that are supplemented by 2-3 external mentors per team who assist through consultations inside and outside of the workshop. At the conclusion of the program, all teams will present their prototype and plan to a collection of investors, stakeholders, and industry partners (MIT Design X, n.d.).

While MIT DesignX focuses on incubating entrepreneurs, many of the program's practices could be applicable to a NGO incubator. For instance, while the four modules were tailored towards creating a for-profit business, they could be adapted to provide advice for NGOs. Similar to businesses, NGOs often offer services meant to solve a problem, so understanding the issue and developing a solution for it is still useful. The main difference would be financial, as NGOs are often non-profit while businesses are for profit. Despite that, NGOs still need money to function so the "envision" and "deploy" modules can be useful if adapted to a NGO context. MIT DesignX provides examples of the timeline of an incubator program, the types of services an incubator can offer, and how an incubator selects clients. As such it is a valuable resource for developing an NGO incubator. However, MIT Design X was created for

use in developed countries such as the United States and Italy and special considerations need to be taken to adapt it to a developing country such as Morocco (MIT Design X, n.d.).

The NGO incubator space in Morocco remains in the early prototyping stages. While there are a handful of documented incubation programs in other countries, NGO incubators within Morocco are poorly documented and often face difficulty with long-term sustainability and effectiveness. The Moroccan Center for Innovation and Social Entrepreneurship (MCISE) is an NGO that has been operating since 2012 and currently has 50 to 60 employees, that runs a variety of incubator services for entrepreneurs and NGOs. In 2023 they ran at least three incubators: Qimam is a six month program that incubates 100 medium and small sized enterprises, Tamuri is an incubator funded by the European Union that builds capacity in 500 civil society organizations in five specific regions, and Oued Noun Innovates is a program that focuses on creating projects in one specific region of Morocco. MCISE is also a partner of the INDH, and specializes in distributing INDH funds to entrepreneurs.

The most relevant incubator model run by MCISE is the Tamuri Program. This program operates in five regions (Casablanca-Settat, Oriental, Souss-Massa, Tangier-Tetouan, and Beni Mellal-Khenifra), aiming to incubate 500 Civil Society Organizations (CSOs). 100 of those CSOs will be selected to receive funding from the EU at the conclusion of the program. The program established minimum criteria for participants that they must be legally registered, have a physical location, operate for at least one year, and have references. These requirements can present an obstacle for certain NGOs, particularly the requirement of being legally registered and having a physical location. This creates an opportunity for an incubator that focuses on NGOs who have not yet secured those objectives.

The program includes five activities, region specific hackathon events (events where people engage in very short collaborative events lasting one to two days), weekly networking events, the development of a strategic plan for CSOs, and an incubation toolkit available to all participants. The five activities are introductory activities followed by strategic planning, conceptualization, and needs identification concurrently with capacity building and networking through collaborative work, followed by the tailored creation of a program and finally help creating models for securing funds and being financially sustainable. The Tamuri program also focuses on having CSOs design economic models to ensure that their initiatives are financially sustainable.

While MCISE could be a valuable resource for some CSOs, it is not a perfect solution for all organizations in Morocco. MCISE is a very large organization and as such it can be difficult for all participants in an incubator program to get the full support they need. Additionally the Tamuri program is closed to those organizations that are just starting out and could need additional support. Association Anoual hopes to fill this gap in Moroccan civil society with its incubator model.

The 2015 Association Anoual program entitled NGO PushUp is another example of an NGO incubator. This program was organized in collaboration with the United States Embassy and was aimed at building capacity in newly formed NGOs. NGO PushUp was guided by four objectives:

1. Increase the capacity of new NGOs to develop effective, innovative, and sustainable projects
2. Foster collaboration among new NGOs to work together and form partnerships.
3. Encourage the development of projects that have a positive impact on the environment, society, and the economy.
4. Provide mentorship and coaching to new NGOs to support their growth and development.

The program accepted ten newly formed NGOs. Each NGO sent two representatives to the program's workshops, which were spread out across two stages spanning seven months. The first stage, entitled "Training and Inspiring," had a duration of five months and it focused on developing important skills in NGO leaders. It taught them the basics of social activism, how to leverage social media to their advantage, how to secure funding and manage projects, and the influence that social innovation can have on their communities. Concurrently with attending workshops focused on those topics, NGOs were also tasked to develop ideas to address issues in their communities using what they have learned. The second stage, spanning two months and entitled "Incubation," refined those ideas and included tailored mentoring, workshops about pitching and prototyping projects, and access to a shared working space in Rabat called the Social Lab. The two phase organization of the program allowed participants to learn and then implement lessons essential to the functioning of successful NGOs.

Unfortunately, NGO PushUP had several issues that hindered its effectiveness and culminated in the program not being run the following years. NGOs did not have a high rate of success after finishing the program due to a lack of funding and resources available to them. The

incubator also struggled with securing sufficient funding and the Social Lab space was prohibitively expensive, making Association Anoual unable to run the program the following year. Additionally, the incubator faced issues with NGO participation rate which prevented the lessons from the workshops from being fully implemented in the client NGOs. NGOs also faced problems with turnover in their organizations, meaning the progress made could be lost as trained staff left.

A more generic business incubator concept developed for “institutionally void” environments could also be an extremely valuable reference for the incubator because Morocco is still a developing country. An “institutional void” is characterized by a lack of important services such as education, financial apparatuses, and other gaps that are caused by a market or government failure (Mrkajic, 2017). Morocco would be one of those countries, because while the INDH provides funds for NGOs, there are challenges faced by NGO founders in realizing the potential offered by those funds. This limitation is due to challenges regarding internet access, effective advanced education, and a lack of successful NGO models to emulate. To mitigate these challenges, an incubator model tailored to developing countries has been developed.

2.3.4 Nascent and Seed Incubator Models (NIM and SIM)

Traditional incubator models found in developed countries, as well as a similar type of program called accelerators, are not an effective solution in developing countries that may lack the knowledge base or resources for such models to be effective. They focus on providing resources, market access, and networking to businesses that have already found success as a way to boost their growth faster than it would have happened organically. Applying this model to developing countries can cause issues because it can be difficult for founders of businesses to get to a point where an accelerator would be useful (Mrkajic, 2017). The incubator model proposed for such “institutionally void environments” is to have a two tiered incubator system, with one tier focusing on organizations in their very early stages, and a later tier that is almost analogous to an accelerator model that provides more advanced support.

The first tier, called the Nascent Incubator Model (NIM), provides institutional knowledge regarding basic business practices, strategies, and networking as well as shared office space. The NIM would bridge institutional knowledge gaps through a series of workshops, classes, and personalized guidance sessions while the shared office space would further reduce

the gap by insulating nascent organizations from risk, providing easy networking opportunities, and allowing organizations to learn from the experience of others. After an organization “graduates” from the NIM program, they would then enter in the Seed Incubation Model (SIM). The SIM would be meant for more mature organizations and would focus on providing additional funding, access, and networking (Mrkajic, 2017). This model would be very similar to incubators used in developed Western countries, and details could be taken from such examples.

Many NGOs in developing nations struggle in their start-up phase, and a NIM would provide founders and staff the resources they need to succeed. The most significant indicator that a non-profit initiative will fail is if it experiences financial and knowledge problems during its start-up phase (Andersson, 2019). Importantly, a NIM insulates its clients from financial instability by providing a secure shared office space and a NIM remedies its clients’ information problems by providing in depth training. Once start-ups establish themselves with the support of a NIM, they could transition to a SIM, and act as an inspiration and model for future NGOs (Andersson, 2019).

While this model was developed for businesses and not NGOs, studies have compared business incubators to NGO incubators, and their results could be used to design best practices. NGO incubators provide significantly more financial, leadership, legal, and communication services than traditional business incubator models. NGO incubators also tend to have a board of directors to govern their activity (Valero, J. N. & Black, R. A., 2021). The NIM/SIM business incubators could be adapted to an NGO context by considering the differences between business and NGO incubators highlighted by Valero & Black. For instance, a NGO NIM could focus on the development of NGOs in Morocco by providing educational workshops to develop skills founders might not have previously had access to. In 2021 Morocco was ranked 123 out of 191 countries by the United Nations Human Development Index. Morocco has also faced issues with access to education, and the average number of years of schooling was 4.5 years for women and 6.5 for men in 2018 (Bazza, 2018). Due to this educational gap, many NGO founders may lack the specific knowledge base to make their organization successful. A NIM could address this issue through training and networking opportunities.

2.3.5 NGO Incubator services

There is a wide range of services that may be offered by an incubator program. Particular services may vary depending on regional context: the incubator’s resources and capabilities, the overall and personalized needs of clients in the local sector, and the socio-political context of the region come into consideration. In general, the primary services offered are listed in Table 1 (Mrkajic, 2017; Valero, J. N. & Black, R. A., 2021).

Table 1. Typical NGO incubator services

Service	Description
Funding Assistance	The incubator provides financial guidance, for example stakeholder identification and connections or grant writing workshops.
Physical Space	The incubator supplies office space for the client to establish operations. Often a shared office space when the incubator supports multiple clients.
Accounting	The incubator manages or assists with accounting and managing expenses. May include either direct support and/or consulting.
Communication	The incubator advises the client on outreach, marketing, public statements, social media, etc.
Organizational Structure	The incubator advises the client on internal organizational structure. May include professional training associated with various leadership positions.
Legal services	The incubator performs legal advocacy and provides legal consulting.
Consulting	The incubator helps the client plan for longevity and provides consulting to manage any emergent issues, business direction, program development and ideation, etc.
Technical Services	The incubator provides resources for website development, internet outreach, and IT services.
Networking	The incubator connects NGOs with other NGOs both inside and outside of the incubator, private businesses, or other organizations beneficial to the NGO.

2.4 NGO Developments in the Global South

The dynamics of the NGO and business sectors of other developing nations provide valuable insights into essential considerations for developing an NGO incubator in Morocco. By

examining case studies in Burkina Faso, Palestine, China, and India we can learn about the intersection of the role of NGOs with various aspects of society. In Burkina Faso, entrepreneurs inspired by religious ideals are able to tap into a wide network of connections in Muslim society. In Palestine, we study the effects of international funding on the effectiveness of the civil sector and draw parallels to Moroccan state funding structures. In China, an example of how effective communication, networking, and support from the government can directly lead to national programs of development, similar to that of the INDH. In India, an incubator uses a rigorous selection mechanism to ensure that it provides tailored support to all of its clients.

2.4.1 Patronage in NGO Funding

The trajectory of the developing and evolving NGO landscape in Palestine is comparable to the timeline of the developing Moroccan civil sector. By and large, the role of NGOs in such developing societies is one of grassroots community empowerment, and the presence of a vibrant NGO landscape is seen as a hallmark of liberalization and social mobilization. The number of active NGOs in Palestine has grown to 3,000 since the signing of the Oslo Accords in 1993, which placed unprecedented international attention on the Palestinian occupation by Israel, stimulating an influx of foreign aid. A majority of these organizations receive funding from foreign donors, who cite the goal of scaffolding the development of a civil sector in Palestine in the absence of an independent Palestinian state under a two-state solution (Atia & Herrold, 2018).

Atia & Herrold (2018) argue that rather than contributing to the nominal goal of uplifting community services and heralding Palestinian liberalization, the explosion of foreign aid funding in the NGO sector has not only led to a bloated civil sector but also given rise to a system of foreign patronage. Under this patronage system, Palestinian NGOs are reduced to political tools acting in the interest of the international agents rather than independent organizations working explicitly and uniquely for the needs of the Palestinian people. Consequently, the international funding entity becomes an agent of Palestinian governance that projects power into the region. This patronage can be a productive form of governance, where NGOs are funded to carry many local projects to fruition, but the projects are often short-term, limited in scope and creativity, and emphasize quantifiable and immediate results over long term systemic change. Ultimately,

Palestinian NGOs receiving this kind of foreign aid are subject to deleterious professionalization and bureaucratization processes to meet the quantitative demands of donors.

International patronage abstracts the efforts of NGOs from the local and concrete political and social context that they formed in, an effect known as depoliticization. The foreign aid is explicitly and implicitly described as humanitarian aid, reframing the political efforts of some Palestinian organizations as humanitarian instead. This language casts Palestinians as simply poor and vulnerable rather than politically oppressed, impeding their pursuit of political change. The NGO sector in Palestine is fragile and dependent on a lifeline of foreign aid funding to remain afloat in the unstable environment of occupation. However, the resultant depoliticization of NGO operations under international patronage degrades the legitimacy and effectiveness of local NGOs (Atia & Herrold, 2018). The ongoing depoliticization and bureaucratization of the NGO sector have transformed the Palestinian civil sector from a decentralized and politically radical social movement to a hierarchical business-like entity. The proliferation of business-like operations from NGOs diverted the organizations' resources from effective radical action for social change to managing patron demands and developing marketable but politically diluted campaigns, in order to retain the lifeline of international funding (Arda & Banerjee, 2021).

Parallels can be drawn between the depoliticization of NGOs in Palestine due to international funding to similar effects observed in the Moroccan NGO sector. In Morocco, the patron responsible for the bureaucratization and depoliticization of the NGO sector is the state government. The INDH is one of the largest sources of NGO funding in the nation, and the direct state funding effectively attaches NGOs to the Ministry of the Interior. The government patronage subdues the presence of the kind of militant activism characteristic of Moroccan NGOs in the late 20th century, instead generating a shift towards marketization in the NGO sector similar to the Palestinian case. The restrictions imposed by receiving state funding thus stifle the effectiveness of the Moroccan civil sector (Atia & Herrold, 2018). Studies of Palestine's civil sector suggest that if the primary threat to the NGO sector is the rampant bureaucratization and depoliticization of NGOs, care should be taken to identify international donors that emphasize explicit political and social mobilization over business-like quantifiable projects. Such donors would be amenable to "deprofessionalization," allowing the emphasis of NGO operations to shift back to political and social action (Arda & Banerjee, 2021). Similarly, Moroccan NGOs seeking to separate from state patronage, and its restrictive influence on social

action, may look towards grassroots funding organizations or community incubator programs to establish a more activist presence in Moroccan civil society.

2.4.3 NGO Networking in Islamic Society

Within the West African nation of Burkina Faso, many NGOs and their incubator programs are created by entrepreneurs that utilize their religious connections for philanthropic benefit. These entrepreneurs can be broken down into three groups (Couillard et al., 2016):

1. Those that have made their own personal networks through travel in the Arab-Muslim world.
2. Individuals who have achieved success through their own efforts are able to invest in development initiatives.
3. French-speaking Muslims (Since the 1990s)

Abdrahmane Sidibé, one of these entrepreneurs and one of the creators of the “Comité d’appel à l’islam” (CAI) stated that:

“Islam is a religion that encourages a quest for knowledge that contributes to your material well-being, as well as your spiritual life. This is why Muslim NGOs also focus on building schools. I would also point out that these NGOs drill wells, care for orphans and distribute food aid to the population”. (Couillard et al., 2016)

Sidibé’s statement was an indication that Muslim NGOs focus on the social development of a community. Besides local NGOs, international NGOs like the International Islamic Charity Organisation (IICO) and the Africa Muslims Agency (AMA) began to expand operations to Burkina Faso in the 1990s. This expansion of operation led to citizens in Burkina Faso being hired by these international NGOs for secretarial and business coordination positions, helping with the representation of the international world within local communities. Many international NGOs besides the AMA and IICO would also play an advisory and managerial role in the country, implementing required programs in the local sectors of these NGOs while sending activity reports back to the international headquarters (Couillard et al., 2016).

It follows that a Moroccan NGO incubator model would recognize the possibility of seeking out charitable Islamic funding. By possibly tapping into the international network of Muslim NGOs, Moroccan NGOs may be able to find funding for nascent NGOs. The only real challenges that would be present in this approach of international aid would be the possible distrust of non-Muslim international agents in Morocco, in the case that there are any indications of proselytizing. There has been a drastic rise of countries passing laws on restricting the amount

of foreign funding for NGOs. Since the 1990s, the number of countries with such laws has increased dramatically from six in 1990 to 43 countries in the early 2010s (Marchetti, 2018). The Burkinabe model of Muslim entrepreneurs using their extensive connections to bring NGOs funding through international organizations would be a valuable asset when it comes to the culture around NGOs that Morocco has fostered.

2.4.3 NGO Incubators Outside MENA

Following socio-economic restructuring in the late 1980s, NGOs in China assumed a similar role to that of Moroccan NGOs in civil society. Chinese and Moroccan NGOs both face similar roadblocks such as extensive regulations and limitations, as well as a lack of independent financial resources. For this reason, many grassroots-organized NGOs avoid any relationship with state actors, which can lead to poor cooperation with the government and insufficient access to resources. (Yang & Cheong, 2019). NGO incubators represent a small, but emerging presence in the Chinese civil sector, and experience growing demand and opportunity for growth. These NGOs provide general educational resources and services such as training, capacity building, and fundraising, while emphasizing network formation with other NGOs in the region (Yang & Cheong, 2019). The incubators in China also help to build relationships between private partners and the state to support their clients and the growth of Chinese civil society.

In China, businesses play a major role in the development of NGOs, where multiple sectors work together to address NGO opportunities (Yang & Cheong, 2019). Over a six-year study conducted with Enpai, China's largest NGO, it was shown that the organization's NGO incubator was able to increase their network of NGOs from 83 organizations with 499 connections in 2006 to 216 organizations with 1,187 connections in 2011, highlighting the powerful network-building value of NGO incubators (Yang & Cheong, 2019). Organizations like Enpai reveal how incubators act as "relationship brokers," between NGOs and government agencies, improving incubated NGOs' capacity to grow and receive funding. As relationship brokers, Chinese NGO incubators like Enpai emphasize network-building to grassroots NGOs, facilitating the communication between nascent organizations and the state. A similar service would be valuable to NGOs in Morocco, as many new NGOs struggle with connecting to more mature and experienced NGOs. These interpersonal connections are vital to ensuring the success of new organizations, especially in developing countries such as Morocco.

A specific example of incubator model organization can be found in India: N/core, an NGO incubator, has several organizational methodologies that can be replicated (The/Nudge, 2017). N/core's application process was very selective about which NGOs it chose to support. Of the 583 Indian NGOs that applied for resources and aid from N/core, only 20 were accepted into the incubator program. The selective nature of the application process enabled N/core to provide unique and tailored guidance for startup NGOs. For example, N/core helped a legal NGO working to "demystify" India's laws implement a Hindi voice search engine to more effectively search and discover Indian legislation (The/Nudge, 2017). In another case, N/core worked with an education nonprofit to run a digitization event, supporting the client by improving their use of technology and digital tools (The/Nudge, 2017). N/core also established an advisory board called the Corporate Social Entrepreneurship (CSE) to educate and work with emerging NGO leaders. Through the CSE, N/core advises emerging NGO leadership on start-up philosophy by having leaders from large corporations guide the incubatees (The/Nudge, 2017). In these examples N/core was able to provide tailored and focused support for their clients, making their clients significantly more effective at achieving their results, which was only possible by controlling the number of clients through a selective application process. This case study shows the importance of effective selection mechanisms when designing an incubator model to ensure that organizations that the incubator can best support are chosen. The services that an incubator can provide should define the requirements by which clients are selected. This ensures that the incubator can provide the best help to its clients.

3 Methodology

This project aims to support Association Anoual in designing an incubator model to assist new NGOs by developing best business practices according to individual needs. The development of an NGO incubator model requires consideration of four distinct concepts. In order of decreasing priority, these are:

- I. Content, timeline, and schedule
- II. Metrics of success and evaluation
- III. Client-mentor relationship and follow-ups
- IV. Criteria for identifying and assessing clients

To support this aim, the research team has developed three objectives:

1. Identifying high priority incubation services that best address the needs of NGOs in Morocco.
2. Designing a timeline and structure for an NGO incubator program based on feedback from key informants.
3. Developing feedback systems for the incubator program and assessment systems for the participants of the incubator to ensure sustainability.

The scope of the research was focused but not limited spatially to the Rabat-Salé-Kénitra region and conceptually to NGOs seeking to empower youth and expand educational access. The research project took place between March 13 and May 5, 2023.

3.1 Identifying High Priority Incubation Services for Moroccan NGOs

To develop an NGO incubator, we first investigated the issues facing NGOs in Morocco and categorized them based on priority. We identified common strengths and weaknesses of NGOs in Morocco to determine which incubator services (Table 1) would have the greatest impact. We ensured that the incubator was tailored towards Morocco by conducting interviews with three key populations with unique perspectives:

1. *Established NGOs*: registered NGOs or Social Enterprises that have already found some degree of success, for example reliable funding or successful programs.

2. *Aspiring NGO founders*: people who are involved in the NGO sector and want to form NGOs or are in the process of doing so. This group includes the MFL and ALA alumni interviewed.
3. *Incubators*: people involved in NGO incubation, business incubation, or other capacity building and consulting positions.

Interviewees from the three categories were identified through Association Anoual's network, past WPI research reports and personal outreach through networking websites. Interviews were conducted both in person and through virtual meetings to accommodate the participants.

The interviews involved collecting both quantitative and qualitative data regarding the importance of various services an NGO incubator could offer. All interviewees were asked to rank common incubator services identified in background research, as well as to qualitatively elaborate on their rankings and describe any ideas for incubator services. Additional qualitative input and feedback was collected based on each participant's unique experience with the topic.

We analyzed the compiled interview data both as an overall population and as separate populations by interviewee group. The analysis consisted of identifying high and low priority services by group from the data, and common qualitative trends and justifications for rankings. The combined information determined how we interpreted the priority of NGO needs in Morocco, a key step in developing the content of the incubator program.

3.1.1 Identifying Key Informants

The three main methods we used to identify relevant interviewees for our research study were:

1. Exploring Association Anoual's network
2. Contacting sponsors and collaborators of past and current WPI research projects
3. Online networking through LinkedIn

In collaboration with Association Anoual, we identified a list of young NGOs that aligned with Association Anoual's mission. We created a preliminary survey (see Appendix K) for these NGOs to supply basic information about their organization and to give their availability so we could schedule interviews with them. We sent our survey to organizations connected with Association Anoual and scheduled interviews based on the availability they provided.

Additionally, we searched past WPI research reports from Morocco to find NGOs who acted as project sponsors and collaborators, in addition to NGO and Social Enterprise sponsors of current WPI projects. We then researched those organizations and contacted them to schedule interviews.

Finally, we also searched for NGOs to interview through the professional networking social media site LinkedIn. We began with the LinkedIn connections of our contact at Association Anoual, Souhail Stitou, and selected organizations particularly relevant to the project. We sent them a short description of our project, our university, and the project sponsor and asked if they would be willing to participate in an interview. LinkedIn was also used to connect with several incubator organizations and NGO consultants in Morocco. We also relied on the personal connections of interviewees to find more experts on NGO capacity building. Those experts were frequently able to connect us with others in their field, which helped us conduct more interviews.

Association Anoual's previous programs included NGO workers and many of their alumni are working to create an NGO. Therefore many program graduates fit into our aspiring NGO founder perspective. To interview alumni of Association Anoual's Moroccan Future Leaders (MFL) and American Leadership Academy (ALA) programs, we obtained a short list of promising alumni who remained in Association Anoual's network after completion of the project. In particular, we selected MFL and ALA alumni who displayed interest in continuing to work in the NGO sector and founding their own NGOs, thus forming the base of an interviewee population of aspiring NGO founders. We contacted these alumni on LinkedIn, via personal emails in Association Anoual's alumni directory, or by simply requesting Association Anoual representatives to directly contact them.

The initially proposed scope of the NGO incubator was limited to the Rabat-Salé-Kénitra region, where Association Anoual's primary operations are based. However, when contacting participants for interviews we did not limit ourselves to only Association Anoual's local network. We also reached out to organizations and alumni in different regions and organizations that operate across Morocco to better survey the NGO sector and understand how challenges NGOs face vary by region. Furthermore, we focused our established NGO outreach to those that perform operations relevant to Association Anoual's stated mission of youth empowerment for

social change, such as youth entrepreneurship programs, feminist youth programs, or educational NGOs, while also interviewing some NGOs outside of these sectors for a more diverse sample.

3.1.2 Conducting Interviews and Collecting Data

During our in-depth interviews, we asked participants a mix of qualitative and quantitative questions. We created different interview scripts for each category of interviewee. The questions for established NGOs can be found in Appendix A, the questions for aspiring NGO founders can be found in Appendix M, the questions for MFL and ALA alumni can be found in Appendix B and C respectively, and the questions for incubators can be found in Appendix E. Interviews for the first two perspectives were conducted in a semi-structured manner, while Incubator interviews began with an introductory script to build rapport by discussing the interviewee's background and experience in the NGO sector before transitioning to an unstructured interview style centering on the incubator's specializations.

We acquired quantitative data by asking interviewees to rank the incubator's potential services, in order of *most useful* to *least useful*. Online interviewees were presented with a table of services (Table 2) and asked to assign a number from 1 (most useful) to 9 (least useful) for each service, while in-person interviewees were given index cards for each service to stack in terms of prioritization. The physical nature of card-sorting allowed for more nuanced responses and thought processes to be better represented. For example, some respondents chose to physically group similar services while ranking them, demonstrating that they had similar importance to them. We asked established NGOs to do so from their current status, we asked aspiring founders to do so from the services that would help them most, and we asked incubators to do so from their clients' point of view. Having all three perspectives rank the services was important because they each had unique insight into Moroccan NGOs. Established NGOs give insight into what nascent NGOs could aspire to while also demonstrating their needs. Data from aspiring founders gives insight into the obstacles NGOs face in the earliest stage of life, and incubators provide an important additional perspective from people who are focused on developing capacity rather than running organizations. This perspective was valuable because it described how other incubators approached assisting their clients.

All interviewees were also asked if there were any additional services that they would find useful that were missing from the tables. If the suggested services were distinct from our list, they would be added to Table 2.

Table 2. A blank table for ranking incubator services, as presented to online interviewees

Service	Ranking (1 is best)
Help securing Funding	
Physical Workspace	
Accounting Services	
Communication Services	
Organization Structure Advice	
Legal Services	
Consulting	
Technical Services	
Networking	

After asking established NGOs to rank the broad services an incubator can offer, we collected qualitative data by asking them to give details about their highest priority needs and explanations for their overall ranking. That question was open ended to ensure that we capture their exact needs and reasoning. We also asked the NGOs about their strengths so we can better understand their individual capabilities and position. Understanding their strengths is also useful for conducting analysis on the rankings that they gave.

For the incubator interviews, the qualitative data we focused on gathering was relevant information regarding the structure of their program, the type of client they focus on, the biggest struggles their clients have faced, and how they finance their programs. We also asked this group to provide details about their highest priority services and rationale for their rankings to aid in our analysis.

Many of the aspiring NGO founders were young, so we asked them what the most common services that youth organization leaders are seeking so the incubator model would be

better suited for Morocco. This group was also asked for the specific problems they would mark as the highest priority services to be discussed and to explain their ranking.

The quantitative and qualitative data from each interview with the client is compared and aggregated after concluding the interview process. The quantitative data describing clients' needs for broad services can be aggregated into several incubator service spreadsheets, which helped to describe the priorities of the incubator model. Meanwhile, the qualitative data provided additional insight into why the services are ranked where they are and gave details into the types of service they are looking for.

3.1.3 Analyzing Incubator Service Rankings

Every person we interviewed was asked to provide a ranking of the services found in Table 1. We calculated the mean, median, and standard deviation of each service's ranking using the combined data of everyone that we interviewed. The mean and the median gave insight into how each service ranked among the interview population. Both metrics were used so we could better understand the data we collected. A numerically small mean or median ranking indicates a high priority and a numerically large value indicates a low priority. If the mean and median of a service's ranking were similar with a small standard deviation, we could infer that that service's ranking is accurate. If the standard deviation of a service was large, then we could infer that there is disagreement about that service's ranking and the data will have a large spread of opinion.

Each of the three perspectives were analyzed individually because each brings a different but valuable view to the question of what services are most valuable to young NGOs. We aggregated data from people from each view into their own spreadsheets and calculated the mean, median, and standard deviation of each service's ranking.

We looked for common themes and points of disagreements across the three populations and how each of the perspectives data compares to the data of everyone combined. Services that were commonly ranked useful across all datasets were seen as higher priority, services commonly ranked less useful were deemphasized in our model, and services with controversial rankings were analyzed depending on which populations ranked them highly.

We analyzed the distribution of rankings to demonstrate how many people from a demographic ranked the service at each priority level. Specific kinds of ranking distributions of interest were

1. Rankings concentrated around lower numerical value and higher priority, which would indicate a broad agreement that the service is useful. It is likely the incubator should focus on services with this distribution.
2. Rankings concentrated around higher numerical value and lower priority, which would indicate a broad agreement that the service is not useful. It is likely the incubator should not emphasize services with this distribution.
3. Evenly distributed rankings, which would indicate that there is disagreement across the sample on the importance of the service, necessitating additional qualitative analysis .
4. Bimodally distributed rankings, which would reveal that there are two separate groups within the sample, with one highly prioritizing the service and the other finding it less necessary. Further qualitative analysis should be done to determine what divides these groups and why.

The quantitative data cannot fully depict the needs of NGOs in Morocco, so qualitative analysis helps to better understand why the service rankings are distributed the way they are.

3.1.4 Analyzing Qualitative Interview Answers

After asking participants to rank the incubator services, they were asked what they thought were the most useful aspects of the services ranked in their top three and to provide an explanation for their overall ranking. The answers to these questions provided valuable insight into each interviewee's thought process and allowed us to further interpret the quantitative data.

For services with broad agreement among the population, the qualitative analysis consisted of looking at their justifications for their rankings as well as other specific services they would like to see. These reasonings were compared across the three groups to see how they compare to one another. Additionally, if one population valued a service highly and another valued it lowly, examining the reasoning of their group members provided explanations for the difference. The different groups had different perspectives on issues that this data helped us parse.

Services with even distribution across a population would benefit highly from qualitative analysis. The reasoning given by interviewees for ranking the services at the beginning, middle, and end would be examined and compared to clarify why the services distribution looks the way it does. We looked for key ideas depending on the population being investigated. In Established NGOs we looked to see if a service was ranked lowly because they already had it or if they did not need it, if a service was ranked in the middle because other services were more prioritized or

because that service was less valued, or if a service was ranked highly because it is one they currently struggle with, would be very useful but not essential to them, or addressed an issue they are struggling with. In *Aspiring NGO Founders* we looked to see if a service was ranked lowly because they felt they could acquire it easily or they did not need it, why a service was ranked in the middle, and if a service was ranked highly because they were currently struggling or anticipate struggling with it. In *Incubators* we looked to see if a service was ranked lowly because it was expensive to provide, did not provide benefits to clients, or was often already addressed by clients, if a service was ranked in the middle because it was important but not essential or because it was less important, and if a service was ranked highly because they had previously seen clients struggle with it, have noticed a lack of that service in Morocco, or have seen benefits from providing that service for their clients.

Services with bimodal distributions also benefited highly from qualitative analysis. The main point that was examined for both *Established NGOs* and *Aspiring NGO Founders* was to see if the interviewees that ranked the service low did so because they already had access to that service. If that was the case, we examined if they had struggled with that service in the past or if they rarely had an issue with it. For those in the groups that ranked the service high, we looked for their reasoning to see if their situation is unique to them and if they had struggled with it in the past. For *Incubators* we looked to see what clients they served and how that could influence their results, what services they provide and how that could bias them, and their rationale for prioritizing or deprioritizing those services.

3.1.5 Determining the Priority of Services

After conducting qualitative and quantitative analysis of the services, they were sorted in four categories:

1. **High Priority:** these are the most important services for an NGO incubator to focus on. All three populations and the aggregated data suggests that these services are essential.
2. **Medium Priority:** these services should be provided by an incubator but not be a central focus. These services could be subject to cuts based on financial considerations. There was mixed reception regarding the usefulness of these services among the groups and they often appear in the middle of rankings and not a lot of time is spent talking about them in interviews.
3. **Low Priority:** these services do not need to be included. These services are broadly agreed on being less important by the three groups and the aggregated data.

4. **Optional:** these services are typically essential to the success of NGOs, but not all NGOs struggle with them. The data for these services was often bimodal, showing that a population believed it essential and another did not. These services should be provided by an incubator, but only after NGOs demonstrate need in that area.

To place the nine services into these categories we relied on many metrics. First we determined high priority services by looking at the overall mean and median ranking to see what the top three services are in each. Then we analyzed the frequency bar charts to see if the distribution for those services is concentrated to the left before investigating the qualitative data for explanations on the services' rankings.

A similar process was done to determine the medium priority services. These services had overall mean and median rankings close to or greater than 5 and their frequency bar charts demonstrated broad spread across all populations. Then the qualitative interview data was analyzed to determine if the services should be medium priority or case by case.

Low priority services are services in the bottom of the overall mean and median with frequency charts that demonstrate right heavy distributions. This conclusion had to be backed up by qualitative interview data as well.

We also created a second way of determining service ranking to ensure that our rankings were accurate by analyzing the overall service rankings for each service individually. We counted the number of times the service was ranked in spots 1-4 and recorded that number as "High Priority." We then counted the number of times the service was ranked in spots 5-7 as "Medium Priority" and spots 8-9 as "Low Priority." Next, we determined the proportion of "High", "Medium," or "Low" rankings for each service to see if the frequency of any priority was greater than 50%, and if it was that service was coded as such. If a service failed to reach a 50% threshold in any priority then the qualitative data would be consulted to determine if the service should be medium or case by case priority.

Rankings 1-4 were determined to be high priority because they are smaller than 5, which is the midpoint. 5-7 was chosen as medium priority because those numbers are in the middle of the ranking and 8-9 were designated as low priority. This was done because interviewees often thought all services were considered useful to some extent except the services they ranked in the last two spots. Breaking the priorities into thirds would have painted an inaccurate picture of NGO needs, so this approach was chosen instead. The outcomes from both qualitative and

quantitative rankings were compared to ensure consistency between the two methods and to finalize a list of service priorities.

3.2 Prototyping an Incubator Model

In addition to performing market research, we examined the capabilities of Association Anoual and their vision for the incubator to guide its development. Key research topics we explored were assessing the effectiveness of past Association Anoual programs, identifying unique strengths and characteristics of the Association, and mapping their capabilities both in terms of the scope of the planned program and what services they have the resources to provide to incubatees. We progressively developed the incubator model by following a prototyping cycle, in which we drafted a simple baseline proposal for the incubator, then gathered feedback through our interviews to create a revised draft, and finally reincorporated the feedback into a new iteration of the proposal to repeat the feedback process. Through this development process, we iterated on our first proposal to create a more effective model tailored for the NGOs it is meant to help.

Our discussion with Association Anoual's board allowed us to determine the scope of our model and what type of NGOs it would target. This decision was made to leverage the strengths of Association Anoual as an organization and to ensure they could provide the best support possible to their clients. We further asked Association Anoual about their current capabilities and on what time frame they believe they could offer the services found in Table 1.

We also reached out to alumni of past Association Anoual programs, Morocco Future Leaders (MFL) and American Leadership Academy (ALA). All of these interviewees were categorized as *Aspiring NGO Founders* because of the projects they worked on during their programs, but they were also valuable to us for their past experience in Association Anoual programs. We asked them to evaluate their past experience with Association Anoual to determine the strengths of the organization that could be integrated into the structure of our model and to find any weaknesses that could be improved. The programs were evaluated separately at first and then together to get a better picture of Association Anoual's capabilities.

Our primary forms of feedback were through interviews and the discussion with Association Anoual. As we learned what is possible and useful to Association Anoual and the local NGOs of the region, we improved and expanded upon our first iteration of the incubator.

We began by determining the broad services incubator should offer, then got more specific with each iteration of our model through successive interviews. Figure 2 depicts the process with examples.

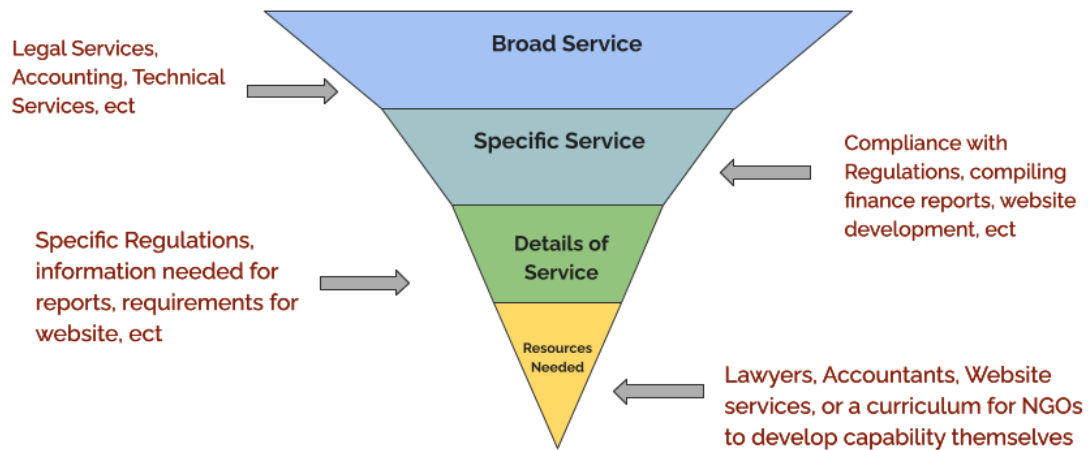


Figure 2. Scope of services for an incubator model

We also relied on interviewees to assist us in developing the structure and timeline of our model. Each of the three groups had a unique perspective on the ideal structure of our model, with Aspiring Founders and Established NGOs providing a client perspective and Incubators giving a service provider perspective. This process worked with us explaining our most recent incubator draft and asking them for feedback on what they liked, thought was feasible, and thought could be improved. The first iteration of the incubator model that we proposed is developed in Appendix D where we considered previous case studies of incubators, organizational structure of contemporary corporate and nonprofit incubators, and the abilities and needs of Association Anoual.

By compiling unique feedback on the prototype incubator by interviewee, we were able to source innovative suggestions for program activities and structure. Not all suggestions could feasibly be incorporated into our model, but we believe including them in the report would be beneficial to Association Anoual as they run the program and continue to iterate and improve on it.

3.2.1 Developing a Scope and Vision for the incubator model: services and operation

Along with interviewing third parties, we met with the president of Association Anoual, members of the executive board, and program managers to discuss the incubator model. Some logistics that were discussed pertained to how many organizations they would like to incubate, who in those organizations should attend the incubator program, a business model for the incubator, and who the target audience of their incubator should be. Determining these logistics required a full discussion about Association Anoual's capabilities and vision for the program.

The round table discussion style enabled everyone at Association Anoual to weigh in equally and share their unique perspectives. The meeting attendees were diverse and included the former and current presidents, program mentors, program managers, members of the executive board, and other members of Association Anoual. This enabled us to discuss the potential of the incubator with people knowledgeable of different levels of Association Anoual's operation. The meeting was organized as a round table discussion with guiding questions presented by our team, such as "Should the incubator be focused on incubating clients of a particular sector?" and "How many clients can Association Anoual realistically support?". The full list of questions we brought up for discussion and our agenda can be found in Appendix R. After a conclusion was reached on these topics, we took note and made adjustments to our model afterwards.

We also discussed the successes and failures of the 2015 NGO Push-UP program. The current Association Anoual president gave us a presentation on the goals and structure of the program and we were able to ask questions afterwards. We wanted to find information such as:

1. The objective of the program and the content covered
2. The length of the program and the structure of its content
3. The number of clients the program supported, the program's selection mechanism, and how the program evaluated success of its participants
4. If mentors were present in the program and to what degree they interacted with participants

Additionally, we wanted to learn about the strengths and weaknesses of the program to ensure that our model would be more successful. We wanted to learn why NGO PushUp only ran in 2015 and the biggest struggles it faced. However we also wanted to understand the strengths of the program to understand Association Anoual's capabilities and leverage them within our model.

The president of Association Anoual was also shown the list of services from Table 1 and asked them on what timeframe they would be able to provide the services. The three options given to them for each service were “able to provide now”, “able to provide within 6 months”, and “able to provide in more than one year.” The purpose of this question was to better understand Association Anoual’s current capabilities and integrate them into our model.

