

Assessing and Improving NGO Operations in Morocco

Sponsored by Association Anoual



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Executive Summary

In Morocco, the average number of years spent in school is only 6.6 years for males and 4.7 years for females (UNDP, 2020). For comparison, the United States boasts 13.4 years for males and 13.5 for females (Human Development Reports, n.d.). In an attempt to combat this, King Mohammed VI implemented initiatives to improve education and gender inequalities. This resulted in a burgeoning of grassroots NGOs. As a result, many NGOs serve local communities by empowering and educating members of society. Due to their decentralized nature, the organizations have closer personal ties with the community and provide projects that help communities become economically, politically, and socially autonomous (Nikkhah, & Redzuan, 2010). One particular NGO in Morocco advocating for education and gender inequality initiatives is Association Anoual.

Founded in 2005, Association Anoual seeks to provide women and youth empowerment opportunities. Despite its success, its opportunity for growth is outpacing its operational capacity. Association Anoual has had unwavering success in its programs, earning itself positive name recognition throughout Morocco. Every three years, Association Anoual completes and restarts a structural cycle. In recent years, the organization has been ardently focused on programmatic success, but not on expansion. Now, coming up on another cycle, Association Anoual wishes to situate itself with a more effective structure that will allow it to operate more programs and, resultantly, benefit its broader impact. The research presented in this paper was designed to assist Association Anoual in developing and identifying the most suitable and productive operational structure. To achieve this, the research team created three research objectives. Within each individual objective, the research team employed specific methodology to logically conduct the research.

Objective 1 outlines Association Anoual's current operations. To achieve this, the research team conducted internal interviews with multiple Association Anoual workers, organized a review of Association Anoual's provided documents, and sent out internal surveys to Association Anoual's current members. In conducting research, the team drew a number of takeaways. At the forefront of these were Association Anoual's fluid job definition, the

underutilization of its mentorship program, members' desire for heightened transparency from the Board, and a consistent but non-diverse fundraising platform. The research team also mapped Association Anoual's current operational structure (Figure 4).

Objective 2 explored organizational best industry practices. The research team completed this by conducting thorough interviews with other NGOs than Association Anoual. These NGOs, in no particular order, were Association SimSim-Participation Citoyenne (SimSim), Moroccan Center for Innovation and Social Entrepreneurship (MCISE), Association de la Jeunesse de Tamdoult (AJTCD), Atlas For Development, and Erasmus+Morocco. From these interviews, the research team learned that most external NGOs have a full-time executive board differentiated from the advisory board, distinct definition between jobs, consistent fundraising applications, and streamlined talent acquisition processes.

Objective 3 was to compile the information collected in the first two objectives to create a deliverable for Association Anoual. The team initiated this by performing a SWOT analysis (Figure 11) on Association Anoual and contrasting it with the current operational structure. It also created a Proposed Opportunity Canvas (Figure 12) to conceptualize the team's thoughts. After much analysis, the research team concluded recommendations.

At the forefront of the team's recommendations was a Recommended Structure (see Figure 14), which incorporated the major changes the team recommended. There were four major changes recommended. First, the team recommended that Association Anoual create a full-time Executive Board and an Executive Director position that reports to the Advisory Board and is in charge of daily operations. Next, the team recommended that Association Anoual redefines the program hierarchy by adding a Program Director position that oversees all Program Managers and programs. This includes current and expansion projects and separates the strategic and program sides of the organization. Additionally, the team recommended the creation of a Grant Officer position that works on the Executive Board, reports to the Executive Director, and is in charge of continuously applying to grant opportunities. Finally, it recommended Association Anoual create a Talent Officer position that works on the Executive Board, reports to the Executive Director, and is in charge of talent acquisition, including the internship and mentorship programs.

Abstract

The purpose of this research was to assist Moroccan NGO Association Anoual with improving its organizational structure. To do this, the research team assessed Association Anoual's current operations and collected qualitative data from other reputable Moroccan NGOs to highlight best industry practices. At the conclusion of the research, the delivered a compilation of analyses to Association Anoual: a SWOT Analysis, a Proposed Opportunity Canvas, and a Recommended Structure, all accompanied with analysis of the team's findings.

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2. Background		
2.1 The Impacts and Emergence of NGOs	EL, AS	ALL
2.2 Operations of NGOs	KI, KO	ALL
3. Methodology		
3.1 Outline Association Anoual’s Current Operations	AS	ALL
3.2 Explore Organizational Best Practices	EL	ALL
3.3 Compile Deliverable Recommendations	KI	ALL
4. Results		
4.1 Interviews and Survey	ALL	ALL
4.2 Organizational Charts of External NGOs	ALL	ALL
5. Discussion and Recommendations		
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Chapter 1: Introduction

“The ability to read, write, and analyze; the confidence to stand up and demand justice and equality; the qualifications and connections to get your foot in the door and take your seat at the table – all of that starts with education.” –Michelle Obama, United States First Lady

Michelle Obama, the 44th First Lady of the affluent and developed United States, recognizes the value of education supported in the structure of society. However, in Morocco, the average number of years spent in school is only 6.6 years for males and 4.7 years for females (UNDP, 2020). For comparison, the United States boasts 13.4 years for males and 13.5 for females (*Human Development Reports*, n.d.). In 2005, in response to these significant gender inequalities, the King of Morocco implemented initiatives to help resolve these problems. Non-governmental organizations (NGOs) have led the majority of these initiatives, and from 2004 to 2018, the adult literacy rate rose from 52.3% to 73.8% (World Bank, 2020). However, for marginalized groups of people, the literacy rate can be much lower. The literacy rates of females in rural Moroccan areas are as low as 10% (Slawson, 2016). For comparison, the United States adult literacy rate is 88% (thinkimpact).

Despite previous decades of high tensions throughout the late 1900s and conflict marking the 1980s, the relationship between Arab governmental powers and activists has drastically improved, allowing a civil society sector to begin taking form in the country (Naciri, 2009). Many NGOs serve local communities by empowering and educating members of society. Due to their decentralized nature, the organizations have closer personal ties with the community and provide projects that help communities become economically, politically, and socially autonomous (Nikkhah, & Redzuan, 2010). NGOs serve as catalysts for growth, providing people with resources and skills such as reading, writing, and professional development (Atia & Herrold, 2018).

Association Anoual is a Moroccan NGO founded by young, ambitious activists, with a goal to provide opportunities to Moroccan youth to create notable change in the community. In addition to STEM-related programs, entrepreneurship opportunities, and social innovation, the organization aims to empower youth to enhance interest in educational subjects (Anoual, 2020).

Since Association Anoual's founding in 2005, it has developed national and regional programs with partners such as the U.S. Embassy in Morocco, the U.S. Department of State, the Stevens Initiative, and Microsoft (Anoual, 2020).

As aspiring organizations experience fast-changing environments and see opportunities for expansion, it is common for them to face organizational and leadership-related challenges (Aboramadan & Khalid, 2020). Our team from Worcester Polytechnic Institute worked directly with Association Anoual in order to delve into their operations, most notably their funding resources, and thereby, expand their operational capabilities.

This research paper discusses the historical background of the politics behind the formation of NGOs in Morocco. It presents literature research on how NGOs are typically operated. The Methods chapter discusses the research objectives: outline Association Anoual's current operations, explore organizational challenges and best industry practices and propose and collectively facilitate strategic forecasting plans. The Results chapter presents the data collected from interviews and surveys both internally and externally, as well as document reviews and SWOT analysis.

Chapter 2: Background

NGOs in Morocco address a range of issues, with typical subject matters of education, youth, women empowerment, agriculture, and health (Atia & Herrold, 2018). Due to governmental policy reforms made within the last few decades, the NGO sector in Morocco has expanded rapidly. However, many NGOs are underdeveloped, primarily due to a lack of resources, both for staffing and financing, as well as a lack of necessary background education and developed skills for operating an organization (Bach-Mortensen et al. 2018). Many have taken advantage of government funding initiatives, but do not hold adequate-enough structures to sustain themselves, let alone expand.

2.1 The Impacts and Emergence of NGOs

After winning independence from France in 1956, Moroccan King Mohammad V took reign (Forst, 1976). Before his passing in 1961, he held a relatively neutral regime with regard to NGO development. He was succeeded by King Hassan II, who began introducing repressive governmental changes. Contrary to King Hassan II, his successor, King Mohammed VI, has taken a more progressive approach to social reform.

2.1.1 Political History

From 1961 to 1999, Morocco was led by King Hassan II. This position is seen as both political as well as spiritual, as the King of Morocco can also be referred to as “Commander of the Faithful.” King Hassan II, however, ruled with little respect for his people. The first three decades of his rule are referred to as the “Years of Lead,” due to the amount of executions, torture, repression, and overall state violence against activists or political opposers (Loudiy, 2014). King Hassan II was forceful when responding to criticism, and his oppressive rule only began to ease once there was civil unrest and international attention on the Moroccan government. After many human rights protests and a looming threat of global isolation in the

form of becoming a pariah state, Hassan II was forced to rule more democratically towards the end of the 1980s and 1990s, as evidenced by the founding of a governmental human rights organization (HRW, 2005).

After his passing in 1999, Hassan II was succeeded by his son, Mohammed VI, the current King of Morocco. More liberal than his father, Mohammed VI has made more democratic implementations. He has established a freer press, fair elections, and a government committee with the purpose of evaluating threats to human rights (HRW, 2005). In 2002, King Mohammed VI made significant political reforms, including an anti-corruption campaign as well as changes to the code of Civil Liberties. This lessened the government's ability to intervene, which made it easier for Moroccans to create NGOs (OECD, 2004). Activists had been fighting for a path to make a change in their communities. King Mohammed VI paved the way for this by creating institutional structures that supported the organizing and funding of NGOs.