We then compared the results of this discussion with the results of our NGO needs index to point out the services that are both highly desired by NGOs and can be easily provided by Association Anoual. Once the incubator’s focuses were chosen, we tailored the incubator model and timeline to better live up to Association Anoual’s expectations and better serve the NGO community in the region.

3.2.2 Assessing Association Anoual’s Existing Programs

The interviews with alumni of past Association Anoual leadership programs (Morocco Future Leaders and American Leadership Academy) described in Section 3.1 served a dual purpose. In addition to being a source of market research, the interviews were also used as a benchmark to find out details of what Association Anoual has been able to provide these young leaders, services they had wished were offered alongside the leadership curriculum, and to get their perspective on what services should be offered to people wishing to form an NGO.

The complete list of questions we asked MFL and ALA graduates can be found in Appendixes B and C, respectively. In addition to asking them to rank incubator services and provide feedback on our model, we asked them specific questions about their experience in their leadership program. Specifically, we asked them what the most valuable workshop in the program was for them and why, as well as if there were any programs that they felt were not needed. We did this so we could incorporate useful workshops into the incubator’s curriculum and so we could avoid including workshops that got negative reception at previous Association Anoual programs.

We also asked them if there were any skills that they were hoping to develop that were missing from the program they attended. The answers to this question gave us insight into what attendees of leadership programs in Morocco desire and how those desires can be met. Additionally, we can incorporate the skills they felt were missing into the structure of our model.

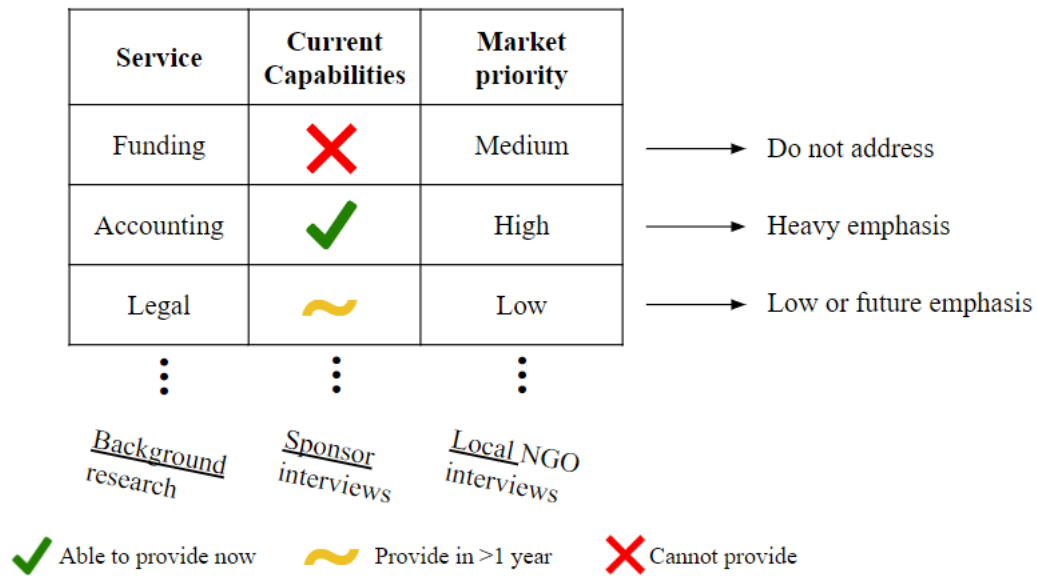
It was important to interview alumni from both MFL and ALA and then compare the results to determine if one program was more effective than another. The qualitative data from the interviews can be looked through to determine their specific reasoning. Success was defined as meeting the participants expectations and having a positive impact on their career. Data from both groups will be compared and aggregated to determine the strengths of Association Anoual leadership programs as a whole so those strengths can be incorporated into our model.

We also examined organizational and curriculum oriented documents of the MFL and ALA programs that served as a tested reference timeline for how Association Anoual might structure a prototype incubator model. In the documents, we recorded the time between the workshops, the length of each individual workshop, and the curriculum of the workshops. Additionally, the internal documents provided information about the individuals who taught the workshops, allowing us to better understand the vastness of Association Anoual's network and the types of services Association Anoual is well suited to provide. That information was incorporated into drafts of the incubator model and shown to interviewees for additional feedback.

3.2.3 Developing an incubator service matrix

To determine the services that the incubator should provide, we had to combine the priorities of clients with the capabilities of Association Anoual. The matrix was set up with all nine services in the left most column (see Figure 3 below), and the timeframe Association Anoual could provide the service on and the priority of each service to the two right columns. From this matrix we determined what the focuses of the incubator should be, with the most emphasis placed on high priority services that Association Anoual can provide now and decreasing emphasis placed for other combinations. This matrix enabled us to effectively determine the services the incubator focuses on.

Figure 3. An example incubator service matrix for a client with arbitrary data



3.2.4 Developing a Timeline and Structure

As we developed a vision for the incubator model, we identified key information that makes up a model proposal. These proposals involve various logistic considerations, such as developing a timeline, personnel, client descriptions, workshops, and business model of the incubator. Proposals centered around a list of services offered to clients structured inside a timeline of when those services are offered and a timeline of how the NGOs project would be developed throughout the program. Interviewees were presented the entire draft of the incubator and then asked to give feedback.

Interviewees would either give feedback on the structure of the model as a whole or specific components. Interviewees with expertise in a particular sector were often asked about the corresponding aspect of our model. For instance, Incubator interviewees that have run multiple incubator programs would have interviews more focused on the sustainability of our model and an Incubator interviewee that focuses on providing specific support to NGOs could give feedback on the plan for the corresponding service workshop in the incubator. Furthermore, Aspiring NGOs would be directed towards the aspects of our program aimed at undeveloped NGOs while Established NGOs would be focused on the programs better suited for developed NGOs.

Feedback from the different perspectives allowed us to flesh out all aspects of our model and consider new elements that the incubator needs to be successful. If an interviewee was knowledgeable about a specific topic and made a recommendation related to that, we would integrate it into the model and show it to future interviewees. If those reactions were positive then we would fully accept the suggestion as part of the model.

Additionally, if interviewees gave negative feedback about the model we would ask them their suggestions on how to improve it. If the change was minor we would implement it but if it were major we would ask future interviewees about it as a hypothetical to gauge their reaction and act accordingly. This approach enabled us to create a more refined incubator model.

Our first prototype can be found in Appendix D. This initial model was designed to be a foundation for future model proposals, and is based on our initial research and background review, and was revised according to interviews with NGO representatives. It was a short proposal consisting of a content timeline that included NGOs developing a project alongside learning their curriculum.

We followed the prototyping design method, a cyclical development process involving ideation, design, feedback, and iteration. First we proposed an initial incubator model guided by background literature and collected feedback through interviews. We also investigated Association Anoual's abilities and network reach through information gathering and the interviews with program alumni. We then applied the feedback to improve, develop, and hone our model, all the while becoming more specific in our ongoing interviews for further feedback and iteration. We went through the process 4 times, in order to fully balance what an incubator would look like according to research and what an incubator needs to provide for NGOs to be successful in Morocco.

3.2.5 Soliciting Interviewee Suggestions on how to Improve our Model

Interviewees were variously prompted to provide open-ended feedback on the incubator draft model we presented. Additionally, many suggestions and feedback arose organically from in-depth discussions of other topics, such as designing a program timeline, addressing a particular NGO need, or the nuances of implementing a particular topic. These suggestions often arose from an interviewee's unique work experience and expertise and were accordingly specific. Due to the specificity of these suggestions, they were not explored in other interviews

sufficiently to be fully incorporated into the incubator model. However, we frequently consider such suggestions interesting, and we see the clear potential for the ideas to be integrated into the model in the future. While including these specific suggestions in our current draft is outside of our scope, we compiled these suggestions so they can be reviewed as the model begins to operate and matures.

The criteria used to assess the uniqueness and applicability of an interviewee suggestion were subjective. Suggestions for specific services limited to specific sectors or rare issues were often listed as an issue for the incubator to remain aware of but not necessitating an adjustment to the curriculum. The process of adjusting the incubator model included not just resulting data from interviews, but also discussing changes with Association Anoual representatives. Constructive feedback that conflicted with the discussed direction of the incubator model or were impractical to implement in light of developments from other parts of the development process were also listed as independent suggestions.

3.2.6 Organizing a trial workshop and prototyping session

Following the process of revising the incubator proposal on paper, the prototyping process culminated in an in-person demonstration at the Association Anoual headquarters. There were 8 participants at the prototyping session. Attendees included current Association Anoual members and students from a local university in Kenitra that are involved in either a campus club focused on promoting social entrepreneurship called Enactus or a campus club promoting robotics called Robotique Energies Renouvelables. The intent of this event was to present the incubator model from both an academic standpoint and a practical one. First, we presented our research results and latest draft of the incubator model. Then, an Association Anoual representative ran the second workshop in the incubator schedule, a two hour long lesson with hands-on activities and opportunities for open discussion between attendees. The workshop covered the basics of creating a coherent mission statement and vision for an NGO through goal setting, shareholder mapping, and Strengths Weaknesses Opportunities and Threats (SWOT) analysis. Goal setting is focused on defining realistic and actionable goals that a NGO can complete in a set time frame. Shareholder mapping has NGOs define who key shareholders in their program will be, including their target population to help, sponsors, and anyone who may be affected by their program positively or negatively. SWOT analysis focuses on an NGO

analyzing other NGOs working in the same sector as them and understanding what their strengths and weaknesses are relative to them as well as analyzing other threats to an NGO such as retaining sponsors or working with government agencies. These three topics are key for an NGO to develop its identity, which is why they were chosen for the second workshop in the incubator model.

The workshop began with a brief presentation on the incubator model that we developed that describes its structure, target audience, services offered, and workshop timeline. Then the Association Anoual representative took over and began to present the curriculum they designed on the topics outlined above. The structure of the workshop was that the Association Anoual representative would first introduce a new topic, for example creating a vision statement, through a series of questions asking participants to share their previous knowledge on the topic. After a brief discussion the representative would give an in depth explanation of the topic and ask participants to do an activity such as developing a vision statement for a fictional NGO they created for the workshop. Then participants would share what they had created and the group would give feedback. This process was repeated for each topic covered, with the order being vision statements, mission statements, stakeholder analysis, and SWOT analysis.

While the workshop was being conducted we observed the participants and took notes on their engagement level, interactions amongst themselves and with the instructor, and the types of questions they asked. We took notes throughout the workshop to see if engagement changed as different topics were being presented and if the energy of participants wavered as the workshop progressed. All participants were asked to form groups and create a fictional NGO that they would work on throughout the duration of the workshop, and we also recorded the NGOs that were “created” and how each group interacted with the discussion prompts.

The attendees were asked to complete a pre- and post-assessment survey bookending the workshop. Both surveys were prepared in Google Forms, consisting almost entirely of linear scale survey questions to collect both self-assessment and feedback data. Responses were anonymous, but we requested that every participant complete the surveys.

The pre-assessment very briefly gauges self-reported competency in the key areas of focus of the workshop (goal-setting, shareholder mapping, and SWOT analysis) on a scale of 1 (*unfamiliar*) to 5 (*very familiar*), as well as duration of experience working in the NGO sector. This pre-assessment served as a simple demographic survey as well as a baseline for audience

familiarity with the subjects discussed. The questions from the pre-assessment survey can be found in Appendix P.

The post-assessment survey served the dual roles of assessing audience competency in the three workshop topics following the workshop as well as collecting feedback on the incubator and workshop. The post-assessment survey was divided into two quantitative Sections:

1. Feedback on the presented incubator model and its timeline, including the usefulness of each 3-month term
2. Feedback on the workshop quality and usefulness of each module of the workshop, as well as a competence self-assessment mirroring the pre-assessment,

As well as the inclusion of one optional qualitative Section requesting any feedback or questions regarding content presented at the event. The questions from the post-assessment survey can be found in Appendix Q.

The pre- and post- assessment survey questions regarding audience competency were compared to one another to measure improvement in knowledge. We calculated the mean score for each topic covered and looked to see if the number changed by the conclusion of the workshop. Any increase in the mean was interpreted as a positive impact, and the larger the increase the greater the impact on the audience.

The post-assessment survey was also analyzed for feedback on the incubator model. We calculated the average score for the program overall and the average score for each Section of the timeline. This information allowed us to gauge the excitement of potential clients about the incubator and to determine what the strongest and weakest components of our program are.

The prototyping process was not complete without putting the proposal into action and incorporating feedback from the target population. Data collected from assessment survey results and audience interactions guided the process of transitioning from draft proposals to the final written proposal of the incubator model.

3.3 Assessing the effectiveness and sustainability of our model

Finally, it is important to define long term success for the incubator model to ensure that it continuously improves and effectively serves its clients. This important consideration would improve the quality of incubation that Association Anoual can provide. We recommended tools that Association Anoual can use to evaluate the performance of NGOs that have gone through the incubator program, as well as to evaluate the performance of the incubator itself. The

evaluations would allow Association Anoual to troubleshoot specific issues that may emerge and implement a feedback mechanism to make the incubator more sustainable.

3.3.1 Researching how to evaluate NGO performance

Existing literature has proposed methods of evaluating the performance of various types of organizations. In this section, we will review evaluation methods of NGOs and business incubators to synthesize best practices to evaluate the performance of an NGO incubator. Focus will be placed on any rubrics created to grade the performance of those organizations. The rubrics will be compared to one another to determine which themes they have in common and are therefore most important. From those themes a list of grading criteria can be compiled for us to design our own NGO incubator rubric.

We did not limit our research scope to only Morocco, but looked into evaluation methods developed elsewhere in the world. When looking at business incubator literature, we also referenced our previous research to determine what factors are directly relevant to NGOs. We focused mainly on how incubators both receive feedback from organizations that graduate from their program and how the incubators determine their own success. This comparison will inform our model of how Association Anoual can continue to iterate and improve the incubator after our project is concluded.

When looking into how NGOs evaluate their own success, we considered examples from all countries and sectors. We will use this information to determine broad best practices for evaluating non-profit performance. If we find that the definition of performance varies greatly between sectors and countries we can limit our research scope to youth empowerment organizations in developing countries that are similar to Association Anoual. This information will determine the evaluating factors that Association Anoual can look for in NGOs that graduate from the incubator program.

An example of a technique to evaluate NGOs is Song et al.'s (2013) fuzzy evaluation of NGO models. They define five important criteria for NGO success: management effectiveness, program effectiveness, network effectiveness, legitimacy and board effectiveness. Management effectiveness includes goal setting, financial analysis, stakeholder and competition analysis, and performance monitoring. Program effectiveness includes determining if the NGOs programs met their goals, understanding how the program customers felt about the program, and modifying

programs based on that assessment. Network effectiveness is how the NGO is able to work with their funders, governments, volunteers, participants, and customers. Legitimacy includes how an NGO develops their brand and promotes themselves to solicit funders, partners, or customers. Board effectiveness is how effective and responsive an NGO's board of directors is to the rest of the organization. Song et al. (2013) develops an index system with their criteria and then defines how to evaluate their indexes through the use of fuzzy comprehensive evaluation.

Another relevant example is the Operational Capacity Assessment Tool (OCA) developed by the US government to evaluate organizations. The OCA was developed to evaluate the needs of recipients of organizational assistance services. It focuses on five key capacity regions: leadership capacity, management and operations capacity, community engagement capacity, service capacity, and evaluative capacity. The tool works by organizations self reporting their abilities through a series of questions and then their capacities being determined by running their responses through a rubric (DiTommaso et al., 2017). The questions, rubric, and general information about this tool are widely accessible online so it was a very valuable reference for us when thinking about our own evaluation tools. Its wide availability also means that it could potentially be directly implemented in our model as an evaluation tool.

The research regarding business incubator evaluations allowed us to determine success for the incubator model as a whole. We modified best business incubator practices to be applicable to an NGO incubator with our knowledge on how NGOs and businesses differ. This knowledge comes from our background research and additional information collected through interviews with NGOs.

The tools we discovered can either be directly implemented as evaluation methods in the proposed incubator, modified to suit the specific needs of Association Anoual, or used as a reference for developing custom tools. The exact method of evaluation was developed through conversations with Association Anoual about their goals for the project.

3.3.2 Determining how Moroccan NGOs Evaluate their Own Success

In addition to understanding accepted best practices for organization evaluation, we also needed to understand how Moroccan NGOs in particular evaluate their performance. To determine this, we relied on interviews with NGOs in Morocco. To find NGOs to interview, we relied on a list of contacts provided by Association Anoual, personal networking through

LinkedIn, and connections made by WPI through past IQPs. We used these interviews to understand how Moroccan NGOs evaluate their performance and see if it differs from accepted practice. We also asked NGO representatives about how they set goals for their own programs to understand how they evaluate their own success. We asked them about metrics they use for their programs, such as budget, number of people helped, timeline, or others. We incorporated their answers into our own idea of how NGO success should be understood. These questions were asked in the same interviews conducted for Objective 1, and the full list of interview questions asked can be found in Appendix A.

Besides interviewing established NGOs to gauge their goals of an incubator, we also discussed this topic during our meeting with Association Anoual. The goals that they outlined also need to be considered when defining metrics to evaluate NGO incubator clients on. If they want to develop specific capacities with NGOs then our evaluation method should take that into account and assess NGOs based on those capacities.

We also reached out to incubators in Morocco and other NGO capacity building experts to determine how they evaluate the success of their clients. We asked them questions about the metrics that they used to determine if their clients are successful and what methods of data collection and analysis they rely on. The complete list of questions we asked incubator interviewees can be found in Appendix E. Learning about how incubators evaluate NGOs was valuable to our model because it gives a perspective on NGO success from people who specialize in improving NGO performance. Incubators that have been operating for many years have a keen sense of what data is essential to analyze to evaluate the success of a NGO.

The purpose of determining how NGOs evaluate their own success and of how incubators evaluate the success of their clients is to develop a method for the incubator to evaluate the clients and monitor their progress. This method was developed from a mix of background research into the facets of NGO evaluation, criteria of how NGOs evaluate their own success, Association Anoual's goals for the incubator and metrics used by incubators to determine their clients success. The product was a comprehensive evaluation methodology that enables the incubator to determine the success of its participants.

3.3.3 Determining how Incubators Evaluate their Own Success

Similar to how an incubator must evaluate its participants to determine their success and encourage them to improve, an incubator must also evaluate itself so it can continuously improve as well. An incubator must be able to determine how successful its own programs have been at improving NGO capacity and be able to incorporate participant feedback to improve their programs.

To determine the best practices for evaluating incubator success we conducted interviews with incubators and NGO capacity building experts in Morocco. These are the same interviews conducted for objective 1 and for 3.3.2 and the questions can also be found in Appendix E.

We asked incubators questions about how they interpret their own success in the context of the success of their clients. An incubator's primary function is to make their clients more successful, so every incubator has to determine how they reconcile the evaluations of their clients with their own self-evaluation. We asked incubators how often they follow up with clients after they leave the program, how they conduct their follow-ups, and what data they are most interested in from their past clients. We then asked the interviewee to explain how that data was analyzed to determine the incubators effect on the organization.

Another important aspect of incubator self-evaluation is incorporating feedback from their participants back into the model. In our interviews with incubator representatives we asked them how they solicit feedback from their clients and how it is integrated back into the program. We looked to see if incubators collected feedback through interviews, surveys, or some other method, what kind of feedback incubators look for from participants, and how often feedback was collected.

We also asked incubators what the process for integrating those suggestions into their model was. We looked for how immediately the incubator made the change after receiving the feedback. For example, does the incubator modify the next workshop based on feedback from the previous or do they wait until the next manifestation of the program to make modifications. These are indicators of how flexible their incubator model is, and it is an important consideration for when we design our own model.

At the conclusion of interviews we searched through each interview's notes and coded their responses for the information listed above. From there we were able to understand what best practices for self-evaluating an incubator program in Morocco. Next we also asked

Association Annual about their goals for the program so our evaluation metrics line up with their vision. We then combined this information with our background research to synthesize our own method of feedback collection and integration for our own incubator model.

3.3.4 Determining a Selection Mechanism and Method to Evaluate Incubator Clients

Another important consideration of an incubator's evaluation infrastructure is its ability to determine the maturity of organizations it intends to incubate. Incubators need to understand a potential client's level of development so the incubator can know if it is equipped to provide the level of support the client requires. For instance, if an incubator targets clients that are developed it needs a screening mechanism to determine which organizations are not ready for their program yet. Understanding the development level of a client also enables incubators to better tailor their programs to address the specific needs of their clients.

To determine how other incubators evaluate the maturity of potential clients we included questions regarding that topic in our interviews (questions found in Appendix E). If an incubator had multiple programs aimed at clients with different development levels then we asked the interviewee to describe how they differentiate clients into those different programs. We asked them about the metrics that they use, their methods of collecting that data, and how they analyze it to determine results.

Additionally, we also asked incubators how they decided that clients are well suited for their program and what kind of selection criteria and mechanism they use. This information was useful in designing our model because it helps us understand best practices for accepting and sorting clients. We also asked incubators if they accepted clients based on their specific sector, time being active, or other criteria and how they developed those requirements.

For incubators that tailor their programs towards individual clients, we focused on understanding what that process looks like. To determine how flexible their model was to individual needs we asked them what services can be changed according to client needs and to what degree they can be customized. We also asked them about their methodology for determining the specific needs of clients and how they evaluate their capacities. This information can be used for customizing an incubator model to client needs but it can also be used to determine the development level of the client.

At the conclusion of interviews we looked through our notes and coded the responses given to us. We looked for the criteria incubators used to evaluate clients and compared the results to what we found in our background research. We also looked for how they determined the developmental stage of their clients and coded interviews for similar responses. Finally we used our discussions with Association Anoual to ask their opinion on what should define a developed NGO as well as criteria that they had in mind for their incubator clients. We took all of this information into account when developing our own recommendations of how Association Anoual should determine the development level of their clients and act accordingly.

4 Results

From interviews and discussions with Association Anoual, we were able to collect both qualitative and quantitative data that was beneficial to the development of our incubator model. The data helped us identify key services that are a high priority for NGOs in Morocco and why. We combined that information with the services Association Anoual is capable of providing to determine the content of our incubator. The performance of past Association Anoual programs were also evaluated to ensure that our incubator focuses on their strengths.

Our interviews also gave us a better look into what a suitable incubator model would be for the unique Moroccan civil sector. Feedback questions in our interviews were able to give us major recommendations to improve upon our initial incubator model, which we used to refine our model and create iterative drafts. Measures of program and incubator success were also gathered from our interviewees and their responses were able to help us tailor recommendations for evaluating success of our incubator for Association Anoual.

To accomplish these goals we conducted 23 interviews that included 8 established NGOs or social enterprises, 7 aspiring NGO founders, and 8 experts on incubation or NGO capacity building.

1. The eight registered NGOs and social enterprises that we interviewed were all categorized as established NGOs because they had all been operating for several years and had put on successful programs.
2. The seven MFL/ALA alumni and people who were in the process of creating an NGO were categorized as aspiring NGO founders. MFL and ALA alumni had to create a social project as part of their programs, had all previously worked for NGOs, and many of them intend to further their work by creating their own NGO.
3. The incubator managers and owners, all NGO consultants, and all capacity building experts were categorized as NGO incubators because they all have valuable input on how to run an incubator program and a unique opinion on the needs of NGOs.

4.1 Interviews

In this section, we present key qualitative takeaways from each interview conducted, divided by interviewee population.

4.1.1 Established NGOs Interview Takeaways

Complete summaries of each Established NGO interview we performed are included as Appendix F. In Table 3, we summarize the important and unique outcomes from each interview, excluding redundant feedback.

Table 3. Takeaways From Established NGOs

Interviewee	Interview Takeaway
NGO Representative A	<ul style="list-style-type: none"> ● Struggles with the lack of Social Enterprise as an official legal registration ● Evaluates success based on the number of people affected, profit generated, and products created ● Has issues securing a physical workspace for their programs and also lacks technical knowledge to have an internet presence ● Believes that an incubator should provide long term support to its clients, well past the 9 month timeline from Incubator Draft 1
NGO Representative B	<ul style="list-style-type: none"> ● Reduced staff and program capacity due to pandemic, leading to self-funding ● Legal NGO registration documents are very important and difficult to obtain ● Other legal challenges involved in working with international students (e.g. background checks) ● Essential to seek Western funding partners to support international programs
NGO Representative C	<ul style="list-style-type: none"> ● Representative had personal experience with Enactus in university, and experienced tailored incubation where participants were mostly given independent tasks with mentorship ● Struggles with Social Enterprise not being a legally recognized registration, meaning taxes still need to be paid ● Evaluates success of programs based on number of

	<p>children and schools impacted while also evaluating performance of children based on certain metrics</p> <ul style="list-style-type: none"> ● This representative suggested that the incubator services be available online to clients. They also suggested that the clients be given specific deliverables to complete online. These suggestions came from their previous experience as a client of incubator programs
<p>NGO Representative D</p>	<ul style="list-style-type: none"> ● Gathers 3 groups of 20-25 CSOs to discuss current affairs and program development ● Nature of their international programs prevent them from receiving funding from governments for competition regions ● Noted a certain uniformity in NGOs that receive Moroccan funding due to professionalization ● Suggested cybersecurity services for NGOs that will deal with sensitive information, an underdeveloped topic in Morocco ● Important focus of an incubator is transitioning to independent operations, having experts on hand to deal with issues, and tracking outcomes afterwards ● Legal accreditation especially challenging for NGOs that focus on LGBT+ programs
<p>NGO Representative E</p>	<ul style="list-style-type: none"> ● This representative has closely worked with many international partners to put on programs ● In the early stages of this NGO, there were struggles with the commitment levels of employees ● This NGO began by evaluating competitors in the same space as it to ensure that it was unique ● This NGO evaluates its programs by having participants take a pre and post test that evaluates how much they have learned ● Gave suggestion to integrate the incubator program with existing Association Anoual programs e.g. DigiGirlz to heighten impact and reach ● Suggested that NGOs should be considered developed based on their number of programs and funders
<p>NGO Representative F</p>	<ul style="list-style-type: none"> ● Has diverse funding sources including grants, endowment, and certain programs ● In early stages this organization struggled with the legal distinctions between Associations and Foundations, particularly with the members requirements of associations. ● They also had struggles with accounting in early stages

	<p>because their accountant did not fully understand the differences between business and NGO income reporting</p> <ul style="list-style-type: none"> ● An important need highlighted by this organization is Data Management. This NGO deals with a lot of data from their programs and needs assistance storing and analyzing it. ● This representative suggested the OCA assessment as a method for determining the maturity of organizations
NGO Representative G	<ul style="list-style-type: none"> ● This representative previously attended US State Department programs that inspired them to form an NGO and provided networking and communication skills ● This NGO evaluates success based on how many participants stay in school after the program ● Current issues facing this NGO are lack of funds and expanding their programs to wider audiences ● Likes the 12 month timeline of the incubator model proposed to them
NGO Representative H	<ul style="list-style-type: none"> ● This NGO has been operating for over a decade and has broken their history into two phases ● They focus on promoting cultural initiatives and evaluate their success based on the number of program attendees and career successes ● A major piece of feedback they had on our model is that NGOs should be engaged early in the program and not have to wait to implement their program.

4.1.2 Aspiring NGOs Founders Interview Takeaways

Complete summaries of each Aspiring NGO Founder interview we performed are included as Appendix G. In Table 4, we summarize the important and unique outcomes from each interview excluding redundancies.

Table 4. Interview Summaries From Aspiring NGO Founders

Interviewee	Interview Takeaway
Aspiring Founder A	<ul style="list-style-type: none"> ● Believe that they should have more practice in pitching their ideas/communication skills ● Gained essential knowledge of leadership, program management, networking through Association Anoual

	<p>programs</p> <ul style="list-style-type: none"> ● Association Anoual has good history of long-term support of program participants ● Believes that knowledge of the law and a good organizational structure are key to success
Aspiring Founder B	<ul style="list-style-type: none"> ● Enjoyed the mentorship aspects of previous incubator programs they attended ● Found the leadership aspects of Association Anoual programs very valuable, particularly “effective change requires proximate leaders” ● Struggles with securing financing for their project in the Association Anoual program they attended and wish the program focused more on financials ● Suggested that the incubator model incorporate more emotional intelligence workshops to develop teamwork, communication, and empathy skills
Aspiring Founder C	<ul style="list-style-type: none"> ● Previous Association Anoual programs helped to develop their leaderships and entrepreneurial skills ● Learned to think more introspectively before leadership and program management skills. ● Gave insight into ongoing trend of NGOs looking to incubate or have incubator programs from the government ● Believes that focusing on the internal structure, legal frameworks, and securing funds are critical before any programs are made by an NGO.
Aspiring Founder D	<ul style="list-style-type: none"> ● Had attended previous Association Anoual programs and thought fundraising workshops were extremely beneficial. ● Has attended other leadership trainings but none have had the same quality as previous Association Anoual programs
Aspiring Founder E	<ul style="list-style-type: none"> ● Emotional intelligence workshops are very valuable when it comes to leadership and team dynamics. ● Previous program founder participated in should have had more of a focus on program management. ● Preferred in-person workshops to online ones ● Believes that networking is critical to success and working with NGOs in the same field makes training easier.
Aspiring Founder F	<ul style="list-style-type: none"> ● Previously participated in Association Anoual leadership programs, and found them extremely useful ● Most valuable workshop was about thinking critically and asking introspective questions ● Wishes the program emphasized the theory of social

	<p>change</p> <ul style="list-style-type: none"> ● Issues in founding their NGO have been team cooperation, legal issues regarding working with teachers, and funding ● NGO not legally registered yet, but the organization is working on its bylaws and other registration requirements
Aspiring Founder G	<ul style="list-style-type: none"> ● Looking for a lot of technical assistance in creating a digital repository for local history and native folktales. ● Looking to connect with people outside Morocco to better understand technological resources ● Believe an incubator should prioritize funding and networking as everything else would be solved if they have a strong enough network and enough funds.

4.1.3 Incubator Interview Summaries

Complete summaries of each Incubator interview we performed are included as Appendix H. In Table 5, we summarize the important and unique outcomes from each interview excluding redundancies.

Table 5. Takeaways From Incubators

Interviewee	Interview Takeaway
Incubator Representative A	<ul style="list-style-type: none"> ● Received general information regarding a Moroccan incubator model. <ul style="list-style-type: none"> ○ Length of program, number of participants, curriculum, feedback and evaluation, etc. ● Learned that many NGO owners in Morocco do not understand the purpose of NGOs, and this creates situations where NGOs can be used for illegal purposes. ● Tamuri focuses on developing NGO capabilities through training and only selects a very small amount to receive limited sums of money. ● Tamuri operates on a regional basis, as Moroccan NGOs face differing issues depending on geography. ● Stresses the importance of the mindset of participants, as this makes an impact. ● Felt that our incubator model was quite good, but was worried that the incubator would require large amounts of personnel.
Incubator Representative B	<ul style="list-style-type: none"> ● This incubator representative currently works as an entrepreneurship consultant and at other NGOs.

	<ul style="list-style-type: none"> ● The selection criteria for this program was that participants must attend a French affiliated university and be motivated to form a company. Women and men applicants were evaluated separately to ensure that the participants were evenly split between genders. ● The program was mainly online, presenting challenges to those with poor internet access ● Incubator program evaluated participants through both a questionnaire and a 1:1 interview, and the program was tailored based on those results. ● Robust mentorship program that connected mentors from previous MCISE programs with mentees based on shared fields of interest ● Flexibility is needed in all successful incubator programs and should be emphasized
<p style="text-align: center;">Incubator Representative C</p>	<ul style="list-style-type: none"> ● Top 3 challenges: governance/organization, fundraising, and communication ● Emphasize leadership, organizational structure, web presence, and stakeholder mapping ● Ways to secure funding in order of increasing difficulty and revenue: membership fees, private donors, international funders ● Most important consideration is the (self-)sustainability of the incubator ● Division between developed and undeveloped NGOs depends on philosophy & business plan of incubator ● Present three incubator models of increasing cost, complexity, and completeness
<p style="text-align: center;">Incubator Representative D</p>	<ul style="list-style-type: none"> ● This organization has been active in creating a new legal framework for funding NGOs. They had previously worked on legalizing crowdfunding in Morocco and are currently working towards making social enterprise a legal registration ● Believe that it is important for NGOs to have a for-profit source of revenue outside of their area of focus to increase financial stability. Thinks that partnerships between NGOs and entrepreneurs can be valuable to develop business models ● Has faced significant struggles conducting online workshops with NGOs and believes that in person workshops are a lot more effective. Suggested that Tier 2 of our model have more in person components ● Said its important for incubators to collect data about its programs through questionnaires, tracking sheets, and

	<p>attendances to prove that the program is able to help to funders</p> <ul style="list-style-type: none"> ● Ideally a Tier 2 focused incubator would focus on providing logistics for a NGO ● Important for incubator to ensure trainings are implemented in the organization rather than individuals to prevent turnover wasting trainings ● Regarding financial stability, this incubator recommends not making beneficiaries pay for the program but instead finding external sponsors
<p style="text-align: center;">Incubator Representative E</p>	<ul style="list-style-type: none"> ● Programs they helped manage focused heavily on market research and discovery. ● Believe that market research is very weak in Morocco and that it would help incubatees better target the people they want to impact. ● Practiced a lot of idea pitching with mock interviews to see what needs more development. ● Believe that people in younger generations are better suited as mentors in an incubator program and that experts from older generations running workshops would help to make an incubator program credible. ● Believe that organizational structure should be the most important topic in an incubator as having a clear vision, mission, and objective would help set up an organization for the long term. ● Physical workspace is in a downward trend in terms of need because of online workspaces such as Slack. ● Paid Consulting would be able to help an incubator model more financially sustainable for an organization like Association Anoual
<p style="text-align: center;">Incubator Representative F</p>	<ul style="list-style-type: none"> ● This incubator is affiliated with the MIT design X program and focuses on building capacity in entrepreneurs but also works with NGOs. ● The program is financially supported by revenues from renting their physical workspace, running paid events, EU grants, and grants from the city it operates in. MIT works with the program free of charge, reducing financial burdens ● The program provides variable amounts of seed funding to participants that depends on the performance of the participants ● Program also organizes Hackathons that function as networking events ● Says that grants are unreliable sources of income and

	<p>that organizations must provide revenue generating services to survive. NGOs can get creative with their services, an example was given of a NGO generating revenue through pizza sales</p>
<p>Incubator Representative G</p>	<ul style="list-style-type: none"> ● Greatly emphasized the importance of creating a sustainable business model ● Government funding sources are not large or reliable enough, international funding sources are larger but not reliable. NGOs need an outside way to generate revenue in order to survive. ● Recommends that the incubator is highly tailored towards Anoual’s capabilities and focuses more on providing support to aspiring NGO founders ● To evaluate participants success, an incubator should both follow up with its participants and request internal documents to do ‘due diligence’ ● The timeline and details of an incubator model should be flexible depending on the requirements of the funder of the program
<p>Incubator Representative H</p>	<ul style="list-style-type: none"> ● This representative worked for a large international incubator that mainly focuses on entrepreneurs, but also has some NGO focused programs in Morocco ● The size of the organization was mentioned as a strength because experience from one country can be applied to problems in other countries to make both programs stronger ● Their organization also has a selection mechanism that evaluates participants to determine their needs and if the incubator can adequately meet them ● This interviewee reacted very positively to the model we created for established NGOs but believed our nascent NGO program was too long and should be shorter.

4.2 Incubation Priorities of the Moroccan NGO Sector

We used interview data to what kinds of services are of high priority for our incubator model and others that would not be a priority. Our analysis of NGOs needs is centered around the incubator service ranking question, where services given a lower numerical ranking are considered more important to emphasize in our incubator, and supported by qualitative data. We conducted our analysis in two phases:

1. Developing an overall ranking of services according to the combined data of all 23 interviewees
2. Analyzing each of the three perspectives (Established NGOs, Aspiring NGO Founders, and Incubators) individually

After this analysis was conducted, the results from different demographics were compared to one another and to the overall to determine conclusions. First we compiled the service rankings from all 21 interviews that gave service rankings and calculated measures of center and spread (Table 6).

An important consideration when analyzing these results is the difference between the mean and median ranking for services. Some interviewees have unique needs and priorities that are reflected in the mean while the median adjusts for outliers. However, the median could be inaccurate in small sample groups with a large spread. Measures of center alone are insufficient to create an absolute ranking list due to this ambiguity. Analyzing measures of spread and distribution contributes important information to our analysis. Including standard deviation for each service adds context to interpret the means and medians. A service with a high standard deviation indicates a wide disagreement in the usefulness of such services across all interviewees.

Table 6. Incubator Service Priorities from all interviewees

	Mean Rating	Median Rating	STDev
Assistance Securing Funding	3.524	3	2.272
Physical Workspace	6.762	9	2.998
Accounting	5.714	5	2.369
Communication	6.190	7	2.182
Organizational Structure	4.381	4	2.854
Legal Services	3.810	4	2.272
Consultation	5.571	6	2.657
Technical Services	5.619	7	2.459
Networking	5.095	6	3.064

(n=21)

Funding Assistance, Legal Services, and Organizational Advice are the three most useful services as determined by their mean and median ranking from the entire interview population. Similarly, **Physical Workspace** has the highest numerical mean and median (lowest priority), indicating it as the least useful. **Communication** is generally regarded as less useful, and many of the other services are in the middle. We observe a high standard deviation for both **Physical Workspace** and **Networking**, which proved to be polarizing services among all respondents, often ranked either very high or very low priority.

While some services were ranked higher than others, it should be emphasized that many interviewees said that all services are useful and ideally should all be included. However, the time and resources of any incubator are limited and determining highest priority services makes the incubator more efficient.

After compiling the service rankings for the entire population, we divided the rankings up by their perspective, beginning with Established NGOs. The priorities of the Established NGOs are represented in Table 7.

Table 7. Service ranking from the Established NGOs perspective

	Mean Rating	Median Rating	STDev
Assistance Securing Funding	3.500	3.5	2.563
Physical Workspace	5.875	6	3.137
Accounting	5.375	5	2.774
Communication	7.250	8	2.188
Organizational Structure	5.250	5	2.866
Legal Services	2.750	2	1.982
Consultation	6.875	7.5	2.532
Technical Services	4.875	4	2.748
Networking	6.125	7	2.900

(n=8)

Per Table 7, **Legal Services** emerges as a clear high priority service among Established NGOs, with the lowest (highest ranked) mean and median and the lowest standard deviation, followed by **Funding Assistance** with the next highest measures of center. Also of note, **Organizational Structure** features one of the highest standard deviations, almost at 3 rankings,

and relatively middling measures of center. **Organizational Structure** is also ranked noticeably lower on average than the combined interview results. By contrast, **Communication** and **Consultation** were seen as less useful, with higher measures of center (lower ranking) compared to all the other services. We note a high center of spread in **Physical Workspace** and **Networking** again.

The next perspective we analyzed was Aspiring NGO founders, who have different priorities than Established NGOs. The measures of center and spread, by service, among aspiring NGO founders is presented in Table 8.

Table 8. Service Ranking from Aspiring NGO Leaders' Perspective

	Mean Rating	Median Rating	STDev
Assistance Securing Funding	3.429	2	2.878
Physical Workspace	5.857	6	3.388
Accounting	7.000	7	1.915
Communication	5.714	6	2.138
Organizational Structure	4.286	5	2.812
Legal Services	4.714	4	2.752
Consultation	4.714	4	2.215
Technical Services	6.143	7	2.478
Networking	4.714	3	3.450

(n=7)

Funding Assistance is a high priority for many aspiring NGO founders as the service has both the lowest median and mean rating, although it also has the third highest standard deviation, demonstrating disagreement about its importance. **Physical Workspace** and **Networking** remain polarizing, though the latter enjoys a higher rating than among Established NGOs, especially the second highest median rating, suggesting a skew favoring high ratings, with select outliers.

Finally, it was also important to isolate the responses of Incubators, who can offer a different perspective from Aspiring Founders and Established NGOs as leaders rather than participants. All Incubator interviewees were asked to rank the services in order of most to least

useful to provide to their clients. Out of the 8 Incubators we interviewed, only 6 provided rankings. The measures of center and spread are presented in Table 8.

Table 9. Service Ranking from Incubators’ Perspective

	Mean Rating	Median Rating	STDev
Assistance Securing Funding	3.667	3.5	1.211
Physical Workspace	9.000	9	0.000
Accounting	4.667	4.5	1.862
Communication	5.333	6	1.966
Organizational Structure	3.333	2	3.011
Legal Services	4.167	4	1.722
Consultation	4.833	5	2.994
Technical Services	6.000	7	2.191
Networking	4.167	4.5	2.927

(n=6)

Organizational Structure Advice emerges as a priority for Incubators’ clients due to its low median and mean rankings despite its high standard deviation indicating disagreement in the sample. Similarly, **Assistance Securing Funding** and **Legal Services** were also seen as high priority by Incubators for their clients. **Networking** has a similar ranking to those services, but a much higher standard deviation indicating there could be variation in opinions in this sample. However, all Incubators unanimously agreed that **Physical Workspace** should be the lowest ranked service despite disagreeing about many other service rankings.

4.2.1 Overall Priority Breakdown

High (Rankings 1 to 4), Medium (rankings 5 to 7), or Low (rankings 8 to 9). Table 9 shows the proportion of all respondents that ranked each service in one of these ranges.

Table 10. Proportion of All Respondents' Service Rankings

Service	High Priority Proportion	Medium Priority Proportion	Low Priority Proportion
Funding Assistance	76.2%	14.3%	9.5%
Physical Workspace	19.0%	23.8%	57.1%
Accounting	38.1%	33.3%	28.6%
Communication	28.6%	42.9%	28.6%
Organizational Advice	52.4%	23.8%	32.8%
Legal Services	61.9%	33.3%	4.8%
Consulting	42.9%	33.3%	23.8%
Technical Services	38.1%	33.3%	28.6%
Networking	47.6%	14.3%	38.1%

(n=21)

4.2.2 High Priority Services

We define High Priority Services as any services consistently (i.e. by more than 50% of respondents) placed in the top 4 priorities of an interviewee's service ranking. Addressing these services rigorously is key to the effectiveness of an incubator and the success of its participants.

Funding Assistance:

With 76.2% of all respondents ranking it as a high priority, there is broad agreement across all groups that **Funding Assistance** is important for an incubator. Many interviewees across all groups believed that funding is a gateway to most other services and that it can relieve many problems facing NGOs. Figures 4 and 5 is a frequency bar chart for the ranking of this service both overall and is broken into the three key populations: Incubators, Established NGOs, and Aspiring NGO Founders. The height of the bar indicates the number of interviewees that ranked the service at that number and the different colors represent the different populations we interviewed.

Funding Assistance is considered a high priority service because its frequency bar chart is concentrated heavily towards the numerically lower (higher priority) side of the chart for all respondents. The chart demonstrates that all but two interviewees thought the service was in their top five rankings. This trend was evident across all populations as shown by Figure 5a, b, and c. All populations had a **Funding Assistance** frequency chart heavily concentrated towards the left side, indicating high priority.

Figure 4. Funding Assistance, All Respondents

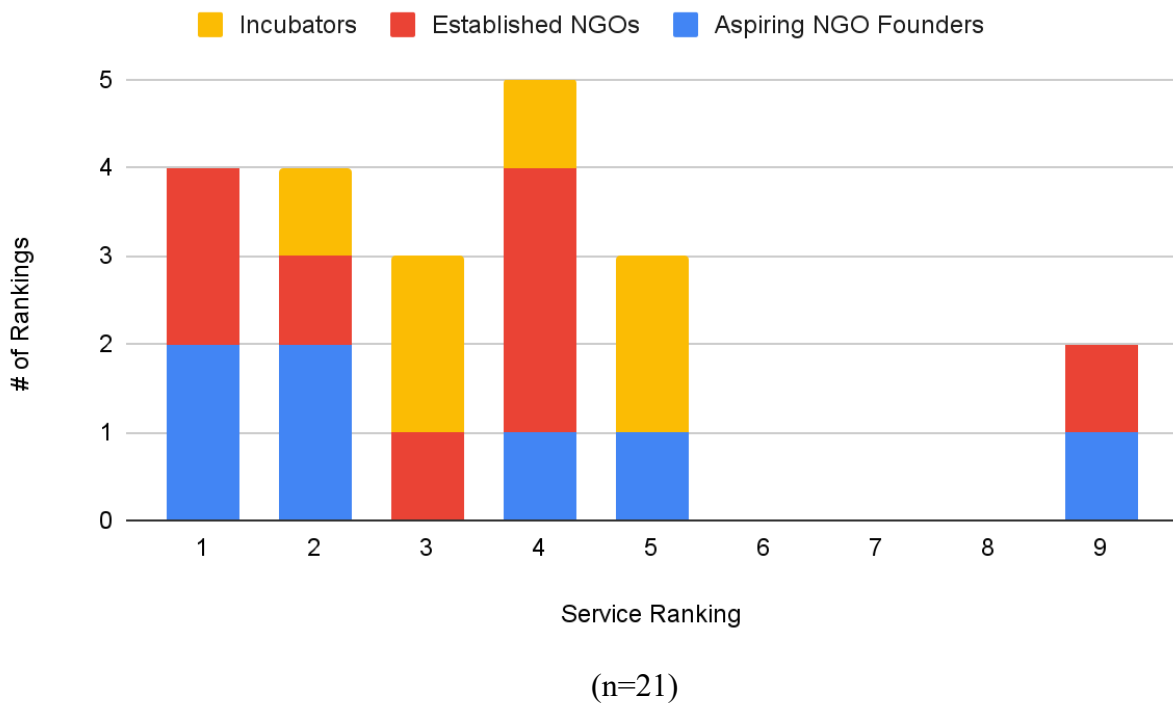
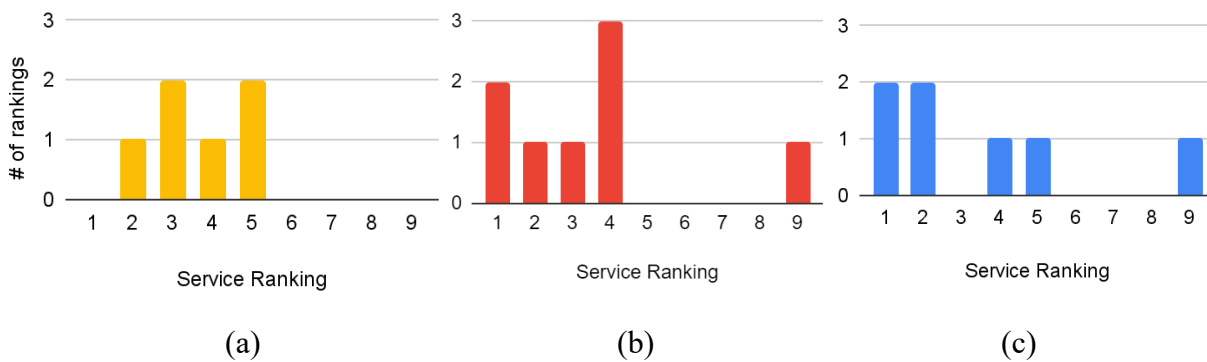


Figure 5. Funding Assistance by Demographic



Almost all Established NGOs we interviewed placed high priority on **Funding Assistance**, with all organizations except one placing it in the top half of their ranking (Figure 5b). NGO Representatives F ranked this service as a 9 because they already had it when they were founded. However this organization is an exception because it was born out of a larger organization. All other Established NGOs we interviewed want to secure more funding to grow the size or length of their programs. For example, NGO Representative G specifically mentioned grant writing as a service that would greatly help their organization. They want an incubator to help them navigate the differences between different sponsor's requirements and to help them with the structure and grammar of the applications.

Funding Assistance is also a high priority for many aspiring NGO founders as the service has both the lowest median and mean rating, although it also has the third highest standard deviation, demonstrating disagreement about its importance (Table 8). However the high standard deviation can be attributed to the outlier that ranked the service as 9 (Figure 5c).

Many aspiring NGO founders cited securing funds as being essential to the success of their organizations. Many felt that having a reliable source of funding precedes addressing other important issues, such as securing physical space, advertising programs, and hiring staff. Aspiring Founders A, C, D, E, F, and G all ranked **Funding Assistance** highly because funds help organizations run successful programs and ease start up pains. Aspiring NGO founder B also mentioned that they would prefer to solicit funds from international sources rather than from the Moroccan government. They cited difficulty securing funding from the government and small grant amount as reasons to seek international funders instead. Aspiring Founder B ranked securing funding as 9 because they said you can start an NGO in Morocco without any funding and the other services should be prioritized by NGOs. However they did mention that funding would be essential in the future. The high standard deviation can be attributed to Aspiring Founder B because they ranked the service as 9 (Figure 5c).

Incubators also placed high importance on **Funding Assistance** for their clients, as shown by its low standard deviation and its distribution (Table 9). All incubators that we spoke to placed this service in the upper half of their service ranking (Figure 5a).

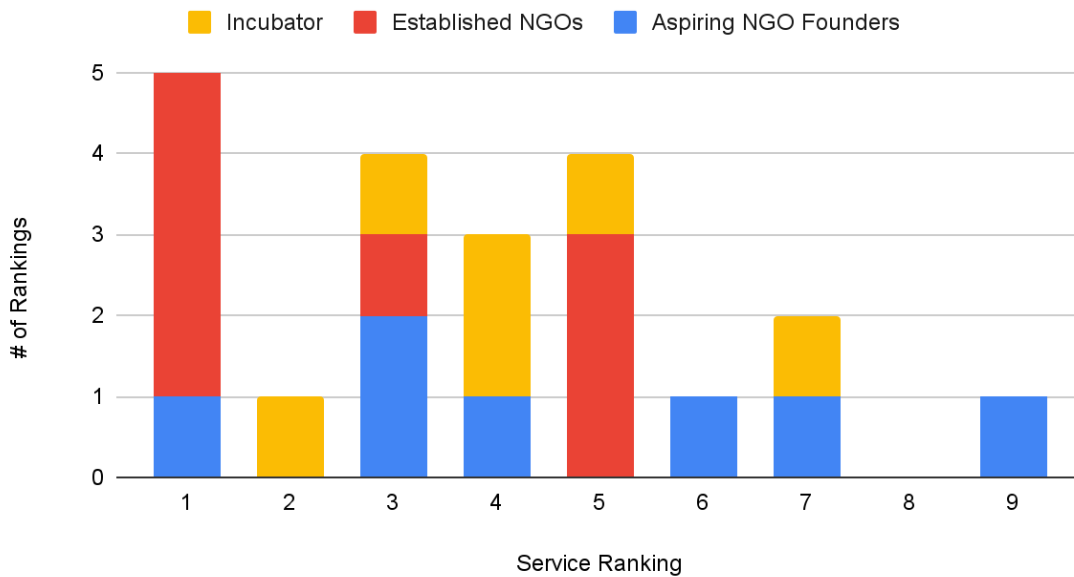
Many of the incubators placed such emphasis on this service because funding directly leads to programs and many other services can be acquired with funding. Incubator A went as far as to say that "funding is the lifeline of NGOs." A major issue NGOs struggle with is grant

writing. Incubator C mentioned that capable grant writers are rare and they must be trained to be successful. They also highlighted language skills as essential to grant writing, as many international donors require English applications and many NGOs do not have English speaking employees.

Legal Services:

Legal Services is another high priority service. 61.9% of respondents ranked it as a high priority (Table 6), indicating that this service should be emphasized in an incubator model. Additionally, its frequency bar chart is heavily distributed towards the left, further indicating it is high priority.

Figure 6. Legal Services Ranking, All Respondents



(n=21)

Figure 7. Legal Services by Demographic



(a)

(b)

(c)

It is interesting to note that Established NGOs largely believe that **Legal Services** is a very high priority, while many Incubators believe it is important but not necessarily the top priority, and there is wide disagreement about its purpose within Aspiring NGO founders. Many Established NGOs mentioned to us that they had struggles legally defining themselves in the past or are facing current challenges with their legal status. Some Incubators mentioned that NGOs struggle with understanding the law, especially with regard to taxes and an incubator could help address that.

Legal Services emerges as a clear top priority for Established NGOs. Half of the respondents (four out of eight) ranked it as their top priority, and another ranked it the third priority (Figure 7b). Many Established NGOs we interviewed highlighted difficulties they encountered legally registering their organization with the government. Particular points of difficulty mentioned by Established NGOs included writing bylaws, reregistering as bylaws or board directors change, registering NGOs with controversial objectives, and others. NGO Representative F also mentioned struggles in categorizing itself as an Association or a Foundation given the legal ramifications of the classifications, as well as managing the membership requirement for associations. Additionally, the social enterprises we interviewed unanimously highlighted the absence of a legally recognized social enterprise status as a pressing issue that they need assistance navigating to attain their goals.

There was similar consensus among Incubators about the importance of **Legal Services** to NGOs (Figure 7a), though in general they placed less focus on it than on **Funding Assistance** (Figure 5a). Incubator H rated the service highest because they believe that many NGOs have poor knowledge about the subject and that leads to problems with registration and tax payment. Other Incubators rated the service highly because they believe that NGOs must understand their legal limits and know their rights.

Legal Services has a relatively uniform distribution across Aspiring Founders (Figure 7c). In interviews, some placed emphasis on needing to know the law to implement their programs while others did not believe it was necessary.

Organizational Advice:

Organizational Advice is another service with numerically low mean and median ranking, albeit with a large standard deviation (Table 6). Additionally, 52.4% of respondents

overall ranked the service as high priority (Table 10). This indicates that this service is a high priority for many that we interviewed and there is interest in an incubator providing this service while the high standard deviation shows there is some disagreement into how useful it could be. The frequency bar charts provide insight into different population’s perspectives into **Organizational Advice** (Figures 8, 9). Incubators widely regarded the service as extremely important, with 3 interviewees placing it as a top priority. Established NGOs were more divided on this service’s ranking but still placed more emphasis on it than not while Aspiring Founders were broadly distributed.

Figure 8. Organizational Structure Ranking, All Respondents

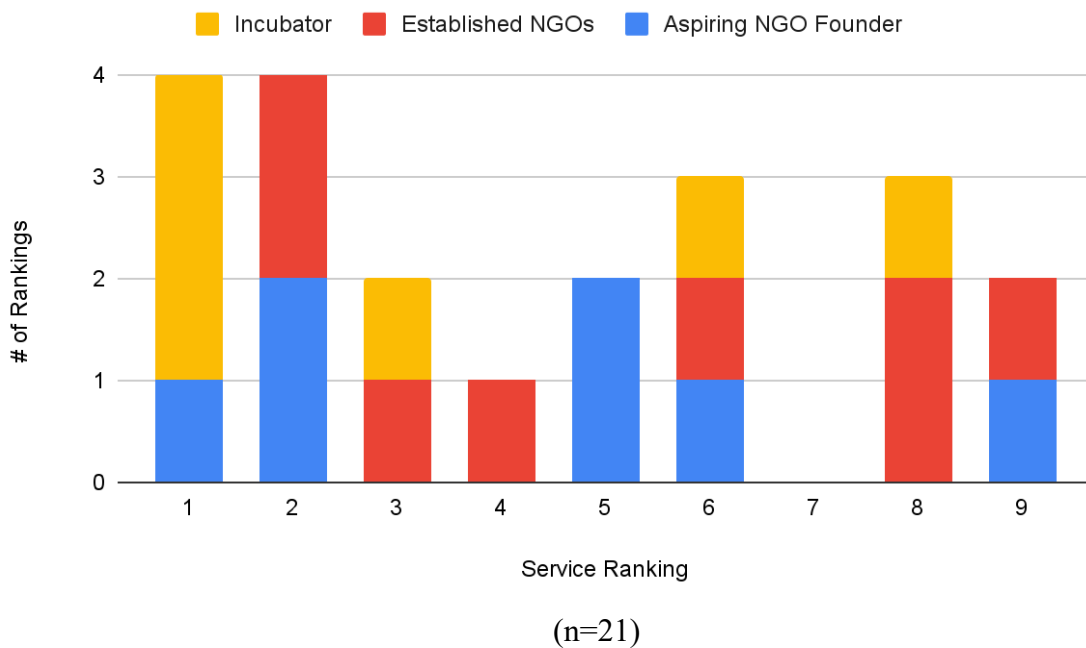
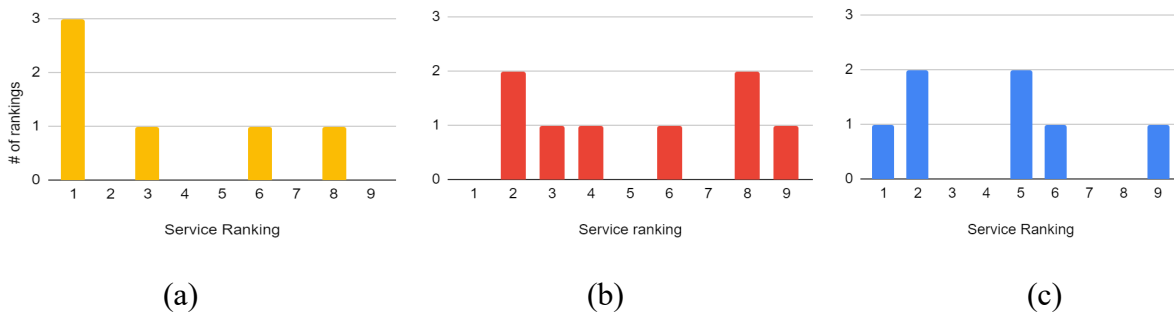


Figure 9. Organizational Structure Ranking by Demographic



An explanation for the distributions seen for Established NGOs (Figure 9b) and Aspiring NGO Founders (Figure 9c) is that it is possible that organizations that already have a robust structure could see the service as unnecessary while organizations struggling with it might regard it as a top priority.

For instance, Established NGO A ranked the service as a 9 because they are currently a very small organization that does not feel they need help with their structure. The two Established NGOs that ranked it as 8, Established NGOs B and C, gave similar reasoning. The incubator that ranked it as 8, Incubator H, is focused on entrepreneurs and mentioned that they have limited options to choose from regarding organizational structure so it is not a pressing priority. However many of our interviewees also placed a high priority on this service, with 10 participants placing it in their top 3. Incubator C justified their choice by saying that NGOs struggle with creating coherent bylaws and robust power structures that lead to issues later on. Aspiring NGO founder A mentioned that organization is important in early stages to build trust with the public and be efficient.

Organizational Advice is the most controversial of the services for Established NGOs. Its mean and median rankings are both very close to the middle ranking of 5 while it also has the highest standard deviation (Table 7). Services with similar patterns include **Networking**, **Accounting**, and **Technical Services**.

Four NGOs (Figure 9b) ranked organizational structure services as a top three priority, while four other NGOs ranked it in the bottom four. The bimodal distribution of the bar chart indicates that some established NGOs believe that organizational structure services would be extremely useful to receive from an incubator, while others do not see it as a pressing need. It is possible that this distribution exists because NGOs struggling with organizational structure believe it is a top priority while NGOs that have a defined structure no longer see it as a pressing issue. This could indicate that organizational structure is generally an essential service for NGOs to consider, but may lose priority after being effectively addressed just once.

Issues highlighted by NGOs relating to organizational structure include poorly defined job positions, knowledge being preserved in individuals rather than the NGO, lack of commitment or time availability for volunteers, and others. NGO Representative E rated organizational structure highly because their organizational structure underwent several revisions when they were starting and each revision meant reregistering the NGO with the government,

which wasted time and resources. That NGO also faced issues where employees were doing roles they were unqualified for due to poorly defined job positions. NGO Representative B ranked the service low because they had previous background knowledge in creating organizations and were able to do so successfully. They said that the service is important, but they personally did not struggle with it. This lends credence to the hypothesis that organizational structure is essential to have, and many NGOs that ranked it low did so because they solved the issue for themselves without the use of an incubator.

Aspiring NGO Founders place varying value on **Organizational Structure**. The service is widely distributed, with some Aspiring Founders reasoning that their NGO must be organized efficiently in order to be effective and others placing higher priority on other services without providing their thoughts on organizational structure (Figure 9c).

Incubators had a noteworthy consensus regarding the importance of **Organizational Structure** services (Figure 9a). A median ranking of 2 is significant, and the high standard deviation can be attributed to the smaller sample size (Table 9). Additionally, the incubator that ranked the service as an 8, Incubator H, was an incubator focused on entrepreneurs. The justification they gave for their ranking is that their clients are limited to two organizational structures to choose from so it is not an issue that incubators frequently deal with.

Incubators mentioned that many new NGOs have little knowledge about how to organize themselves and that often proves detrimental to their success. One NGO consultant, Incubator C, cited weak bylaws and poorly defined power hierarchies that often leads to corruption as a reason for their high ranking of organizational structure. Incubator E agreed, saying that an NGO having a unified vision and mission with an organizational structure tailored towards that goal is essential to its success. That incubator claimed that many NGOs that fail lack a clear vision and were often only created to personally benefit the founder. They believed that an incubator forcing NGOs to have a coherent vision helps their success. The one incubator that ranked this service at 6, Incubator B, did so because they believed that other services, such as networking services, could provide more value to NGOs.

4.2.3 Medium Priority Services

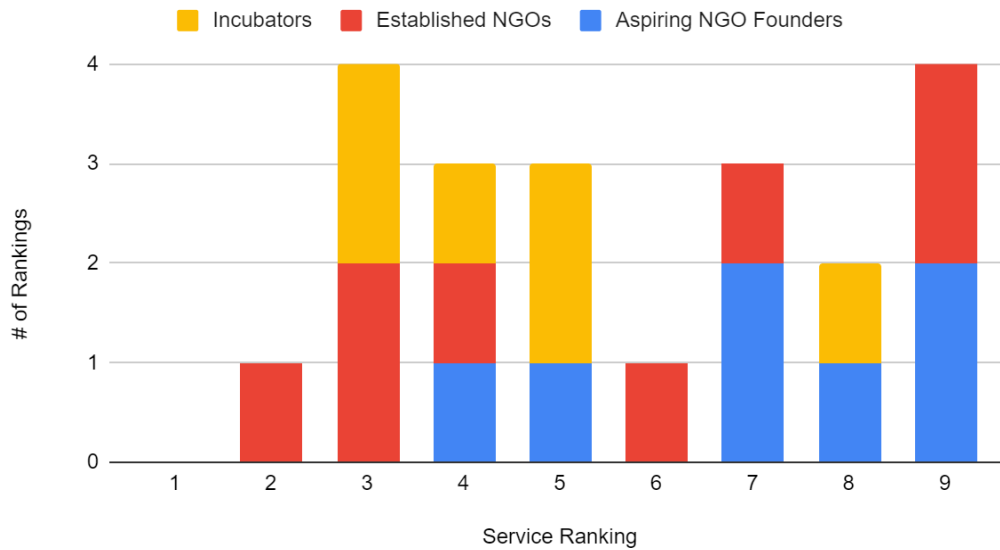
Medium priority services are defined as services that are either consistently (i.e. by more than 50% of respondents) ranked between 5-7 or *not* consistently ranked as either high priority

(top 4) or low priority (bottom 2). Additionally, medium priority services do *not* feature distinctly bimodal distributions.

Accounting:

Many interviewees ranked **Accounting** in the middle of their ranking. Nobody ranked it as their top priority. All but one Incubator ranked it between 3rd and 5th priority, and no Aspiring Founder ranked it above 4th priority. Five out of seven Aspiring Founders listed it in their bottom 3 priority. Half of the Established NGOs ranked **Accounting** as a high priority, but two ranked it as their lowest priority.

Figure 10. Accounting Ranking, All Respondents



(n=21)

Figure 11. Accounting Ranking by Demographic



(a)

(b)

(c)

Aspiring NGO Founders widely regarded **Accounting** as the least useful service. This group ranked it with median and mean rating of 7, the worst of all the services for that group, and also the lowest standard deviation, meaning that aspiring NGO founders broadly agreed that the service is a low priority for them (Table 8).

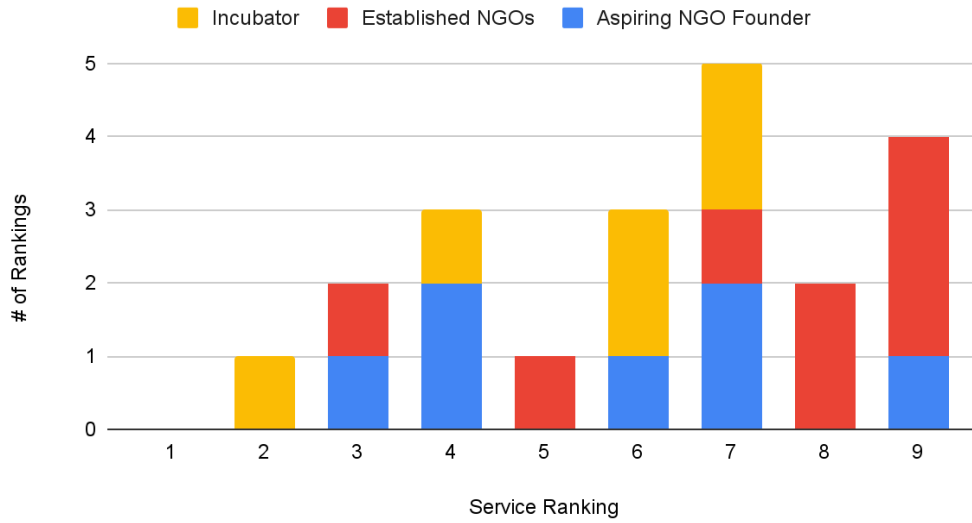
Many aspiring NGO founders mentioned that **Accounting** services already exist in Morocco and they believe they could solicit their help for accounting. For instance, Aspiring Founder B mentioned there was no issue with accountants in Morocco. Several, such as Aspiring Founder E, also mentioned that if they got Funding Assistance they would be able to hire accountants. However, Aspiring Founder F ranked accounting in spot four because that NGOs should understand how to handle funds before receiving them, and that NGO founders should understand the basics of accounting.

Incubators ranked **Accounting** more favorably than other groups (Figure 11a), with only one ranking it below 5th priority. Many did not comment on its importance directly, beyond stating that it was both important and not very complicated. Many organizations simply handle their accounting by hiring or contracting an accountant. Incubators gave similar reasoning for their ranking on **Accounting** as **Legal Services**, which was broadly perceived as having less value than **Legal Services** but still important due to NGOs not understanding how to properly handle their finances. However many incubators do mention that accountants can be hired by NGOs and that can mitigate the issue. However hiring is an imperfect solution, as one of the NGOs that we interviewed, Established NGO F, said that their first accountant was unfamiliar with NGOs and this led to inaccurate bookkeeping that took years to rectify.

Communication:

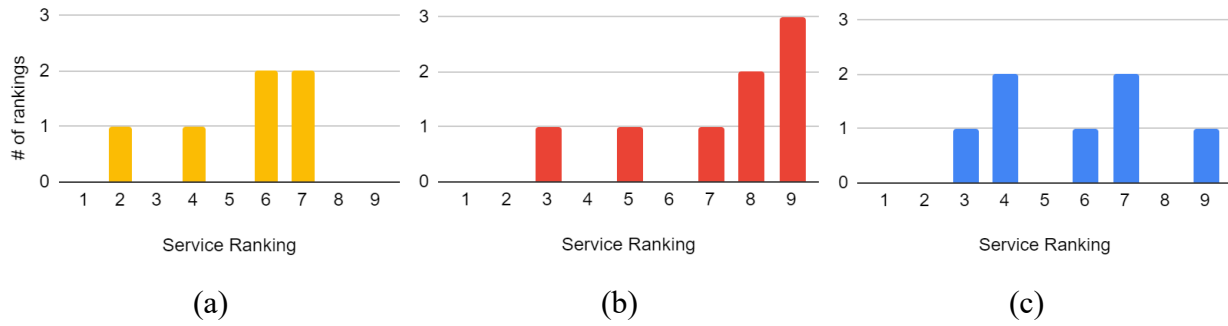
Another specific service that our interviews suggest is a medium priority service is **Communication**; in our context, we characterize NGOs' internal and external communication networks as **Communication** services. Similar to **Accounting**, this service tended to have lower standard deviations in every population, indicating that its rankings and classification as a Medium Priority service are generally agreed upon and non-controversial.

Figure 12. Communication Ranking, All Interviewees



(n=21)

Figure 13. Communication Ranking by Demographic



Incubator E ranked **Communication** as the second highest priority service, arguing that in the Moroccan NGO sector, failure to communicate effectively both internally and externally amounts to a “death sentence” for both new and established NGOs. Incubator C also concurred that external communication and advertising was a high priority service and one of the largest issues NGOs faced, ranking it 4th priority after **Organizational Structure**, **Technical Services**, and **Funding Assistance**. Indeed, they also confirmed that a key element of **Technical Services** was website development for more effective digital outreach and communication. Incubator C argued that NGOs struggle to communicate their mission and story with digital means, in a world

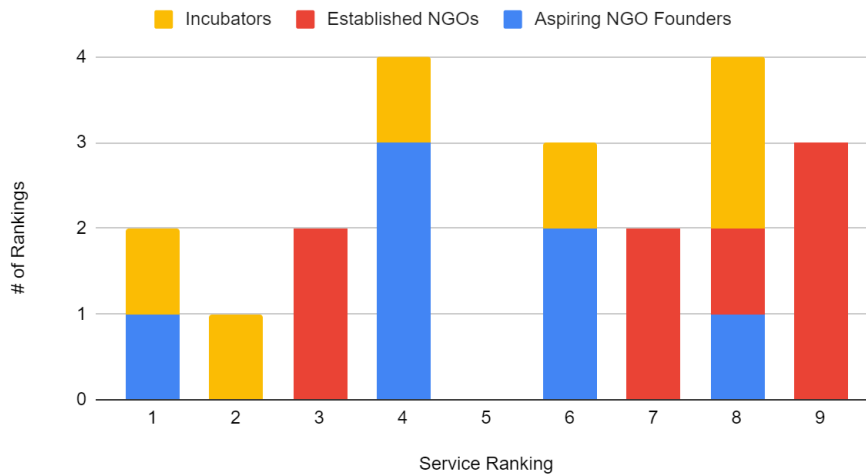
where that is increasingly important. Other incubators placed a medium emphasis, and only one other mentioned website development as important to NGO success (Figure 13a).

Rankings from Aspiring NGO Founders and Established NGOs were relatively evenly distributed, though three Established NGOs placed this as their lowest priority. Justifications were infrequently given for this service’s placement in the rankings. Often interviewees simply believed that other services would provide more benefit to them and **Communication’s** ranking fell as a result.

Consulting:

Another medium priority service is **Consulting** services. It is seen as less useful by the Established NGOs, though Incubators and Aspiring NGO Founders ranked it more favorably.

Figure 14. Consulting Ranking, All Respondents



(n=21)

Figure 15. Consulting Ranking by Demographic



(a)

(b)

(c)

Half of the Established NGOs we interviewed ranked **Consulting** as a low (bottom 2) priority service, with two more ranking it 7th priority (Figure 15b). However, two respondents ranked it as a third priority. The established NGOs that ranked the service low rarely provided explicit explanations for its ranking, but often emphasized how the other services listed were more valuable to them. However, Incubator Representative A ranked it 9 because they already have a consulting network built and Incubator Representative B ranked it as 7 because they had prior experience in consulting. This could indicate that only those who do not have consulting abilities need the service, but other Established NGOs have no such experience but still ranked the service low.

Consulting had the widest spread in opinion among incubators (Figure 15a), with the highest standard deviation (Table 10). Some Incubators rated it highly because they believed that many NGOs have individualized issues in fields that can be specifically addressed by consultation to better success than through a workshop. Others, such as Incubator E, suggested hosting dedicated “office hours” for their NGOs to come and talk to the incubator about their issues and limit their time. However, some incubators placed little emphasis on consultation and believed that focusing on other services would be more beneficial.

Consulting potentially suffered from a broad and imprecise definition that made it less attractive than more concretely defined services among all groups of interviewees. More interviewees asked for a clarification on the definition of this service than any other service during the rankings. It may benefit from a redefinition, a renaming, or additional brainstorming to make it more concrete and focused in scope when integrating it into the incubator model.

4.2.4 Low Priority Services

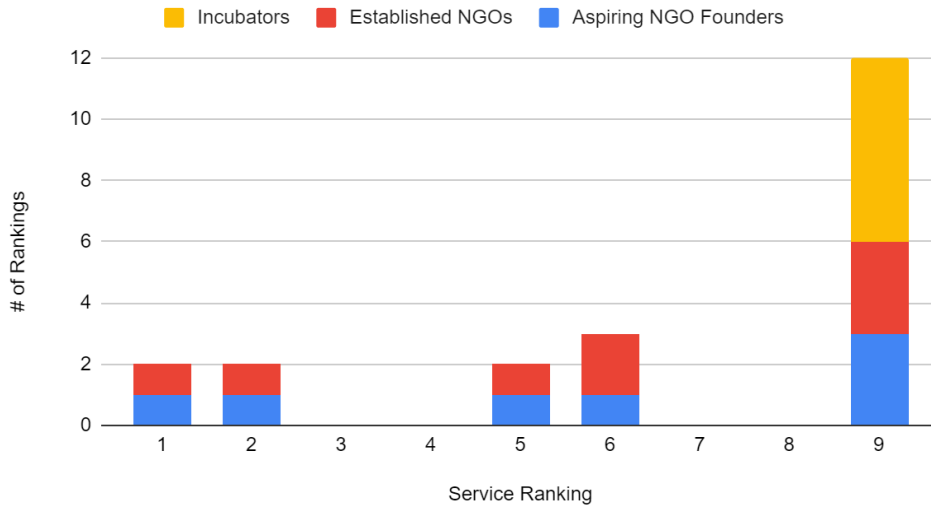
Low Priority Services are services that were consistently (i.e. by more than 50% of respondents) ranked in the bottom two priorities. Our incubator would not need to pursue these programs. Only **Physical Workspace** meets the criteria for a Low Priority service.

Physical Workspace:

Widely regarded as being less useful by our interviewees, **Physical Workspace** was ranked as a low priority by 57.1% of respondents (Table 10). Many interviewees cite the ability to work online as the reason for their ranking, with those who value it highly doing so because

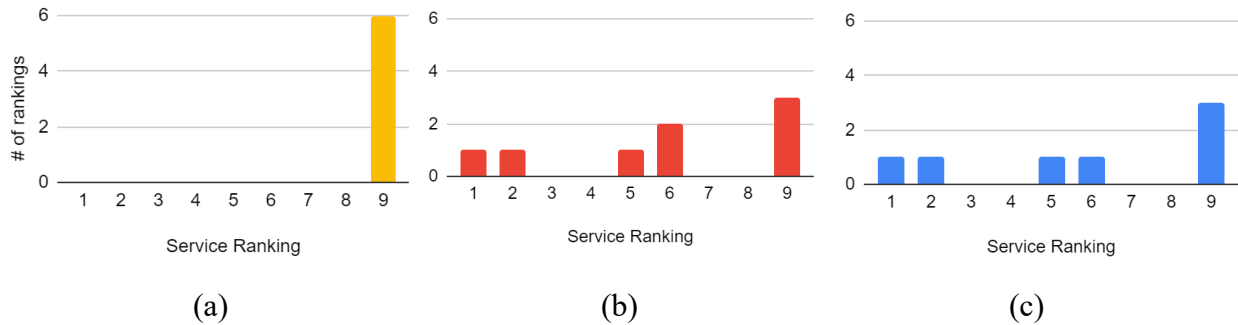
they need a space to run their programs. This service also had the greatest mode out of all service rankings, with 12 interviewees including every Incubator ranking the service at 9th priority.

Figure 16. Physical Workspace Ranking, All Interviewees



(n=21)

Figure 17. Physical Workspace Ranking by Demographic



Incubators unanimously agree that **Physical Workspace** is the least important service for an incubator model to provide (Figure 17b). Incubator E cited virtual workspaces as their primary reason for finding it unnecessary and Incubator A claimed that many NGOs that need a physical workspace have already found one as part of their legal registration process.

Six other non-Incubator interviewees ranked **Physical Workspace** as the lowest priority (Figure 16), and many justified their low rankings qualitatively. Many Established NGOs believe they can function and work well online and that a physical space is not needed for their success.

NGO Representative G is able to accomplish their work without one unified location, and NGO Representative A already has a physical space but wants to transition online to save the money.

Some NGOs run programs that necessitate a physical space. However, many NGOs for which this is the case have already successfully secured this space, creating survivorship bias. For instance, NGO Representatives C and F already had access to a physical workspace when they were founded, so they ranked the service at 9.

NGO Representatives H and B believe that access to more workspace would enable them to grow the capacity and effectiveness of their programs. NGO H also believes that a workspace would make their members more focused and engaged, increasing their retention.

Disparity also appears in **Physical Workspace**'s service ranking among this population, where a large range with no clear distribution leads to the second highest standard deviation of the services in this population. For instance, the Aspiring NGOs as well as the Established NGOs each had two people rate it as either their highest or second-highest priority (Figures 17b,c). These respondents likely need a physical workspace as a requirement for some of their programs which cannot benefit from transitioning to digital solutions.

Physical Workspace was ranked highly by two aspiring founders, and middle priority by another two. Aspiring Founder F explained that they need a physical space in order to implement their planned educational programs. Aspiring Founder B said that many NGOs are forced to work from hotel venues, and they would prefer a more stable base of operations. The Aspiring Founders that ranked physical workspace low argued they can accomplish their work virtually and not incur the costs of a physical space. For an NGO founder, the need for physical space seems to depend heavily on their vision for the NGO and its programs, but in the post-COVID-19 world there are an increasing number of options available for operating an organization digitally, reducing the need for a physical space.

4.2.5 Optional Priority Services

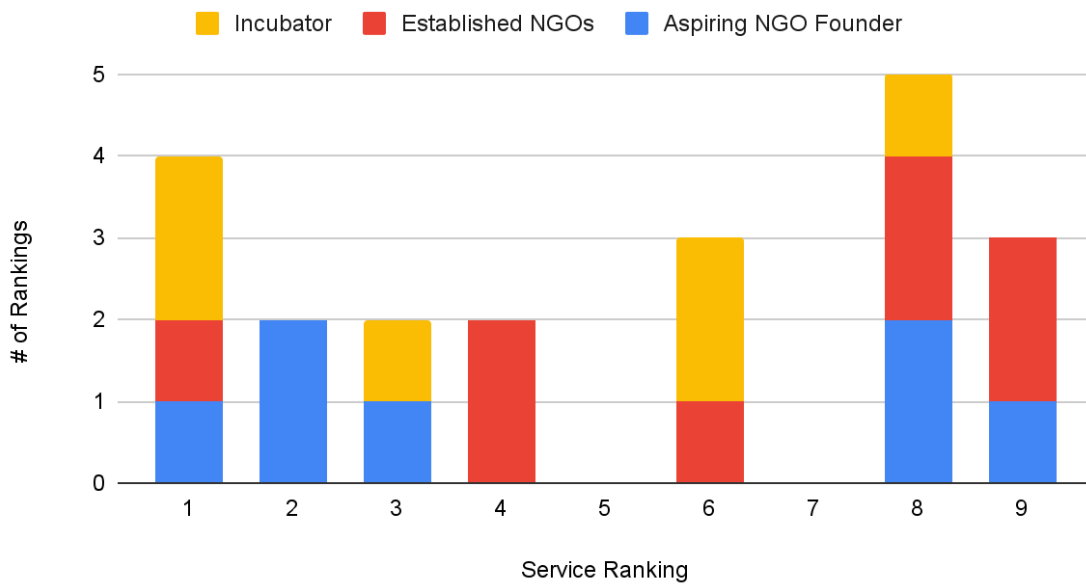
Optional services are services that above all else have highly bimodal ranking distributions, especially when these rankings are supported by a similarly wide range of qualitative assessments. These may be best treated either as a medium priority or as a case-by-case need that is better addressed through individual mentorship or depending on the specific needs of a particular group of incubatees.

Carefully analyzing optional services leads to surprisingly rich perspectives on NGO needs and self-evaluation. Interviewee descriptions of these services contain various reasons for their rankings that hint at trends in the larger NGO sector that inform our incubator.