Since the initial changes in 2002, the NGO sector in Morocco has grown at an ever-increasing rate. In 2001, there were approximately 30,000 NGOs in Morocco (Nasr, 2005), and in 2018 there were over 116,000 (Atia & Herrold, 2018). As a consequence of Mohammed VI's reforms, NGOs in Morocco rely heavily on government funding. This could be seen as a conflict of interest, as they are "non-governmental." However, there is a mutual understanding between the two parties that NGOs will provide programs to enhance the community, which the current Moroccan government supports (HRW, 2005). Many of the NGOs in Morocco are still grassroots efforts to make a change, but the Moroccan government expresses interest in providing support for NGOs.

2.1.2 Gender Inequalities and Mudawana

Women's rights and gender equality have been driving forces for many NGOs in Morocco, as historically the country is male-dominated. According to the World Health Forum, Morocco ranked 141st out of 149 countries for women's economic participation in 2018 (*Closing Morocco's Gender Gap*, 2020). By offering empowerment and education-focused programs, NGOs help to challenge the traditional way of thinking (Ennaji, 2016). Morocco currently has a wide range of different economic, social, and legal projects focusing on women, often led by women (Bordat et al., 2011).

Even after years of improvements, as of 2018, the Moroccan national literacy rate is 73.8% for males (World Bank, 2020) and 64.4% for females (CRS, 2020). In a World Bank report published in 2019, Morocco ranked third out of the 19 countries within the Middle East and North Africa (MENA) region for gender equality in law and business (World Bank, 2019). This report viewed and assessed the level of gender discrimination in 187 countries, specifically women's freedom of movement, women in the workforce, gender segregation, and the gender wage gap (World Bank, 2019). Despite Morocco's positive ranking within the region, MENA countries, in general, have made little progress in eliminating gender inequality compared to countries outside of MENA. Due to Moroccans' low level of literacy, low amount of schooling, and low expectations for higher education, many NGOs take it upon themselves to teach women about their domestic and family rights under the Family Code Reforms of 2004. The Family Code Reforms, also known as Mudawana, was instituted by King Mohammed VI in 2004 and raised the age of marriage from 15 to 18 years old, introduced divorce, rescinded the duty of obedience to the husband, and presented other rights that women in the Western world are accustomed to (Bordat et al., 2011). As of 2011, only 38% of the entire female population and 32% of the male population in Morocco had information on the reforms themselves. Yet, over 91% of illiterate women were lacking information on this law (Bordat et al., 2011). In addition to addressing literacy, NGOs educate the illiterate Moroccan community on the laws protecting their rights.

2.1.3 National Initiative for Human Development

The National Initiative for Human Development (NIHD) was introduced by King Mohammed VI in 2005 (Atia & Herrold, 2018). The NIHD was created in response to international criticism of Morocco due to the regional inequalities. Morocco's wealthiest 10% of people made up 32% of the national income in 2013 (Dadush & Saoudi, 2019). This initiative was enacted in an effort to more evenly distribute wealth and improve the living conditions of citizens (Atia & Herrold, 2018). The first phase of the project was from 2005 to 2010 and was financed with 10 Billion MAD, which, with today's exchange rate is 1,02 Billion USD¹. This funded over 20,000 projects, reaching 5.2 million people, 15% of Morocco's total population

¹ Conversion at the time of writing for this paper

(Bergh, 2012). NGOs implemented these projects with a direct impact on the community. Partly due to this initiative, there are now over 116,000 NGOs operating within Morocco today, with 30-40% of NGOs forming after the NIHD (Atia & Herrold, 2018). Since the program launched, NGOs have used government funding to invest in more than 9,000 projects focusing on human development, amounting to a total of 4.3 billion MAD (1.17 billion USD) (Bergh, 2012).

Due to this initiative, there was a rapid proliferation of organizations, primarily led by small groups of passionate activists that took advantage of government funding and started operating on a small scale with ease. However, there are limits to what these organizations can accomplish long-term. Many have lacked a suitable operational structure and have not seen the impact of the mission their organization hopes to achieve. When attempting to scale up, there are complex operational structures that an organization typically puts in place that can make adapting more challenging (Uvin et al., 2000).

2.2 Operations of NGOs

Operations within NGOs engage with development-related activities that attempt to further the organization as a whole. These operational components can be broken down into subdivisions, namely detailing organizational structures, expansion planning, and fundraising techniques (Austin, 2006).

2.2.1 General Structures of NGOs

In many parts of the world, the NGO sector is still developing and, as a consequence, the size and scalability of NGOs vary. While major NGOs often have the discretionary funding to expand their contributions to the community, some, like Association Anoual, do not. Most NGOs are operated by small advisory boards that lack the knowledge and resources to structure and operate themselves efficiently, creating unsustainable and chaotic working environments (Atia & Herrold, 2018). Boards are usually responsible for hiring and overseeing the Executive Director (Srinivas, 2015). They will manage budgets, including fundraising operations, and supervise

important tasks while maintaining the central mission statement of the organization (Srinivas, 2015). While a generalization, Figure 1 below details a typical NGO structure:

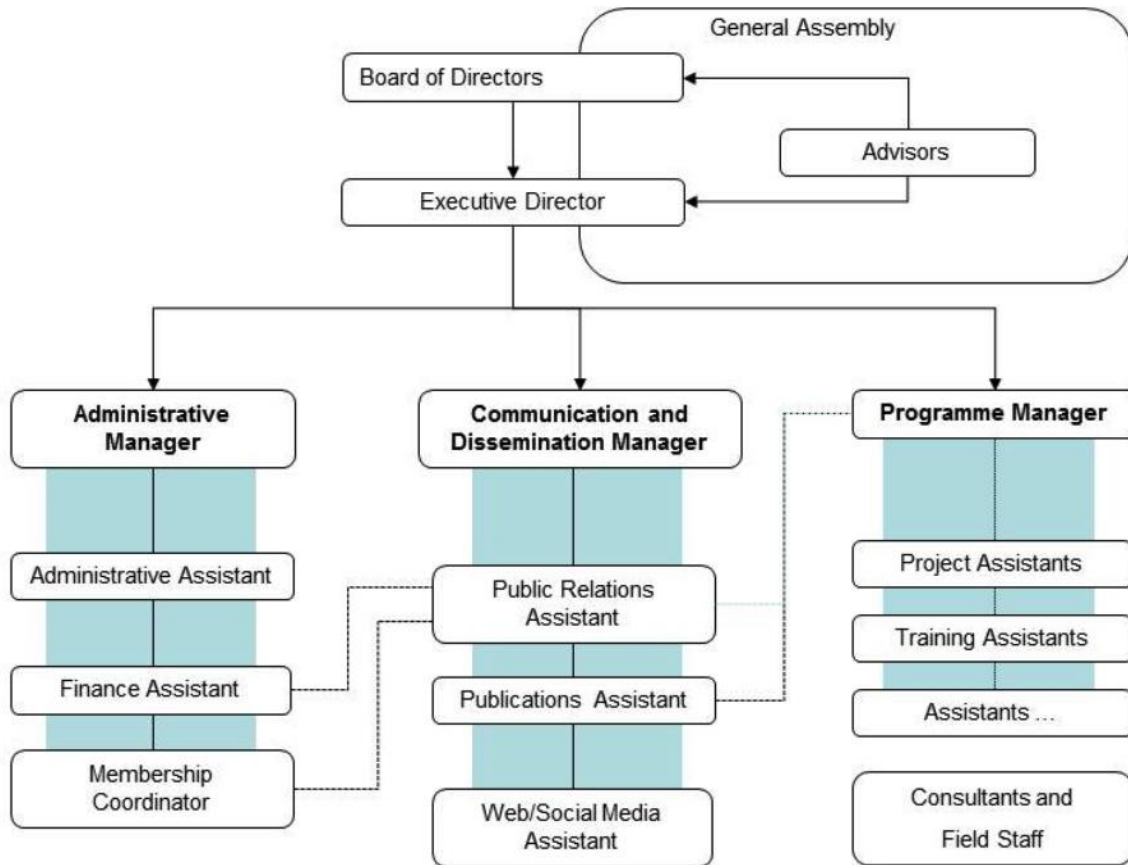


Figure 1: Organizational Structure of an NGO (Srinivas, 2015)

As displayed in the figure, beneath the Board is the Executive Director, typically an individual acting as a figurehead for operational leadership and responsible for day-to-day activities in the organization. In many situations, the Board and Executive Director are guided by advisors. They are reputable individuals who advise the NGO and understand the working dynamics of third sector organizations (Mitchell, 2015). This style of leadership builds up the General Assembly, which has an overall goal to help create the best possible image and build trust with the stakeholders of the NGO. Under the General Assembly lies the staff Members, who take on more day-to-day tasks and carry out big projects laid out by the organization. The three major sectors responsible for the staff are the administration, communication, and project management teams (Srinivas, 2015). Within these general teams are a number of positions, all of which depend on

the decisions of the organization. They generally carry out similar tasks to keep the organization afloat and work towards the missions of the team, which is spearheaded by the mission of the NGO itself (Mitchell, 2015). While specific job titles vary between NGOs, the job functions remain consistent.