Networking:

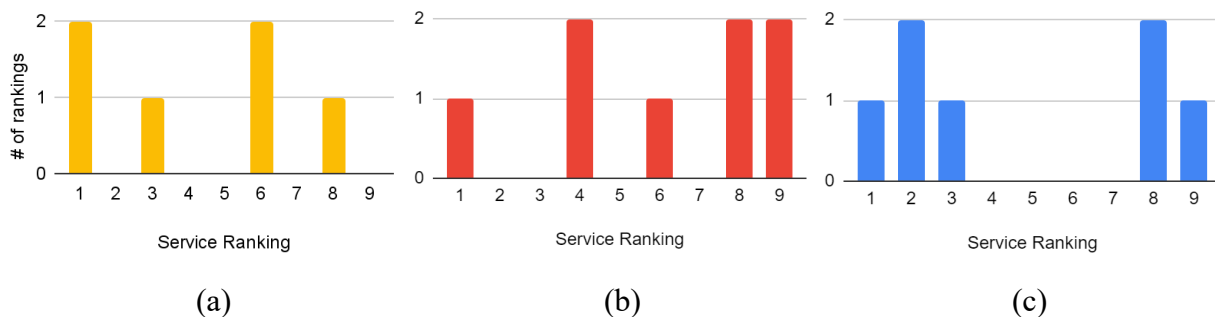
Networking is an optional service, as it has a more significant bimodal distribution than the other services. Although having the second best median ranking, it also has the highest standard deviation, which also hints at the spread distribution (Table 6). Practically, analysis of this service could suggest that individuals with access to a network rank it low because they do not need to develop it, while individuals without access rank it as highly useful.

Figure 18. Networking Rankings, All Respondents



(n=21)

Figure 19. Networking Rankings by Demographic



Four Aspiring NGOs Founders ranked **Networking** as a high (top three) priority, whereas another three ranked it a low priority service (Figure 19c). This bimodal distribution suggests that there are two groups of aspiring founders, one of which believes they would benefit from **Networking** services and another which does not. This distinction may exist in Aspiring Founders because those with robust networks no longer need additional **Networking** help and rank it low, while those without connections are urgently in need of it and rank it a top priority. This hypothesis is supported by the explanations provided in interviews by the aspiring founders about their networking rankings.

Aspiring Founder D mentioned that networking could lead to funding opportunities and Aspiring Founder E said that funding is important for any new organization, jointly supporting both the need for funding and networking. Aspiring Founder E mentioned that “without a network you are crippled and cannot work,” highlighting the importance of a network to Moroccan NGOs. Another interviewee, Aspiring Founder G also mentioned the importance of networking with experts in the same field as the NGO, not just with other NGOs.

Aspiring founders that ranked **Networking** low did so because they often already had a network, or believed that **Networking** comes easily and naturally for young NGOs to build a network in Morocco in the process of establishing the NGO. For instance, Aspiring Founder F ranked **Networking** 8 because they believe NGO workers either already have developed networks or will be able to develop one quickly without incubator help. Aspiring Founder A agrees, and ranked **Networking** as 9th priority, despite noting it as important, because they believed it would organically emerge from other services and group workshops. Another interviewee, Established NGO H believed **Networking** was unnecessary because they already have their own network.

Established NGO C ranked it as the most important service because they needed help connecting with international organizations and other partners. They also highlighted the learning potential that comes with **Networking**.

Two NGO incubator representatives, B and H also ranked this service as a first priority. Incubator H did so because they believe it is important for new NGOs to network with experts and entrepreneurs to ensure their NGOs are financially stable and their projects are well

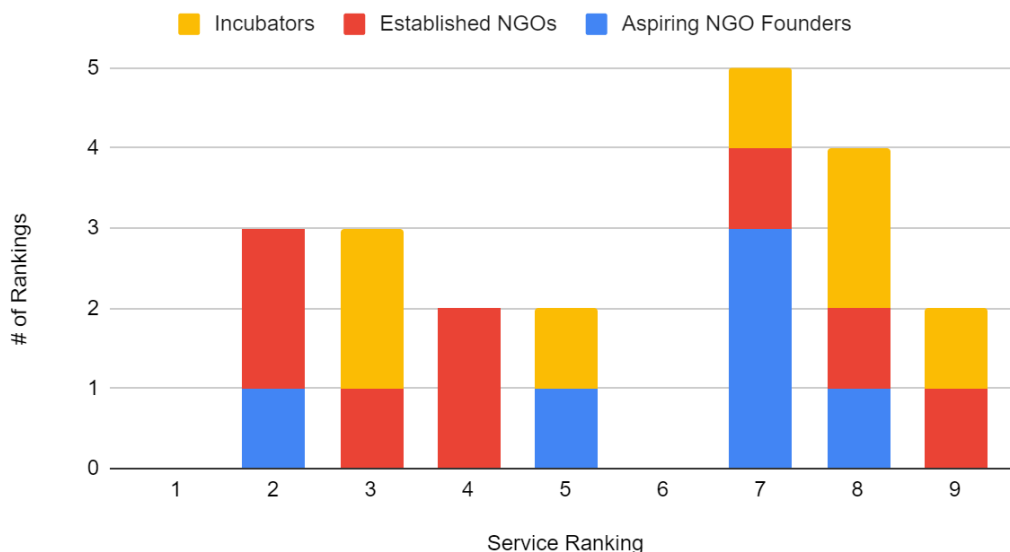
informed. Incubator B did so because they believed that networking with government agencies and institutions can provide valuable funding and cooperation opportunities for new NGOs.

A majority of interviewees have built a reliable network. Many agree that having this network is very valuable, but in the context of an incubator many do not need additional support for pursuing this goal. Aspiring Founder B argued that networking is an organic process that would not need additional facilitation in an incubator environment. A reasonable synthesis of these assertions is that networking is an essential part of NGO success, but might generally occur naturally even if it is not strongly emphasized by the incubator program. NGOs that specifically struggle with networking may be able to address this issue individually.

Technical Services:

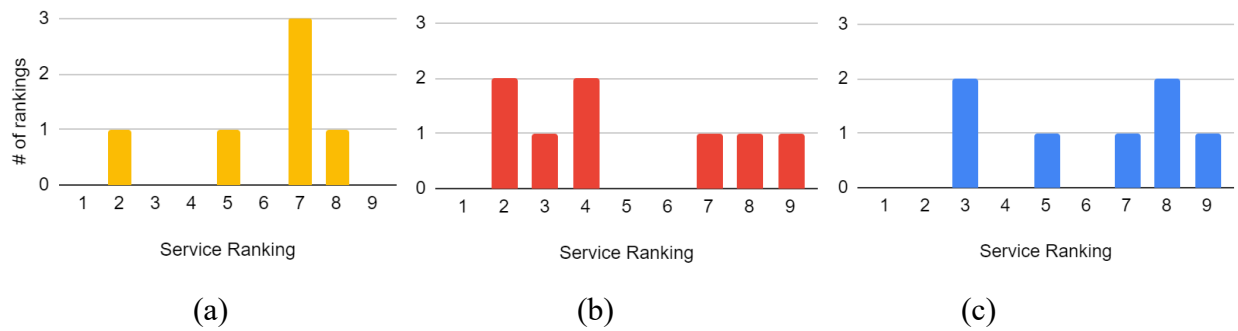
Technical Services has a relatively similar distribution to that of **Accounting** and **Communication**. The difference is that it is more bimodal, with more participants ranking it either very high or very low compared to **Accounting**. This gives it a similar distribution to **Networking**. However, it was more concentrated in the lower priorities, which demonstrates less market need placed **Technical Services** than **Networking** (Figure 20).

Figure 20. Technical Service Ranking, All Respondents



(n=21)

Figure 21. Technical Service Ranking by Demographic



A possible explanation for this bimodal distribution is that NGOs that run technical programs, need a website, or work with young people generally place particularly high emphasis on the service. For example, NGO Representative A ranked the service highly because they need a website to advertise their programs and NGO Representative H mentioned that technical services could help them connect young people to one another in the digital age. Other NGOs feel like technical services would not bring benefits to their programs or their organizations, and they ranked it lower as a result.

4.3 Development of the Incubator Model

The incubator model that we design will be run by Association Anoual, so it is essential to understand Association Anoual’s goals, vision, and mission for the incubator. It is also important to understand the capabilities of Association Anoual to ensure the incubator promotes their strengths and remains realistic for them to implement. Our open discussion with the board, current and former presidents, some members, and key program managers of Association Anoual had the purpose to learn more about their vision for the incubator and their past attempt at creating an incubator program called NGO PushUP.

We also wanted to better understand the strengths of Association Anoual by evaluating their past programs American Leadership Academy (ALA) and Morocco Future Leaders (MFL). The results were overwhelmingly positive, with all interviewees giving positive feedback on Association Anoual’s ability to run leadership workshops. We also included recommendations given to us on how to improve those programs so those suggestions can be integrated with the incubator model.

From our understanding of Association Anoual's vision of the incubator and our evaluation of Association Anoual's strengths we developed the incubator structure. The NGO incubator draft we showed to interviewees was composed of two tiers. Tier 1 is the nascent stage, intended for aspiring NGO founders and newly established or otherwise underdeveloped NGOs; it features a structured monthly workshop schedule and a broad but clearly-defined scope covering all the basics of NGO startup: program ideation, stakeholder identification, legal registration, and more. Tier 2, the seed stage, targets more well-established NGOs that have existing programs, funding sources, and robust internal structure, and is characterized by a more open-ended mentorship approach tailored to individual NGO needs, supported by the presence of general-purpose resource repository to address incidental gaps in institutional knowledge as needed.

The first tier was organized as a 12-month incubation program divided into 3-month phases. The first tier focuses on the basics of establishing, founding, and leading an NGO, and the second tier concerns program development, legal compliance, outreach, and securing funding. By the six month point of the first tier, incubatees deliver a fleshed out program proposal, and the incubator transitions to an emphasis on implementation and execution, moving away from theory and towards hands-on work. The second tier was organized with a lot more flexibility, and was based around the concepts of a consulting service combined with an online service repository to allow Established NGOs to receive tailored help.

We showed these drafts to interviewees and received valuable feedback that we integrated back into our model. The suggestions and feedback we received regarding Tier 1 is compiled in Section 4.3.4 and the feedback we received about Tier 2 is compiled in Section 4.3.5. All interviewees were presented both models but often their feedback was focused on the aspect of the program most relevant to their experience.

4.3.1 Scope and Vision for the Incubator Model

In our meeting with the board of Association Anoual, we discussed various considerations for the scope and vision of the incubator program. In particular, we identified Anoual's target demographic for incubator participants, the scope of the program in terms of size and duration, and key outcomes addressed by the model for effectiveness and feasibility on the

part of Association Anoual. We also discussed the strengths and weaknesses of Association Anoual's first attempt at NGO incubation, a 2015 program NGO PushUP .

Lessons learned from NGO PushUP are particularly relevant to us in designing our new incubator model for Association Anoual. In many ways, the new proposed NGO incubator is a synthesis of lessons from NGO PushUP and modern Association Anoual programs such as MFL and ALA, along with new ideas based on market research. We determined the number of participants for our program based on the number of attendees in Association Anoual's previous programs. NGO PushUP hosted 10 participants, but Association Anoual has since upgraded their capacity to support a group as large as 20 to 25 participants. For example MFL and ALA featured approximately 20 and 35 participants respectively.

However, the board seemed receptive to the suggestion of limiting the first run of the incubator to a 10 to 15 participant class size to allocate more resources to organization and feedback collection, while also allowing space to expand in the future. In contrast to the individual-focused MFL and ALA, an NGO incubator may host two or even three representatives from each NGO to work as a team in the interest of the organization. This team participant structure would inflate the number of individual people directly involved in the workshop, which further incentivizes initially restricting the number of NGOs to measure program efficiency before expanding.

One interviewee (Aspiring Founder A) and the board of Association Anoual suggested that participant retention is a key concern in incubator programs, and suggested various avenues to mitigate it. Relevant and coexistable approaches are:

1. Tailoring the content specifically to participant needs
2. Selecting promising and motivated participant NGOs, recruiting representatives with vested interest in the incubation
3. Including a form of buy-in, leverage, or other incentive structure

In short, an NGO incubator should ensure that its workshops will be an effective and productive use of the client's time by tailoring the workshops to their specific needs and tangibly improving the clients programs and organization. The incubator should take care to select NGOs that are committed to following through the full incubation process with high levels of effort, and furthermore require the participating NGOs to send representatives that are personally committed

to the NGO and will remain engaged with the incubator throughout. For example, particularly useful representatives would be presidents of NGOs or high ranking board members, who have the power to quickly implement changes in their NGOs according to what they learn in the incubator.

Another important consideration we discussed with Association Anoual is that incubators must be financially sustainable in order to continue operating. They envision that one of the main challenges would be making the program financially sustainable. Creating a form of buy-in was discussed with Association Anoual to both incentivize participants to complete the program and to create another revenue stream for the incubator. It was discussed that monetizing tier 1 would likely be unsuccessful due to the participants lack of resources but that monetizing tier 2 could prove beneficial to the program at large.

In terms of the demographics of the participants, Association Anoual wants the model to focus on organizations or people working in the same youth empowerment and leadership sector as them. The advantages of narrowing the scope of the incubator to their own sector are twofold. Not only would this allow Association Anoual to rely on their expertise to tailor the program content to relevant issues in the youth empowerment space, but also the incubation of other NGOs in this sector enriches the sector and effectively increases the opportunities available to local youth in a way that directly supports Association Anoual's objectives and mission.

Limiting the geographic scope may provide certain advantages, and interviewees have indicated a preference for starting local. Aspiring Founder D argued that sourcing speakers from the local area may allow for more accurate, current, and relevant workshop lessons. Incubator Representative H suggested that running programs nationally rather than internationally may allow NGOs to target hard-to-reach areas in need of support that cannot attract the attention of multi-national funding partners. Association Anoual, based in Kenitra, can also reduce their expenditure on outreach by focusing solely on the Rabat-Sale-Kenitra region.

4.3.2 Capabilities of Association Anoual

From the survey sent to the organization's president, we were able to understand what Association Anoual would be capable of within a year and what they would not be able to provide. Table 10 describes the outcome of this survey.

Table 10. Breakdown of Survey Outcome for Incubator Services

Incubator Service	Survey Outcome
Funding Assistance	Would be able to provide in more than one year from now
Physical Workspace	Can NOT provide, but able to provide guidance on how to acquire physical workspace in workshops
Accounting Services	Can provide immediately
Communication Services	Can provide immediately
Organizational Advice	Can provide immediately
Legal Services	Can provide immediately
Consultation	Can provide immediately
Technical Services	Would be able to provide in more than one year from now
Networking	Can provide immediately

4.3.3 Assessment of Past Association Anoual Programs

We interviewed three alumni of Association Anoual’s American Leadership Academy program and three alumni of their Morocco Future Leaders program. The feedback for both programs was broadly positive, with alumni praising the quality of instructors Association Anoual was able to provide, the content of the workshops, and the impact the programs had on them personally and professionally. Some alumni provided feedback on the programs, and mentioned specific skills that they wish were covered further in the program, for example project pitching.

All three American Leadership Academy alumni we interviewed highlighted the leadership and emotional intelligence workshops done through the program as some of the most valuable workshops they participated in. Two of the alumni spoke very highly of the mentorship support they received through the program, though the third mentioned their mentor had poor availability and wished they could have given more feedback about their mentor to raise this issue with Association Anoual. One interviewee highlighted the networking they did during the

program and the support they received finding an internship after the program concluded as the most valuable part of the program. For any skills missing in the program:

1. One interviewee wished they got more instruction on how to pitch their ideas to sponsors and others,
2. One interviewee mentioned that they wanted to get more support in how to secure funding for their initiatives and
3. One interviewee also wished for more support in securing funding while also mentioning project management as a skill they wish was covered.

Regarding the 7 month timeline of ALA, all three alumni interviewed agreed that the 7 months was enough and that extra time was not needed. They also commented that the pacing and frequency of the workshops worked well for the content that was covered. Our results show that Association Anoual's programs are well paced and engage participants for the duration of the program without becoming tedious.

All three Morocco Future Leaders program alumni spoke similarly highly about their experience with Association Anoual. One participant highlighted the "Youth for Civic Engagement Workshop" as their most valuable workshop because it allowed them to focus on self-improvement through introspection. Another favored a leadership workshop about determining what kind of leader you are because of the opportunity it presented for introspection, and the third mentioned a US Embassy workshop about grant writing as their most valuable workshop. All three of the alumni also mentioned that the mentorship they received during MFL was valuable and many still keep in contact with their mentors from the program. Additionally, all of these alumni we interviewed had also attended similar leadership programs but they believed MFL was the best they attended due to the quality of trainers and guest speakers. Only one alumni felt that skills were missing from the program, mentioning that they would have liked to receive more theoretical background relating to the development of a theory of social change. However, all alumni struggled to continue working on their project after MFL finished because their team was not fully committed to the idea or they lost contact with them.

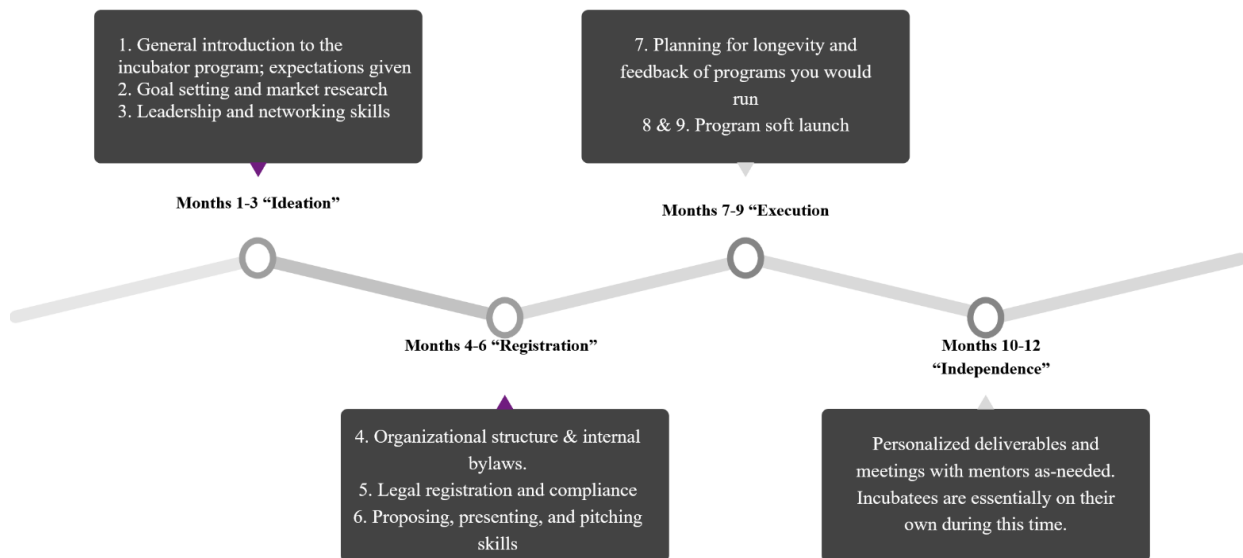
The feedback we received from former participants in the MFL and ALA was positive. Participants across both programs highly valued the leadership workshops because they allowed them to be introspective and learn how to improve themselves, describing it as a unique strength of Association Anoual's programs. Many participants, who were often under 30 years of age,

also valued the emotional intelligence aspects of the program and said they use those skills in their daily life. The shortcomings mentioned in the program were largely regarding funding strategies, such as pitching and support securing funding. This parallels Association Anoual’s statement (Table 10) that developing the capability to give Funding Assistance would take over a year.

4.3.4 Timeline and Schedule Comments

The interviewees were presented with a draft proposal that detailed the timeline of the two-stage model. Interviews that occurred in the beginning of our research centered on a nine month timeline in the first tier (see Section 4.3.8 Draft 2; Appendix I), while interviews that took place later into our research were presented an updated twelve month timeline for the first tier and a year-long second tier based on a subscription model (see Section 4.3.8 Draft 3; Appendix J).

Figure 22. Example of Timeline for First Tier



Thirteen of the people we interviewed – 5 Aspiring NGO Founders, 5 Established NGOs, and 3 Incubators – gave us feedback on the proposed timeline of the aspiring NGO tier (Tier 1) of our program. Seven of those interviewees (four Aspiring Founders, two Established NGOs and one Incubator) believed that a program consisting of nine months of workshops would be

manageable and beneficial to incubator participants. Specifically, Incubator A liked the trimester-based workshop structure of the model shown at the time of their interview. Aspiring Founder B echoed this feedback, commenting that they liked the way our program transitioned from simple to complex topics. Aspiring Founder C believed that the trimester structure would make it easier for organizations to interface with the model and follow along and they also appreciated the length of the program for the amount of content in it.

Five of the interviewees that gave feedback on the nine month timeline believed that it was too long and a shorter program would be preferable. That group consisted of one Established NGO, two Incubators, and two Aspiring Founders. Established NGO H believed that the proposed program took too long to get to the hands-on prototyping phase, and that many NGOs would lose interest before getting the chance to launch their program. To better engage participants, they suggested moving the launch of the program up earlier in the program and shortening the conceptual workshops. Incubator E agreed with sentiment, and also proposed additional events, deliverables, and hands-on activities to preserve participant interest. A suggestion they gave was for participants to begin conducting market research for their program in the first trimester so they understand their market by the time they launch. They also suggested a hackathon event at the six month mark of the program to give networking opportunities and reinvigorate any NGOs that may begin to lose interest.

Incubator H also highlighted participant retention as an issue to keep in mind, and said that they usually prefer to run programs in the 6 to 8 month range. They also suggested that requiring deliverables throughout the months would help participant engagement and help participants begin to test their programs and get feedback about their deliverables. Established NGO C also expressed concerns that there could be issues with retention, but believed the nine month program was good and the retention issue could be circumvented with a rigorous selection mechanism that prioritizes dedicated applicants.

Established NGO A, commented that the 9 month draft that was shown to them was too short, advocating for long term support. They suggested that the incubator should implement a follow-up system after the program to ensure survivability and longevity of participants.

We also discussed the schedule of the incubator model with the interviewees to gather feedback on its practicality. The schedule determines how often workshops happen and how often participants meet with their mentors.

Established NGO D mentioned that many NGO employees also have full-time jobs that they work so their time may be limited. They recommended taking those time limitations into account when determining where incubator workshops take place, how long they are, and how often they happen. Another recommendation about the schedule of the incubator came from Incubator E who said that each training session should have a dedicated purpose to ensure that they are as tailored and beneficial to the participants as possible.

Incubator B suggested that certain workshops that deal with broad services such as Legal Services, Accounting, Funding Assistance, and others be taught in large workshops with all NGOs present instead of through one on one individualized mentorship sessions. Other services could be best taught in smaller sessions, but the interviewee believed those were broad enough to be efficiently communicated to many NGOs at the same time. An additional benefit of this strategy is that these workshops can double as networking events for NGOs.

When scheduling workshops, Incubator A cautioned that communication with young NGOs can be difficult due to technical issues and time conflicts so we should ensure there are multiple ways to reach participants to schedule workshops.

The feedback we received from the interviewees regarding the incubator's timeline and schedule were very valuable and many suggestions were integrated into interactions of the incubator model. Incubator interviewees have unique insight into the ideal scheduling of incubator programs because it is their organizations specialty. Additionally, NGOs and Aspiring Founders will be the clients of our model, so it is important to take their feedback into consideration to ensure that the program we design works for them as well.

4.3.5 Two Tiers of Incubation

From the early stages of development, Association Anoual was highly receptive to the proposal of imitating the Nascent Incubator Model (NIM) and Seed Incubator Model (SIM) two-tiered approach to incubation. We subsequently incorporated the two-tiered model into our second draft of the incubator proposal. Interviewees also responded very positively to the model, and encouraged us to continue developing the idea and adapting it to suit the particular needs of NGOs as compared to businesses. The biggest difference between the incubation of businesses compared to NGOs is the services that will be provided to them, and the highest priority services

for Moroccan NGOs are determined in Section 5.1.1. Established NGOs were also able to provide feedback on how the NIM/SIM approach could be applied to the Moroccan civil sector.

When we explained the full two tier model, Established NGO B thought it would be very helpful for growth and provide a quality program. Another interviewee, Established NGO C, thought that the division between tier 1 and 2 was necessary because incubators with different target populations have different philosophies to best serve their clients. Creating separate programs for developed and undeveloped NGOs means that the unique needs of those populations can be more adequately met than developing one program for both.

Established NGO C also commented that developed NGOs could still find activities meant for nascent NGOs useful. Some developed NGOs may not have developed best practices in their early years, and being able to get guidance on foundational skills could resolve some issues for them. To address this, the interviewee suggested that the second tier incorporate an online service repository that has video tutorial and worksheets to allow developed NGOs to learn any foundational skills they may have been lacking. They suggested that Technical Services, Organizational Advice, Communication Services, and Consulting Services all be services included in a repository. This idea was inspired by a previous incubator program the organization had participated in, where the interviewee found the online services the program provided useful.

However, not all interviewees were as receptive about the possibility of an online component in Tier 2 of the incubator. Incubator D believes that NGOs will struggle to follow and implement online programs due to the incubator's past experience running such programs. They mentioned that online programs work best when prefaced by an in-person component. If not cost prohibitive, they recommended customized in person workshops to address client needs that are then supplemented by online workshops.

That same interviewee also mentioned a philosophy that they thought should motivate Tier 2. They believed that we should think of the tier as an accelerator whose purpose is to ease the clients transition to the professional world. In their vision the incubator would provide backend logistic services while the NGO would focus on developing their programs. However they also commented that this approach is resource intensive and would need to be financed.

When presented with the idea of monetizing Tier 2, Incubator D disagreed because they believed that "you should never make your beneficiaries pay." They suggested finding

international corporate or government sponsors. However, Incubator E supported the monetization idea to make the model financially sustainable. They philosophized it as akin to a paid consulting service that NGOs renew yearly. Incubator C spoke to us about a hybrid business plan that involves soliciting sponsors and monetizing Tier 2 to have a financially sustainable model.

One piece of advice emphasized by many interviewees was the need to keep the incubator flexible. Incubator G said that the design of a program must be flexible to accommodate the goals of sponsors. A rough draft should be developed that can shift depending on the priorities of the program's financiers. Incubator C had similar advice, suggesting that we create moderately different plans that change depending on how much funding the program is able to garner. These plans would create more flexibility in our model and allow the incubator to change structure easier if it faces financial constraints.

Overall feedback from interviewees regarding the two tier model of our model was positive and nearly all agreed with the general breakdown of the tiers, only giving constructive criticism about specific structural aspects of the program. Incubators A, C, D, and H all believed the two tier division was necessary and agreed with the philosophy motivating the division. Incubator H really liked the independence afforded to NGOs to learn on their own through the service repository and also the tailored consulting to allow them to work on specific issues.

4.3.6 Notable Suggestions for the Incubator

Many creative suggestions for the incubator model were offered by individual interviewees. Some of these suggestions have been included in or strongly influenced our proposal, while others were not fully included in our proposed model for various reasons. Still, the ideas may prove thought-provoking and helpful to the development and implementation of the incubator program, and so they are described below:

- Interviewees Aspiring Founders A, G, and D and Incubator Representative C suggested specific workshops for Funding Assistance that trained the technical aspects of grant writing, project pitching to investors, and project proposal development.
- Aspiring Founder G and Established NGO A interviewees recommended that Technical Services include specific tutorials on website development, and that websites are

increasingly important for outreach and legitimacy compared to social media presence. Established NGO C suggested web development be specifically a Tier 2 service.

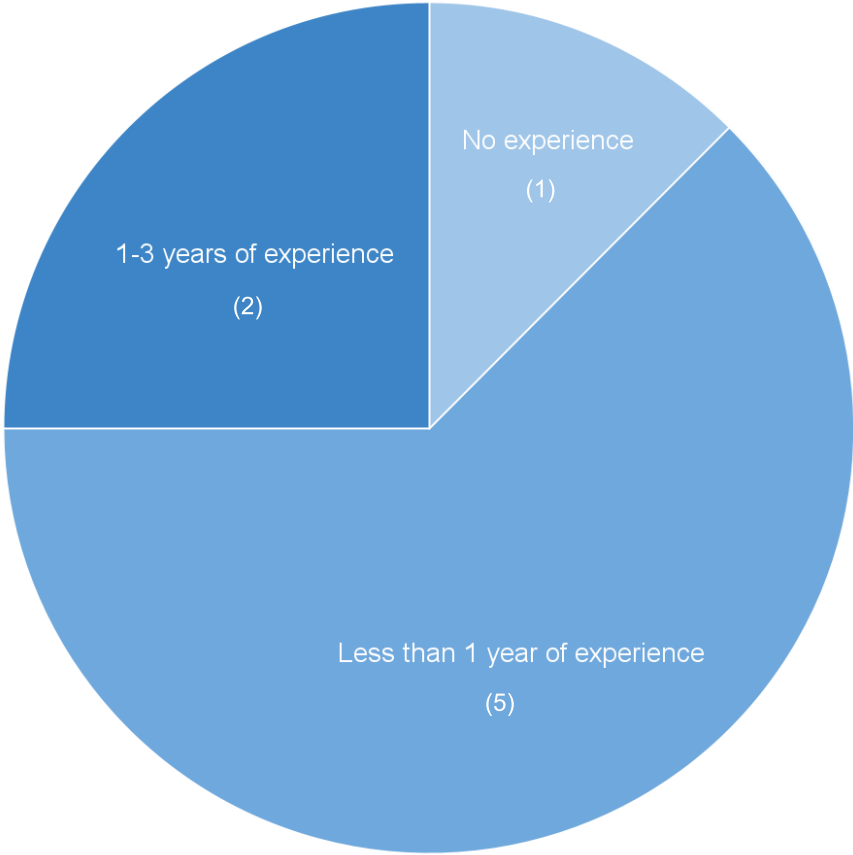
- Aspiring Founder C and NGO Representative H suggested including workshops on modern emerging technology and how it relates to the NGO workplace
- Established NGO D suggested teaching cybersecurity to NGOs that manage sensitive data, and Established NGO F brought up data organization and data management for organizations that manage large amounts of data
- Incubator F expressed that Consulting should be treated separately from the other services as a catch-all service that covers various areas of expertise. Similarly, another interviewee, Established NGO C, grouped Consulting with Organizational Advice, Technical Services, and Communication Services as four cases of one-on-one services that should be handled separately from the “general education” services.
- Three interviewees, Aspiring Founders A and E and Incubator Representative E suggested that the incubator focus specifically on project and team management as an interSection of interpersonal skills and logistics.
- Some of the business incubators, Incubator interviewees D and H, raised the topic of accelerator models as compared to incubator models. In an accelerator, the client can focus the majority of their resources on bringing their product to market, while the accelerator purely manages logistics and other background tasks.
- Incubator E, suggested that an incubator might sponsor business trips, for example to conferences or other meetings, rather than provide general funding directly. Correspondingly, another interviewee, Established NGO B, was interested in finding financial support for their NGO to attend the Middle East Studies Association conference.

4.3.7 Outcomes of trial incubator workshop

Eight attendees were present at the trial incubator workshop, four of whom were involved in an Enactus club at their university, another three were members of Association Anoual, and three were also involved in Robotique Energies Renouvelables at their university. Some of our participants are heavily involved in their community and are members in multiple organizations. In the pre-assessment survey, one attendee reported no experience working with NGOs or social

enterprises, five attendees reported less than one year of experience, and two attendees reported having between one and three years of experience in this field (Figure 23).

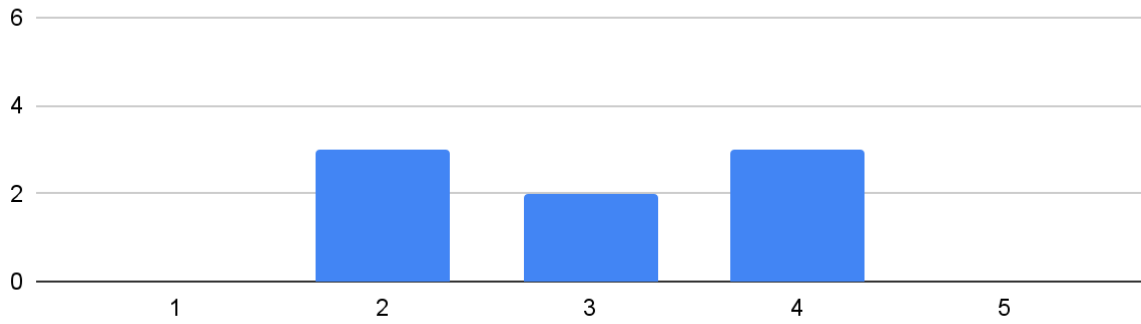
Figure 23. Self-reported audience experience “working in leadership for NGOs or social enterprises”



The pre-assessment quiz also measured the audience’s self-reported competency in the three areas of focus of the workshop, namely mission and vision development, stakeholder mapping, and SWOT analysis, on a scale from 1 (unfamiliar with the topic) to 5 (very familiar with the topic). The post-assessment quiz asked identical questions as a way of measuring the change in understanding in attendees. The survey results of both surveys for all topics are presented below, with pre-test on the top and post-test on the bottom.

Figure 24. Pre-assessment (above) and post-assessment (below) responses to “How well do you understand the concept of goal setting?”

Before



After

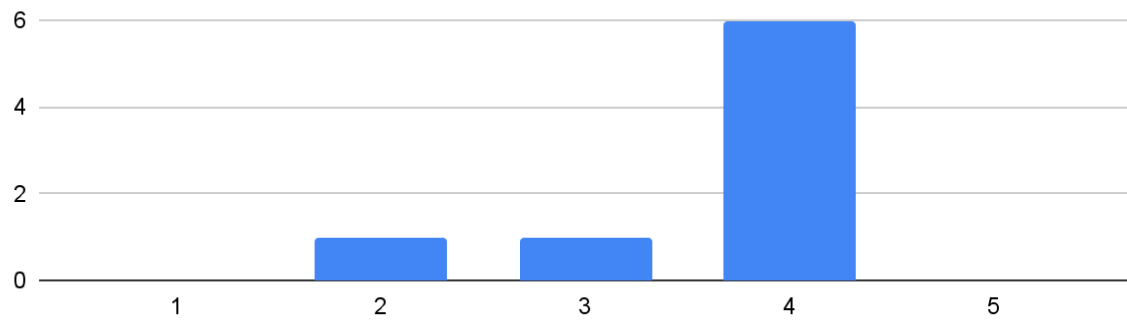
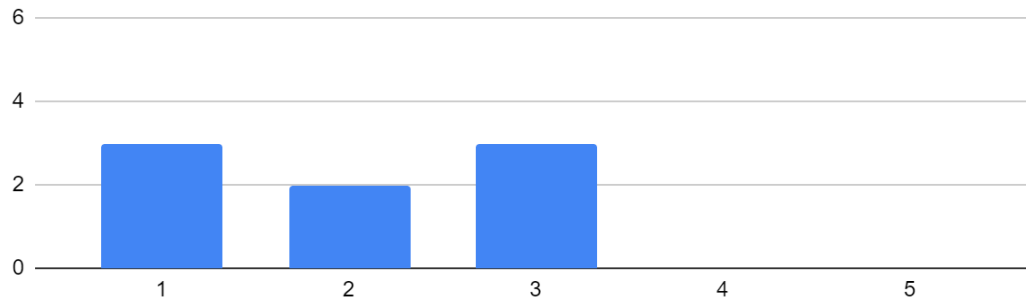


Figure 25. Pre-assessment (above) and post-assessment (below) responses to “How well do you understand the concept of stakeholder mapping?”

Before



After

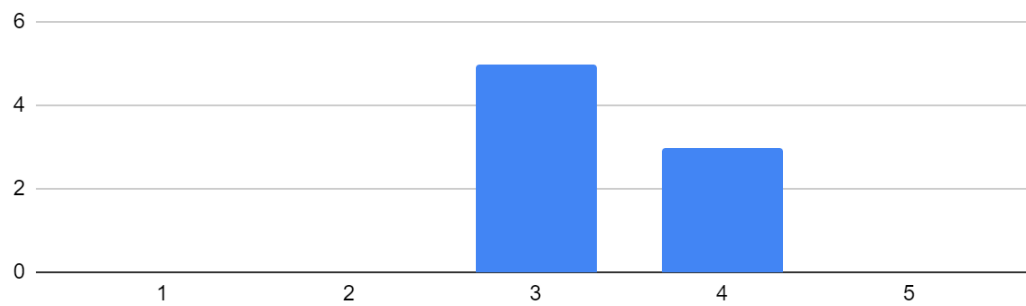
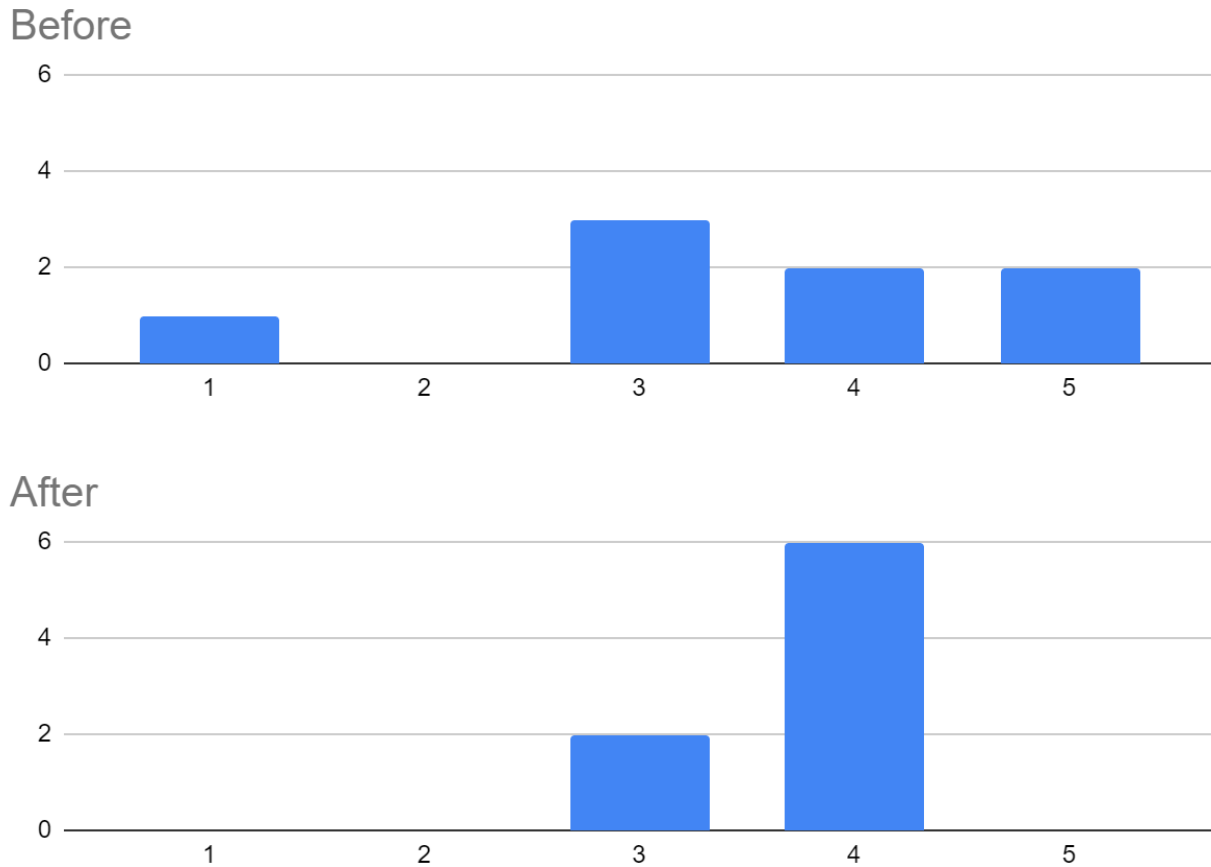


Figure 26. Pre- and post-assessment responses to “How well do you understand the concept of SWOT analysis?”

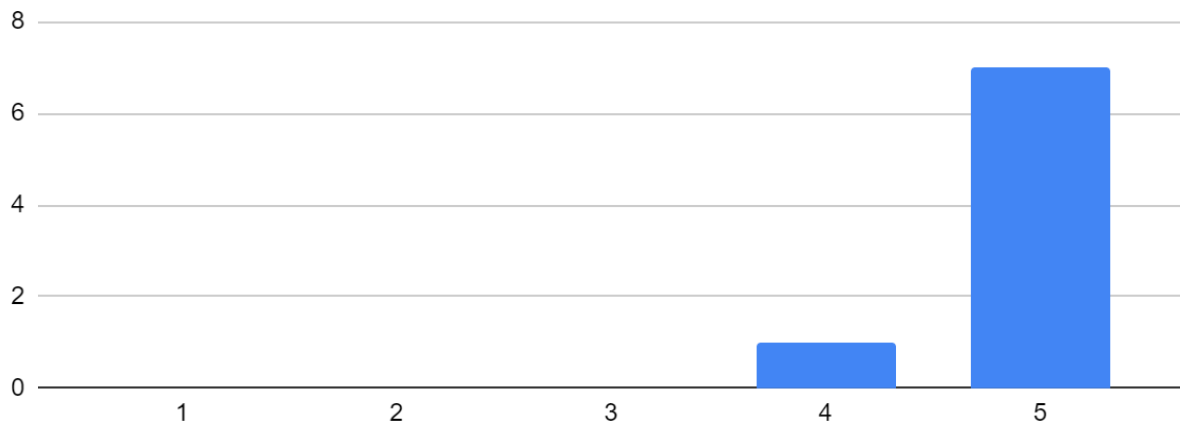


Pre-assessment results indicated an average understanding of goal setting (Figure 24) with a mean understanding of 3, a generally lower understanding of stakeholder mapping (Figure 25) with a mean understanding of 2, and a generally higher but more spread-out understanding of SWOT analysis (Figure 26) with a mean understanding of 3.5. It is likely that experience such as working in Enactus, past Association Annual programs or other such social innovation programs has exposed interviewees to the concept of SWOT analysis before, as it is a standard practice in business or organization leadership.

The post-assessment results indicated a marked improvement in understanding across all topics. Goal setting’s mean understanding rose to 4.625 (an improvement of 1.625), stakeholder mapping’s mean understanding rose to 4.376 (an improvement of 2.376) and SWOT analysis’ mean understanding rose to 4.75 (an improvement of 1.25). These scores indicate that the

workshop successfully improved understanding in all topics covered. This analysis is supported by the very positive assessment of the quality of the workshop overall by the attendees, shown in Figure 27. Almost all attendees rated the overall quality of the workshop 5/5, except one attendee who rated it 4/5.

Figure 27. Post-assessment responses to “How did you feel about the quality of this workshop overall?” from 1 (negatively) to 5 (positively)



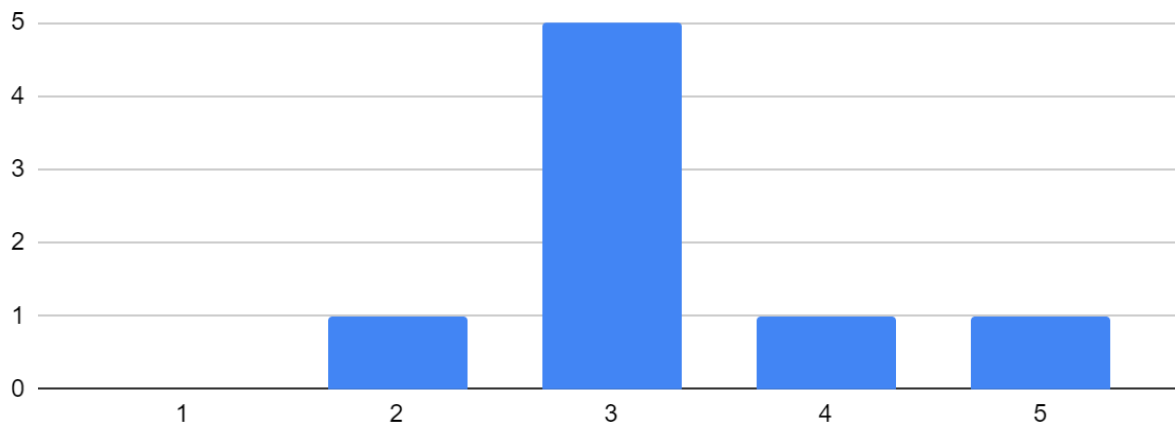
The participants were also asked about their perceived usefulness of all three skills covered in the prototype workshop. The order of usefulness from participants was goal setting (with a mean of 4.875) followed by stakeholder analysis (with a mean of 4.75) followed by SWOT analysis (with a mean of 4.625). However the difference in mean usefulness was small and all services were clearly perceived as having value by all participants, with none of the services receiving a ranking below a four.

We also conducted observational analysis of how the participants reacted to the topics covered in the workshop. Overall the engagement was high for all participants across the program. The group activities where they were asked to create and develop a fictional NGO were particularly engrossing to the attendees. On two occasions in the group activities participants asked the workshop administrator for more time, when they were developing the idea for their program and when they were developing their NGO’s mission statement. Additionally, during

the stakeholder mapping Section of the workshop the instructor had to make the workshop progress because attendees were too focused on fully developing their NGOs' stakeholders.

Attendees were also very animated during these group activities, and were enthusiastically talking with one another and writing down their ideas. This enthusiasm demonstrates that the workshop format kept participants engaged and suggests that the workshop was at the right level of complexity for most attendees. These observations are backed up by data collected by the post survey regarding the depth and complexity of the workshop, shown in Figure 28. The majority of respondents indicated that the complexity of the workshops was ideal for them and neither too easy nor too difficult. One respondent indicated that the workshop was slightly too easy for them and two indicated that the workshop was too complex. These results align with our observations of participants appearing engaged without being lost or bored.

Figure 28. Post assessment responses to “What did you think about the depth and complexity of topics covered today?” from 1 (too easy) to 5 (too complex).



Another qualitative indicator of the success of the workshop is the questions that attendees asked. Their questions clearly demonstrated they were paying attention to the presenter and engaging with the material on a deeper level. For example, one person asked an in depth question about the use of SWOT analysis in NGOs that indicates that they were engaged with the material.

One question was unrelated to the topics covered, but nonetheless interesting to the development of the incubator model. A participant asked about the legal process for registering a

NGO, which further indicates the need for an incubator to address that service in its workshops. The workshop administrator gave them a brief overview of the process but mentioned that a more in depth discussion is best left for another workshop.

To evaluate the attendees perception of the incubator program we asked them to rate the incubator model overall (Figure 29) and for each term individually (Figure 30), on a linear scale from 1 (negative perception) to 5 (positive perception).

Figure 29. Post-assessment responses to “How do you feel about the incubator model?”

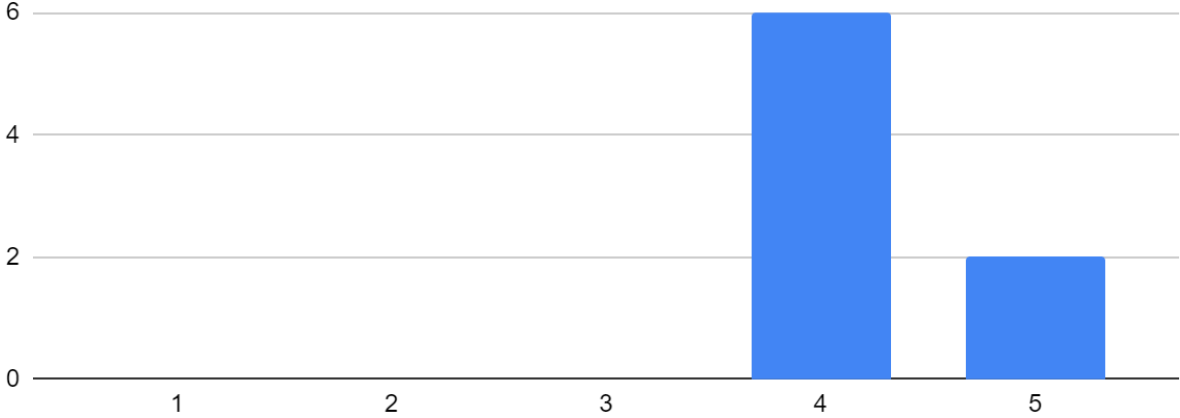
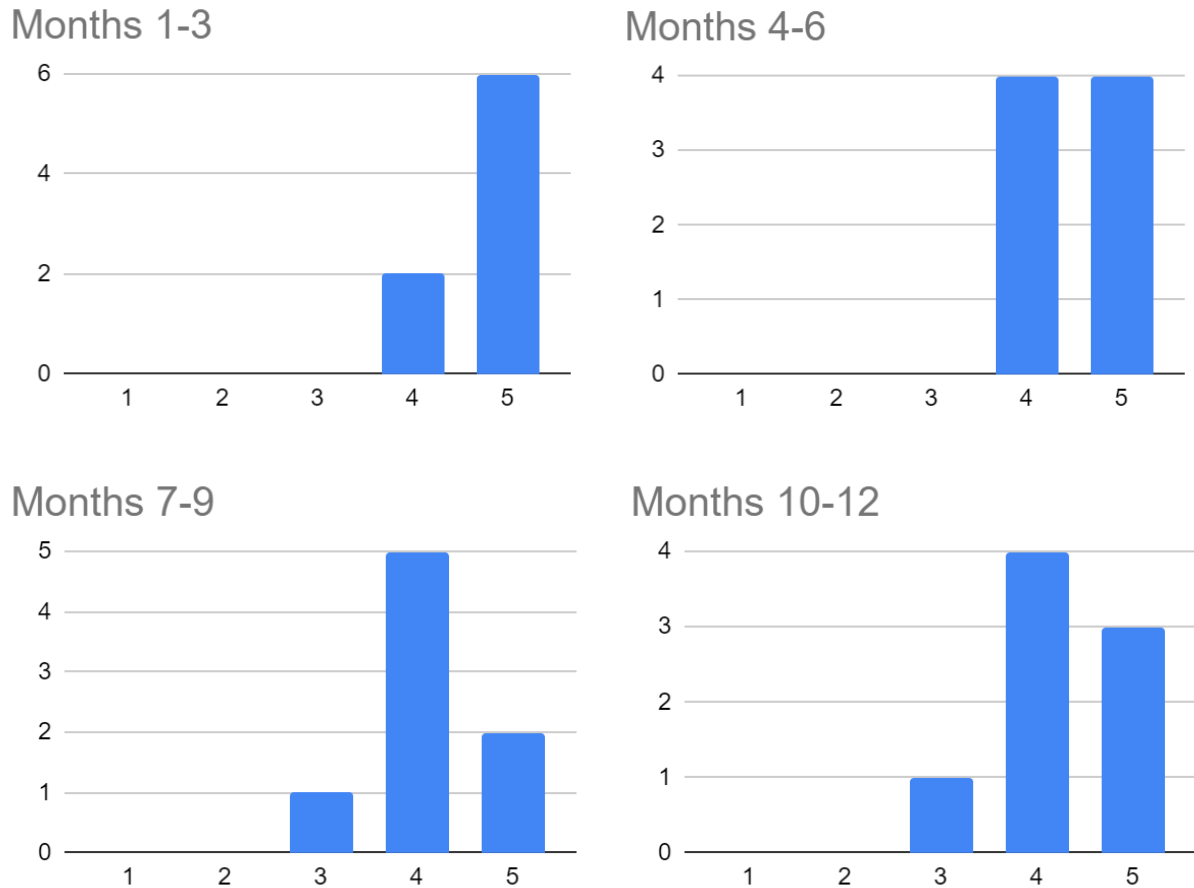


Figure 30. Post-assessment responses on the quality of each 3-month term

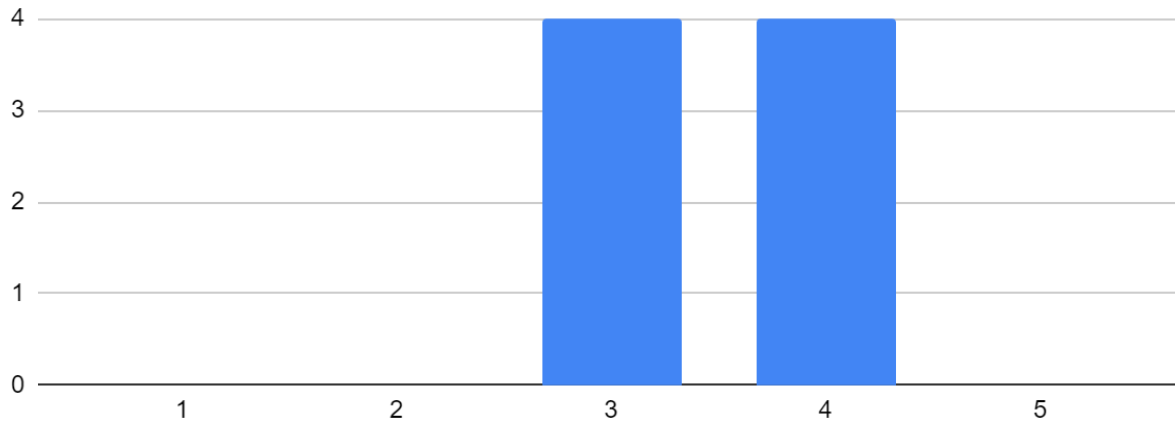


Overall, the response from the attendees regarding the incubator model was extremely positive. None of the attendees felt negative (score of 1 or 2) about any aspect of the program and all of them felt positively or very positively (score of 4 and 5) about the incubator model as a whole. The first term received the most positive reception with a majority rating it very positively, and the third term received the least positive reception with one neutral and four positive receptions. This indicates that our model was extremely well received in this population, as the lowest score any aspect of our program received was neutral. It is possible that the first term garnered the most positive responses because the workshop was sampled from there, so participants best understood how it would look.

We also asked participants about the timeline of our model. This question was also on a linear scale from 1 (too short) and 5 (too long). The ideal answer for this question would thus be a 3. This question was divisive, with half of the respondents indicating that the length worked for

them and the other half indicating that it was too long (Figure 31). However the respondents that thought it was too long did pick 4 instead of 5, possibly indicating that it is longer than they would prefer but not too long to prevent them from attending.

Figure 31. Pre-assessment responses to “How is the 12 month timeline for the first tier of the incubator model?”, from 1 (too short) to 5 (too long)



The feedback that the 12 month program is slightly too long echoes some feedback that we received from other interviewees. The length of our program is controversial in that many people that we have asked are okay with the timeline but a sizable number of people have raised concerns about its length. It could be reasonable to assume that the current time required of our program is bordering on being too long but still acceptable for most potential participants. However it would not be advisable to make the program much longer than this, as more people would likely consider that too long.

4.3.8 Incubator Model Revision History

Throughout our prototyping process, we went through 3 drafts before settling on our final incubator model. Between our models, we made major changes throughout, most importantly developing a two-tiered model. A revision history is presented in Table 11.

Table 11. Revision timeline of NGO incubator model

Draft #	Major additions
1	<ul style="list-style-type: none"> ● Developed 9 month incubator timeline divided into trimesters ● Defined initial measures of scope: client type, number of clients, geographical region, NGO client sector
2	<ul style="list-style-type: none"> ● Delineated nascent (NIM) and established (SIM) NGO incubation tiers ● Developed a description of key ideas for each service and workshop ● Created preliminary description of online service repository for Tier 2
3	<ul style="list-style-type: none"> ● Added 3-month period of continued support after the 9 month incubation period, to provide continued support as-needed during the transition to independent operation ● Outlined metrics of success and evaluation tools ● Outlined application criteria ● Outlined expectations for mentor/client relationship and mentor expectations
Final	<ul style="list-style-type: none"> ● Finalized content of the incubator ● Outlined specific content and workshops throughout each month in a comprehensive timeline

The first draft of the incubator model was informed by results from our background research and literature review on incubator models. Successive drafts were constructed by incorporating results from interviews and feedback from representatives and the board of Association Anoual.

4.4 Effectiveness and Sustainability of our model

Self-assessment is critical for an incubator's success as it is for any institution. Evaluation is an important support mechanism that provides critical information about the health and effectiveness of an incubator, as well as how much its participants have grown during the program. According to both our background research and the interviews we have conducted, we determined that the incubator needs to be able to assess itself and those it incubates. In our interviews with NGOs and incubator representatives, we asked them how their organizations evaluate themselves—or their incubatees—and this has informed our results on the effectiveness and sustainability of our model.

We distinguish between two separate systems of evaluation:

1. *Metrics of success*, how the incubator evaluates the progress and performance of the NGOs it incubates, and which tools are used to examine their development
2. *Incubator evaluation*, how NGOs provide feedback on incubation and how the incubator gathers information on its own performance

We developed these two types of evaluation with results gathered from interviews and background research. In this Section , we present our key findings regarding the role of evaluation in an NGO incubator by synthesizing these results.

Clients must be also evaluated to determine their development level so we can place them in the appropriate tier of our model. Furthermore, we must evaluate clients to ensure that they would benefit from the services the incubator provides and that they will be committed for the duration of the program. Another important consideration is that we must develop an application process and selection criteria to select clients for the incubator.

4.4.1 Metrics of Success

Metrics of success refers to how the incubator measures the progress and outcomes of its participants. Incubators need to be able to track the progress of the incubatees, otherwise improvements cannot be made to the program. Because success is subjective, each source defines success slightly differently. However, several key evaluation principles emerge as common themes.

Although both incubators and NGOs commonly establish metrics of success as a way of quantifying the results of their programs, NGOs do not measure organizational growth like an incubator might. Incubators measure the effectiveness and impact of their programs through the performance of their incubatees while NGOs often have program specific metrics they rely on to define success.

However, both NGOs and incubators often collect this data through specialized software, interviews, surveys, discussions, or combinations of these tools. For example, NGO Representative D uses a specific software program to track multiple different metrics: results, social actors, impact, and numbers of participants involved. In another Moroccan NGO (NGO Representative E) that worked to develop language skills, evaluations before and after a program

were used to quantify the success of the program, and as a way to build trust and transparency with stakeholders.

Some Moroccan NGOs are actively developing metrics of success. NGO Representative C, an education-focused NGO, emphasized that this was an area which they were trying to improve. Initially, they had a quantitative system, measuring success through statistics, such as schools improved and children impacted. Recently, however, the NGO utilized a more qualitative approach, evaluating the effectiveness and improvement of kids who went through their programs. Many education focused Moroccan NGOs use a similar approach to NGO Representative C. They assess the success of their programs through qualitative evaluation of kids' school careers and development, which are both complex metrics that are difficult to define (NGO Representative G). Overall, the consensus of Moroccan NGOs is that they utilize a combined qualitative/quantitative approach. Many define the success of their programs through the number of attendees and alumni they have influenced while also tracking how successful these alumni are in the field following the program.

Like NGOs, many Moroccan incubators use an evaluation system to determine how successful their programs are. Because many incubators run on consecutive cycles, incubators are able to gather feedback and change their curriculum between incubation cycles. Incubator Representative A explained that their organization incubated NGOs on a 6-month cycle, after which they acquired feedback and installed revisions. Then, they would run the cycle again. To measure success, they considered how many initiatives were converted into legally registered NGOs, as well as how structured and developed they are. They also considered how developed the NGOs' business plan or marketable service is because it is a major source of revenue, sustaining NGOs in Morocco (Incubator Representative A).

Many incubators in Morocco also integrate success measurement directly after workshops. Incubator Representative E used the performance of their incubatees to dictate the focus of future mentorship sessions. For example, if an NGO was not able to successfully pitch an idea for funding, pitching would become an active area of work for them during mentorship. Another tool that has been used for evaluating NGOs, and their progress throughout a program, is the Organizational Capacity Assessment (OCA). Developed by USAID, is an assessment—usually self-conducted—measuring organizational capacity, as well as recommending capacity improvements (DiTommaso et al., 2017). Mentioned by NGO Representative F, it offers

a way to quantify NGO progress and development. While that NGO did not use the OCA in their programs, it offers a convenient way to assess NGO performance across key areas, and could be used as a benchmark tool to record NGO progress.

4.4.2 Incubator Evaluation

Gathering feedback from the incubatees is just as necessary as evaluating them for Moroccan incubators. Participants' firsthand account of incubation, and their external nature, make them valuable sources of information. Many Moroccan incubators and NGOs incorporate feedback forms and interviews to gauge program reception and determine how to improve their programs.

NGOs rely on a variety of ways to gather feedback. NGOs tend to stay in contact with the alumni of their programs; both Association Anoual and many other interviewees mentioned a continued relationship with their graduates (Aspiring Founder A). This makes following up simple. Aside from informal discussion, a common method of gathering feedback is an evaluation form. For example, NGO Representative F relies on a post-program feedback form to gather input on their programs. Other incubators we interviewed that utilize a style of feedback form include representatives H and A. A benefit of feedback forms is that they can be tailored to the responses you want to target. This flexibility allows incubators that prefer shorter multiple choice or free form response surveys to formulate the feedback forms in their desired template. Similarly, if an organization wants more in-depth feedback, the form can be revised in the style of long response questions as well. Feedback forms offer a great deal of flexibility in how an organization can choose to direct feedback. Feedback forms can also include numeric rating for program effectiveness: NGO Representative F utilizes questions that offer a scale from 1-10 on how effective participants felt the given program was and how they were treated. This offers a quantifiable metric within the feedback.

Another form of evaluation that was mentioned in our interviews were feedback interviews. Conducted primarily by incubators, but also certain NGOs, they offer very in-depth feedback regarding programs and incubation. NGO Representative F utilizes interviews in tandem with feedback forms to create a multilayered feedback system. Interviews allow for greater flexibility in the questions that may be asked at the moment because interviewers can follow up and inquire on interesting topics and points that arise during discussion, which leads to

deeper conversation regarding those topics. A strong emphasis is placed on interpersonal conversation and networking within Morocco and this immediate network is the most reliable method of determining the strength of your incubation. Every incubator and NGO we interviewed followed up informally following their program or incubation.

4.4.3 Determining the Development Level of an NGO: NIM/SIM Division

Another specific consideration that appears when we consider the effectiveness and sustainability of our model is how to determine what NGOs qualify for Nascent Incubator Model (NIM) and Seed Incubator Model (SIM) status. As previously mentioned, organizations ideal for a NIM are at the very beginning of their growth and they contrast largely with organizations ideal for SIM, which tend to have more resources, experience, and personnel at their command, though still need incubation. Our model targets both organizations. Tier 1 focuses on the basics of NGO growth and can be thought to be analogous to a NIM; Tier 2 offers a repository of information and is more similar to a SIM. The division of NGOs into Tier 1 nascent-stage and Tier 2 seed-stage categories necessitated the development of criteria to quantify the development level of participants, as well as effective assessment schemes to measure these criteria.

When asking interviewees how we should measure the development of NGOs entering our programs, NGO representative F mentioned the OCA, the same tool elucidated in 4.4.1. The OCA, while useful as both a baseline and an evaluation of incubation success, can also be used to initially evaluate NGOs development.

Other incubators also evaluate NGOs' ability before incubation. Incubator Representative H had an elaborate and intensive onboarding process. From the application, they gather a large amount of data on the organization, such as financial, program, and organizational information. They also conduct a one-on-one meeting, which rounds out the application. They then analyze the application and reach out to entrepreneurs to gauge their development, determining whether they can meet the NGO's needs. If the NGO is selected, the incubator provides a further, more in-depth questionnaire to the NGO; this allows the incubator to fully understand and develop the incubator. Our interviews suggest a similar, multi-stage approach to gauging an NGO's capabilities might be necessary.

Many other established NGO and incubator interviewees also gave us feedback and ideas on how to distinguish between organizations that belong in Tier 1 from those that are better

suited for Tier 2. NGO Representative E suggested that organizations that have secured multiple funding sources and implemented around three programs could be considered developed enough for Tier 2. Incubator Representative C suggested that a standardized exam be given to our NGO clients to determine if they are developed enough for Tier 2. However, that interviewee also commented that the division between the two tiers depends on the philosophy of our model and the methodology for determining where NGOs fall on that division should come after developing the philosophy. They also stressed that we should make our model and NIM/SIM division method flexible so that it can be refined as it operates.

5 The Incubator Model

Our interviews with established NGOs, aspiring NGO founders, and incubators enabled us to develop a model tailored to the needs of NGOs in Morocco. The development of our model was broken into key Sections: the content, the structure, and the evaluation mechanisms.

We determined the content of the incubator through the intersection of the priority of needs of NGOs in Morocco and the capabilities of Association Anoual. The priority of needs were determined after conducting qualitative and quantitative analysis of our interviews and the capabilities of Association Anoual were determined through a survey sent to their president. The results from both were combined in the incubator service matrix to determine focus of the incubator model.

The structure of the incubator was informed by the input that we have received on our previous drafts, examining existing incubators, and our discussion with Association Anoual. We designed a cohesive structure and timeline for the incubator model that would best help both aspiring and established NGOs. The final structure is a two tiered model where the first tier focuses on supporting aspiring founders with creating their NGO, building capacity within it, and launching their first program and the second tier focuses on providing tailored consulting and access to online services to established NGOs.

Evaluation mechanisms and feedback systems from our literature review, Association Anoual, established NGOs, and other incubators helped to create a cohesive feedback system that can be used for the incubator model to keep the program ongoing and give it a self-sustaining nature. We identified key criteria and assessment tools that could be used to evaluate NGOs before and during the program and we also created feedback surveys to incorporate NGO feedback back into improvements of the incubator.

5.1 Content of the Incubator Model

The content of the incubator model was determined from the qualitative and quantitative data we collected from our interviews. The data revolved around the nine key services an incubator should provide that were outlined in Section 2.3.5. We determined the priority of the services through two methods: analysis of frequency bar charts for the ranking of each service across the three populations and by analyzing the overall data for each service by priority. We

combined that information with Association Anoual’s given capabilities to create our recommendation of what services the incubator should focus on. The specific aspects of each service were developed from the qualitative interview data collected from all three groups.

5.1.1 Priorities of Services and Incubator Service Matrix

From the aggregated data of all interviews service rankings, we are able to determine the most valuable services that an NGO incubator could provide its clients. We organize our services by priority: high, medium, low, and case-by-case. High priority services are services that NGOs in Morocco have demonstrated a clear need of, Medium priority services are services that are useful to NGOs, but not top priority. Low priority services need not be emphasized at all. Finally, case-by-case services are services that can be classified as essential or non-essential depending on the goals and mission of the NGO.

Table 12. Service priority hierarchy

High Priority Services
Legal Services Funding Assistance Organizational Advice
Medium Priority Services
Accounting Communication Consulting
Low Priority Services
Physical Workspace
Case-By-Case
Networking Technical Services

The incubator service matrix determines the services that the incubator model should focus on providing to program participants. It was created by aggregating data from Table 11, the Service Priority Hierarchy, and Table 10, the Capabilities of Association Anoual. Services with

high priority that Association Anoual can provide now should be emphasized heavily in the incubator while services with medium priority that Association Anoual can provide now should be moderately emphasized. Finally, services with low demand that Association Anoual cannot provide should not be focused on at all and services that Association Anoual cannot currently provide should be a future focus of the incubator.

Table 13. Incubator Service Matrix

Service	When Can Association Anoual Provide?	Market Priority	Conclusion
Organizational Structure	Now	High Priority	Heavy Focus
Legal Services	Now	High Priority	Heavy Focus
Communication	Now	Medium Priority	Moderate Focus
Consultation	Now	Medium Priority	Moderate Focus
Accounting	Now	Medium Priority	Moderate Focus
Networking	Now	Case-By-Case	Provide As-Needed
Funding Assistance	> 1 Year	High Priority	Future Focus
Technical Services	> 1 Year	Case-By-Case	Future Focus
Physical Space	Can Not	Low Priority	Do Not Address

The status of the service **Funding Assistance**—as a high priority that Association Anoual cannot currently provide—warrants more discussion. Many interviewees across all three demographics strongly felt that Funding Assistance was a high priority for NGOs. Specifically, grant writing strategies, collecting proof of program effectiveness, and finding opportunities for funding were mentioned as useful services for NGOs. Additionally, all three ALA alumni that we interviewed mentioned that they wished they had received more support in learning how to secure funding. They struggled with pitching their project to funders and with project management techniques.

While it is understandable that Association Anoual would be unable to connect NGOs with sponsors or provide funding itself, if Association Anoual develops the capacity to train NGOs in skills like grant writing, project pitching, and analyzing program success that would greatly help NGOs secure funding on their own. Providing those services to incubator clients would better address the needs of NGOs in Morocco and make the incubator much more effective.

The service **Technical Services** also has a “Future Focus” designation, but developing Technical Service capacity is less important than Funding Assistance. The main desires expressed by NGOs in Technical Services are website development and specific resources they need for their programs. If the need for website development was high enough in the incubator participant population Association Anoual could consult free website development tools online, such as Google Sites, to assist those NGOs. If NGOs needed assistance with a specific technical service, Association Anoual could leverage their network to connect the NGO with someone who can provide that service. However if need for these services is not high within the incubator client population, Association Anoual does not need to place as high an emphasis on developing those abilities.

We have also developed specific curricula for topics that should be included. These curricula are not all inclusive and Association Anoual can make additions or changes based on their expertise. Many Established NGOs placed high priority on Legal Services, citing struggles they have had with registration, determining the correct legal designation, understanding tax implications of their status, and understanding what types of programs they are allowed to run within the law.

Specifically, some organizations struggled between determining if they should be a foundation or association, and deciding who their members should be if they chose association. Additionally, social enterprises all struggled with the lack of an official legal designation, and were unsure how they should register. Association Anoual could provide explanations of all designations to its incubator clients and walk them through the process of selecting the best one for their organization. Additionally, Association Anoual should provide information on the tax implications of each status, as many NGOs struggled with understanding those when they began. Another important legal service that came up was helping NGOs understand what programs they

can run, particularly if they involve organizations like schools or sensitive populations that may be persecuted or controversial.

Within **Organizational Advice**, Association Anoual should emphasize lessons their organization learned through the 2022 WPI research report on their organization and pass those lessons onto NGOs (Inger et al., 2022). Association Anoual should also focus on developing NGOs so that knowledge is preserved within the NGOs themselves rather than their employees. This archiving of knowledge increases the survivability of those organizations because if a key employee leaves their knowledge can be transferred to others and the NGO will survive. Association Anoual should also work with NGOs to develop their bylaws, as one NGO consultant mentioned that many NGOs struggle with corruption and unclear delineation of duties due to weak bylaws.

5.2 Incubator Model Structures and Timelines

The NGO incubator we propose adopts the NIM and SIM division (section 2.3.4) that has been implemented and studied in the world of business incubators, and introduces changes as needed to adapt the efficacy of the model to the NGO sector. Our model is structured by dividing the incubation process into two tiers according to urgency and complexity.

Tier 1 is the introductory level of incubation, analogous to the NIM stage of a two-tier business incubator. It targets aspiring NGO founders that are in need of guidance and resources to establish themselves solidly. This tier begins from the ideation stage, giving guidance on leadership, organization, identifying funding sources, program development, and other subjects, before transitioning to an execution-oriented phase in which the incubatees implement a program and gather feedback to improve their operations. Tier 1 will select a limited number clients by an application process

Tier 2 is the advanced stage of the incubator, analogous to the SIM stage of a two-tier business incubator. Structurally, this incubation tier is much more free form than Tier 1, and functions more akin to an intensive consulting service with a year-long duration. Activities will be largely tailored to individual needs of each participant, with an emphasis on connecting participants to a network of experts who can assist with specific tasks. General education at the level of Tier 1 activities will be addressed for participants that are well-established but have narrow gaps in fundamental knowledge by providing an online service repository that compiles

tutorials, worksheets, classes, and other resources to be used as needed without taking up consulting time.

Running an incubator is resource-intensive. We outline three possible business models and program structures with different levels of complexity and resource intensiveness. Thought was given to the market need of each service and the amount of resources needed to implement each service, as well as auxiliary needs of interviewees that may be served by a more developed incubator program.

5.2.1 Tier 1 Structure and Timeline: Nascent NGO Incubator

The first tier of the incubator model should be focused towards individuals who want to form a NGO but have not officially registered their organization yet. We will refer to that group as Aspiring NGO Founders. However, if Association Anoual desires more flexibility then recently formed NGOs can be admitted as well, but two separate workshops with slightly different content may have to be run in parallel for each group. For example, a workshop about Legal Services addressed to aspiring NGO founders would cover the types of registrations and how to register an NGO while a workshop addressed to recently established NGOs would discuss ensuring that your programs are legally compliant. For simplicity Association Anoual can focus primarily on aspiring NGO founders for the incubator as the Tier 1 program was created for that audience.

The program that we envision is a year long, and it is broken into four terms that are three months long each. It will consist of monthly workshops for the first nine months that cover the content defined in Section 5.1.2 and include deliverables that force participants to apply the lessons they learn. In conjunction with attending workshops participants will also develop a program from the beginning, including conducting market research to ensure their program will be effective. The program will be developed throughout the first 6 months and launched in the last 6 months. There will also be mentors made available to the participants that can assist with completing their workshops deliverables, designing their programs, or other issues that come up. Finally, there will also be networking events throughout the entire program so the new NGOs can network with each other and with any other organizations that could be useful to them. A broad overview of the program we envision is shown in the table below.

Table 14. Nascent Incubator timeline

Months 1-3:	Months 3-6:	Months 6-9:	Follow Up Period (Month 10-12)
Workshops about developing an NGO (goal setting, shareholder mapping, ect) Networking events Leadership Workshops Learning how to conduct market research Brainstorming ideas for a program	Workshops about building capacity (organizational structure, legal compliance, etc.) Networking events Conducting market research Drafting program proposals and refining ideas	Soft Launch Program Focusing on Longevity Defining and creating metrics of success Networking Events Transition to independent organization	Workshops are concluded Incubator stays in touch with participants for feedback and remains available for consultation

A detailed timeline that describes the specific content, activities, and deliverables for each month can be found in Appendix N and a more basic description follows below.

The first term of the incubator focuses on having the aspiring founders create a concrete vision and mission statement for their NGO that will motivate them for the rest of the program. This will be accomplished through monthly workshops that discuss goal setting, stakeholder mapping, and brainstorming events. The purpose of these workshops is to have the NGO define their objective and their target audience so they can be focused when developing their programs. Additionally the monthly workshops will also focus on building capacity within the NGO founders and staff in the first term, taking inspiration from Morocco Future Leaders and American Leadership Academy. The most positive feedback from those programs related to the emotional intelligence workshops, so having those workshops in the incubator would likely be beneficial to participants.

Participants will also begin to develop their program in the first term. They will begin to brainstorm ideas on how to help their target population identified in the goal setting workshop and discuss those ideas with other participants. Importantly, there will also be lessons on how to conduct and apply market research to a project to make it more effective. They will also begin to brainstorm how they can access their target population and both determine their needs and if

their program adequately addresses those needs. Those ideas will also be discussed in groups for constructive criticism. Mentors will also be available for assistance in brainstorming program ideas and designing effective market research.

In the first term networking events will focus on connecting participants with each other and with established NGOs that operate in the same sector they want to be involved in. These events will be useful for both new and old NGOs to develop their networks and seek new opportunities to collaborate and learn from each other.

The workshops in the second term of the incubator focuses on building capacity within the NGO. These workshops will focus on the heavy emphasis services determined in Section 5.1.2 while also addressing the medium emphasis services. The main focus of these workshops will be on developing the organization's structure and bylaws while also getting the NGO officially registered. During these workshops participants will learn how to effectively organize their NGOs leadership hierarchy, clearly define job roles for employees, and preserve knowledge within the organization. They will also learn about the types and requirements of legal registrations, determine the type ideal for their NGO, the tax implications of that choice, and when they would have to reregister.

The program development in the second term includes participants conducting the market research planned in the first term and applying the results to their program to create a more refined proposal. Mentors will be available to help participants reach their target audience and collect meaningful data from them. They will also provide advice on how to apply that data to the program proposal to ensure that it best addresses the needs of the target population. At the conclusion of this term participants should have a finalized program draft that is supported by research. While developing the program draft, the incubator will run classes and practice sessions on pitching the idea. This focus will help the NGOs present themselves and eventually solicit funds for their project.

There will also be networking events in the second term, these will be more tailored events that focus on connecting NGOs to the experts in their field who could help them refine their programs and potentially collaborate with them. Participants will also continue to network with each other and established NGOs through this term.

The workshops in the third term focus on defining success for your program and collecting data to support and refine your program while also focusing on making it financially

sustainable. NGOs will learn about how to evaluate program success and collect relevant data about the program to make improvements and demonstrate to sponsors that they are an effective organization.

The program that was designed in the previous six months will be soft launched at the beginning of this term. Mentors will be available to help the participants with issues that come up in their program and to work with the NGOs to solve them. NGOs will also be asked to begin implementing their evaluation mechanism to gather data on the effectiveness of their program.

There will be additional networking events in this term that focus on connecting NGOs to more experts in their fields, more established NGOs, and potentially government agencies that could be useful to their programs. At the conclusion of this term the NGO should be prepared to operate independently.

The last term has no workshops and limited contact between the NGO and the incubator. The incubator and mentors will remain available to the NGO if urgent issues appear and they will continue to check up on the status of the NGO's program. Beyond that contact, the NGO will be operating independently from the incubator.

Throughout each term the participants will have deliverables that they must work on and show to the incubator to ensure that they are applying lessons from the workshops and making progress on their program development. The deliverables are outlined in the below table:

Table 15. Deliverables by term (term 4 has no deliverables)

Months 1-3:	Months 3-6:	Months 6-9:
Mission statement & target audience market research strategy for collection and application Functional social media for NGOs Organizational Chart Draft	Finalized Organizational Structure Drafted bylaws for NGO Begin conducting market research Collected forms for registration and begin registration process Finalized program proposal and presentation supported by research	Evaluation of success criteria and method of collection Launch Program

For additional clarification on the timeline for the program the NGOs will be told to design:

1. In the first term the NGO will brainstorm program ideas and create a strategy for conducting and implementing market research
2. In the second term the NGO will conduct market research and integrate it into their program proposal to create a final draft
3. In the third term the NGO will launch their program and begin to develop feedback mechanisms and evaluation criteria
4. In the fourth term the NGO will continue to run their program with limited support from the incubator as a transition to independence or Tier 2

5.2.2 Tier 2 Structure and Timeline: Established NGO Incubator

The second tier of our model divorces itself from the regimented workshop sequence formulated in the first tier. Instead of general workshops and classes, emphasis is turned to one-on-one consulting and mentorship. Tier 2 participants are matched with mentors in or affiliated with Association Anoual who ideally have experience with the sector or needs of their mentee participants. The incubatees will also be given the opportunity to consult with experts in various aspects of NGO development, capacity building, program design, or the specific sector of the participant’s programs.

Simple examples of Tier 2 services are given below in Table 16. These are not drawn from interviews, rather they are illustrative examples of the kind of flexibility an open-ended incubation program for advanced organizations might support.

Table 16. Examples of flexible incubation support for Tier 2 NGOs

NGO Specific Needs	Resource Provided
Animating content for children’s education	Connect the client to animation experts, find or create virtual tutorials
Advertising and outreach to reach specific audience	Connect the client to advertisement experts and local spokespersons, provide networking resources to reach desired audience

Funding not diverse enough for stability	Repositories of funding sources, grant writing assistance, networking with INGOs
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Tier 2 would also give NGOs access to an online service repository that would give them resources to develop any capacities that they may be missing on their own time. The repository could include:

- Communication Resources: This can include online classes on marketing strategy, visual design assistance for creating advertisements, internal communication infrastructure, ect
- Technical Services: This can include online website development tutorials
- Organizational Structure Resources: This can include lessons on value mapping for all job positions, worksheets to define and streamline an organization’s structure, tips on how to train new employees, ect
- Funding Resources: List of funding resources, grant editing services, tutorials on analyzing program data to prove successes, ect
- Legal Resources: Frequently asked questions page with frequent legal issues, form to ask specific legal questions, factsheets about pertinent Moroccan laws regarding NGO registration renewal and restrictions, ect
- Accounting Services: Factsheets about tax benefits available for different types of registration, budget tracking tools, virtual accounting services
- Recorded Workshops from Tier 1

This is not a comprehensive list of services to be included in the repository, but an overview of services that we believe could be beneficial to established NGOs. Additionally, all services do not need to be included immediately as the repository could grow in size and depth as the program matures. The central idea of this service is that NGOs can tailor their own capacity building curriculum by learning from and implementing lessons from the resources listed above. The resources found online can also be supplemented by the mentor assigned to the organization to ensure that the NGO receives maximum benefits from the program.