2.2.2 Expansion Planning and Funding

NGO expansions often come in the form of raising more funding or enhancing organizational structure to achieve a wider scope. King Mohammed VI's National Initiative for Human Development includes accountability challenges. It can be considered a conflict of interest for an NGO to receive government funding, which can cause the NGO to function as an agent of the government (Atia & Herrold, 2018). Despite this, government involvement may not always be apparent in NGOs. In response to donor pressures, NGOs may be forced to reinvent themselves and increase their transparency to prove legitimacy for their causes. In the case of foreign donations, there can be an international agenda that is imposed on the organization, which can force NGOs to become "too close to the powerful and too far from the powerless" (Elbers & Schulpen, 2015).

The manner in which NGOs grow and expand will heavily depend on the organizational structure, ability to secure funds and allocation of funds within the organization. Fundraising plays a major role in the success of an NGO, and the funding structure that comes from a variety of sources can help prevent corruption and keep the community that the NGO serves as its priority. Beyond programming, NGOs pay for operations, salaries, overhead, and more (Yee, 2015). Funding is generated from several sources, most notably from philanthropic foundations, allotted grants from governmental agencies, and private donations (Corbin & Mittelmark, 2012). Despite this, in today's economic climate, these sources are often insufficient to meet organizational needs and inflating costs. In the past decade especially, long-term planning has become more challenging for NGOs due to imposed restrictions on grants and donations, as well as the uncertainty of consistent funding (Viravaidya & Hayssen, 2001). The majority of smaller NGOs, such as Association Anoual, incur costs over and above current funding from grants and donations. This results in organizations having to reduce their work volumes and quality or find

additional sources of funding to assist in covering costs. Attempts to close these funding gaps typically consist of developing relationships with potential donors (Yee, 2015).

Obtaining numerous and consistent sources of funding allows NGOs to diversify their base of financial support. Although all NGOs are different in terms of their objectives, clientele, expertise, etc., increasing financial security is an aspect of planning that can be beneficial for any type of organization. Some NGOs may strive to be fully independent of donors, but others may be more comfortable generating funds to cover overhead costs (Viravaidya & Hayssen, 2001). Either option, whether government funding or philanthropic donations, allows for flexibility in expansion planning.

Attracting potential donors to NGOs makes them viable candidates for donations (Corbin & Mittelmark, 2012). This encourages the development of marketing strategies. It is valuable for NGOs to capitalize on competitive advantages in order to appeal to a diverse fundraising base, as well as develop a consistent marketing campaign to be applied to all funding applications (Birasnav, 2014). Historically, NGOs that have been successful in their efforts applying for grants have learned to segment potential donor groups by the types of programs they support and the amount of funds they are able to offer. NGOs will adjust their grant proposals to match the preferences of different donors (Bocquet et al., 2020). When an NGO's programs bring value to its beneficiaries, many will donate. By using this marketing strategy, NGOs can better allocate their services by leveraging financial flexibility (Yee, 2015).

As aforementioned, the lack of funding is a major factor that can stifle growth. Another hindrance to expansion is a lack of personnel. In spite of NGOs' awareness of and appreciation for organizational leadership, a large part of their problem is being able to fund candidates who are qualified for the job. While both large and small NGOs use paid and unpaid employees, they generally hire based on need, skills, interest, and funding available. The lack of qualified candidates and the unstable funding that would allow for more qualified individuals creates an unbalanced organizational structure that cannot sustain growth (S.Stitou, personal communication, February 2, 2022).

Consequently, a symptom of poor operational structure is the inability to create stable organizational plans. Without funding and resources, NGOs have an extremely difficult time expanding beyond their current operations. This is also often seen in areas where politics interfere with NGOs. Inadequate structure paired with protracted instability makes long-term

strategic planning difficult for NGOs (Elaigwu et al., 1999). While NGOs face a multitude of obstacles, the majority of the challenges with structure and function ultimately stem from funding. The team's research addresses these challenges specifically relating to Association Anoual's organizational structure and fundraising. The final deliverable of this research is a prospectus provided to Association Anoual offering recommendations for future operations.

Chapter 3: Methodology

The research team has developed a number of methods to meet the following research objectives:

Objective 1: Outline Association Anoual's Current Operations

Objective 2: Explore Organization Best Practices

Objective 3: Compile Deliverable Recommendations

The following is the team's purpose and methods for achieving each of these research objectives.

The methods section was developed to meet the project objectives to understand how Association Anoual currently operates and highlight potential areas for improvement. Interviewing additional NGOs will provide the team insight into how other NGOs in Morocco function and if those methods can be adapted for Association Anoual. The end result will be a complete prospectus outlining a potential operational structure focusing on leadership and funding for Association Anoual.

3.1 Outline Association Anoual's Current Operations

Method 1

The team reviewed the records and documents that Association Anoual provided to determine the current positions they had filled and their corresponding responsibilities. The team also acquired documentation on previous funding and financial plans to understand Association Anoual's operations and the scope of the challenges they were facing. The team conducted a semi-structured interview (Appendix J) with an alumni of the NGO that had been attempting to collect data from internal members as well as organization alumni to look into the overall and day-to-day functioning of the organization. After being read the consent form, this former McKinsey & Company employee was asked questions referring to the interviews they had conducted in the months prior in order to identify patterns in the interview data and understand the main problem areas within the functions of the organization.

Method 2

The second method in fulfilling this objective were surveys conducted by the research team to members of Association Anoual. The team surveyed all members of the current operating executive board (President, Vice President, Treasurer, and Secretary) along with members of the advisory board. The team also surveyed two project managers, along with three entry-level volunteers. The team provided consent forms with the surveys (Appendix A). The survey questions (Appendix A) aim to define the job responsibilities and expectations for each position, and include questions such as:

What are your job responsibilities?

How do you manage your workload?

The team sent these surveys out electronically in English, as the organization frequently conducts business in English. The goal of this method was to further determine how the employees and volunteers understood and fulfilled their job expectations as well as identified the skills needed to fill specific positions.

Method 3

The final method was organizational mapping, a tool helpful in strategic planning for organizations during a leadership transition. It involves assessing aspects of an organization, like transparency, communication, mission, and strategy, to identify patterns in an organizational structure (Sen Associates, 2013). Organizational mapping helps to point out strengths, but also identifies weaknesses and possible improvements. The team used the internal survey (Appendix A) responses to identify trends in the different categories covered by organizational mapping. The team then used this information to create a functional organizational chart to help analyze how the current leadership structure operated.

3.2 Explore Organizational Best Practices

The next objective was to explore the organizational structures of other NGOs in Morocco. As Association Anoual is based out of Morocco, the research collected was focused on Moroccan NGOs. In order to fulfill this objective, the team used literature reviews, interviews, and surveys.

Method 1

The initial method used was to explore organizational best practices. This involved a literature review on NGOs besides Association Anoual, diving into how they are typically managed and what their structure looks like at different operational capacities. This can be noted throughout references. Association Anoual employs approximately 15 workers. However, with their desire to expand, the literature research focused on how NGOs manage growth at the leadership level. The literature review was not limited to NGOs based in Morocco, however, they were preferred during research and analysis due to their relevance. This research helped determine what additional positions within Association Anoual could be more suitable. Electronic databases such as Google Scholar, JSTOR, and IEEE Xplore Digital Library were utilized to help find literature that assessed the positions of a growing NGO, as well as on how to conduct educational programs.

Method 2

The next method was identifying specific NGOs similar to Association Anoual and performing semi-structured interviews with representatives from the organization to understand their leadership and operating structure. With their permission, the team used Association Anoual's relationships to connect with those specific NGOs and interview members of them. The team reached out to these NGOs through email, WhatsApp, as well as social media direct messaging, to set up meetings. The interviews focused on member relations and communications within their positions and structure.

The team conducted interviews in a private room with Voice Memo audio recordings, following the interviewee being read the consent form (Appendix B). Each interview had all four members of the team present, with two members focusing on directing the interview and asking

questions and the other two members taking notes. The team transcribed the recorded interviews which were used to analyze how the organization operates. These interviews provided insight on how to enact similar changes to Association Anoual's operational structure to later assist with the third and last research objective.

Method 3

For the third method, the team utilized electronically submitted written surveys (Appendix C) completed by members of Moroccan NGOs. Through this method, the team defined where other NGOs in the region obtain their funding. A directory of Moroccan NGOs was used to send out these surveys to over 30 organizations through email and social media.

3.3 Compile Deliverable Recommendations

This final objective was to create a deliverable following the first two research objectives. There were three major steps associated with the process. These were conducting a SWOT analysis on Association Anoual's structure, creating anonymous structure maps, and synthesizing the research into a business model canvas based on the team's research.

Method 1

To understand operational processes, the team conducted a SWOT analysis on Association Anoual. It analyzed the **S**trengths, **W**eaknesses, **O**pportunities, and **T**hreats to the organization. As part of the research plan, the team intended on analyzing Association Anoual's structure and financial documents in detail. The research team planned on accessing the following documents:

- A current structure chart of Association Anoual
 - A list of job descriptions for each position
- Complete budget sheets
- Financial documentation for each concurrent project
- Complete grant applications for each project (accepted applications)
- Association Anoual's New Member Orientation presentation
- Association Anoual's constitution

Unfortunately, the research team only received two of the six documents, both in the late stages of the research, causing findings and recommendations to rely heavily on interviews. To complete the SWOT analysis, the team synthesized the internal and external interviews to determine industry standards. By doing so, the team highlighted the structural processes that Association Anoual is achieving, where it could improve, etc. Through this, the team accentuated competitive advantages and used them to provide recommendations (in Methods 2 and 3) to Association Anoual to maximize its potential.