For symmetry with Tier 1, Tier 2 could be a one year program, making the combined Tiers 1 and 2 timeline a two-year incubation process, should Tier 1 participants choose to continue with the second tier. Participants in Tier 2 perform a self-evaluation as part of the

registration process for the program, then begin the program with a needs identification and capacity assessment period for about the first month. Subsequently, meetings with mentors should be scheduled to occur on a weekly or biweekly basis. Each meeting should include a progress report, a brief self-evaluation, and should end by designing deliverables or action items for the next meeting.

Based on interview feedback, implementing some version of a monetization scheme for Tier 2 would be beneficial. Charging a yearly fee for participation in the program and access to the incubator resources aligns it closer to a contracted consulting service with a mission of NGO incubation rather than a free incubator program. A benefit of this approach is that it provides a compelling avenue for moving a portion of the financial burden of the highly organized and resource-intensive Tier 1 program from third-party grants and sponsorships to independent revenue. However, concerns were raised in interviews on how the act of charging incubatees affects the benefactor-beneficiary relationship that we believe warrant serious thought. At a higher level, NGO sectors in many developing countries are facing an increasingly large wave of professionalization and bureaucratization from adopting business-like operational methods to meet foreign donor demands or to ensure sustainability in neoliberal markets. This trend is also criticized for undermining the effectiveness and legitimacy of NGOs as a force of radical community action. Though the monetization of Tier 2 services might be a viable method of securing reliable funding for the incubator, the funding model should be developed carefully, and brainstorming other creative avenues for financing the program is always helpful.

5.2.3 Incubator Business Models

We outline three scenarios of operation for the NGO incubator program and corresponding business models, in increasing levels of complexity. This can help Association Anoual add flexibility to the program plan and respond effectively in the event that the resources allocated to the NGO incubator are unexpectedly small or large. The three scenarios are titled *minimal*, *standard*, and *maximal*.

The *minimal* business model intends to minimize resource expenditure while preserving the aspects of the incubator that are considered most essential. Under this scenario, the ability to tailor the incubation services to individual participant needs is generally pared down. The main source of personalized feedback will be public office hours, regularly occurring at a scheduled

time and taking place at the Association Anoual office or equivalent private venue. Incubators in need of personalized consulting or discussion are free to join this session as needed, and Association Anoual only needs a small number of experts or leaders on hand to direct these sessions. For example, the experts could all be general NGO consultants, or the office hours could be co-directed by a handful of experts each specializing on a particular topic: one financial consultant, one civil sector lawyer, and an Association Anoual representative for networking or other support, for example.

The timeline of the minimal business model is also reduced. Rather than a two-tier incubator, this level might only focus on the nascent incubation stage. Also, the timeline of the incubator could be reduced from 12 months to only 9 months, by retracting the final 3 months of continued support after the conclusion of the workshop period. This could even be even further retracted to a 6 or 7 month program if earlier workshops are condensed and less time is spent on execution after programs are launched. To reduce the number of different workshops needed to plan and secure experts for, we propose deemphasizing the services that Association Anoual has not already developed the capabilities for: Funding Assistance and Technical Services. These services are important, but may be addressed better in office hours or consulting. Networking between NGO participants will happen organically, and the utility of the workshop time could be maximized by forgoing explicit networking sessions.

The *maximal* business model emphasizes flexibility and attempts to maximize both the breadth and depth of the program while still remaining cohesive as a program. The objective is to provide incubatees with a diverse array of unique opportunities that not only play to each incubatees' needs and capabilities but also elevates the incubator program as a whole. For planning this level, the case-by-case service list can be expanded to include many of the specific services listed in Section 4.3.6. In implementation, this looks like allocating additional resources at the onset of the program to address specific client needs as they come up, for example hiring cybersecurity consultants or sponsoring business trips to NGO conferences and third-party training sessions.

The complexity of the workshop offerings would also be increased, to allow for participants to select the content that would best support them. For instance, the NGOs may be divided at the start of the program by sector, and then each workshop might be divided into smaller parallel lectures that are tailored to the particular issues relevant to each sector. Another

implementation of this would be to run two topics simultaneously at each workshop, with one aimed more towards unestablished NGOs and one aimed at established but still nascent NGOs: for example, the legal compliance workshop could be split into a registration workshop for aspiring NGOs and a legal compliance workshop for nascent existing NGOs. Adding this sort of granularity may be an elegant way to handle two populations with similar goals but different needs. The mentorship at this stage would feature one-on-one consulting with experts specifically paired to the particular sector and needs of each participant.

For the second tier of the *maximal* business model, Association Anoual would also be able to hire more mentors. This would increase Association Anoual's capacity for Established NGOs to subscribe to this tier of incubation. Additionally, the networking in this tier can be expanded to have Association Anoual be able to host networking events with multiple experts in a certain field. For instance, there could be a networking event with multiple animation studios in attendance so that all of the established NGOs that are looking for help with animation can find the right studio to help them. Overall, the tier for Established NGOs in the *maximal* business model would have more mentors to increase subscriber capacity as well as the ability to host large networking events for experts in specific technical areas to allow NGOs needing help in this area to connect with both experts and each other.

These previous two models stand in contrast to the *standard* business plan, essentially the typical incubator model described in Sections 5.2.1 and 5.2.2. Descriptions of the incubator model elsewhere in our Deliverables and in our Results Sections contribute to the standard incubator model. As compared to the minimal business model, this incubator style introduces the two-tier division, and runs the nascent incubator stage for a longer period of time by including more execution and follow up time. The workshops are more comprehensive, including both hands-on activities and lectures on theory. The consulting and mentorship opportunities would also be more tailored, with participants meeting with incubator representatives or hired experts, either one-on-one or in small groups by similar needs or sector. As compared to the maximal business model, this incubator does not allocate as many resources towards hiring experts, facilitating travel opportunities, organizing intensive one-on-one guidance, and other such extensions.

Table 17. Three Funding Scenarios

	Minimal	Standard	Maximal
Structure	Single-tier	Two-tier	Two-tier
Timeline	7 Months	Tier 1: 9-12 months Tier 2: 6-12 months	Tier 1: 12 months Tier 2: 12 months
Workshops	Limited to main capabilities of Association Anoual	Standard workshop timeline and project development	Standard workshops and additional support by participant need
Mentorship	Office hours	Meetings with incubator representatives and experts	Individual meetings with dedicated mentors, experts, or incubator representatives
Project scope	Shareholder identification, program proposal	Shareholder identification, market research, program proposal, execution, possible follow-up	Shareholder identification, market research, program proposal, grant writing, execution, follow-up

5.3 Incubator Sustainability and Evaluation

As evidenced by our results, a strong feedback and iteration process will be necessary for this incubator. Using an analogy, if content, mentorship, and timeframe are the incubator’s essential organs, then sustainability and evaluation are the incubator’s senses; while the organs are critical to the program’s life, the senses guide the incubator in evaluating itself and the NGOs it incubates. Therefore, the deliverables we developed for our third objective are a method to evaluate the capacity of an NGO, a feedback survey to be given to participants at the conclusion of each workshop, and a more comprehensive feedback survey to be given at specific benchmarks in the program. The first deliverable will allow Association Anoual to determine how successful the clients of its incubator are before and after incubation and therefore quantify the impact the incubator had. It can also be used as a selection mechanism to find NGOs well suited for the incubator and as a way to distinguish between more developed and less developed NGOs. The evaluation survey deliverables will allow Association Anoual to evaluate the success of the workshops and the structure of the program at large. They will be able to collect participant feedback and make adjustments in future iterations of the program. When evaluating

the incubator, we are focused on the content of the incubator, although logistics will be a secondary focus.

5.3.1 Success Criteria

Considering the results of our interviews, we can formulate the metrics and criteria of success for the incubator model. Our research suggests a comprehensive approach to success measurement is necessary, using both qualitative and quantitative approaches. Utilizing both, metricizing quantitative goals while also observing individuals NGOs and assessing their strengths and weaknesses is the best method.

As mentioned in Section 4.4.1, the first aspect of building success criteria is that many incubators assess program success through Qualitative Program Indicators (mentioned by NGO Representative H), using specific metrics to determine success. For NGO Representative H, this was the number of attendees at a festival they ran. For the incubator, the QPI assessment can be segmented into specific questions below, split between Tier 1 and 2.

Tier 1:

1. How many incubatees graduating from Tier 1 have become fully fledged NGOs (or social enterprises)?
2. What percentage of incubatees graduated from the program?
3. Are the incubatees equipped with a sustainable business model which can help them develop?
4. Of the NGOs that graduated:
 - a. How many employees do they have?
 - b. What are their immediate plans and objectives?
 - c. Do they have a concrete 5 year plan?
 - d. Do they have an appropriate system of funding?
 - e. Do they have an effective organizational system?
 - f. Do they have organizational bylaws?
 - g. Do they have planned programs?
 - h. Have they accomplished all the tasks assigned during the incubator?
 - i. Do the founders of the NGO feel confident and prepared?
 - j. Have they secured sponsors for their programs?
 - k. Have they developed evaluative tools for their own programs?
 - l. Are the incubatee's programs successful by their own metrics?
5. If unsure of NGO development, do the Organizational Capacity Assessment (OCA)

Tier 2:

1. How many NGOs are using the repository service?
2. What are the most accessed services on the repository?
3. How many NGOs are involved in consulting with Association Anoual?
4. How many consultation experts are Association Anoual having to facilitate for this program? Do they need more or less?
5. Do the established NGOs feel that Tier 2 is a worthwhile service worth paying for?
6. Are there any services that the repository needs?
 - a. Ask for feedback from paying customers.
7. How many NGOs are utilizing the networking services provided?

Many of the above questions can already be answered by the incubator, as the incubator will have a deep knowledge of the NGOs themselves from in-depth work together. Additionally, some of the questions are not directly quantifiable; they instead concern critical aspects of an NGO's health. The most telling statistic of incubator success will be graduation rate and ratio. The number of incubatees that are successfully able to develop into NGOs or social enterprises, out of the total incubatees, can be used to determine how successful the incubation was. If a large portion of the class is able to form NGOs, then the incubator can be classified as successful. If only half or less are able to develop, then the incubator either has not provided adequate incubation, or the class was not able to capitalize on the incubation. Association Anoual should determine a certain threshold of participating aspiring leaders having legally registered NGOs by the end of the first six months of the first tier based on their internal goals to define incubator success. Appropriate threshold percentages should be dependent on Association Anoual's objectives for the program but ideally be above 50 percent. Either way, revisions should be considered. Another concern is how developed and secure the new NGOs are. It will not be enough to simply push for a high NGO conversion rate; doing so will ensure these NGOs will fail soon after incubation. For that reason, how stable and secure these NGOs are must be considered, which are our qualitative metrics.

The most efficient way to measure and quantify NGO development is through the Organizational Capacity Assessment (OCA). The OCA offers a rough number estimate of an organization's development and capacity. An initial baseline OCA test at the beginning of the incubator model should be taken. Then, when the incubation is completed, Association Anoual

can conduct the OCA on all the graduated NGOs. The difference in numbers reflects the NGO's development throughout the incubator, as well as future areas of growth. The higher this difference is, between the baseline and the final score, the more effective the incubation was for that particular incubatee. The final OCA can also indicate how prepared an NGO is to operate on their own. The incubator should target having a high OCA score at the end of incubation, as this will suggest a more mature and developed organization (DiTommaso et al., 2017). Because the OCA ranks the efficiency of an organization in multiple areas—leadership, vision, service—it provides areas of growth for the incubator. These can be further supported through follow-up communication and debriefs, run on an informal level. These can help the new NGO feel less alone in starting up, and combined with Tier 2, it provides a strong foundation for future development and growth.

5.3.2 Evaluation and Feedback

The evaluation system developed for the incubator is mainly conducted through an evaluation form and informal follow-up. The evaluation form was developed to gather feedback following each workshop and can be found at Appendix O, asking for basic feedback regarding general information learned during the workshop. These feedback forms will be given to all participants at the end of each workshop, to gather information for later revision. In addition to the forms, informal feedback should be gathered regarding the incubator both during and after the incubator program. Association Anoual will stay in touch with incubatees following incubation, as not only are they valuable partners—being NGOs in a similar field—but they also can provide valuable feedback directly, without the tediousness of a survey.

After collecting the feedback, Anoual can iterate and develop the incubator accordingly. The incubator is structured such that each workshop is an independent module. When getting feedback after the workshop, unless the feedback is targeted at the incubator as a whole, Anoual can only iterate after the entire incubation process is complete. All responses to the survey are to be reviewed after each workshop to ensure the best workshop experience, but then iterated in regards to the content of the incubator at the end of the 12 month program. The changes made during the program would only be to improve the surrounding logistical structure of the incubator: the mentorship, assignments, and timing of the incubator.

The iteration itself should be justified. If one specific incubatee is having an issue with a topic, then perhaps they simply have personal difficulties in that area, and mentors could target this area with the incubatee for further development. Content changes should be instituted when many incubatees agree something is missing, although should be tempered with caution, as aspiring founders may not have the most accurate understanding of the Moroccan NGO sector. Content changes, in short, should be purposeful and impactful. Content changes will also need to be made in future years if Association Anoual sees many incubatees failing to survive following incubation. This would imply ineffective incubation and would require re-evaluation of the content and the program. If this occurs in the future, we trust that Association Anoual will be able to adapt and iterate new editions of the incubator model.

5.3.3 Determining the development of NGOs: NIM/SIM Division

While the *standard* incubator model distinguishes between Tier 1 and Tier 2 by Tier 1 focusing on aspiring NGO founders and Tier 2 focusing on other NGOs, we recognize that in the future Association Anoual may want to distinguish between developed and undeveloped NGOs. This can either be because Association Anoual wishes to include young NGOs in their incubator under tier 1 or because Association Anoual wants additional screening criteria to determine if an organization is suited for Tier 2. The remainder of this analysis will discuss distinguishing between established and nascent NGOs.

To determine which incubatees belong in which tier of incubation, the development of the given NGO should be evaluated. This is made easier because Tier 1 focuses on aspiring founders, while Tier 2 is tailored toward established NGOs. If an NGO is already developed and possesses rudimentary abilities, then it may be a good match for Tier 2. However, there may be incubatees—not yet developed enough or still in the process of development—that belong in Tier 1; they might not have fully finished establishing their NGO or have not fully developed a competent structure. In these cases, the Organizational Capacity Tool (OCA) should be used to metricize how developed the incubatee in question is. The OCA measures capacity in 5 key areas: Leadership, Management and Operations, Community Engagement, Service, and Evaluative.

Association Anoual could base their definition of an established NGO based on the capacity building services they are able to provide. For instance, Association Anoual is adept at

providing leadership training, so an NGO with a low Leadership Capacity score but higher scores in other capacities could be categorized as a tier 1 NGO so the incubator could develop their leadership capacity. Conversely, if an NGO has a high Leadership Capacity score but a lower score in another category they may be better suited for tier 2 because Association Anoual can then connect them with a dedicated mentor to work through their issues. The key indicators of established compared to nascent NGOs should be developed based on the capacities that Association Anoual is effective at building.

Another important metric for determining the maturity of NGOs is through their finances and program history. NGOs that have solicited multiple sponsors and run 3 or more programs could be considered mature and organizations below that threshold nascent. Those numbers were suggested by an interviewee, Established NGO E, and Association Anoual could develop their own criteria to determine an NGO's maturity. It is important to combine multiple methods of development evaluation to ensure that the method is consistent and accurate.

While these methods have primarily been developed for a future where the incubator needs to better distinguish between nascent and established NGOs, they still can be used in the current standard incubator model. Tools used to assess the development level of an NGO can also assist an incubator in determining what specific services an NGO is in need of to better tailor the incubator to them. The development tools can also be used to screen applicants for the incubator program to ensure that the NGOs Association Anoual is best positioned to help are the NGOs selected for incubation.

6 Conclusion and Recommendations

The NGO sector in Morocco shows great promise for growth and impact, and is poised to usher a new wave of development and expansion. Conditions in Morocco are ripe for the development of an NGO incubator to support and accompany the proliferation of new civil society organizations. Reforms within Morocco's historically underdeveloped civil sector have greatly increased the number of NGOs in recent years. Despite this, Moroccan NGOs often have difficulty staying afloat and their ability to gather funding, acquire resources, and influence change remains limited. Our sponsor, Association Anoual, has identified the necessity for an NGO incubator model.

Creating an NGO incubator program allows Association Anoual to *directly* educate and inform its peers, leading to better equipped and more capable NGOs. Our mission in Rabat was to support Association Anoual in developing the incubator model to assist new NGOs with best business practices according to individual needs. By adapting program models from the world of business incubators to the needs of the Moroccan NGO sector, we developed the NGO incubator in a three-step method. We first performed market research by interviewing established NGOs, aspiring NGO founders, and incubator programs working in the Moroccan civil sector. We then presented our market data to Association Anoual and discussed their vision, capabilities, and planned scope, and began a collaborative design process to produce a model for an incubator program that incorporates feedback. We finally designed metrics to assess the longevity, sustainability, and impact of the incubator model, with important ramifications to how we structure the incubator with a two-tier model.

For the future of this incubator model, we would recommend that Association Anoual conduct other practice workshops similar to the one conducted and discussed in Sections 4.3.7 and 3.2.6, giving Association Anoual insight and feedback into each workshop from participants in this "trial run" of the incubator program. Feedback can be used to make finishing touches on the incubator before it is officially launched, ensuring a quality program. Further development and brainstorming on the *simple* and *maximal* models should also be done, depending on the level of funding that Association Anoual is able to attain. We hope that the incubator model that we are giving Association Anoual will be able to make great strides in the Moroccan civil sector and nurture the NGO sector in the country.

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Appendix A. Consent form and questions for Established NGOs

We are a group of students from the Worcester Polytechnic Institute in the United States and we are conducting a research project sponsored by Association Anoual to create an NGO incubator model to assist NGOs in Morocco. We are looking for your input in the types of services an incubator should provide and to hear about your experiences working for NGOs in Morocco. The results of our research will be published by our university and be made available online.

This interview will take approximately 45-60 minutes of your time. If you would like, your responses to our interview may be kept anonymous and identifying information will not be published. We would also like to ask your permission to use direct quotes from our interview without attributing them to you. The entire interview process is voluntary and you do not need to participate. You are allowed to leave at any time and you can skip any questions you do not want to answer.

If you have any concerns after the interview is concluded you can reach this research team at our shared email alias: gr-Rabat23-Association-Anoual@wpi.edu or myself at [631 408 1462]. Do you still wish to participate in our interview? Do you give permission for us to use your quotes in our report? Would you like responses to be anonymized in our report?

We would like to take an audio recording of this interview to ensure the accuracy of the quotes. The audio itself will be kept private, and will only be used as a reference by us while writing our research report. Do you consent to being audio recorded?

Do you have any questions or concerns before we begin?

Interview Questions:

1. Basic information:
 - a. What is your name?
 - b. What NGO do you work for and what is your job title?
 - c. How long have you been working for your NGO?
 - d. How long has your NGO been operating?
 - e. How many people are full time employees of your NGO? Part time?
 - f. Are there more paid or volunteer employees?
2. Building Rapport:

- a. How did you start working for this NGO?
- b. What is the mission statement of your organization?
- c. What is the most successful program you have been a part of with your NGO?
What made it so successful?
- d. How do you secure funding for your programs? (government, international, grassroots) Why?

3. Incubator Questions

- a. What are some of the biggest challenges your organization has overcome in the past and how?
- b. What are the largest issues currently facing your organization?
- c. Rank how useful these services could be to your organization, from most useful to least useful: (Page 4)
 - i. Funding
 - ii. Physical Workspace
 - iii. Accounting Services
 - iv. Communication Services
 - v. Organizational Advice
 - vi. Legal Services
 - vii. Consulting
 - viii. IT/Technical Services
 - ix. Networking
- d. For the service you selected as most useful, please describe what details about the service would be most important to you.
 - i. Repeat question for 2nd and 3rd most useful services
- e. From the list, are there any services that you think are missing that an NGO Incubator might be able to provide?
- f. What are the current and future needs and priorities for your organization in serving the local community?
- g. How does your organization work with other NGOs and government agencies to achieve its goals?
- h. How would you determine if your programs are successful?

- i. If your organization was involved in an incubator program, what impact would you hope for on your programs and organization?
- j. How would your organization measure the success of an incubator program?

[Describe Incubator Model and show timeline]

How do you feel about the timeline of this incubator?

Do you think that the trimester structure of our model would be beneficial?

4. Conclusion

What is your impression of the idea of an NGO Incubator in general? Are you aware of any other programs in Morocco or elsewhere that are involved in programs similar to NGO incubation?

How successful do you think they were and why? Do you have any questions regarding our work

Appendix B. Consent form and questions for Morocco Future Leaders Interviewees:

We are a group of students from the Worcester Polytechnic Institute in the United States and we are conducting a research project sponsored by Association Anoual to create an NGO incubator model to assist NGOs in Morocco. We are looking for your experience regarding the Morocco Future Leaders program to determine its strengths and weaknesses. We will use your input to determine what leadership services the incubator model can offer Moroccan NGOs. The results of our research will be published by our university and be made available online.

This interview will take approximately 30-45 minutes of your time. Your responses to our interview will be kept anonymous and identifying information will not be published. We would also like to ask your permission to use direct quotes from our interview without attributing them to you. The entire interview process is voluntary and you do not need to participate. You are allowed to leave at any time and you can skip any questions you do not want to answer.

If you have any concerns after the interview is concluded you can reach this research team at our shared email alias: gr-Rabat23-Association-Anoual@wpi.edu or myself at 631-408-1462. Do you still wish to participate in our interview? Do you give permission for us to use your quotes in our report?

We would like to take an audio recording of this interview to ensure the accuracy of the quotes. The audio itself will be kept private, and will only be used as a reference by us while writing our research report. Do you consent to being audio recorded?

Do you have any questions or concerns before we begin?

Interview Questions:

1. Basic Information
 - a. What is your name?
 - b. Where do you currently work?
 - c. How long ago did you participate in the Morocco Future Leaders program?
2. Can you tell us about your experience participating in the morocco future leaders program run by Association Anoual?
3. Can you describe the project you worked on during Morocco Future Leaders?
4. What was the most valuable workshop in the Morocco Future Leaders program to you?

5. Were there any workshops that you felt like they weren't needed?
6. Were there any skills you were hoping to gain that weren't covered in workshops?
7. Can you describe the biggest obstacles you think you would face in implementing your project?
8. Can you discuss any projects or initiatives you have been involved in since completing the program?
9. What else would you have wanted to learn from participating in the morocco future leaders program?

Can you rank these services in order of usefulness to new NGOs?

Service	Ranking
Funding Assistance	
Physical Workspace	
Accounting Services	
Communication Services	
Organizational Advice	
Legal Services	
Consultation	
Technical Services	
Networking	

Are there services missing from this list that would be useful to new organizations?

Appendix C. American Leadership Academy Consent form and Interview Questions

We are a group of students from the Worcester Polytechnic Institute in the United States and we are conducting a research project sponsored by Association Anoual to create an NGO incubator model to assist NGOs in Morocco. We are looking for your experience regarding the American Leadership Academy program to determine its strengths and weaknesses. We will use your input to determine what leadership services the incubator model can offer Moroccan NGOs. The results of our research will be published by our university and be made available online.

This interview will take approximately 30 minutes of your time. We would like to ask your permission to use direct quotes from our interview. If you would like, your responses to our interview will be kept anonymous and identifying information will not be published. The entire interview process is voluntary and you do not need to participate. You are allowed to leave at any time and you can skip any questions you do not want to answer.

If you have any concerns after the interview is concluded you can reach this research team at our shared email alias: gr-Rabat23-Association-Anoual@wpi.edu or myself at 631-408-1462. Do you still wish to participate in our interview? Do you give permission for us to use your quotes in our report? Would you like your responses to be anonymized in our report?

We would like to take an audio recording of this interview to ensure the accuracy of the quotes. The audio itself will be kept private, and will only be used as a reference by us while writing our research report. Do you consent to being audio recorded?

Do you have any questions or concerns before we begin?

Interview Questions:

1. Basic Information
 - a. What is your name?
 - b. Where do you currently work?
 - c. How long ago did you participate in the American Leadership Academy?
2. Can you tell us about your experience participating in the American Leadership Academy program run by Association Anoual?
3. Can you describe the project you worked on during American Leadership Academy?
4. What was the most valuable workshop in the American Leadership Academy to you?

5. Were there any workshops that you felt like they weren't needed?
6. Were there any skills you were hoping to gain that weren't covered in workshops?
7. Can you describe the biggest obstacles you think you would face in implementing your project?
8. Can you discuss any projects or initiatives you have been involved in since completing the program?
9. What else would you have wanted to learn from participating in the American Leadership Academy program?
10. What sort of post-program evaluations were given to you?

Service	Ranking
Funding Assistance	
Physical Workspace	
Accounting Services	
Communication Services	
Organizational Advice	
Legal Services	
Consultation	
Technical Services	
Networking	

Appendix D. Initial Incubator Model

Type of Client:

- Age of NGOs (NIM, SIM) → Focus on NIM (younger NGOs rather than developed ones)
- Incubator Geographic Region: Rabat-Sale-Kenitra
- NGO type/focus → similar to Anoual (Educational focused, youth empowerment)
- Number of clients → ± 20 NGOs (one to two representatives from each)
- Timeline + workshops → ~9 months
 - 6 months of training with 3 months of program launching
- Staff → Have a program manager dedicated to overseeing the incubator model

Potential schedule with services likely to be needed*:

Months 1-3:	Months 3-6:	Months 6-9:
Stakeholder mapping Vision Design Goal Setting Team + Business Organization (staffing, paid/volunteer composition) Leadership workshops Networking Creating initial program pitch	Securing funding Financial plan Legal Framework Physical Space Continued Networking IT Additional Leadership Workshops Program Draft	Soft Launch Program Focusing on Longevity Transition to independent organization

*Services provided may change depending on results of interviews with NGOs

Appendix E. Incubator and NGO Consultant Consent form and Interview Questions

We are a group of students from the Worcester Polytechnic Institute in the United States and we are conducting a research project sponsored by Association Anoual to create an NGO incubator model to assist NGOs in Morocco. We are looking for your input in the types of services an incubator should provide and to hear about your experiences working with incubators in general. The results of our research will be published by our university and be made available online.

This interview will take approximately 45-60 minutes of your time. If you would like, your responses to our interview may be kept anonymous and identifying information will not be published. We would also like to ask your permission to use direct quotes from our interview without attributing them to you. The entire interview process is voluntary and you do not need to participate. You are allowed to leave at any time and you can skip any questions you do not want to answer.

If you have any concerns after the interview is concluded you can reach this research team at our shared email alias: gr-Rabat23-Association-Anoual@wpi.edu or myself at [631 408 1462]. Do you still wish to participate in our interview? Do you give permission for us to use your quotes in our report? Would you like responses to be anonymized in our report?

We would like to take an audio recording of this interview to ensure the accuracy of the quotes. The audio itself will be kept private, and will only be used as a reference by us while writing our research report. Do you consent to being audio recorded?

Do you have any questions or concerns before we begin?

Interview Questions:

1. Basic information:
 - a. What is your name?
 - b. What is your current job title?
 - c. How long has ythe incubator been running?
2. Building Rapport:
 - a. How did you start ythe incubator?
 - b. What is the mission statement of ythe incubator?

- c. What is the most successful client you have been a part of with ythe incubator?
What made them so successful?
- d. How do you secure funding for your programs? (government, international, grassroots) Why?

3. Incubator Questions

- a. What are some of the biggest challenges your organization has overcome in the past and how?
- b. What are the largest issues currently facing your organization?
- c. Rank how useful these services could be to your organization, from most useful to least useful: (Page 4)
 - i. Funding
 - ii. Physical Workspace
 - iii. Accounting Services
 - iv. Communication Services
 - v. Organizational Advice
 - vi. Legal Services
 - vii. Consulting
 - viii. IT/Technical Services
 - ix. Networking
- d. For the service you selected as most useful, please describe what details about the service would be most important to you.
 - i. Repeat question for 2nd and 3rd most useful services
- e. From the list, are there any services that you think are missing that an NGO Incubator might be able to provide?
- f. What are the current and future needs and priorities for your organization in serving the local community?
- g. How does your organization work with other NGOs and government agencies to achieve its goals?
- h. How would you determine if your programs are successful?

4. Past Incubator Questions

- a. How did you define success in ythe incubator programs?

- b. Which incubator program that you have participated in has been the most successful? What made it so successful?
- c. What are the biggest challenges you have faced in creating incubators and how were those challenges overcome?
- d. How did you decide the length of an incubator program?
- e. What support is provided to graduates of the program after the programs conclude?
- f. What selection mechanism did you use for your programs? (Are they competitive to get in? What types of clients do you seek?)
- g. How do ythe incubators tailor their programs towards their clients?
- h. How do you decide what regions should be focused on in an incubator? How does the incubator model change depending on the region of focus?
- i. What are common themes that many of ythe incubator’s clients struggle with?

[Describe Incubator Model and show timeline]

How do you feel about the timeline of this incubator?

Do you think that the trimester structure of our model would be beneficial?

5. Conclusion

What is your impression of the idea of an NGO Incubator in general? Are you aware of any other programs in Morocco or elsewhere that are involved in programs similar to NGO incubation?

How successful do you think they were and why? Do you have any questions regarding our work

Service	Ranking
Funding Assistance	
Physical Workspace	
Accounting Services	
Communication Services	
Organizational Advice	
Legal Services	
Consultation	
Technical Services	
Networking	

Appendix F. Established NGO Interview Summaries

NGO Representative A Interview Summary

We interviewed the founder of a social enterprise in Rabat, with the mission of empowering women through culture exchange and the arts. The interviewee, an artist by trade, founded the organization 16 years ago, and is currently the sole employee of the social enterprise since the outbreak of the COVID-19 pandemic, though the organization formerly included various other collaborators. The organization is also developing programs concerning ecological design. The organization is self-funded, but also receives grants from the US and the UN.

The primary challenge faced by the organization is that there is no legal definition of a social enterprise under Moroccan law. Social enterprises are organizations that run programs in the civil sector similar to an NGO, but operate for-profit, for example to market a product or perform more traditional business development. This organization's programs aim to empower women through art, but it also helps them develop business plans and organizes art markets for them and thus has a product to sell. Though the operations of social enterprises are similar to NGOs, they must register as businesses, and therefore do not receive the tax incentives and funding opportunities afforded to NGOs. The primary need of this organization is legal assistance: they are looking for guidance to petition the Moroccan government for introducing legal recognition of social enterprises as a distinct entity from traditional businesses. The secondary need is a physical workspace: they historically owned in the Rabat Medina as an office and art studio, but due to the rising costs in the pandemic the interviewee now manages the NGO online from home. The interviewee also expressed an interest in technical services, especially website development for outreach and visibility.

Most of the incubator services concerning ideation, organization, and development were not of interest to the interviewee, who has 16 years of experience managing an organization. Regarding the incubator model, key recommendations centered on planning for long-term support and developing a professional relationship between incubator and incubatee that extends beyond the incubation phase. Because of the low education rate compared to the US, community service organizations frequently arise out of specific community needs with a very narrow scope, and are started by individuals with little business experience, and many small (<10 employees) NGOs fail. The interviewee suggests that the job of an incubator should be to provide

sufficiently long term support to the prospective NGO so that they can focus their efforts on developing effective programs, rather than on management. The incubator model should also be adaptable, as needs vary by geographical region, culture, and market sector.

Service Ranking:

Service	Ranking (1 is best)	Reasoning For Ranking
Funding Assistance	4	Would come after enterprise would be recognized by Moroccan government
Physical Workspace	2	Costs a lot of money, but they want to replace it with an internet platform.
Accounting Services	-	Have collaborators
Communication Services	-	Run through friends in the U.S.
Organization Structure Advice	-	No program at this level.
Legal Services	1	Currently does not exist legally because social enterprises are not recognized in Morocco
Technical Services	3	Need an engineer for the website
Networking	-	They do networking
Consulting	-	Consulting network already built

NGO Representative B Interview Summary

This NGO was founded in the last 5 years in Rabat and focuses on providing study abroad programs to international students that wish to come to Morocco. They provide an immersive cultural experience that includes language teaching, housing services, and trips to various cities in Morocco. Currently they are a smaller NGO, with only 5 employees. However they make up for this by partnering with several organizations in Morocco such as local universities and around 40 Moroccan host families. The NGO believes it provides a better service than many of its competitors because it is intertwined with Moroccan culture and employs Moroccans.

The COVID-19 pandemic proved to be a huge challenge for the NGO because prospective international students were unable to travel to Morocco. As such the organization lost the majority of its staff, funds, and ability to network with students. As of 2023, COVID restrictions have been lifted in Morocco and the NGO has been rebuilding. The majority of the NGO programs are self-financed, and it does not currently have external funders. However, the NGO recognizes the importance of external funders and has been seeking them.

As well as the pandemic struggles, the NGO has also found difficulty in navigating the registration process for NGOs in Morocco. Registration papers are particularly important to this NGO because of the additional liability that comes from working with international students. These papers are essential to the operation of the NGO but it took several years before the organization got its official recognition.

Of the potential services shown to the leader of this organization, they said that Funding Assistance, technical services, and communication services would be the three most useful services to them. They would like assistance in securing international funders to expand hiring, fund advertisements, and to provide new opportunities to graduates of their programs. Technical services would be valuable to the NGO because they have struggled with maintaining a website and are currently on their third. They would like assistance in creating and hosting a website to allow people to learn about the services that they offer. Communication Services would be valuable to them because they are looking to attract more international students to their programs and they want to do more advertising to complete that goal. The bottom three services for the NGO were consulting, organizational advice, and accounting because the founder has a strong grasp on these concepts.

Service Ranking:

Service	Ranking (1 is best)	Reasoning For Ranking
Help securing Funding	1	No external funding at the moment; Want to help to provide more jobs; Unemployment is on the rise and they want to help; Give opportunity to new graduates to network and gain experience; Funds for promotion on ads on social media
Physical Workspace	6	More classrooms = More people learning
Accounting Services	9	Founder has experience with Finance, no issue with this
Communication Services	3	Help with advertisements to attract more participants for program;
Organization Structure Advice	8	Founder's field of study; not his first rodeo; history of success
Legal Services	5	Lot of paperwork already; still have more to go
Technical Services	2	Expensive to maintain websites; on like 3rd or 4th website
Networking	4	Reaching to more people, more people to work with
Consulting	7	Same reasoning as rank 8 and 9

NGO Representative C Interview Summary

We interviewed the CEO and co-founder of a Moroccan non-profit, whose work revolves around the field of youth education. Though officially classed as a social enterprise, not an NGO, this organization works to educate kids regardless of social status through innovation and improvement of the educational ecosystem. Officially founded in 2015, the organization is a smaller NGO, with around 3 full-time employees (a number that fluctuates); they also have 5-10 part-time employees. The organization also relies on volunteers, working with around 20 of them. Our interviewee stated that he had begun work on the NGO as early as 2012, with another co-founder whom he met in university.

The NGO's work can be classified through 5 different programs, which define the program objective in the title: [Org. name] Kids, [Org. name] Schools, [Org. name] Parents, [Org. name] Teachers, and [Org. name] Ed. Each program focuses on a specific part of the education process, from helping disadvantaged children to working with parents and teachers to improve support. Measuring the effectiveness of these programs is a major area of work for the NGO; the initial metric was quantitative, measuring the numbers of kids put through their schools and improvement of their schools. Recently, however, the organization has been moving towards a more qualitative approach to impact measurement, looking at how their alumni perform post-program. The organization, in its early years, was funded by a university incubator called Enactus IMPT (2012-2015); after founding, the primary source of income was out of the founders' pockets, although they received several monetary awards to help develop the NGO. Since then, the NGO has pursued multiple paths of funding: the bulk of their funding comes from marketable services that the NGO provides and grants and loans they apply for. They have also acquired funds from another incubator by the name of IMPACT.

Aside from funding, a major issue that the interviewee highlighted was the legal status of the NGO. Morocco has not codified a legal status for social enterprises—companies which pursue social missions but use for-profit models to acquire funds to sustain themselves. The organization is a de facto NGO, but Morocco recognizes many NGOs as businesses; they must pay business taxes, making inclusivity complicated. This hinders the NGO's abilities to perform social work, although this issue is one that many NGOs in Morocco face.

Service Ranking:

(Numbers in parenthesis have been adjusted to account for ties within interviewee's rankings)

Service	Ranking (1 is best)	Reasoning For Ranking
Help securing Funding	3 (4)	-
Physical Workspace	5 (9)	Already have access to certain spaces, for education
Accounting Services	2 (3)	Organization already has an accountant, but it is still quite useful.
Communication Services	4 (8)	Social media, web presence
Organization Structure Advice (OSA)	4 (8)	-
Legal Services	2 (3)	Project law for social businesses, the finance law keeps changing year to year, and needs experts to interpret.
Technical Services	4 (8)	-
Networking	1	Ensuring partners, primarily other social enterprises, either we help them or they help us. To learn from what they are doing. International organization is also helpful.
Consulting	4 (8)	-

NGO Representative D Interview Summary

We interviewed an employee of a large international NGO that has an influential branch in Morocco. They have worked for this NGO since 2019 and the NGO focuses on three main sectors: Justice Reform, Gender Equality, and Migrants. This NGO has done influential work with the penal codes and family codes in Morocco that have made positive impacts on the country. This organization is present in over 30 countries but has a small physical presence in Morocco, with only a couple of employees and no volunteers. However, due to their international presence they are able to secure international donors to fund their programs.

Importantly, this NGO is also an influential networking agent. They hold conferences relating to their three sectors and invite 20-30 NGOs and CSOs from all over Morocco to discuss relevant issues and potential solutions in those areas. They also provide speakers to provide information and create task forces to ensure recommendations get carried out.

An important issue highlighted by this interview was the legal struggles that NGOs handling human rights or LGBT rights face in Morocco. These organizations often struggle to get government recognition and their applications frequently get denied. This makes it impossible for NGOs to function because without legal recognition the NGO could be unable to secure space, funding, and could even be criminally charged for their actions. This issue led to them ranking Legal Services as the most important service to be offered by an incubator. Their second most useful service was securing funding because funds allow an organization to have longevity. Their third most important service was organizational advice because they believe it is important to have a chain of command. Another important issue they highlighted within organizational structure was that knowledge must be preserved in an organization rather than an individual. Many NGOs struggle if their founder or president leaves because of the knowledge that leaves with them. They said it would be impactful for an incubator to address that issue. A valuable suggestion they gave towards improving the organizational structure of organizations is to use a human resource software such as Kiwi to log hours.

One service that was missing that they highlighted was the issue of Cybersecurity. They said that many NGOs in Morocco have very loose security which can be an issue. The issue is pronounced when the NGO is working with vulnerable populations such as migrants, unwed mothers, or other marginalized groups.

Service Ranking:

Service	Ranking (1 is best)	Reasoning For Ranking
Help securing Funding	2	If failing legally, then no chance of funding Most new NGOs can be punctual and still have small programs, but no funding would not allow for longevity
Physical Workspace	5	Many coworking spaces are offered for certain organizations; older organizations can lease out space on weekends
Accounting Services	4	New Finance law makes accounting more difficult; would need help understanding how to keep the books correct and repaying any debts; could lead to asking for an accounting
Communication Services	8	
Organization Structure Advice	3	Most organizations revolving around one person; Chain of command would be messy as well as securing mission statement and making it more clear
Legal Services	1	Laws on CSOs have experienced shrinkage space Depending on Mission Statement, there could be a lot of pushback and could be accused of certain crimes
Technical Services	7	
Networking	6	Post-COVID: NGOs develop with each other in same field, but need help with other topics as well as generational gaps
Consulting	9	

NGO Representative E Interview Summary

The interviewee was the founder and former president (2018-2022) of a Moroccan NGO, and is now a university student in Europe. The NGO is a volunteering-based NGO that does not have full-time employees other than the president. The number of volunteers varies by season and by year: early on, there were about 20 volunteers participating and in the last two years it hovers nearer to 30. The interviewee was inspired to found the NGO after a transformative experience working to teach uneducated Moroccan women to read and write, with the ultimate goal of being able to write their own names in 3 months. The NGO aims to empower current Moroccan youth to become decision makers for their future and to stimulate dialogue between generations by connecting youth to volunteer opportunities in which they can have a meaningful impact. When the NGO was started, the primary issues faced were identifying the role of the NGO in a civil sector that the interviewee worried was already somewhat crowded. Identifying other organizations involved in the same types of programs and coming up with novel contributions to the problem was key. Also, organizing the team and staying motivated in early stages of development was a frequent issue.