Method 2

To make informed decisions about Association Anoual's organizational structure, the research team created organizational maps of each of the external NGOs it interviewed. Similar to the SWOT analysis, the team highlighted the positions associated with external NGOs. The team completed this method by using interview transcripts and notes to anonymously map the structure of each other NGO.

Method 3

To convey an impactful deliverable, the research team compiled its qualitative data in two different ways. Foremost, using the synthesis of interviewed NGOs, the research team created a recommended structure chart to provide to Association Anoual or other NGOs in similar standing. The team did this by comparing and contrasting the strengths and weaknesses of structures and outlining where Association Anoual can benefit itself. The research team also communicated with two professors at the WPI Business School, Professor Sharon Johnson and Professor Joseph Sarkis, to propose the best way to present a strategic growth plan, specifically for organizations with a social focus. After having done this, the team agreed to complete a Proposed Opportunity Canvas. This model is typically used to highlight a new feature or capability but the team has adapted it to suit Association Anoual's needs (Opportunity Canvas, 2021). The new adaptation can also be generally applied to NGOs in similar positions.

Users & Customers	Problems	Solution ideas	User Value	User Metrics
	Solutions Today		Adoption Strategy	
Business Problems		Budget	Business Metrics	

Figure 2: Proposed Opportunity Canvas Template

The research team used this model as a simple and easily readable deliverable to outline its recommendations for Association Anoual, which are also defined in detail in this paper.

Chapter 4: Results

This chapter discusses the results and establishes the recommendations of this report. Through interviews, surveys, and literature research, data pertaining to all three objectives were collected. This includes data collected from six different NGOs utilized to identify and recommend the best organizational structures. All data collected through any means is recorded in detail and discussed in the following.

4.1 Interviews and Surveys

4.1.1 Objective 1: Outline Association Anoual's Current Operations

During this stage of the research collection, the research team interviewed a member of the executive board of Association Anoual. In order to maintain their confidentiality, their name has been removed. The following are the interview findings:

Interview with Association Anoual Representative:

According to this representative's interview responses, found in Appendix D, the organization consists of only one full-time employee. The rest of its members are young part-time volunteers who have other full-time jobs. Members are selected based on motivation and education, with Association Anoual only taking on one to two entry-level people per year. Due to the nature of the average member having several other responsibilities outside of the organization, workload within Association Anoual can accumulate quickly. In an attempt to minimize this, members try to evenly disperse their work capacity as much as possible. The NGO facilitates teams of around three to five people in order to achieve this.

As a direct result of a disproportionate members-to-tasks ratio, as well as a lack of diverse funding, Association Anoual is only able to take on a maximum of four projects a year. To help organize the active projects and optimize operations, Association Anoual assigns a representative to coordinate between project managers so schedules between them do not

overlap. Yet, in order to successfully run these projects, funding is needed. Each project applies for a grant and, if approved, receives an allocated amount of money from their sponsor. In most cases for this NGO, the entirety of the grant is not spent. Typically, Association Anoual only utilizes 85-90% of its grant money for a given project towards direct costs. The remainder of the funds is moved into savings. When applying for these grants, the NGO submits two documents to the grant funder. The first is a narrative, which contains a set of objectives, methods, a timeline, and a contingency plan for a proposed project. The second is a budget proposal, detailing how the organization will divide and allocate their funds. This includes categories such as travel expenses, supplies, and contractual salaries. Although the representative agreed it would be beneficial to have an organization member designated to apply for funding, they have not yet done so. This was attributed to a lack of qualified personnel as well as the belief that grant applications are better suited to be a team-completion effort. NGOs often have to be innovative when applying for funding due to the nature of competitive grants, as many other organizations are seeking funding at the same time.

Interview with Association Anoual Alumni:

This interview took place with a more removed representative of Association Anoual, who has experience with conducting research within the NGO sector. The interview was centered around their previous interests when associated with Association Anoual. The representative shared that throughout their research they interviewed three different types of people: board members, members of the organization that report to the board, and finally alumni of the organization. They gained volunteers for the interview by sending out a form where members could sign up to participate. Within these interviews, time for open floor comments from NGO members was included. The questions asked were centered around the categories of organizational structure, roles, and responsibilities within the NGO, the current operating model, and the skills needed.

When receiving feedback from the groups of members on these questions, there were a lot of responses surrounding the organization's recruitment process, specifically that it needs to be restructured. Five of eight interviewed members within the organization expressed a want for the internal employee training processes to be standardized. There were also a lot of responses involving the organization's transparency. Interviewed members of the organization feel as

though the board is not transparent enough both financially and with partnerships. In terms of skills, it was found that there needs to be more opportunities for building upon them. Communication was also another area that was found to be lacking. It was a common thought that communication needs to be standardized throughout the NGO. The role of the board within the operational structure was also a frequent theme found in the interviews. Members underneath the board feel as though the board should not be involved in executive work. They believe that the board should solely focus on strategizing, funding, advertising, and partnerships. It was suggested that there should be a role of the executive director that reports directly underneath the board.

To help with transparency the research team suggested that Association Anoual motion to become a public utility NGO. Yet, to become one, the NGO would need to be able to provide certified financial records for at least four years prior. Unfortunately, according to the interview this NGO does not meet this requirement and the representative also shared that they do not think it would aid the area of transparency, as all records would still be reported to the board. The board is not legally required to report it to the rest of the organization.

Responses from the board also agreed that there needs to be a differentiation between executive role responsibilities and strategy roles. Although there were conflicting ideas surrounding this suggestion, some of the board members felt the need for an advisory board. This would create a structure of having an advisory board, a board of directors, an executive board, and finally project managers. This would allow the advisory board to help with fundraising to potentially gain more donors and diversify partnerships.

Responses from the alumni of the organization feel as though improvements surrounding transparency would also be beneficial to the organization. Information such as how their money is being spent and how projects are chosen is valuable to them. They also like the idea of having an advisory board, potentially having alumni sit on the board to help provide a different perspective.

Internal Surveys

During this research stage, a survey was created using Google Docs with the questions focusing on the specific job responsibilities and structure of Association Anoual. Participants

signed a consent form prior to completing the survey. Five people within Association Anoual partially participated in the survey. Their responses can be located in Appendix K.

4.1.2 Objective 2: Explore Organizational Best Practices

During the research collecting stage, five representatives from Moroccan organizations were interviewed on their operational structure. The five organizations represented were: SimSim, MCISE, AJTCD, Atlas For Development, and Erasmus+Morocco. In order to maintain confidentiality, the name of each organization will be replaced by a letter with the interview contents. The following are the findings from each interview:

Interview A:

The team interviewed a representative from Organization A. This organization consists of 14 members, most of whom are full-time employees. The members are only recruited to the extent that organization can afford, as they “do not like the concept of free labor.” Despite this, organization A has one unpaid intern. This organization works with its project teams to find grants that align with their organization and project goals. Sources of funding for this organization have included: National Democratic Institute, Democracy International, Innovation For Change, the Middle East Partnership Initiative (MEPI), European Endowment For Democracy, and the Moroccan Parliament.

This organization is not able to hire people until they have been pre-approved for grants, however, if there are specific individuals that have key skills they will move them to a different project. The organization is able to do this legally, they just need to have enough budget to pay the contractual salary. In the interview, it was discovered that Organization A values experience over the level of education when looking at new hires. Additionally, the job descriptions that are posted do not exactly match the tasks that will be expected of the applicants. The representative of organization A currently holds multiple positions. In part of their day-to-day workload, this representative micromanages the positions beneath them. The representative understands that this should not be part of their job description but knows that it is imperative to the organization’s function.

Interview B:

The interview began by asking the representative about their roles and responsibilities within the organization. They stated that they have been involved in numerous positions, sometimes straying away from the tasks associated with their job title. They informed the research team that the organization recruits people to work by calling for applications through social media, namely LinkedIn, as well as a national job-posting website. While there is no education requirement, there is an in-depth review of candidates' experience during the application process, including education. When the research team asked the organization what they look for in recruits, they stated that what their hiring team looks for depends specifically on the job. In management positions, a Master's degree and notable work experience is preferred. However, for operational positions, education and experience matter less; the hiring team is more so looking for candidates that exhibit integrity and passion. The organization selects unpaid interns for larger projects requiring more attention and typically carries around ten at a time.

The research team then inquired about hierarchy within the organization. The representative reported that there is a managing director who works with three officers under themselves. Under those three officers are volunteer, part-time workers, including project managers. The three officers and managing directors will meet with the advisory board on an infrequent basis. The board is entirely made up of founders of the organization who act as volunteers and do not operate day-to-day or provide substantial support other than in the case of crisis. The person in charge of grant applications is the Chief Financial Officer, one of the three officers who is in charge of all finances for the organization. The officers and Managing Director were reported as easily accessible. Within the organization, people are paid for objectives rather than time; workers can organize their time as they wish as long as they complete their tasks.

Regarding fundraising, the research team questioned how the organization goes about funding. The organization reported that they apply for numerous grants at any given time. They reported that there is a seasonal cycle for grants; opportunities depend on the time of year and scope of projects. They are comfortable receiving funding from any source, so long as the values of the funder align with those of the organization.

Interview C:

The team interviewed Organization C on their structural organization. This organization is smaller in member body size compared to other organizations that were interviewed. The representative explained the roles they have within the organization and the other members. In Organization C, there are three employees, two are full-time paid employees and one is a part-time employee. The two full-time employees manage all the administrative and programs within the organization. This specific organization is a channel through a larger organization that has an advisory board. The representative that we spoke to is the national coordinator for this organization and is in charge of hiring, managing the daily work of the team, and all financials. This person is also in charge of annual budget reports, preparing provisional budgets which are linked to their subdivisions working plans. They are also in charge of coordinating the work and the relationships that they use for their programs which mainly consist of universities. This is a significant workload for one person and the team asked how much time the representative works in a typical week. The answer was from 8:30 am to 7/ 8:30 pm Monday through Friday and on occasion weekends.

The organization is not able to recruit more people due to the COVID-19 restrictions impacting its budget. However, before COVID-19 their team consisted of five: three full-time and two part-time. When asking about the skills and qualifications they require when searching for new talent the representative said that education is extremely important to them and they do require a minimum of a Bachelor's or Master's degree, but the requirement can be quite dependent on the position. Some skills they mentioned were important were organization, quick thinking, adapting to a new environment, writing and communication skills, and the ability to synthesize information.

As a result of this specific organization being part of a larger one, the structure is slightly different than other NGOs the team interviewed. There is a board of advisors and a general assembly that consists of higher-ups at their sponsorships. They also have an executive board which consists of a President, Vice President, Secretary of Office, and a Treasurer. This organization gets its funding from the European Union and the program budget they receive is established for a period of six years but are able to negotiate a new budget depending on their projects every three years. This is a constant stream of funding but there are open calls for project funding but there is a consistent budget they use for each project on a grant-to-grant

basis. This organization uses reports to monitor the progress of the programs they run in addition to annual reports. The progress reports are sent to the sponsors or higher-ups every three months and they perform annual final reports each year. Due to their status as an esteemed NGO, they are required to have an external person audit their finances.

Interview D:

During this interview, the representative from Organization D stated that their organization currently facilitates three active projects, each funded by separate and individual grant donors. Depending on the project size, they may have one or multiple project managers. Their advisory board consists of four positions: President, Vice President, Secretary, and Treasurer. For a member to fill the position of President on the advisory board, they must have previous experience in another advisory board role. There is a designated monthly meeting for the organization's members to check in with the advisory board, but there are also other more direct channels that the members can take to bring up more urgent issues with the advisory board, including Whatsapp. This NGO has 10 staff and an additional four members, and the rest of the organization is made up of other volunteers. The organization's employees work there full-time, but most of their interns are unpaid.

According to the representative, this organization recruits members specifically for positions, and they launch applications for a position and look for the best candidate, whether that be a volunteer or an intern. The representative stated that there was no preference for education over experience, or vice versa when searching for candidates to fill positions. Their process involves looking through applicants, creating a shortlist of qualified candidates, and interviewing these short-listed applicants before making final selections. The organization looks for applicants that have the "spirit, drive, and mindset of social work," along with professional experience and want to give back to their community. New members go through an orientation period where they are introduced to the mission of the organization and its procedures.

For grant applications, the narrative and budget are formally completed by the executive director of the organization, but will often consult with or delegate parts to other members. According to the representative, developing project specifics is typically a two-to-three-member job. Some specific funders recommended for their reliability and simplistic application processes

were MEPI, USAD, IRI, the EU, the UN Bureau of project services, and local funding from the government.

Interview E:

This interview took place with a representative of Organization E that had facilitated multiple types of projects, but went through a financial stale period during 2020 due to COVID-19 and having to move their projects virtual. They had two active projects at the time of the interview. The executive board members have weekly meetings with project managers to go over how the projects are going. In terms of organizational structure, the NGO has 12 members, although they are a mix of students and professionals and are not all full-time, and occasionally tasks may be delegated to friends of the NGO, not formal members. Volunteers are reimbursed for their project fees such as transportation, food, and living, but not all may be paid for their work on top of that.

This representative discussed the executive board as members of the NGO but more formally with titles on paper and less so taking on specific roles of their stated title within the organization. The President of the organization represents the NGO as well as signs off on all legal documents. The financial officer was also an important position in the organization mentioned, as they handle the funds, but outside of these two positions, tasks can essentially be delegated to anyone, often multiple people for a single task. Depending on size, projects could have one or multiple project managers who assume key responsibilities and risk management for the project and volunteers, however, volunteers are encouraged to be part of all processes of the organization. The representative spoke about the NGOs focus on providing their members with opportunities to take on their own initiatives as well as implement project aspects or ideas within their own communities.

When looking for new recruits, this NGO utilizes social media platforms, such as Facebook, to call for applicants. They tend to search for younger members that express interest in taking their own initiative, although for more vital positions they may search for known people within the organization's network to fill roles.

In terms of funding, the organization relies on multiple large and small grants to support its projects. The Swiss Embassy was discussed as a reliable and helpful funder for this NGO, and the representative said that oftentimes they may fund projects on a trial basis, giving half of the

grant to see how the project takes off and supplying the second half once the project has been more concretely implemented. Large grant applications for projects tend to be delegated to the project managers and those that work closely with them, but depending on the size of the project, other members may be given opportunities to lead the application process. Members are also encouraged to apply for smaller grants on their own. All expenses are attempted to be minimized, and this is done through ways like members volunteering their own vehicles to use for transportation for projects, or friends and outside bodies assisting with funds by donating supplies. All expenses are recorded in detailed receipts for members to be reimbursed, and contractually reported back to the funder. Occasionally, according to the representative, the NGO may have funds leftover, in which case they may report this back to the funder and possibly use it on future iterations of the project.

4.1.3 Summary of Interview Results

Internal Interview Takeaways	
Association Anoual Representative	<ul style="list-style-type: none"> ● The representative’s current position has the job responsibilities of an advisory board member, chief financial officer, and project manager ● The representative sees this as unethical ● Gained knowledge on how the organization hires new members ● Everyone in the organization is technically a volunteer and there is a difference between a volunteer and an intern ● Organization has a mentorship program but it is quite underutilized ● Was unable to access documentation
Association Anoual Alumni	<ul style="list-style-type: none"> ● Gained information on the interviews this alumnus conducted a month prior ● Two big concerns found after interviews: transparency and communication ● Advisory board should not overlap with the executive board ● Advisory board should be used less as a day-to-day as it currently is ● Alumni from Association Anoual could still help by sitting on the advisory board

External Interview Takeaways	
Organization A	<ul style="list-style-type: none"> ● This organization does not believe in free labor ● Hire for experience and not just education level ● Only hire employees after grant has been applied for and approved ● Will move successful employees between projects and renew their contracts when coming to the end to keep them in the organization and paid
Organization B	<ul style="list-style-type: none"> ● Management level requires higher education level and not just experience ● Operational jobs do not require higher education ● Entire executive board is full-time ● Constantly applying for grant applications throughout the year while running projects
Organization C	<ul style="list-style-type: none"> ● Sponsored by the European Union ● A channel off of a larger organization so their funding comes from the main organization which is consistent ● Very small organization filled with passionate and hard-working individuals ● Hire with high levels of education
Organization D	<ul style="list-style-type: none"> ● The amount of project managers assigned to a project depend on the size and need of the project ● President of advisory board must have previously held a seat on the advisory board as another member ● Executive director completes narrative reports on project progress and budget of grant application while consulting with other executive members ● There are usually two or three people who define project scope
Organization E	<ul style="list-style-type: none"> ● All members are paid except for volunteers. Volunteers are reimbursed for their expenses ● The chief financial officer manages funds ● Tasks are delegated through any volunteers that are willing to help ● Social media recruitment was successful ● This organization looks for time, effort, expertise, and equipment not just grants

Figure 3: Chart of Key-Takeaways from Interviews

In the chart above, the research team summarizes key takeaways from each of the interviews conducted. The chart contains both internal and external interviews.

4.2 Organizational Charts of External NGOs

These charts depicted below are the research team’s interpretation of the organizational structure for each NGO from the above interviews conducted.

Association Anoual Current Structure:

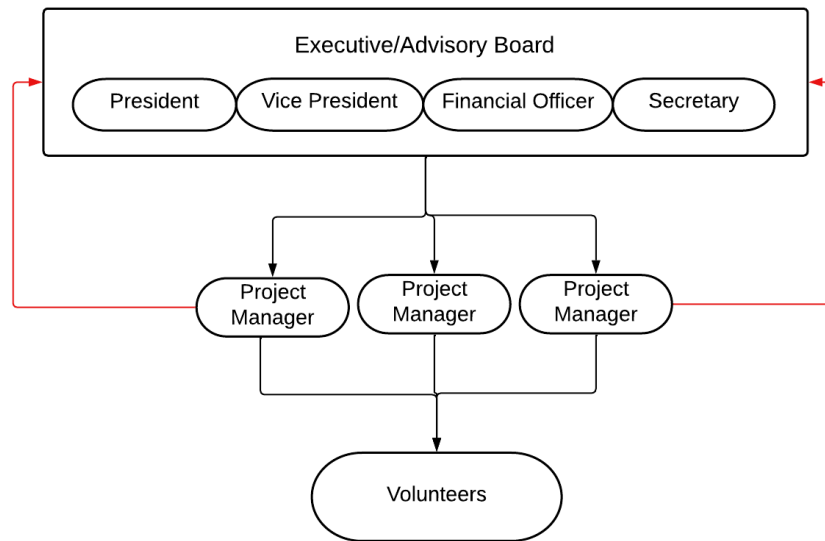


Figure 4: Organizational Structure of Association Anoual

The above figure depicts the organizational structure that Association Anoual currently has in place. There is no separation between the Advisory and Executive Boards. The red arrows seen in the figure show that members of the board have positions as Project Managers. This is an ethical concern that members of Association Anoual would like to be taken into consideration when developing a new structure.