The most impactful program the interviewee ran was one that aimed to promote an African development plan known as Africa 2063. The first edition was challenging due to funding, but since then the main problem has been organizing visas as they received support and a sufficient grant from the Swiss Embassy and later transitioned to mainly private sector funding. Measuring the impact and success of programs was an area that was neglected in the early years of the program, especially since it was volunteer-based, but being able to provide quantitative data about program impact is seen as transparency and trust-building, and is key to attracting shareholders, grants, etc. The current system is to perform pre- and post-tests daily while running a program. These tests look to record participants' expectations and goals going into the program and participants' satisfaction and self-evaluation afterwards, as well as their assessment of the program quality. Soon, they will be implementing mid-week group assessments where participants can share real-time feedback and keep a pulse on the participants' current needs.

We turned our attention to the incubator model. The interviewee suggested that the nascent NGO tier should focus on NGOs that may have already identified problems and have a mission but need a push to develop programs (maybe 2-3 programs long term) to target it. Meanwhile, the second tier should be reserved for NGOs that have already secured 1-2 funding

sources or partners and have implemented about 3 programs already. The interviewee suggested saving website development for more advanced workshops, since the main advantage of a website is to be able to organize and promote several pre existing programs. The interviewee approved of our proposal draft, but raised a concern about the sustainability of the program, and questioned whether Association Anoual was prepared to finance the program in a way that was viable long-term. One suggestion was to adapt DigiGirlz resources towards the incubator in order to lighten the resource load.

Service Ranking:

Service	Ranking (1 is best)	Reasoning For Ranking
Help securing Funding	4	Need money to run programs
Physical Workspace	6	Teams need to met up physically Lot of NGOs working on voluntary basis can not have a proper workspace Can not have president’s house just be the address Some NGOs go to more established NGOs and are able to work out of there and use their address for communication Document to have physical workspace is a struggle Youth houses program was stopped, but possibility has allegedly opened back up
Accounting Services	7	Need to know how to keep track of expenses and file the correct reports
Communication Services	9	Communication with stakeholders is key
Organization Structure Advice	2	Helps create order in the NGO and maintain the mission Did Organization Structure go through changes: Common structure has core 4 plus counselors (Pres, VP, Sec., Treasurer)

		<p>Complaint with structure was that was asking for people to be certain positions without knowing if they had the correct skills for this position; President is then forced to change the structure and have to adapt structure and do the papers all over again</p> <p>Restructure means that you have to go through all of the legal registration stuff again (way too much work to do). Specifically, you have to notify the authorities about the change, which is a bunch of paperwork and similar to the first time you register.</p> <p>TLDR: People need to know what they are responsibilities are and have the capabilities or else a restructure has to happen that brings a ton of paperwork and government notification</p>
Legal Services	1	<p>Working with government has given him huge successes</p> <p>Helpful for starting out:</p> <p>When wanting to have the organization, had to go to prefecture and when wanted to change location to Sale, requirements were very different than in Rabat</p> <p>Temporary receipt lasts 2-3 months and authority needs to do check ups</p> <p>Will help to confuse banks if no final communication from local authorities</p> <p>Many legal loopholes and confusion; Need assistance knowing the legal framework and individual rights</p>
Consulting	3	
Technical Services	9	
Networking	4	Need to know the right people in order to get funding

NGO Representative F Interview Summary

This NGO was founded in 2010 and is a medium sized organization with over 10 employees. They are active and influential within the three fields they work in, which are education, capacity building, and cultural exchange. Their mission is to promote local culture in a sustainable manner through the use of scientific education. They have been successful with this goal, and some of their programs have received international attention. This organization's founding is somewhat unique because it was created out of a parent organization, which means it already had access to some resources such as funds and a physical workspace. Currently, this NGO receives the majority of its funds from international sources, and it had a roughly 30% success rate in securing funds before COVID-19 disrupted their operations and created difficulties for the organization. They also have an endowment that they can use for the daily costs of running the NGO, such as rent, salary, and utilities.

This NGO ranked legal services, organizational advice, and accounting services as the three services that would have been most useful to it when it was starting. In particular, this NGO struggled with the legal definition of association in Morocco, because to be an association you need to have members that pay dues and this organization did not want to adopt that model. Legal services also would have helped them with writing and amending bylaws, registering with the government, and remaining compliant with the law. Accounting services was ranked third for similar reasoning, as the organization struggled with understanding Moroccan tax code at first, and access to robust accounting and legal services would have been useful to them. In conjunction those services would have helped this NGO understand what legal status is best for its operations and the tax ramifications of that status.

A service highlighted by the NGO that was missing from our list was data management. Data about project impact, relevant scientific data, organizational history, emails, grant information, program participants, and more are essential to the success of an NGO and it is important for them to be able to store, access, and analyze that data. Providing that service to young NGOs could have a huge impact on their ability to conduct successful programs.

This NGO also had valuable feedback on the Incubator Draft 2 that was shown to them. They suggested the use of the Organizational Capacity Assessment tool developed by the US Department of State to help distinguish between tier 1 and tier 2 NGOs. They also suggested that we research tanmia.ma because it provides relevant guides and assessment tools.

Service Ranking:

Service	Ranking (1 is best)	Reasoning For Ranking
Help securing Funding	-	NGO had this already when they started up.
Physical Workspace	-	NGO had this already when they started up.
Accounting Services	3	Struggled learning how to do it in the beginning, especially with how the Moroccan legal system worked.
Communication Services	5	Still need some help with communication
Organization Structure Advice	2	
Legal Services	1	Registering the NGO, revising and updating bylaws, working with legal aspects. Refer above to the issues surrounding associations and foundations.
Consulting	-	
Technical Services	4	
Networking	-	

Data Management not there, but absolutely necessary.

NGO Representative G Interview Summary

This NGO representative works for a small NGO focused on unlocking potential for students in rural areas through access to information and sports. Their NGO provides programs to teach French and English language skills to youth, opportunities for children with down syndrome to play American football, and other programs. They measure the success of their programs by monitoring how many of their participants stay in school and that none of them drop out. They secure funding through the US embassy and through sponsorship by a sports league. The NGO is a smaller one that has only one full time employee and less than 5 part time employees.

The founder is the representative that we interviewed and the only current full time employee. They had previously attended a US State Department program where they met many people similar to them from around the world and were able to network with them. There they gained the confidence to pursue their goals and start their own NGO while also gaining collaboration skills from working with partners in the program.

The feedback this NGO representative gave on the incubator was very positive. Their desired outcome from participating in a program such as ours is that they want to become a better leader and they feel that our program would help them do that. They appreciated the length and detail of our program and said they preferred the concept to previous one month programs they attended. They believe that they would fit into Tier 2 better and would benefit from social media workshops. With regards to mentorship, they believe that weekly meetings would be manageable and helpful to them.

Service Ranking:



Service	Ranking (1 is best)	Reasoning For Ranking
Help securing Funding	1	Grant writing is different from one sponsor to another Many hired solely to assist with grant writing Difference between french and english funders French do not really care about the writing, just care about the statistics and long term success

Physical Workspace	9	Working everywhere so a space is not needed
Accounting Services	2	Sometimes things come up that the org is not prepared for in terms of their structured budgets Need help for restructuring budgets
Communication Services	7	
Organization Structure Advice	6	
Legal Services	5	
Consulting	3	Have several proposals they want to apply for and they need to figure out which one should have priority and they want to make sure they are successful
Technical Services	4	
Networking	8	

NGO Representative H Interview Summary

This NGO has existed for over ten years and we interviewed the current president who has been active in this organization since 2014. The mission statement of this organization has undergone changes over time and can be described in two main phases. The objective of phase 1 is to enhance art and culture in the region that the NGO operates in and the objective of phase 2 is to start working with youth to create businesses that propagate culture. Their most successful program of phase 1 was a music festival and the most successful program of phase 2 was a workshops program that educated youth on personal branding, communication skills, program logistics, and general organization skills. This NGO relies on Qualitative Performance Indicators such as the number of attendees in programs, the personal impact programs had on people afterwards, the reach of the program, and other metrics to determine success.

To finance its programs the NGO relies on a combination of international partners, self financing, and private sector partners. Funding has been a challenge the organization has faced but it is program dependent, with some smaller programs having sufficient funding and larger ones struggling for funding. This is because larger programs are more complicated and require more advanced funding schemes. Other challenges that have faced the organization are the acceptance of people in their region of their mission and the government previously not supporting their vision. Interestingly, this organization also has two international locations, in France and Senegal, where they promote the mission and ideals of this NGO. The future needs of this organization are to create an ecosystem between these bureaus.

This NGO was also able to give us a lot of valuable feedback about the incubator model we proposed to them. We showed them incubator draft 3 and they commented that the timing of tier 1 is a little slow. They would have preferred a program that allows participants to begin running a program shortly after the program starts rather than waiting until month 6 to launch. They suggested that the theory is limited to the first 3 months and that after that a testing and learning phase would be more beneficial. This will allow time for the NGO to evaluate their own performance as well as for the incubator to evaluate its clients. They also mentioned that they would like to see information about AI engineering incorporated into the Tier 2 online service repository because they believe that that will be a useful tool for NGOs in grant writing and other services.

Service Ranking:

Service	Ranking (1 is best)	Reasoning For Ranking
Help securing Funding	3	See Above
Physical Workspace	1	Makes people more engaged Currently, members are scattered and that is an issue. If they want to organize workshops or masterclasses, they cannot provide a space; they need to find a partner.
Accounting Services	6	Very difficult to keep track of finances, so it is useful.
Communication Services	9	Most of the NGO's staff are communication focused and specialists, so they don't need help in this area.
Organization Structure Advice	4	Distance makes things more complicated.
Legal Services	5	They have people, but they are always useful.
Consulting	7	Need consultation for new projects.
Technical Services	2	Work frequently with young people and they need help connecting in the digital age.
Networking	8	Already has an excellent network, both local and international.

Appendix G. Aspiring NGO Interview Summaries

Aspiring Founder A Interview Summary

Aspiring Founder A participated in the American Leadership Academy (ALA) program run by Association Anoual in 2022 and had previously participated in the Digigirlz program also run by Association Anoual, so they had high expectations going into the ALA. They believed that the program did meet their expectations and they had met mentors with a lot of useful experience as well as giving them a large opportunity to network. From the ALA, Aspiring Founder A believes that they were able to gain essential skills in project management, leadership, and networking. In terms of anything that they would have wanted more of from the program, they believe that practicing more on pitching the ideas would have benefited them as they believed that Association Anoual did not give enough time to pitching their ideas and they would have loved to have some form of lecture or information session on how to pitch the ideas that they had worked on during the program.

During the American Leadership Academy, they faced a couple of challenges. One challenge was going through the application process for an internship with a local social enterprise. The network they were able to develop through the process was able to help them by providing both resources and training in order for them to succeed at both the application as well as any interviews that they had to do. Another challenge that was presented to them was that they thought that once the program ended, they did not think they would still have the same knowledge. What helped Aspiring Founder A overcome this was that Association Anoual had created a WhatsApp group for the participants of that year's ALA, meaning that Aspiring Founder A still had contact with the rest of that network that they had built and was able to reach out for help. This helps to prove that Association Anoual has a history of long-term support of their program participants.

In regards to what they would want from an incubator program, they believe that the biggest focus should be on legal services, organizational advice, as well as technical services and funding. Regarding legal services, Aspiring Founder A has personal experience with the laws in Morocco and that knowing what the laws say will make the other services easier and how to react in other scenarios. For organizational advice, organization is what helps an organization stay organized; if there was no order, the public and stakeholders would easily know. Both

securing funding and technical services would be essential for burgeoning NGOs to work in the long term and allow for their programs and projects to be as effective as possible.

Service Ranking:

Service	Ranking	Reasoning
Funding Assistance	4 (close to 3)	Essential to startups to work in the long term
Physical Workspace	6	
Accounting Services	5	
Communication Services	7	
Organizational Advice	2	For just starting up, organization is important; if not in order then the public would know
Legal Services	1	From personal experience, knowing what the laws say will make the rest of the other services easier and how to react in other scenarios
Consultation	8	
Technical Services	3(close to 4)	Essential to startups to work in the long term
Networking	9	Networking comes naturally with all of the services; Included as an implicit from the other services

Aspiring Founder B Interview Summary

The interviewee was a participant in the first cohort of ALA students in 2021. They described the program as an “incredible experience”. Noting the lacking discussions of mental health among Moroccan college students, the interviewee worked on a project that aimed to increase awareness about mental health and promote best practices and modern research about the topic. Though the project wasn’t continued outside the 6 or 7 month duration of the ALA program, the interviewee remains involved with the subject by reading recent papers.

The most valuable workshop during the program for the interviewee were the leadership and emotional intelligence workshops in the first trimester of the program, especially those led by Montana State University professor Deidre Combs. For example, one workshop was oriented around the article “Effective change requires proximate leaders” (Jackson, Angela et al., 2020). At the time, the interviewee hoped for more in-person workshops and better financial resources, as they struggled with identifying avenues for financing the project. Additionally, due to the online style used at the time, there were communication difficulties with teammates in different regions of the country. The seven month timeline with monthly workshop events was described as sufficient.

Regarding the incubator model, the interviewee argued that the most important services were Funding Assistance, especially internationally as funding from the Moroccan government is unreliable and insufficient for sustaining an NGO, and a physical workspace. Rather than having a core space to work, many NGOs without an office space use hotel venues for events, which can be awkward, logistically difficult, and costly. The interviewee recommended emphasizing emotional intelligence workshops in the curriculum. These workshops help develop effective teamwork and interpersonal management skills such as mediation and effective communication. Emotional intelligence is also a very generally applicable soft skill, so it can be valuable even outside of the NGO sector.

This interviewee has worked in event planning since the conclusion of the ALA program, and offered to help organize a prototype workshop session near the end of our research period.

Service Ranking:

(Numbers in parenthesis have been adjusted to account for ties within interviewee's rankings)

Service	Ranking	Reasoning
Funding Assistance	1	Very difficult to secure funding, especially from the government. Would rather look for funding from external sources (INGOs, embassies) rather than government.
Physical Workspace	2	Main spaces NGOs use are hotel and conference rooms, people need core working space.
Accounting Services	8 (9)	No issue with accounting services in Morocco
Communication Services	3 (4)	Struggle with writing English documents and marketing, especially in the South of Morocco.
Organizational Advice	4 (5)	
Legal Services	3 (4)	
Consultation	5 (6)	
Technical Services	6 (7)	
Networking	7 (8)	

Aspiring Founder C Interview Summary

Aspiring Founder C participated in the Morocco Future Leaders program run by Association Anoual in 2022 and had been very interested in entrepreneurship. They also worked for another NGO for five years and was once a team leader, meaning that he had a lot of experience with leadership even without the MFL program. This year's version of the MFL program had lasted 5 months and was delayed because of Ramadan. It involved five bootcamps and required a two-minute video to state why they applied to the program. They believe that the program helped them become an effective leader in the community and significantly impacted their leadership and entrepreneurial skills, especially on how to start your first startup.

In the program, the MFL alum had worked on a team project based around social entrepreneurship helping those struggling with their own businesses, essentially acting like a business accelerator. The alum believed that the most important activity was the leadership activity where topics like "What kind of leader you are and how to be better" were discussed and help to develop themselves and look more introspectively. In their life, the alum learned at least one thing from the twenty participants involved as well as the coaches of the program, keeping contact with and working with them on certain trainings. Some challenges they had faced was that people had left the project for other ventures and it was harder to start due to how hard it is to obtain government funding. They also gave insight into NGOs in which there is a trend that these organizations are looking to incubate or have incubating programs from the government

In regards to what they would want from an incubator program, they believe that the biggest focus should be on organizational advice, networking, and legal services. The alum believed that before starting an NGO, you need to know how to structure and leaders should focus on the internal before the external, meaning that having the structure should be a priority. In regards to networking, they believe that collaborating with other NGOs in the same position is important and taking advice from other established organizations goes a long way for an organization. From the alum's point of view, knowing how to navigate the complicated legal system in Morocco is also vital for an organization. Regarding the incubator model at the time of the interview, they believe that our nine month timeline is effective and that dividing it into trimesters helps give the incentive to NGOs to continue in the program.

Service Ranking:

Service	Ranking	Reasoning
Funding Assistance	9	Can start without funding or lots of money in Morocco; Would need funding in the future
Physical Workspace	5	
Accounting Services	7	
Communication Services	6	
Organizational Advice	1	Before starting an NGO, you need to know how to structure it Focus on the internal before the external
Legal Services	3	Knowing how to navigate the laws in Morocco
Consultation	4	
Technical Services	8	Website is more external; not needed as the first steps for your organization
Networking	2	Collaborating with other NGOs in same position is important Taking advice from other established organizations goes a long way

Aspiring Founder D Interview Summary

We interviewed a Morocco Future Leaders (MFL) alumni who participated in the program in 2022. This was the alumni's first experience completing a leadership workshop and he found the experience unique—he was not able to find similar programs run by other youth empowerment organizations. 20-25 aspiring social leaders were selected for the program, allowing for in-depth development of each participant. An integral part of the MFL program is the community project: all participants work together in small groups to complete this communal social mission. The topic of this project is up to the participants; this alumni worked with female colleagues to make a 6 month program to help professionals and graduates deepen and develop their social skills. They specifically focused on women empowerment. The alumni used the experience gained in this project to organize his own training and projects, which are currently running. The overall experience he had was strong and he felt that there were no missing aspects to the program. The most valuable workshop was run by a U.S. Embassy expert who talked about grant writing and applications, an experience that he defined as highly useful for future Moroccan social leaders.

When asked to rank the services an incubator should provide to an NGO, the alumni ranked networking the highest, explaining that connections help secure funding and lead to a broadening of skills throughout the organization. The second most helpful service was that of securing funding: without funds, ideas cannot manifest. Finally, the third most important service is communication services, as MFL provided numerous approaches to communication that improved networking. The alumni highlighted that communicating with stakeholders is critical for NGOs. MFL's program helped develop communication skills. The least important service—in the alumni's opinion—is physical workspace. These opinions are factored into our service matrix.

Service Ranking:

Service	Ranking	Reasoning
Funding Assistance	2	Without funding, can not get ideas off the ground/ be effective
Physical Workspace	9	
Accounting Services	8	
Communication Services	3	Easier communication leads to better networking; Gained effective ways to communicate Crucial to communicate their work with stakeholders
Organizational Advice	6	
Legal Services	7	
Consultation	4	
Technical Services	5	
Networking	1	Meeting people from all over the world (US Embassy was example) Connections help secure funding

Aspiring Founder E Interview Summary

Aspiring Founder E participated in the American Leadership Academy (ALA) program run by Association Anoual in 2022. They are an engineering student and they want to work in policy-making in regards to technology. They believed that the ALA program helped to develop this idea and drive to wanting to work in this field, meeting their expectations. In the program, the ALA alum preferred face-to-face bootcamps over virtual ones. During their time in the program, they alongside another participant worked on an initiative that dealt with kids diagnosed with diabetes in which they spread information about the disease and helped the children with capacity building. Although they put the project on hold after the ALA program, they are interested in making it an association.

From the program, they learned that the most valuable lesson is that the most and least valuable should not be quantified. The emotional intelligence workshops were also very helpful and they learned how to think more on themselves and how those changes could impact the world around them. In terms of anything missing, they believed that there should have been more of a focus on project management and that the mentors could have been better, as they believed that there were not a lot of chances to critique them or even talk to them at all.

In regards to what they would want from an incubator program, they believe that the biggest focus should be on consultation as information about how to make programs and mentorship should be a priority as well as learning how to troubleshoot issues. For many associations, there are struggles of the organizational structure and the correct papers needed for authorities to be legally recognized. Regarding the incubator model at the time of the interview, they believe that networking is critical and working with NGOs that are focused in the same field of issues would allow to make training easier as they would most likely be facing the same issues.

Service Ranking:

Service	Ranking (1 is best)	Reasoning For Ranking
Help securing Funding	2	Important for the organization and need money.
Physical Workspace	9	Not necessary because for small scale you can do everything virtually Maybe more necessary for larger NGOs, but they'd be able to access.
Accounting Services	7	Goes largely with funding, and can come with funding.
Communication Services	4	Need to be able to communicate your work internally and externally.
Organization Structure Advice	5	-
Legal Services	6	-
Consulting	1	Information about how to make programs and mentorship, and also how to troubleshoot through issues. The service that you cannot use without, could start association without many of the other services.
Technical Services	8	-
Networking	3	Without a network, you are crippled and will not be able to work.

Aspiring Founder F Interview Summary

We interviewed a Morocco Future Leaders alumni who participated in the 2019 program. They have been working on founding an NGO of their own since 2019, which aims to work with high schoolers and provide youth with the skills necessary for pursuing their careers through project-based education. They are currently a masters student of English literature, and haven't been involved with any associations or NGOs since MFL since all the opportunities that have come up seemed unprofessional and disorganized compared to Association Anoual's program. The interviewee aims to have paperwork for the NGO finished by the end of the month, following several years of ideation and peer-to-peer capacity building. Another upcoming goal is to find avenues to develop soft leadership skills. To found an NGO, you need identification of everyone employed by the organization, a full constitution or list of bylaws, and a description of the responsibilities of leadership roles and the board.

The interviewee describes their experience with MFL as an extremely positive and impactful experience, describing it as one of the best programs they've participated in. They had difficulty choosing their favorite workshop, highlighting that the workshops were effective because of how complementary they were, but the most impactful one was "youth for civic engagement". One workshop topic that Association Anoual might be able to expand into was to cover more theoretical concepts like helping leaders and NGOs understand their organization's theory of social change and how to contextualize their programs through that lens. The interviewee said that important challenges for their MFL project were team synergy, legal compliance, and funding.

The most important services according to the interviewee were physical workspace, organizational advice, and legal services, while the least important ones were technical services, networking, and communication services. Though they acknowledged the value of networking, the assumption is that either the founders will already be fairly well connected or that networking will happen organically in an incubator program. The interviewee liked the incubator model draft presented, but believes that the 9 month timeline was a bit too short, and that the workshops needed more emphasis on legal compliance. These issues intersect, in that ensuring legal registration of the NGO often proves to be a lengthy process and may be precluded by the need to start capacity building. This challenge is amplified if we choose to focus on starting NGOs rather than catering to existing newly-established NGOs.

Service Ranking:

Service	Ranking	Reasoning
Funding Assistance	5	Money is king
Physical Workspace	1	Need somewhere to work
Accounting Services	4	Need to know how to handle money before getting it
Communication Services	7	
Organizational Advice	2	Need to be organized in order for communication to run smoothly and evenly divide up the work of the NGO is necessary
Legal Services	3	Need to understand what they are allowed to do and what not to do
Consultation	6	Need a know it all person to help with any issues arising out of nowhere
Technical Services	9	Can be found very easily online
Networking	8	People that work at NGOs already have a broad network or create an effective one very quick

Aspiring Founder G Interview Summary

Aspiring Founder G has a project they are currently working on through their job as an Arabic language and literature professor that they want to expand by creating an NGO. It is a project that involves connecting students to their culture by creating a repository of local history to preserve it. While the project has been successful so far, they want to create an NGO because it would provide more visibility and outreach to the project which would allow more people to experience the culture preserved by it.

Much of this local history Aspiring Founder G wants to preserve comes from the countryside relatives of their students. Their students help to create a collection of literature such as history, folktales, and recordings with supplemental transcriptions in native languages and Moroccan Arabic, which could then be translated into formal Arabic and English. Although the government has done some work in regards to the native languages of Morocco, Aspiring Founder G believes it needs more emphasis. They believe that the students should be more creative with both research and collection in a way that fits the digital age. This would be done through making videos, e-books, and having all of these resources hosted on a website. Right now, the current version was started in 2021 and hosted on American web servers. Aspiring Founder G is looking for funding and a Moroccan open platform to be made. To ensure this happens, Aspiring Founder G believes that an NGO would be the best method.

Aspiring Founder G believes that NGOs help to provide more visibility and outreach and help to make the Moroccan government more aware of issues in the rural areas in regards to literacy and technology use. Aspiring Founder G envisions the NGO to work in parallel with the program they are running at their school, albeit with much more money as they are currently paying out of pocket for everything. They would want to connect with people outside of Morocco in order to better understand and utilize technological resources and be able to make literature for children. They believe that an incubator program should prioritize how to attain funding and networking, as everything can be successful if an organization has enough funds and having a strong network will help an organization ensure that their projects and programs can be done in a feasible manner and find the correct expertise.

Service Ranking:

Service/Blanket Statements	Ranking (1 is best)	Reasoning For Ranking
Funding	1	Can buy everything else with funding
Physical Workspace	- (9)	
Accounting Services	- (9)	
Communication Services	- (9)	
Organization Structure Advice	- (9)	
Legal Services	- (9)	
Technical Services	3	The services that come from networking
Networking	2	Reaching out to people to help with organization's projects and find expertise
Consulting	4	Same reasoning as technical services

Appendix H. Incubator Representative Interview Summaries

Incubator Representative A Interview Summary

We interviewed a regional coordinator for a Moroccan NGO incubator owned by a larger parent NGO. The parent NGO is one of the largest Moroccan NGOs, comprising 60-70 full-time employees. This program is funded by the European Union and has an extremely similar mission to that of our project: building an NGO incubator.

Although the parent NGO has extensive experience in constructing incubators, most of their programs focus on entrepreneurship. The representative we interviewed is program coordinator for one of the few incubators focused on developing social businesses, as NGOs' legal status has not been fully elucidated in Morocco. The program uses a very specific system of funding and developing NGOs, because, according to the coordinator, many NGO owners do not understand the main objective behind creating an NGO. NGOs have been used in the past to crowdfund for campaigns or projects, which is illegal. For this reason, the incubator cannot provide large amounts of money to incubatees; the money it does provide—which is hard to receive—is used as a seed fund. The amount varies between 20,000-100,000 dirham, though it tends to run lower. The careful distribution of funds derives from another failed NGO incubator called Moucharaka Mouwatina, which lasted 3 years. Many issues arose in this project, foremost of which was the 500,000 dirhams given to associations. Very little incubation or education was given and the associations failed to make any meaningful progress. Because of this, the incubator focuses heavily on training and building competency within an NGO, only giving money to its most promising prospects.

It uses a regional training system, as every region in Morocco is different for NGOs; the issues that a NGO in Casablanca faces differs from those that an NGO in Oujda faces. Every 6 months, the incubator selects 10-12 NGOs in each administrative region and trains them; 3-4 NGOs can expect to get funding. The 6-month cycle starts with a hackathon and then it runs 3 bootcamps, focusing on ideation, organizational management, and leadership, respectively. Additional masterclasses are run on legal and accounting work. A pitch follows, where the NGO delivers their full plan to a jury; regardless of whether the NGO is selected to receive funds, they follow up. They then incorporate feedback and revise for the next cycle. An important

consideration is the mindset of the incubatees: the more committed and willing to learn an NGO is, the more they learn and develop from the process, even if they don't end up being funded.

The coordinator, overall, liked the incubator model but was concerned that the amount of personnel and resources required to run such an incubator would be out of our abilities. He also stressed that both communication and management of the NGOs would have unforeseen issues, as many NGOs do not keep tabs on email and do not use online tools. However, he believed that the incubator would be useful in pushing NGOs in the right direction.

Service Ranking:

Service	Ranking (1 is best)	Reasoning For Ranking
Help securing Funding	4	Funding is one of the lifelines of NGOs
Physical Workspace	9	A lot of NGOs have physical workspaces already. Should be included as well.
Accounting Services	5	Most NGOs know nothing about this.
Communication Services	6	Most NGOs have zero external communication, not visible.
Organization Structure Advice	1	A lot of NGOs have no idea about these two topics. I.e. they don't pay taxes, and so forth. But it is important.
Legal Services	2	
Technical Services	7	-
Networking	3	Many NGOs don't know simple information, networking is critical.
Consulting	8	-

Incubator Representative B Interview Summary

This interviewer has a wealth of experience with both NGOs and incubators in Morocco. They currently work for two NGOs, one of which is Association Anoual and the other is Foundation Zakoura, a education and entrepreneur focused NGO that works with marginalized communities in Casablanca and on women empowerment. They also have experience managing incubator programs, and have worked for MCISE. At MCISE they managed around 6 to 7 programs, the most significant of which was the IFA French incubator program, in partnership with AUF.

The IFA is a Africa wide program that involves 15 countries including Morocco. It focuses on incubating 30 university students that are interested in cultivating social change in their communities. The program emphasizes making young people think of solutions to address local social issues by creating financially stable functional projects. IFA does this through its 3 month curriculum consisting of online weekly workshops. The curriculum is tailored to the individuals in the program based on their specific needs determined during the application process. IFA also has a rigorous selection mechanism that looks for motivated students in universities connected to the French system while also prioritizing diversity. Crucially, the program split its male and female applicants into two application pools to ensure equal gender distribution. To measure the success of the program and its participants IFA gives participants a questionnaire followed by a 1:1 interview to solicit feedback and improve the program. Finally the program also gets mentors and trainers from past MCISE programs to guide groups of specific focus, for example environmentally interested students guided by environmentally focused alumni of past MCISE programs. However, a major struggle of the program is that many of its participants struggled with internet access, creating barriers to access.

This interviewer also had valuable feedback on the incubator model. Of the services listed they said that networking, consulting, and accounting services were the three most useful for aspiring NGOs. Networking was listed as being useful because it can ‘bring a lot of potential to an NGO.’ Specifically, they said that networking with government agencies would be particularly beneficial to new NGOs because it would allow them to be more successful. They also described accounting services as being useful because many experienced NGOs struggle with accounting, and implementing best practices in an NGO in its early stages would be extremely helpful to the NGO.

Service Ranking:

Service	Ranking (1 is best)	Reasoning For Ranking
Help securing Funding	5	-
Physical Workspace	9	-
Accounting Services	3	NGOs have issues with accounting, even if they have a lot of experience.
Communication Services	7	-
Organization Structure Advice	6	-
Legal Services	4	Has not experienced issues with legal creation of NGO.
Consulting	2	-
Technical Services	8	-
Networking	1	It's the thing that can bring a lot of potential to the NGO. Brings new perspective Can add new areas. Should network with the government, but also the private sector. To gather the efforts Institutions specifically

Incubator Representative C Interview Summary

As part of our study into NGO business practices, we interviewed Aimane, an NGO consultant for major nonprofits in Morocco. Consulting with NGOs on implementation of programs, fundraising, organization, evaluation and feedback, Aimane works in 11 out of Morocco's 12 separate administrative regions. He works with developed NGOs, whose mission and methods are already established. The NGOs' sector varies, as Aimane has worked with organizations targeting objectives such as education, women empowerment, and civil rights.

Aimane highlighted 3 main areas of concern where Moroccan NGOs struggle: the first is governance. Many NGOs lack a robust organizational structure and fail to adequately divide power amongst its board, resulting in unstable power structures. NGOs should have integrated board meetings to inform stakeholders of key decisions; associations also require an annual general assembly of all members. These foundational structures uphold stability, a characteristic Moroccan NGOs struggle with. The second difficulty is funding. Funding exists in Moroccan society, either through public/private grants and other means (detailed below). Applying for these grants, however, requires technical expertise. Good grant writers are necessary and if an NGO is unable to hire someone with grant writing expertise, they must train a member of their team to do so. Many grants also require proficiency in written English, which creates a language barrier for NGOs who conduct business in Darija or French. Building these capacities costs time and money, resources an NGO might not possess. A third difficulty rests in communication. Many NGOs fail to compellingly express their story, motivations, mission, and programs, especially to the larger public. Public interests and funders are unaware of NGOs' projects unless they are within an NGO's inner circle of communication. These three areas—organization, funding, and communication—are the major contributors for NGO failure in Morocco.

Aimane also discussed the various methods of funding NGOs in Morocco. The easiest source of funding that exists for NGOs is membership dues: a fee all associates of NGOs pay to join programs and work with the NGO. This money is limited and so is used to cover the bare minimum an NGO requires to survive, such as legal fees, electricity, and bills. A benefit to this money is that it is consistent and easy to access. Following membership fees, NGOs can also rely on private donors and sympathizers; this "love money" generates inconsistent but welcome payments, as the NGO is essentially being given free money for its image and actions. These

initial sources are passive funding sources; all other sources require an NGO to seek it out and apply. These sources are primarily the government, followed by international aid.

The first rung of grants, from the government, can be broken into two classifications: centralized and decentralized money. According to Aimane, they are roughly analogous to Federal (centralized) and State (decentralized) funding in the United States. Decentralized money is provided by state institutions—city councils, private governing bodies, and dependencies—that vary based on Morocco’s geography and administrative regions. These grants are broad and are frequently gotten through connections, though many have application processes. A theme of this decentralized money is that it is frequently awarded to who the administration trusts, rather than how developed the NGO’s plan is. The typical amount awarded ranges from 4000 to 5000 dollars. The National Initiative for Human Development (INDH) fits into this kind of decentralized money, despite the country-wide nature of the program. This is because, although the INDH is funded by the national government, it operates on a regional level. Although the INDH is currently in its third phase and focuses on funding entrepreneurs, it still funds NGOs, especially those NGOs who have long term contracts with the INDH, such as Moroccan Centre for Innovation and Social Entrepreneurship (MCISE) and Enactus. The INDH provides far more money: grants tend to be around 50,000 to 60,000 dollars. However, a tough application process, including a very rigorous public interview, frequently prevents NGOs from obtaining this money. The interview is chaired by the regional governor and NGOs must convince a public jury that their project is worth funding; most do not have plans developed enough to convince the court. In juxtaposition to decentralized money, centralized money is provided through the national government and primarily flows from the capital, Rabat. The Ministry of the Interior handles most of this money.

International funders are also able to provide money to Moroccan NGOs. Most developed countries have established international relief organizations—such as USAID—and can provide very large grants, usually around 100,000 to 200,000 dollars. However, with money of this caliber, NGOs must face intensive scrutiny. Funders require an in-depth examination of an NGO's finances, staff, objectives, and action plans. The NGO under scrutiny must be entrenched and established within Morocco to be considered.

After we explained the incubator model to Aimane, he had several pieces of feedback. Firstly, we should consider how the incubator will sustain itself; the business model must be

considered. Will we need a full donor or will it be able to fund itself? Will we need to turn to some kind of hybrid model (for Tier 2 specifically)? Though the incubator model seems well developed, Anoual will need to put numbers on the model and find a donor to fund the first two years of the program. In the same vein, we should consider setting a timeframe initially for phase 2 of the incubator, because funders will want to know the precise amount of time their money will be used for. This will help Anoual get funding for the program. Additionally, we should consider presenting Anoual with 3 scenarios, to mimic different ways of running the incubator depending on the amount of funding secured: a low, medium, and high cost scenario, each with a different amount of service provided. This will help Anoual decide which version of the incubator they should run depending on the amount of funding secured.

Service Ranking:

Service	Ranking (1 is best)	Reasoning For Ranking
Help securing Funding	3	A lot of grants exist, either in the public or private sector. A lot of nonprofits do not know how to apply due to technical nature: Good grant writers are necessary All comes back to quality of human resources If you don't have one on hand, you need to train them: Not just with trainings but also need mentor Need to build capacities Also exists a language barrier, all international donors require English and some Moroccan NGOs do not have the ability to express the grants in english
Physical Workspace	9	-
Accounting Services	5	-
Communication Services	4	Online, digital, and story communication needs to be worked on
Organization Structure Advice	1	Structure of organization Board and annual general assembly issue Needs to be bylaws and structure to prevent corruption of power Division of power not always there

Legal Services	7	-
Consulting	6	-
Technical Services	2	NGOs have trouble marketing to people and putting their presence on the web.
Networking	8	-

Incubator Representative D Interview Summary

We interviewed two representatives from this Incubator organization that focuses on helping organizations fundraise for their projects and be more sustainable through digital innovation. One interviewee has been involved in this organization for 5 years and the other interviewee is the CEO. It is a smaller organization with around 10 freelancers involved. The Incubator runs training sessions and workshops for other organizations on how to fundraise and make budget plans. The organization also emphasizes NGOs having multiple sources of revenue, such as independent for-profit projects to ensure financial stability. They also run a program in conjunction with the EU focused on social entrepreneurship. The goal of this program is to create an investment fund for social entrepreneurs as well as help the social entrepreneurs determine the best legal registration status for them and help them register.

This organization has also been involved in getting reforms to Moroccan NGO funding laws passed. Beginning in 2014 they helped to enact legislation that will allow NGOs to raise funds through crowdfunding with the US embassy as a partner and the law was passed in 2021. The incubator is currently involved in legal advocacy to give Social Enterprises legal status within Morocco to aid in their tax reporting, accounting and other operations.

These interviewees gave a lot of valuable feedback on the incubator model. Regarding Tier 1 of our model, they mentioned that it is important for the incubator to emphasize evidence based workshops. The evidence could consist of pre and post workshop questionnaires, attendance sheets, deliverables for participants, and others. These could be used to prove the program's effectiveness to sponsors and secure funding in future years as well as make the incubator more effective if it falters.

Considering the incubator these interviewees were associated with was more focused on incubated established organizations they had more feedback on tier 2 of our model. One piece of advice was regarding the tentative business model we proposed of monetizing tier 2. They said that you should never make beneficiaries pay for a program, and that we should find someone else to front the cost if possible. For instance, this organization uses international corporations, embassies, and other organizations to finance its incubation programs. They also mentioned from their past experience that NGOs in Morocco struggle following and implementing techniques learned in online workshops, so the online service repository may be ineffective for many NGOs in Morocco. An alternative they proposed was to have in person workshops in tier 2 similar to

tier 1 to ensure the content embeds itself within the NGOs before then moving to an online model. They also proposed that we treat tier 2 as an accelerator, and provide the “boring services” such as accounting and other logistical services that NGOs can struggle to secure for themselves. This would allow NGOs in the incubator to focus on running their programs without worrying about the back end logistics of their organization. The benefit of this model is that it makes the transition to independence significantly easier, but the interviewees still mentioned that “life happens” and unforeseen events can present challenges.

Service Ranking:

Service	Ranking (1 is best)	Reasoning For Ranking
Help securing Funding	2	Need the funding for hiring these people
Physical Workspace	9	
Accounting Services	8	Can be done by accountant
Communication Services	7	Could hire Comms/PR person
Organization Structure Advice	3	Need to know how to implement
Legal Services	4	
Consulting	1	Would help with 2 and 3
Technical Services	5	
Networking	6	

Incubator Representative E Interview Summary

Incubator Representative E has worked with multiple associations in the past and is currently working at the Mohammed VI Polytechnic University in which they help to mentor many of the projects going on at the startups hosted at the university. They also worked with the MIT Explore business incubator in which they were able to help link investors to viable projects. The MIT program also ran four to five sessions a month alongside a monthly check-up to see what the current progress and needs of the incubatees were as well as provide useful feedback. They would also hold a form of “office hours” in which any specific issues would be addressed as well as training in specific areas.

There was an emphasis on market discovery so that incubatees could focus on their pitches to funders as well as bringing in other mentors for mock pitches to see what areas needed improvement on the side of the incubatees. From their experience with the MIT program as well as the Mohammed VI Polytechnic University, they believe that market research is very weak in Morocco. Being able to address this problem with market discovery as well as a SWOT analysis would be able for incubatees to better target the people they want to impact. They believe that each training session of our proposed incubator model should have a large purpose so that they would be able to present their successes. They also feel that people in the younger generation are much better mentors as they would be more in touch with the culture than those from older generations and that experts could run the workshops and content so that there would be a finite sense of credibility.

In regards to the incubator model as well they believe that organization structure should be the main focus because if you have a structure with one vision, mission, objective, whatever you need long-term, you would be set for the long term and physical workspace would not be as needed because the current technological age makes physical spaces not necessary. They believe that we should monetize the second tier of the incubator program through either an annual fee or as a paid consulting service so that the second tier could help to fund the workshops and programs in the first tier, allowing Association Annual to make the program self-sustaining.

Service Ranking:

Service	Ranking (1 is best)	Reasoning For Ranking
Help securing Funding	3	Without funding, nothing can happen
Physical Workspace	9	Technological era makes it not necessary
Accounting Services	4	Need to know once you have funding
Communication Services	2	In Morocco, not communicating is a death-sentence Need to make a name for yourself
Organization Structure Advice	1	If you have a structure with one vision, mission, objective, whatever you need long-term, you would be all set
Legal Services	5	Know what are your limits within the legal space
Consulting	8	Need to have office hours to ask for advice
Technical Services	7	Need as much support, Website Development
Networking	6	Will bring you new opportunities, sponsors

Incubator Representative F
Fabio Carrera, founder of SerenDPT

Fabio Carrera is a professor of teaching at the WPI Department of Integrative & Global Studies, and the founder and CEO of SerenDPT, a Venice-based benefit corporation and startup incubator. SerenDPT is affiliated with the MIT DesignX startup incubation program and acts as its Venice branch. Founded in 2017, the mission of SerenDPT is to repopulate the city of Venice with new jobs, aiming for 10 successful startups in 10 years with 10 jobs. Their initial *modus operandi* was to combine work done by WPI students at the Venice Project Center with local market needs to create startups. The incubation period with SerenDPT runs from January to July of one year, then MIT puts on four workshops in the fall. Startups are provided with €4000 in seed funding, with a prize of €10000 in funding available to top programs. Outside the incubation program, SerenDPT also runs one-day hackathons to raise business awareness locally, which include a large networking component.

MIT's philosophy for the program is an "in it forever" plan, in which incubated startups have access to the incubator resources and network beyond the traditional incubator model. Though MIT themselves run the DesignX program *pro bono*, SerenDPT as a private benefit corporation supports themselves through various revenue sources. Their main office, an old church converted to office space and acquired by bidding on a city lease, is loaned out for hosting events when not in use for incubations and meetings. They receive grants, for example SMART Destination and other awards, and renewable money from the city of Venice. However, Prof. Carrera expressed that the cycle of pursuing "one-shot" grants and awards is a never-ending process, and that finding other sustainable sources of revenue is important to reduce reliance on external applications.

Prof. Carrera explained that his incubator mostly provides networking, physical workspace, consultation, and organizational advice. In particular, they hire experts to advise on how to organize companies in a way that minimizes costs. He advised that funding is important to provide, but is very difficult for many incubators to address without an extremely reliable funding source. SerenDPT does not explicitly provide technical services or communication services. He advised to separate consultation from the other services, as it is a very different

service that is both very broad and dependent on client needs, and therefore is not something that can be addressed in workshops.

How SerenDPT defines success is an ongoing process, but they currently use the number of jobs created as a main metric, followed by metrics of measuring financing success. The bottom line is essential: how much revenue goes back into the incubator program and their startups. Prof. Carrera argued that incubating startups and NGOs is not too different, NGOs just have additional grants available to them, and he recommended that incubator participants supplant grant money by looking outside the envelope for creative avenues to secure reliable funding. He also recommended that the proposed incubator market and advertise the Tier 2 online service repository, and that we advertise the program offerings as a combination of in-person services and online resources.

Prof. Carrera declined to rank the nine services, and instead provided an explanation of how SerenDPT addresses each need.

Service Descriptions:

Service	Ranking (1 is best)	Reasoning For Ranking
Help securing Funding	N/A	Introduce people to funding sources, extension of networking. Mostly just the 4000 EUR stipend
Physical Workspace	N/A	Offered for free, but it's a cost to them because they pay rent and then give the space for free to startups
Accounting Services	N/A	Have done for certain companies, but case-by-case
Communication Services	N/A	Do not provide, don't have a strong enough communication service themselves, but can help somewhat
Organization Structure Advice	N/A	Can provide as needed
Legal Services	N/A	Can direct people to legal experts for anything more complicated than contracts
Consulting	N/A	Can provide, have a consultant team
Technical Services	N/A	Don't provide
Networking	N/A	Naturally helps, can be addressed in hackathons, very useful for participants, key outcome of the program

Incubator Representative G

This interviewee is an influential founder of a large incubation organization in Morocco. Their organization is large, and runs multiple incubation programs targeted at different sectors, regions, and types of organizations in Morocco. They target both entrepreneurs and NGOs depending on the incubation program and have incubated hundreds of organizations in total. This interviewee also has experience working on committees with the Moroccan government and in other incubation and fundraising programs in countries outside of Morocco.

Their incubation programs select participants through the number of people involved in their organization and the number of clients they have. They also target NGOs working in specific sectors for specific incubators to best tailor their programs.

In our interview they repeatedly emphasized the importance of a business model in creating a successful incubator. An incubator without reliable access to funds will not be successful and soliciting those funds should be the primary concern when designing an incubator model. This interviewee mentioned that the market based approach to incubation is the best way because funds are very limited outside of it. They also said that it is essential for the incubator model to be designed with Association Anoual's capabilities in mind. When thinking of the incubator's geographic scope and services provided, Association Anoual's capabilities should be our foremost consideration. They also recommended that the incubator focus on less developed, smaller, and younger NGOs because those are the NGOs Association Anoual may best be able to help. Another important point that this interviewee mentioned is that ideas that work in the US do not necessarily work in Morocco for a variety of reasons and it is important for us to keep that in mind.

Another recommendation they gave us is to use budget documents to evaluate the maturity of an organization and determine how to best incubate it or if it is too advanced for incubation. They also recommended asking for documents as well as sending surveys to the organizations that graduate the incubator. This is done to collect as much data as possible into their failures or successes and to determine how the incubator can best improve.

They also mentioned that the government and the INDH cannot be seen as a reliable source of funding for NGOs or incubators. This is because its funding distribution scheme is not structured enough and there is not enough money to fund a lot of NGOs. They also mentioned

that Phase 3 of the INDH is more entrepreneur focused and it is unlikely that money will be given to NGOs currently.

A final piece of advice they gave us on the incubator was that the length of the program and the model must be flexible to accommodate the partners funding the program. It is best to have a flexible draft that can be reworked depending on the needs of the sponsor for the program. They also mentioned that the ideation stage of the incubator model must be fast to make the incubator more successful.

Due to time constraints, **Service Ranking** could not be completed for this interviewee

Incubator Representative H

This incubator representative currently works for a large international incubation organization that has a Morocco branch and has previous experience working for a large Moroccan incubator organization. The incubator this representative currently works for has for-profit and non-profit activities with programs spread across 50 countries. In Morocco the representative mentioned two programs that their organization puts on. The first is a program focused on providing weekly master classes, coaching, and networking to Moroccan youth and the second is a program active in 9 countries where participants present their projects (many of which are past the seed phase and ready to go international). Many of the programs that this organization runs are focused on providing incubation to entrepreneurs.

This representative mentioned that the size of the organization they work for provides many benefits to the incubation they can provide. For instance, they have a large international network they are able to pull from to help their incubatees. Additionally experience, expertise, and resources can be shared across the multiple countries this incubator operates in, which enables branches of this organization to learn from the mistakes of other branches as well as their own. However, they do run different styles of incubation in different countries depending on the regional context. The interviewee mentioned the concept of an incubation pipeline consisting of Ideation → Preincubation → Incubation → Acceleration. The stages that are focused on in a country depends on the situation in that country and the partner to the program.

This incubator also has a rigorous and time intensive application process. First they gather and analyze information about participants' finances. They also reach out to the entrepreneur for a one on one meeting to better understand how developed an organization they are running and to see if the incubator can adequately meet their needs. At the start of the program, a diagnostic session is run to determine the specific issues facing them and who in the incubators network can best address those needs. There are also surveys sent out to measure entrepreneur progress throughout the program.

This representative has a wealth of experience with incubation and as such were able to provide valuable feedback to the incubator Draft 3. They mentioned that they felt that the 12 month program was too lengthy and they usually run projects for 6-8 months. This is to increase retention and participant interest. They also suggested that we move the project launching phase

of the program earlier to give the NGOs more experience running programs. It also prevents work from being wasted in case an NGO puts a lot of work into a project but it does not meet market demands at launch. To mitigate this they suggested launching the program earlier and to give deliverables with action items at the conclusion of each workshop to ensure the NGO is always working towards a goal.

This interviewee responded positively to our conception of Tier 2. One suggestion they gave was that the incubator (funding permitted) could sponsor NGO trips to outside of the country to attend conferences in their sector. This would greatly increase NGOs networking abilities and connections.

Service Ranking:

Service	Ranking (1 is best)	Reasoning For Ranking
Help securing Funding	4	Depends on the state of the entrepreneurs and incubation. At a lower level, this can be left alone, but at a higher level, definitely important.
Physical Workspace	8	Not really needed, cost vs value is not so good.
Accounting Services	2	What causes a lot of startups to fail, is that they can't manage finances or the law Can't pay taxes. Defeats the point of incubation if they don't have accounting and legal.
Communication Services	5	What incubators provide the most, but becoming more available with the digital age.
Organization Structure Advice	7	Few types of structures, either basic or cooperative models. Not much for entrepreneurs to choose from.
Legal Services	2	What causes a lot of startups to fail, is that they can't manage finances or the law Can't pay taxes. Defeats the point of incubation if they don't have accounting and legal.
Technical Services	6	-
Networking	1	Specifically with experts, entrepreneurs in international and local regions.

Consulting	3	“Coaching” - Mentors.
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Appendix I. Incubator Draft 2

A Two Tiered Incubator Model

Tier 1: Nascent Incubator Model (NIM)

The first stage of the incubator would be aimed at developing organizations that have little operational experience. It would consist of workshops that teach skills essential to the success of NGOs. The program will be broken into 3 trimesters, with the first focusing on establishing a vision for the NGO, the second on building capacity, and the 3rd on launching a program.

Months 1-3:	Months 3-6:	Months 6-9:
Workshops about developing an NGO (goal setting, shareholder mapping, organizational structure, ect) Networking events Leadership Workshops Brainstorming ideas for a program	Workshops about building capacity (securing funding, legal compliance, physical space, IT, ect) Networking events Drafting program proposals and refining ideas	Soft Launch Program Focusing on Longevity Transition to independent organization

Description of activities

- Networking events: informal/semi-structured sessions throughout the entire timeline for meeting with other participants in the program and representatives from Association Anoual, time allotted at the start/end of various other workshops or events. Alternatively, an official event near the end of each trimester for connecting with other participants and sharing progress and advice.
- 1st Trimester
- Leadership workshops: can look at emotional intelligence workshops, working within a team, etc.
 - Goal setting: use the “goal setting pyramid”? (1 main abstract goal, 2 large milestones, 3 medium milestones, 4 small concrete milestones)
 - Organizational Structure: NGOs create an Org Chart for their organization with clearly defined roles for all positions,

- Shareholder mapping: Have NGOs evaluate relevant parties to their project in terms of the influence those shareholders have and the stake they have in the NGO. Talk about how to navigate those relationships
 - Program idea brainstorming: using results from the goal setting workshop, brainstorm processes to achieve goals step by step. Consider clients and client experience (# of participants, demographic, needs & how to meet them, engagement & retention)
- 2nd Trimester
- Securing funding: Mention 4 main types of funding(government, international, grassroots, self financed) and describe pros/cons of each. Have additional workshops for details on how to secure funding from those sources
 - Government: mention INDH, Morocco 2035 plan, legally registering
 - International: mention INGOs, foreign embassies, foreign corporations. Talk about where to look for grants(US embassy, AFD, ect)
 - Self Financed: value mapping, revenue model
 - Grassroots: advertising, asking for donations
 - Grant Writing: talk about good writing techniques, checking for grammar, providing relevant details to funder
 - Legal Compliance: Go over process of NGO registration, describe how law views social enterprises vs businesses vs NGOs
 - Website Development: Google sites tutorial, where to look for website hosting, basic graphic design

Tier 2: Seed Incubator Model (SIM)

The second stage of the incubator would be for more advanced organizations who may not need the assistance provided in the first tier of the model. NGOs could ‘graduate’ from the first tier into the second or simply go straight into the second tier if they are advanced enough. The SIM model would be much more tailored to the needs of the NGOs participating than the NIM, and the types of services it provides could vary between NGOs. However, there would be an online repository of support services and exercises that would always be accessible to NGOs.

Online Service Repository could include:

- Communication Resources
 - Marketing Strategy Video Classes
 - Online networking with other NGOs in the program
 - Visual Design Help for Advertisements
- Technical Services
 - Website Creation Tutorials
- Organizational Structure
 - Worksheets to clearly define all job positions
 - Video Classes on types of organizational structures

- Value Mapping of Job positions
- Funding
 - List of funding opportunities
 - Helpful tips on grant writing
 - Grant editing services
- Recorded workshops from the first tier in case organizations need assistance with those areas

Additionally, when organizations apply for the second tier, they will fill out forms and go through an interview that will determine what the organization’s specific needs are. The incubator would then work to connect the NGO with resources that would help it best.

Hypothetical Examples:

NGO Specific Needs	Resource Provided
Animating content for children’s education	Expert on Animation Software, virtual tutorials
Advertising to reach specific audience	Experts on advertising, networking resources to reach desired audience
Funding not diverse enough for stability	Repositories of funding sources, grant writing assistance, networking with INGOs

Appendix J. Incubator Draft 3

A Two Tiered Incubator Model

Tier 1: Nascent Incubator Model (NIM)

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Content of Incubator

Months 1-3:	Months 3-6:	Months 6-9:	Follow Up Period (Month 10-12)
Workshops about developing an NGO (goal setting, shareholder mapping, organizational structure, ect) Networking events Leadership Workshops Brainstorming ideas for a program	Workshops about building capacity (securing funding, legal compliance, physical space, IT, etc.) Networking events Drafting program proposals and refining ideas	Soft Launch Program Focusing on Longevity Transition to independent organization	Workshops are concluded Incubator stays in touch with participants for feedback and remains available for consultation

Monthly workshops featuring a lecture, interactive activities, and a networking session

- Networking events: informal/semi-structured sessions throughout the entire timeline for meeting with other participants in the program and representatives from Association Anoual, time allotted at the start/end of various other workshops or events. Alternatively, an official event near the end of each trimester for connecting with other participants and sharing progress and advice.

1st Trimester

- Leadership workshops: can look at emotional intelligence workshops, working within a team, etc.
- Goal setting: use the “goal setting pyramid”? (1 main abstract goal, 2 large milestones, 3 medium milestones, 4 small concrete milestones)

- Organizational Structure: NGOs create an Org Chart for their organization with clearly defined roles for all positions,
- Shareholder mapping: Have NGOs evaluate relevant parties to their project in terms of the influence those shareholders have and the stake they have in the NGO. Talk about how to navigate those relationships
- Program idea brainstorming: using results from the goal setting workshop, brainstorm processes to achieve goals step by step. Consider clients and client experience (# of participants, demographic, needs & how to meet them, engagement & retention)

2nd Trimester

- Securing funding: Mention 4 main types of funding(government, international, grassroots, self financed) and describe pros/cons of each. Have additional workshops for details on how to secure funding from those sources
 - Government: mention INDH, Morocco 2035 plan, legally registering
 - International: mention INGOs, foreign embassies, foreign corporations. Talk about where to look for grants(US embassy, AFD, ect)
 - Self Financed: value mapping, revenue model
 - Grassroots: advertising, asking for donations
- Grant Writing: talk about good writing techniques, checking for grammar, providing relevant details to funder
- Legal Compliance: Go over process of NGO registration, describe how law views social enterprises vs businesses vs NGOs
- Website Development: Google sites tutorial, where to look for website hosting, basic graphic design

3rd Trimester

- Launch the program developed in the first two trimesters

Follow Up Period

- For 10-12 months afterwards the incubator will remain in touch with participants and will be available for consultation

Metrics and Evaluation Tools:

- Incubator Evaluation
 - At the conclusion of each workshop participants will reflect on what they've learned and on how they will apply it. These reflections can be collected to determine if objective was achieved
 - After every weekend participants will also fill out an evaluation form to collect feedback on the workshops
 - At the conclusion of each trimester participants will also give feedback about the trimester as a whole
- Participant Evaluation: deliverables due at the end of each trimester
 - Trimester 1: Mission statement, goal setting (pyramid), idea for program, draft organizational structure, and shareholder map

- Trimester 2: Have bylaws drafted, have documents for registration, program draft, have applied for funding grants, a plan for physical space(if needed), and website or social media page
- Trimester 3: Begin running program

Role of Mentors and Client Follow Up:

- During incubator program
 - Regular meetings and communication to stay updated on mentee progress
 - Assistance with proofreading program proposals, grants, etc.
- Mentors should be familiar with general sector their mentees are working in

Application Criteria and Division between Tier 1 and 2:

Application Criteria

- Look for NGOs who would be committed for length of the program
- Limit NGOs to specific geographic region or sector
- Look for NGOs who are struggling but have clear potential
- Look for NGOs with strong program/mission ideas but lack operational knowledge

Division Between Tier 1 and 2:

- Operational Capacity Assessment as one tool
- Other metrics could include amount of funding, number of programs run over amount of years active
- Self Selection (Ask NGOs where they fit in?)
- Aggregate information into a determination of the NGOs tier

Tier 2: Seed Incubator Model (SIM)

The second stage of the incubator would be for more advanced organizations who may not need the assistance provided in the first tier of the model. NGOs could 'graduate' from the first tier into the second or simply go straight into the second tier if they are advanced enough. The SIM model would be much more tailored to the needs of the NGOs participating than the NIM, and the types of services it provides could vary between NGOs. However, there would be an online repository of support services and exercises that would always be accessible to NGOs.

Online Service Repository could include:

- Communication Resources
 - Marketing Strategy Video Classes
 - Online networking with other NGOs in the program
 - Visual Design Help for Advertisements
- Technical Services
 - Website Creation Tutorials
- Organizational Structure

- Worksheets to clearly define all job positions
- Video Classes on types of organizational structures
- Value Mapping of Job positions
- Funding
 - List of funding opportunities
 - Helpful tips on grant writing
 - Grant editing services
- Recorded workshops from the first tier in case organizations need assistance with those areas

Additionally, when organizations apply for the second tier, they will fill out forms and go through an interview that will determine what the organization’s specific needs are. The incubator would then work to connect the NGO with resources that would help it best.

Hypothetical Examples:

NGO Specific Needs	Resource Provided
Animating content for children’s education	Expert on Animation Software, virtual tutorials
Advertising to reach specific audience	Experts on advertising, networking resources to reach desired audience
Funding not diverse enough for stability	Repositories of funding sources, grant writing assistance, networking with INGOs

Appendix K. Interview Scheduling Survey NGOs

Reaching out for an Interview

We are a group of students from the Worcester Polytechnic Institute in the United States and we are conducting a research project sponsored by Association Anoual to create an NGO incubator model to assist NGOs in Morocco. We are looking for your input in the types of services an incubator should provide and to hear about your experiences working for NGOs in Morocco. The results of our research will be published by our university and be made available online.

The interview will take approximately 30 to 45 minutes of your time. Your responses to the interview will be kept anonymous and identifying information will not be published.

If you have any questions you can contact us at gr-Rabat23-Association-Anoual@wpi.edu. Please fill out this questionnaire with information about your organization and your availability.

What is your name, position, and contact information (email, Whatsapp, etc)?

What is the name of your NGO?

What option(s) best describe the fields your NGO works within? (select all that apply)

- Business
- Politics
- Charity
- Education
- Other

How long has your NGO been operating?

Approximately, how many paid, full-time employees does your NGO have?

Approximately, how many volunteers and part-time employees does your NGO currently have?

Do you have a website or any social media? If so could you provide a link for it?

Would you prefer to have the interview over zoom or are you able to attend an in-person interview in Rabat?

What day(s) and time would you be available for an interview?

The interview will only be on one day, but we appreciate your flexibility in choosing multiple available dates. Please choose a date between March 20th and April 13th.

Appendix L. Interview Scheduling Survey MFL/ALA

Reaching out for an Interview

We are a group of students from the Worcester Polytechnic Institute in the United States and we are conducting a research project sponsored by Association Anoual to create an NGO incubator model to assist NGOs in Morocco. We are looking for your input in the types of services an incubator should provide and to hear about your experiences in previous Association Anoual programs. The results of our research will be published by our university and be made available online.

The interview will take approximately 30 minutes of your time. Your responses to the interview will be kept anonymous and identifying information will not be published.

If you have any questions you can contact us at: gr-Rabat23-Association-Anoual@wpi.edu.

Please fill out this questionnaire with information about your organization and your availability.

What is your name, current job, and contact information (email, Whatsapp, etc)?

Did you participate in Morocco Future Leaders or American Leadership Academy?

What year did you participate in the program?

Are you able to get to Rabat for an in-person interview or would a Zoom interview work best for you?

What day(s) and times would you be available for an interview?

The interview will only be on one day, but we appreciate your flexibility in choosing multiple available dates. Please choose a date between March 20th and April 13th.

Appendix M. Consent form and Interview Questions for Nascent NGOs

We are a group of students from the Worcester Polytechnic Institute in the United States and we are conducting a research project sponsored by Association Anoual to create an NGO incubator model to assist NGOs in Morocco. We are looking for your input in the types of services an incubator should provide and to hear about your experiences working for NGOs in Morocco. The results of our research will be published by our university and be made available online.

This interview will take approximately 30 minutes of your time. Your responses to our interview will be kept anonymous and identifying information will not be published. We would also like to ask your permission to use direct quotes from our interview without attributing them to you. The entire interview process is voluntary and you do not need to participate. You are allowed to leave at any time and you can skip any questions you do not want to answer.

If you have any concerns after the interview is concluded you can reach this research team at our shared email alias: gr-Rabat23-Association-Anoual@wpi.edu or myself at [WhatsApp Number]. Do you still wish to participate in our interview? Do you give permission for us to use your quotes in our report?

We would like to take an audio recording of this interview to ensure the accuracy of the information discussed. The audio itself will be kept private, and will only be used as a reference by us while writing our research report. Do you consent to being audio recorded?

Do you have any questions or concerns before we begin?

Interview Questions:

1. Basic information:
 - a. What is your name?
 - b. What NGO do you work for and what is your job title?
 - c. How long have you been working for your NGO?
 - d. How long has your NGO been operating?
 - e. How many people are full time employees of your NGO? Part time?
 - f. Are there more paid or volunteer employees?
2. Building Rapport:

- a. How did you start working for this NGO?
- b. What is the mission statement of your organization?
- c. What programs is your NGO starting to organize now?
- d. How do you secure funding for your programs? (government, international, grassroots) Why?

3. Incubator Questions

- a. What are some of the biggest challenges your organization is currently facing?
What is your organization doing to solve those challenges?
- b. Rank how useful these services could be to your organization, from most useful to least useful:
 - i. Funding
 - ii. Physical Workspace
 - iii. Accounting Services
 - iv. Communication Services
 - v. Organizational Advice
 - vi. Legal Services
 - vii. Consulting
 - viii. IT/Technical Services
 - ix. Networking
- c. For the service you selected as most useful, please describe what details about the service would be most important to you.
 - i. Repeat question for 2nd and 3rd most useful services
- d. Are there any services you need that haven't been listed?
- e. What are the current and future needs and priorities for your organization in serving the local community?
- f. Has your organization worked with other NGOs and government agencies to achieve its goals? How?
- g. How does your organization secure funding for its programs and initiatives?
- h. How do you plan on determining if your programs are successful?
- i. If your organization was involved in an incubator program, what impact would you hope for on your programs and organization?

[Describe Incubator Model and show timeline] (Page 5)

How do you feel about the timeline of this incubator?

Do you think that the trimester structure of our model would be beneficial?

Conclusion

What is your impression of the idea of an NGO Incubator in general? Are you aware of any other programs in Morocco or elsewhere that are involved in programs similar to NGO incubation? How successful do you think they were and why? Do you have any questions regarding our work

Appendix N. Detailed Timeline for Tier 1 of the Incubator

Months 1-3:

	Month 1	Month 2	Month 3
Title	Welcome to the Program!	How to Lead and Brainstorm	Expanding your Network and Making Connections
Content	Introduction Networking Session Describing the rest of the program Categories of NGOs	Goal Setting Mission/Vision Statements Identify Stakeholders Intro to market research SWOT Analysis	Emotional Intelligence workshops Leadership and Teamwork workshops Establishing online presence Workshop on in person networking
Deliverables	Brainstorm project ideas	Mission/vision statement Begin creating market research Plan	Functional online presence for NGO Finalized market research plan and how to apply it

Months 4-6:

	Month 4	Month 5	Month 6
Title	Developing an Organizational Structure for your NGO	Registration Law and Legal Limits	Program Drafting and Pitching
Content	Define job positions in organization Drafting Bylaws Create Leadership Structure Design NGO so knowledge is internal to NGO rather than employees Networking	Learn how to register an NGO and types of registrations Learn about reregistration requirements and potential restrictions on programs Tax implications of different legal status Networking	Finalizing program draft and ideas Learning how to pitch your program to sponsors Grant writing tips Integrate market research into final report Networking

Deliverables	Finalized Organizational Structure Bylaws Begin conducting market research	Completed forms for legal registration Continue conducting market research	Finalized proposal supported by research Project presentation
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Months 7-9:

	Month 7	Month 8	Month 9
Title	Longevity and Sustainability	Program Soft Launch	Program Soft Launch
Content	Defining metrics of success for the organization Determining methods of data collection and analysis Networking	Programs are launched and the Incubator remains available for consulting and help with issues Networking	Programs are launched and the Incubator remains available for consulting and help with issues Networking
Deliverables	Internal and External evaluation criteria and methods for program Begin launching program	Launch program and address issues	Launch program and address issues

Months 10-12:

	Month 10	Month 11	Month 12
Title	Follow up period	Follow up period	Final Month
Content	No workshops, address issues with the program launching	No workshops, address issues with the program launching	Final Networking event Incubator reaches out for feedback and follow up on organizations
Deliverables		Begin evaluating program for success using metrics previously defined	NGOs evaluate program performance and incubator collects those performance evaluations and additional feedback from participants

Appendix O: Evaluation Form

Evaluation Form for Monthly Workshops

Thank you for participating in Association Annual's Incubator Model. We are looking for feedback on the monthly workshop.

1. What is your name?
2. On a scale of 1-10, how useful was this workshop to you? (Rate 1-10)
3. For each topic covered: How well do you understand the concept of ____? (Rate 1-5) (These questions should be asked as part of a pre-workshop assessment as well to measure improvement)
4. For each topic covered: How useful did you find the topic of ____? (Rate 1-5)
5. How was the complexity of the workshop? (1-5, with 1 being too easy and 5 being too difficult, the ideal answer is a 3.)
6. How would you rate the quality of your instructor(s)? (1-5)
7. Did you learn new skills/abilities over the course of this workshop? (Y/N)
8. What was very valuable/useful during the workshop?
9. What could be improved?
10. How will you apply the skills from this workshop into your NGO work?
11. Any other pieces of feedback regarding the content covered?
12. Any other pieces of feedback regarding the instructor?

Appendix P: Pre-workshop Form

Hello! Thank you for coming to our workshop today! Before we begin, we would like you to fill out this quick survey to tell us about yourself and how well you understand certain topics.

Your responses to this survey will be kept anonymous and no identifying information is collected. Data collected in this survey will be used by Association Anoual and the team of WPI students in their research to develop an NGO incubator.

If you have any additional questions, concerns, feedback, or would like to reach out to the team of WPI students, please feel free to contact us at the following email address:

gr-Rabat23-association-anoual@wpi.edu

1. How much experience do you have working in leadership for NGOs or social enterprises? (No experience, Less than 1 year of experience, 1-3 years of experience, More than 3 years of experience)
2. How well do you understand the concept of goal setting? (1-5)
3. How well do you understand the concept of stakeholder mapping? (1-5)
4. How well do you understand the concept of SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis? (1-5)

Appendix Q: Post-workshop Form

Thank you for attending our workshop today! We would appreciate it if you could fill out this brief survey so we can collect feedback about your experience today.

Your responses to this survey will be kept anonymous and no identifying information is collected. Data collected in this survey will be used by Association Anoual and the team of WPI students in their research to develop an NGO incubator.

If you have any additional questions, concerns, feedback, or would like to reach out to the team of WPI students, please feel free to contact us at the following email address:
gr-Rabat23-association-anoual@wpi.edu

Incubator Model Questions

The following questions are about your opinions on the presentation we gave of the incubator model.

1. How do you feel about the incubator model overall? (1-5)
2. How is the 12 month timeline for the first tier of the incubator model? (1-5, 1 is too short 5 is too long)
3. How did you feel about the first 3 months of the incubator? (1-5)
The first three months of our model are focused on developing the NGO's identity through goal setting and shareholder mapping workshops. It also features leadership workshops that teach skills like emotional intelligence, teamwork skills, and more. You will also get to begin brainstorming ideas for your NGO's first program and learn the basics of conducting market research.
4. How did you feel about the months 3 to 6 of the incubator? (1-5)
Months 3 to 6 of our model are focused on developing capacity within your NGO through workshops on developing your organizational structure, information about legal registration, and project pitching and drafting. You will also begin conducting market research and applying the results of that research to finalize your program idea.
5. How did you feel about the months 6 to 9 of the incubator? (1-5)
Months 6 to 9 of the incubator are focused on soft launching the program you had been designing for the first 6 months and learning how to define and evaluate success for that program.
6. How did you feel about the months 9 to 12 of the incubator? (1-5)
Workshops have concluded by month 9 and your NGO is now an independent organization.

However the incubator will remain available to help address urgent issues and to follow up on your progress

Workshop Specific Questions

The following are questions about the workshop you attended today.

1. How did you feel about the quality of this workshop overall? (1-5)
2. What did you think about the depth and complexity of topics covered today? (1-5)
3. How useful did you find the goal setting aspect of today's workshop?(1-5)
4. How useful did you find the stakeholder mapping aspect of today's workshop? (1-5)
5. How useful did you find the SWOT analysis aspect of today's workshop? (1-5)
6. How well do you understand the concept of goal setting at the conclusion of this workshop? (1-5)
7. How well do you understand the concept of stakeholder mapping at the conclusion of this workshop? (1-5)
8. How well do you understand the concept of SWOT analysis at the conclusion of this workshop? (1-5)
9. How capable do you feel to set a clear vision statement for your organization after attending this workshop? (1-5)
10. How capable do you feel to define your NGO's mission statement? (1-5)

General Feedback

Here, you can feel free to give us any feedback on today's workshop and on the incubator model that we presented. (Paragraph response box, optional)

Appendix R: Association Anoual Boardroom Discussion

Agenda and Questions

Show draft + proposal spreadsheet + 4 key points

- Draft Questions
 - Monthly weekend workshops feasible?
 - Opinion on Tier 1 / Tier 2 idea? (OCA as a dividing line?)
 - Is Tier 2 possible or out of scope?
 - Making program sustainable
 - Which topics should be covered in workshops and which should be in more personalized meetings
- Proposal Spreadsheet Questions
 - How is the breakdown of events? Any months too sparse/condensed?
 - Realistic expectations for topics covered?
- 4 Key Points (Content of Incubator, Metrics and Eval tools, Role of Mentors, Selection of NGOs)
 - Share progress on achieving them so far

Anoual's capabilities

- Topics
 - Anticipated number of clients and number of representatives per client
 - Available funding for incubator participants
 - Experts for workshops
 - Availability of personnel and how much we should take into account the search for experts
 - Scope: geography and sector

NGO PushUp

- Draft Questions
 - Description of program & content
 - Successes and failures
 - Compare short timeline to extended program

Final Presentation Date and Location

- Possibility of holding it at Anoual HQ or another Anoual-related space on one of the dates required

Educathon

- Cannot participate due to desert trip, will likely not return to Rabat until 6:00pm

Workshop development

- Possible to organize on short notice?
- Share basic idea of what it could look like

Appendix S: Final Incubator Model

A Two Tiered Incubator Model

Tier 1: Aspiring NGO Founder Incubator Model

The first stage of the incubator would be aimed at developing organizations that have little operational experience. It would consist of workshops that teach skills essential to the success of NGOs. The program will be broken into 4 terms, with the first focusing on establishing a vision for the NGO, the second on building capacity, the third on launching a program, and the fourth on continuing to independently operate the program while the incubator evaluates performance.

Content of Incubator:

Months 1-3:	Months 3-6:	Months 6-9:	Follow Up Period (Month 10-12)
Workshops about developing an NGO (goal setting, shareholder mapping, ect) Networking events Leadership Workshops Learning how to conduct market research Brainstorming ideas for a program	Workshops about building capacity (organizational structure, legal compliance, etc.) Networking events Conducting market research Drafting program proposals and refining ideas	Soft Launch Program Focusing on Longevity Defining and creating metrics of success Networking Events Transition to independent organization	Workshops are concluded Incubator stays in touch with participants for feedback and remains available for consultation

Monthly workshops featuring a lecture, interactive activities, and a networking session

- Networking events: informal/semi-structured sessions throughout the entire timeline for meeting with other participants in the program and representatives from Association Anoual, time allotted at the start/end of various other workshops or events. Alternatively, an official event near the end of each trimester for connecting with other participants and sharing progress and advice.

1st Term

- Leadership workshops: can look at emotional intelligence workshops, working within a team, etc.
- Goal setting: use the “goal setting pyramid”? (1 main abstract goal, 2 large milestones, 3 medium milestones, 4 small concrete milestones) Include Mission/Vision Statements
- Organizational Structure: NGOs create an Org Chart for their organization with clearly defined roles for all positions,

- Stakeholder mapping: Have NGOs evaluate relevant parties to their project in terms of the influence those stakeholders have and the stake they have in the NGO. Talk about how to navigate those relationships.
- Program idea brainstorming: using results from the goal setting workshop, brainstorm processes to achieve goals step by step. Consider clients and client experience (# of participants, demographic, needs & how to meet them, engagement & retention)
- *Learn about how to conduct market research and begin to develop a plan to implement that market research with their target population*

2nd Term

- Organizational Structure: develop bylaws, further finalize the organizational chart developed in the 1st term, ensure all positions are concretely defined, go over ideal hiring processes.
- Legal Compliance: Go over process of NGO registration, describe how law views social enterprises vs businesses vs NGOs, talk about re-registration process, ensure NGOs are legally registered in this phase.
- Grant Writing: talk about good writing techniques, checking for grammar, providing relevant details to funder
- Website Development: Google sites tutorial, where to look for website hosting, basic graphic design
- *Begin conducting market research with target population and develop a plan to implement it in the final program draft*

3rd Term

- *Launch the program developed in the first two trimesters, supported by market research*
- Develop criteria for program success and create infrastructure to collect and analyze data
- Learn about longevity and creating a sustainable business model

4th Term (Follow Up Period)

- For 10-12 months afterwards the incubator will remain in touch with participants and will be available for consultation
- The incubator will also request evaluative information on the program that has been running to determine the success of the participant

Metrics and Evaluation Tools:

- Incubator Evaluation
 - At the conclusion of each workshop participants will reflect on what they've learned and on how they will apply it. These reflections can be collected to determine if objective was achieved
 - There will also be a post workshop test that evaluates the change in understanding in the topics covered in that workshop
 - For our prototyped model, we had a pre and post workshop evaluation.
 - Association Annual will informally gather participant and mentor feedback, using either personal or online communication. This informal communication should help Association Annual refine their incubator model over time.
 - The incubator should note how many participants graduated from the program as well as how many participants created legally registered NGOs that endured past the duration of the program as success criteria for the incubator.

- Participant Evaluation: evaluate quality of deliverables due at the end of each term, outlined below
 - The incubator should evaluate participant success based on their self defined metrics of success for their programs
 - The incubator can also utilize other metrics (number of employees, if they secure funding, if they are financially stable, seeing if the organization improves its Operational Capacity Assessment (OCA) score, etc.)
 - The OCA refers to a organizational development index developed by AmeriCorps, which ranks certain NGO capabilities on a percentage score from 0% to 100%.

Role of Mentors and Client Follow Up:

- During incubator program
 - Regular meetings and communication to stay updated on mentee progress
 - Assistance with proofreading program proposals, grants, etc.
- Mentors should be familiar with general sector their mentees are working in

Deliverables by Term:

Months 1-3:	Months 3-6:	Months 6-9:
Mission statement & target audience market research strategy for collection and application Functional social media for NGOs Organizational Chart Draft	Finalized Organizational Structure Drafted bylaws for NGO Begin conducting market research Collected forms for registration and begin registration process Finalized program proposal and presentation supported by research	Evaluation of success criteria and method of collection Launch Program

Application Criteria and Division between Tier 1 and 2:

Application Criteria for Aspiring Founder Incubator

- Look for NGOs who would be committed for length of the program
- Limit NGOs to specific geographic region or sector (Rabat-Sale-Kenitra Region)
- Look for Aspiring Founders with previous NGO experience to ensure they will be qualified to run their own NGO

- Look for participants with clearly defined ideas for an NGO (ideally dealing with youth empowerment) that have the potential to be developed into a fully fledged NGO.

Division Between Tier 1 and 2:

Tier 1 focuses on Aspiring NGO Founders, or people without a registered NGO. However there may be a gray area of NGOs that are recently formed and not mature enough for Tier 2, but ineligible for Tier 1. Eventually the program may be expanded to include capacity to incubate these organizations, but initially the incubator needs a method to determine if NGOs are qualified for Tier 2.

Potential Tools Include:

- Operational Capacity Assessment, developed by the US department of State, it is a comprehensive evaluation tool that looks at 5 key metrics of development and ascribes a score to each
 - The incubator could choose cutoff numbers for each category that would render the NGO eligible/eligible for tier 2.
- Other metrics could include amount of funding, number of programs run over amount of years active
- Self Selection (Ask NGOs where they fit in and if they are capable of Tier 2?)
- Aggregate information into a determination of the NGOs tier

Tier 2: Established NGO Incubator

The second stage of the incubator would be for more advanced organizations who may not need the assistance provided in the first tier of the model. NGOs could 'graduate' from the first tier into the second or simply go straight into the second tier if they are advanced enough. The SIM model would be much more tailored to the needs of the NGOs participating than the NIM, and the types of services it provides could vary between NGOs. However, there would be an online repository of support services and exercises that would always be accessible to NGOs.

Online Service Repository could include:

- Communication Resources
 - Marketing Strategy Video Classes
 - Online networking with other NGOs in the program
 - Visual Design Help for Advertisements
- Technical Services
 - Website Creation Tutorials
- Organizational Structure
 - Worksheets to clearly define all job positions
 - Video Classes on types of organizational structures
 - Value Mapping of Job positions
- Funding
 - List of funding opportunities
 - Helpful tips on grant writing
 - Grant editing services

- Recorded workshops from the first tier in case organizations need assistance with those areas

Additionally, when organizations apply for the second tier, they will fill out forms and go through an interview that will determine what the organization’s specific needs are. The incubator would then work to connect the NGO with resources that would help it best.

Hypothetical Examples:

NGO Specific Needs	Resource Provided
Animating content for children’s education	Expert on Animation Software, virtual tutorials
Advertising to reach specific audience	Experts on advertising, networking resources to reach desired audience
Funding not diverse enough for stability	Repositories of funding sources, grant writing assistance, networking with INGOs

Multiple Funding Scenarios:

We outline three scenarios of operation for the NGO incubator program and corresponding business models, in increasing levels of complexity. We hope that this can help Association Anoual add flexibility to the program plan and respond effectively in the event that the resources allocated to the NGO incubator are unexpectedly small or large. The three scenarios are titled *minimal*, *standard*, and *maximal*.

The model outlined in detail in this document is the *Standard* model, but we outlined the other two scenarios below to give the incubator flexibility to respond to different funding scenarios.

	Minimal	Standard	Maximal
Structure	Single-tier	Two-tier	Two-tier
Timeline	7 Months	Tier 1: 9-12 months Tier 2: 6-12 months	Tier 1: 12 months Tier 2: 12 months
Workshops	Limited to main capabilities of Association Anoual	Standard workshop timeline and project development	Standard workshops and additional support by participant need
Mentorship	Office hours	Meetings with incubator representatives and experts	Individual meetings with dedicated mentors, experts, or incubator representatives
Project scope	Shareholder identification, program proposal	Shareholder identification, market research, program proposal, execution, possible follow-up	Shareholder identification, market research, program proposal, grant writing, execution, follow-up