Organization A:

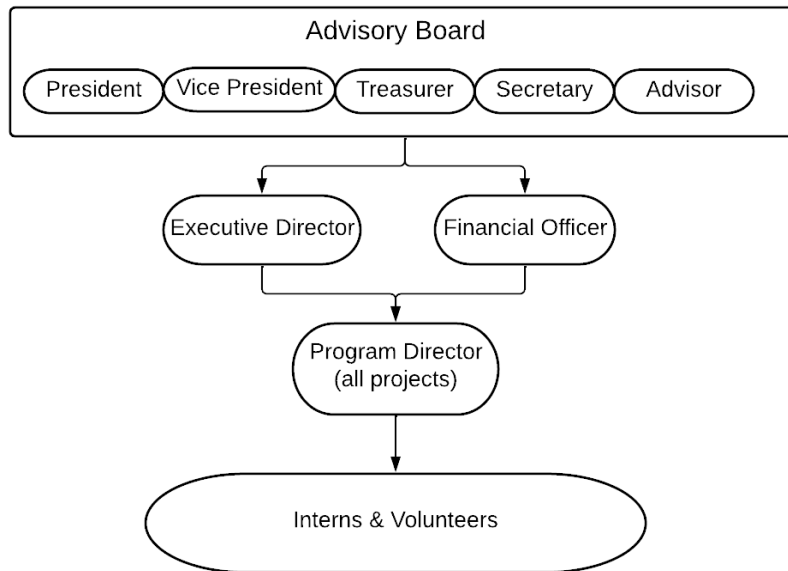


Figure 5: Organizational Structure of Organization A Interviewed

The above figure depicts the organizational structure of organization A that the research team interviewed. In this structure, there is an Advisory board, and the executive level sits directly underneath it with the Executive Director and Financial Officer and then underneath the executive level are all the Program Directors and Volunteers.

Organization B:

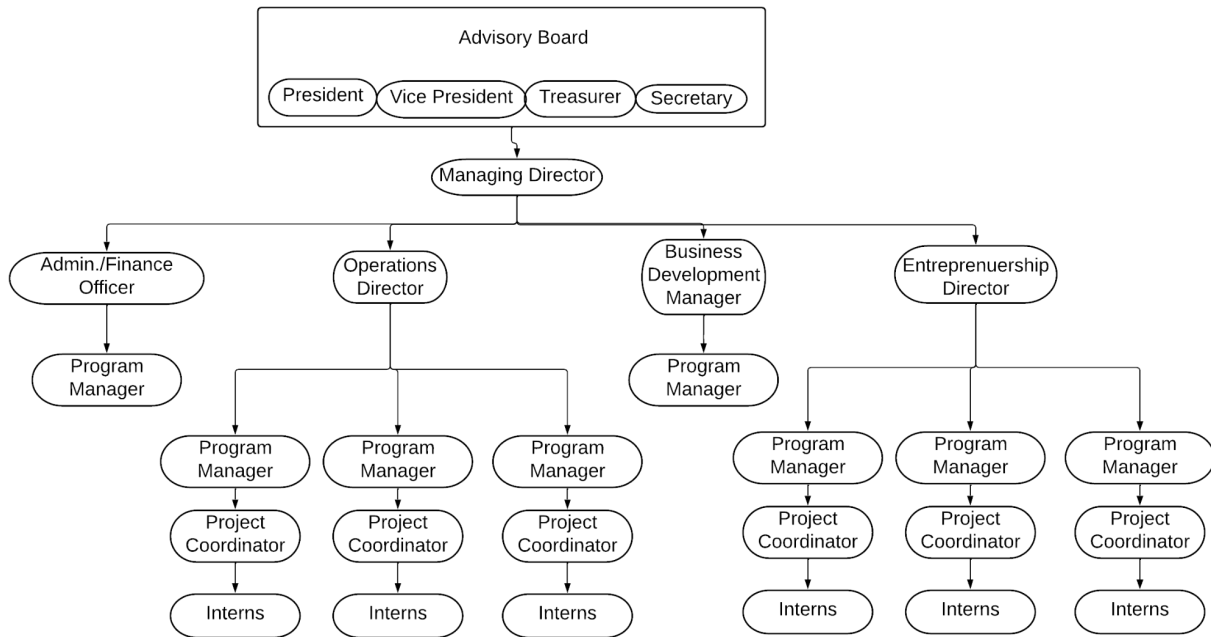


Figure 6: Organizational Structure of Organization B Interviewed

The above figure depicts the organizational structure of organization B the research team interviewed. This organization was larger in structure compared to other organizations interviewed. There is the advisory board, and underneath the board sits the managing director at its own level. Beneath the managing director is the executive board with the financial officer, operations director, business development director, and entrepreneurship director. Under the executive board are the program managers, project coordinators, and interns.

Organization C:

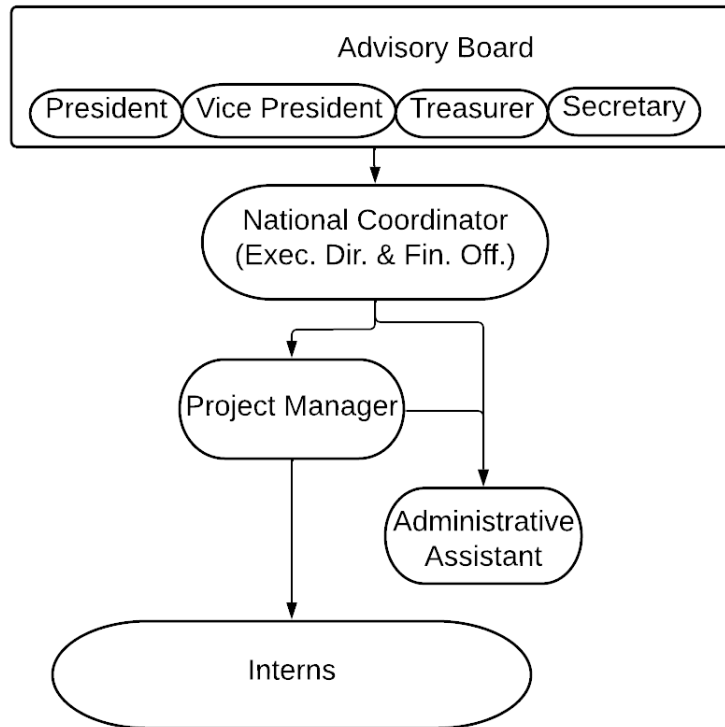


Figure 7: Organizational Structure of Organization C Interviewed

The above figure depicts the organizational structure of organization C the research team interviewed. There is an Advisory Board and reporting to them is the Executive Board with the national coordinator who also holds the positions of Executive Director and Financial Officer. Underneath the executive levels are the Project Manager and Administrative Assistant with the Interns underneath.

Organization D:

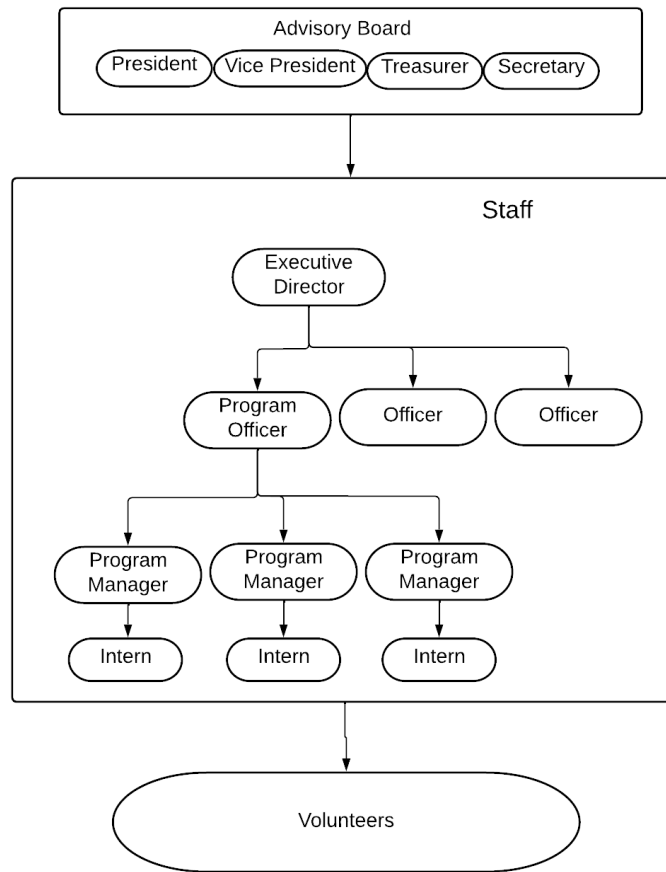


Figure 8: Organizational Structure of Organization D Interviewed

The above figure depicts the organizational structure of organization D the research team interviewed. At the top of the hierarchy, there is the advisory board and underneath is an umbrella of the rest of the employees within the organization. Within that umbrella, the head of the structure is the executive director. Underneath the executive director is the program officer and two other officers. Underneath the program officer are the program managers and interns. Outside of the umbrella at the bottom of the hierarchy are the volunteers.

Organization E:

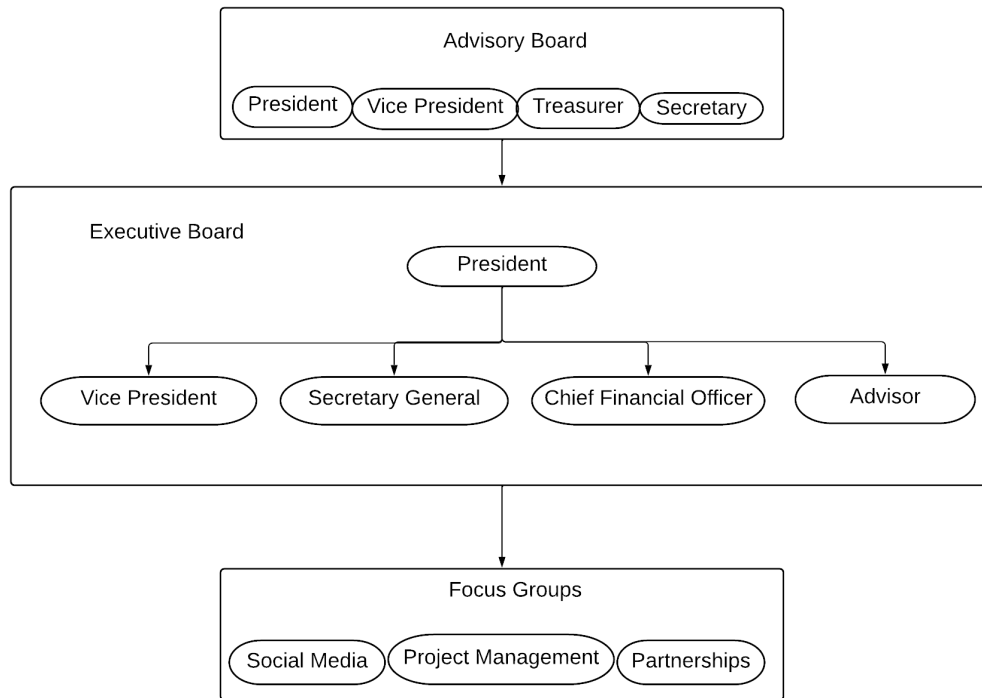


Figure 9: Organizational Structure of Organization E interviewed

The above figure depicts the organizational structure of Organization E the research team interviewed. There is an Advisory board consisting of the President, Vice President, Treasurer, and Secretary. The next level in the structural hierarchy of this organization is the Executive board. On this board, there is a President, Vice President, Secretary-General, Chief Financial Officer, and Advisor. The next level of the structure is focus groups. This organization has a focus group for social media management, project management, and other outside partnerships.

External Surveys

During this stage of the research collection, a survey was sent out to 30 organizations across Morocco. The questions seen in the survey can be viewed in Appendix C. This survey was sent out and was made available for three weeks and there were no responses recorded.

Literature Review

SWOT	Proposed Opportunity Canvas
<ul style="list-style-type: none"> ● Strengths: helps organizations to identify areas in which they perform well/dominate ● These areas become critical success factors when dealing with a competitive market ● Identifying strengths allows organizations to maintain them 	<ul style="list-style-type: none"> ● Helps to streamline opportunities or transition processes
<ul style="list-style-type: none"> ● Weaknesses: helps organizations identify weak characteristics in order to improve upon them ● Important to be self-aware in order to be successful 	<ul style="list-style-type: none"> ● Helps makes the process as a whole more effective by clarifying the opportunity and problem at hand
<ul style="list-style-type: none"> ● Opportunities: helps organizations identify opportunities that they can benefit from, both internally and externally 	<ul style="list-style-type: none"> ● Acts as a model for recognizing opportunities that are explicitly valuable.
<ul style="list-style-type: none"> ● Threats: helps organizations help identify threats and so as to prepare strategies to counteract them ahead of time (Employment, 2021) 	<ul style="list-style-type: none"> ● In addition to eliminating dead ends, the proposed canvas also facilitates opportunity identification by encouraging the examination of common fails and risks so as to avoid them (Morris, 2005)

Figure 10: Summary of Literature Review

The above chart describes the summary of the literature review the team conducted during the research collecting stage. The literature review was used to help decide which methods the team should use based on what they consisted of. The team chose to use a SWOT analysis and use a Proposed Opportunity Canvas.

4.2.1 Objective 3: Compile Deliverable Recommendations

The research team compiled the following chart from its SWOT analysis on Association Anoual relating to industry best practices:

Strengths <ul style="list-style-type: none">● Reputation● Relationship with US Embassy● McKinsey consulting principles	Weaknesses <ul style="list-style-type: none">● Current structure in place limits opportunities for growth● Lack of diverse fundraising● Lack of qualified personnel● Only hiring up from within
Opportunities <ul style="list-style-type: none">● Internal growth● External expansion● Partnerships● Funding● Improving new member orientation	Threats <ul style="list-style-type: none">● Losing talented personnel● Sole source donor

Figure 11: SWOT Analysis

Strengths

One of Association Anoual's glaring strengths is its reputation. The organization is well known in Morocco and this was evidenced during outside interviews. Association Anoual has become a staple name in the Moroccan NGO sector and is looking to stay that way. The next strength identified was its relationships, specifically with its sole donor, the US Embassy. Since the Embassy trusts Association Anoual implicitly, grant applications have become rather insignificant and more of a legal formality. Their next identified strength was labeled as its McKinsey consulting principles. Alumni of Association Anoual have migrated to the private sector, joining successful companies such as McKinsey, a global leader in consulting. Access to

these principles and skills has enabled Association Anoual to utilize them in its strategic operations.

Weaknesses

One of the first weaknesses identified within the organization is its current structure. As highlighted in interviews and surveys, Association Anoual's current organizational structure is not suited to support growth. As a result, employees within the company often have to take on excess work that falls outside of their role, creating an overwhelming workload. As Association Anoual gains more popularity, it has become apparent that this structure has stunted its ability to expand. The second weakness listed is the lack of diverse funding. Due to the fact that Association Anoual has such strong relations with the US Embassy, they have stopped looking and applying for outside funding. This has created a lack of diversity within their donors. This limits Association Anoual's ability to expand. The US Embassy will not increase their grants, stunting Association Anoual's ability to plan long-term, as the grants must be reapplied for every year. Association Anoual is also lacking in areas of personnel, as it does not have the funds to support full-time or even many part-time employees. The inability to employ valuable positions within the organization is seen as a major weakness. Its current structure does not provide many opportunities for new or existing members to take initiative and move up in the organization, with very few positions.

Opportunities

Fortunately, Association Anoual has four areas that are identified as considerable opportunities. The first is its internal growth which encompasses opportunities to restructure its organization and take on more employees. By developing and utilizing an improved structure, Association Anoual will be able to better handle its workload and more, creating the opportunity for substantial internal growth.

Another opportunity available to Association Anoual is the chance to expand externally. This could mean expanding its programs beyond MENA regions, reaching new audiences, and impacting more youth. With expansion comes the opportunity to gain new partnerships with companies and other organizations, helping to expand its network further. This could then lead to opportunities for new funders. By diversifying its donors, Association Anoual has the opportunity to access additional grant money, which would allow it to run more programs and hire more personnel. Another opportunity identified by organization members who experienced

it was a more comprehensive orientation for new members. The orientation process appears to be more focused on introducing ideal mindsets and ways of thinking rather than the processes and the ins and outs of how the organization runs.

Threats

The first threat identified was losing the talented personnel it currently has. Due to lack of funding, Association Anoual cannot pay employees at the market rate, as a result, it runs the risk of losing them to other organizations that can afford to pay a higher salary. The second threat found was the limitations caused by working with a sole source donor. Because Association Anoual is working with a government donor, it has to be selective with who it accepts grants from, so as to not upset relations with the US Embassy. It also means that the organization would not be able to run any of its programs if the US Embassy decides to not renew its grant. Since it only has one donor, there is currently nothing for the organization to fall back on if the US Embassy drops out.

The research team then completed a Proposed Opportunity Canvas for Association Anoual to aid in discussion and recommendations for its organizational structure transition.

Users & Customers <ul style="list-style-type: none"> Association Anoual Members, current and future 	Problems <ul style="list-style-type: none"> Insufficient organizational structure Lack of diverse funding Lack of personnel 	Solution ideas <ul style="list-style-type: none"> Revamp of structure Apply to outside sources of funding Create new positions Divide work responsibilities Define job titles and roles 	User Value <ul style="list-style-type: none"> Improved organizational efficiency Increased budget Ability to expand 	User Metrics <ul style="list-style-type: none"> Additional grants gained Number of full-time staff Number of employees Workload Partnerships
	Solutions Today <ul style="list-style-type: none"> Adapt new structures Begin applying for additional funding 		Adoption Strategy <ul style="list-style-type: none"> Prospectus Trial and error 	
Business Problems <ul style="list-style-type: none"> Finding time and personnel to apply for funding Hiring qualified applicants 		Budget <ul style="list-style-type: none"> Around \$135K (based on financial documents) 	Business Metrics <ul style="list-style-type: none"> Roles within the organization Budget divisions Workload 	

Figure 12: Proposed Opportunity Canvas

The Proposed Opportunity Canvas should be filled out in the order 1-10 listed below:

- 1. Problems:** This category contains problems that prospective users face. Using information gathered from interviews and surveys, the research team concluded that Association Anoual's most pressing challenges include having an insufficient organizational structure, lack of diverse funding, and lack of personnel.
- 2. Users:** This category contains the users/organizations that have challenges the potential solutions could address. The research team first identified Association Anoual as the user of the canvas model.
- 3. Solution Ideas:** This category contains ideas for problems, including revamping Association Anoual's current structure, applying to other sources of funding besides the US Embassy, creating new positions within the organization, and finally dividing and defining job roles/titles.
- 4. User Value:** This category contains the user values, or how this opportunity will benefit Association Anoual. This includes having improved organizational efficiency, having an increased budget, and finally the ability to expand.
- 5. Solutions Today:** The team then identified solutions that could be utilized today, which included adopting the new recommended structures as well as applying for additional grants from diverse donors.
- 6. Business Problems:** The business challenges that could impact Association Anoual are finding the time and personnel to apply for the outside funding. This also includes facing difficulty hiring qualified applicants to fill these positions.
- 7. User Metrics:** User metrics include specific user behaviors that can be measured and place value on proposed solutions. The user metrics identified include gaining additional grants, increasing the number of full-time staff, increasing employees overall, workload management, and gaining partnerships.
- 8. Adoption Strategy:** This outlines how Association Anoual will discover and adopt the proposed solutions. The discovery will be through the business prospectus presented to Association Anoual, and that adaptation will happen in phases through trial and error.

9. **Business Metrics:** This category includes business performance metrics that will be affected by these changes, namely roles within the company and their impact, financial budget divisions, and workload efficiency.
10. **Budget:** This includes the potential operating budget which was developed based on previous Association Annual budgets.

Chapter 5: Discussion and Recommendations

5.1 Discussion

External Interviews

The research team identified key takeaways from each external interview it completed. It was collected that workers prefer to have job security. Association Anoual hiring on an unstable basis largely causes challenges in this regard. To counteract this, Organization A noted that it will move workers between projects with the intent of retaining them. The research team deduced that differentiating programs from each to avoid overlap and distinguish wherever possible is more effective.

From the team's interview with Organization B, the major outcome was the concept of having a completely full-time Executive Board. Organization B situates itself in a desirable way, offering the benefit of job security concurrent with the principles of NGO work. The research team also collected that Organization B is a mature NGO, meaning it seems to be well beyond its developing stages. The organization is set up for continued success, providing itself the bandwidth to take on more projects. Additionally, like Organization A, Organization B hires operational positions based on experience and presented skills rather than on education. Organization B seldom selects unpaid interns, supporting the research team's affinity to offer pay to interns.

The research team's largest positive takeaway from Organization C was the importance of driven personnel passionate about the organization's goals. An additional finding the team collected was the value of consistent grant money. Despite being primarily reliant on just a single donor, the organization has reportedly had a stable financial foundation since its founding. The research team noticed that dependable grant money allows Organization C to move its efforts to the success of programs, allowing it to function smoothly and often invariably. From the interview, the research team deduced that Organization C is situated for regular success, but does not have the capacity to expand its scope or size. The team used this discovery as a lesson and, in many ways, drew similarities to Association Anoual in terms of a structure that is functional, but not ready for growth.

From the team's interview, a major finding from Organization D was the clearly defined project setup. Each project is equipped with a single manager who reports to the executive board

and manages a staff of volunteers. Organization D also cited that a small team of managers defines the scope for new projects, including the complete process of grant applications. The research team drew from this the value of a designated person assigned to grant applications.

To conclude the research team's findings from external surveys, Organization E introduced the unique theory of intentionally straying from its hierarchy. It had another individuality of interest to the research team; for all interns and volunteers, Organization E reimburses for project-related spending.

Internal Interviews

The research team drew a number of conclusions from its interviews within Association Anoual which, in unison with the collected takeaways of external interviews, contributed to tailoring the recommendations of this research. As it stands, there is a lack of position definition. There are members on the Advisory Board who also work day-to-day in the organization, contrary to the typical functionality of an Advisory Board. The research team found that, through both literary research and external interviews, there should be an Advisory Board that remains exclusively independent from day-to-day operations. In Association Anoual, there is currently a Board, however, it is not independent of executive tasks.

Additionally, the research team thinks there is not sufficient distinction between the programming staff and the executive staff. The research team sees an opportunity to redefine this hierarchy so the two subdivisions of the organization can function effectively in unison with proper clarity, which introduces the team's recommended implementation of a Program Director that oversees the Program Managers of each individual program, as well as anyone else working within each program. This person is on the Executive Board, clearly defined from the Advisory Board. The research team identifies this as a major improvement, as it allows for continuous growth.

Furthermore, the research team learned about the mentorship program in place. However, it seems to be an underutilized formality more than the integration system it could be. While interns and volunteers will get assigned to a mentor, there is little communication between the two parties. The research team sees this as an opportunity to grow this program and take advantage of its offerings. This program will allow favorable skills to be developed that are tailored to Association Anoual's needs. Within this setup, paid interns would get hired by

Association Anoual and work directly under people on the Executive Board. This way, interns would learn the skills essential for being on the Executive Board, preparing them to be promoted at the next three-year positional review, as outlined in Association Anoual's bylaws. The team also advocates for the implementation of a Talent Officer. This person would be a full-time employee in charge of recruiting, hiring, and training new personnel. Defining this as a position provides a layer of accountability for the success of the mentorship program and continuous search for qualified talent.

Through the research team's data collection, it was found that a major concern for people working within Association Anoual is a lack of transparency from the current Board. The research team favors establishing an Executive Director that sits under the Advisory Board. This person would be responsible for daily work, rather than the big picture strategic planning of the Advisory Board. On the hierarchical map, the Executive Director sits level with the Program Director, each accounting for the day-to-day tasks of their respective sectors. Additionally, regarding the Advisory Board, the research team recommends that Association Anoual recruits its own program alumni. Other NGOs showed success in bringing alumni that have, for example, moved to the private sector. These people will have worked closely with Association Anoual in the past, thus being able to provide valuable insight tailored to the organization.

The research team also highlighted a lack of fundraising diversity. The research team sees an opportunity to implement a Grant Officer who sits on the Executive Board under the Executive Director. This individual will serve as the subject expert of Grant applications and work closely with the Financial Officer to bring in consistent, plentiful, and diverse fundraising crucial to growth. Hierarchically level with the Program Director, the Executive Director will oversee the Financial Officer, Grant Officer, and Talent Officer in efforts of maintaining and growing the scope and brand of Association Anoual. While the current structure in place was suitable for getting the organization off the ground operating a few programs, it does not sustain the expansion that Association Anoual aims for and is able to achieve.

Surveys

During the data collecting stage, the research team sent out two sets of surveys, the first internal to Association Anoual and the second external to numerous other NGOs. Initially, the team intended to only use a survey to collect data on additional NGOs and primarily use

interviews to gather information internally. Within the first week of arriving in Morocco and meeting with the project sponsor, the research team discovered that members of Association Anoual had been interviewed with a similar scope of research just a month prior. An Association Anoual alumni with work experience at McKinsey & Company management consulting firm interviewed members on their roles within the organization and how the organization could improve. Due to the relevance of the interviews that had been conducted, the team decided to use a survey to learn more about the workload and job responsibilities of members across all levels within the organization. This data was analyzed concurrently with the already-collected data. The exact responses for the internal surveys can be seen in Appendix K. The results were limited, as only five people participated, sometimes minimally. When initially writing the survey, the team required a consent form ensuring anonymity to allow the participants to answer questions fully and honestly. This did not seem to improve the response rate on the survey.

From the information gathered it appears guidance on day-to-day responsibilities could be improved. The volunteers that filled out the survey wrote that they did not have any notable responsibilities currently. The Board member that filled out the survey said that they get their tasks every three years when they start their new cycle. This indicates that their job responsibilities are not outlined consistently, which the team identifies as causing a disparity in workload, as some members may take on too much while others will not take on anything. Another question asked in the internal survey was how workload is managed. One response from a Board member was that they typically offer support when needed but do work in their own free-time. The research team identifies this as a challenge for dispersing workload because, for example, if a member in a position with many tasks is only part-time, then the work that they are supposed to be doing may often be transferred to someone else. This person may not have the correct skill set or knowledge to complete the task. Furthermore, all the responses relating to members' reasoning for joining Association Anoual were similar. The research team deduced that members are passionate about the work the organization does within its community. It is this enthusiasm that has and will continue to keep Association Anoual reputable.

The external survey was sent out to over 30 NGOs in Morocco. It consisted of questions targeting the structural hierarchy of each respective organization, how it recruits new members, and how it earns funding. Unfortunately, the survey had zero responses despite the research team

reaching out to each NGO individually on social media for three weeks. The research team shifted its focus solely to external interviews when developing recommendations.

5.2 Recommendations

Listed below are the recommendations that the research team proposes to Association Anoual. The recommendations outline the new structure that the team concludes Association Anoual can implement to effectively operate ethically and expand in the future. After analysis of interviews, surveys, and literature reviews, the research team developed a set of recommendations for Association Anoual that could additionally be applied to NGOs in similar positions. The recommendations are:

Executive Board and Executive Director	Create a full-time Executive Board and an Executive Director position that reports to the Advisory Board and is in charge of daily operations.
Program Hierarchy and Program Director	Redefine the program hierarchy by creating a Program Director position that oversees all Program Managers and programs. This includes current and expansion projects and separates the strategic and program sides of the organization.
Grant Officer	Create a Grant Officer position that works on the Executive Board, reports to the Executive Director, and is in charge of continuously applying to grant opportunities.
Talent Officer	Create a Talent Officer position that works on the Executive Board, reports to the Executive Director, and is in charge of talent acquisition, including the internship and mentorship programs.

Figure 13: Major Recommended Changes

Recommended Structure

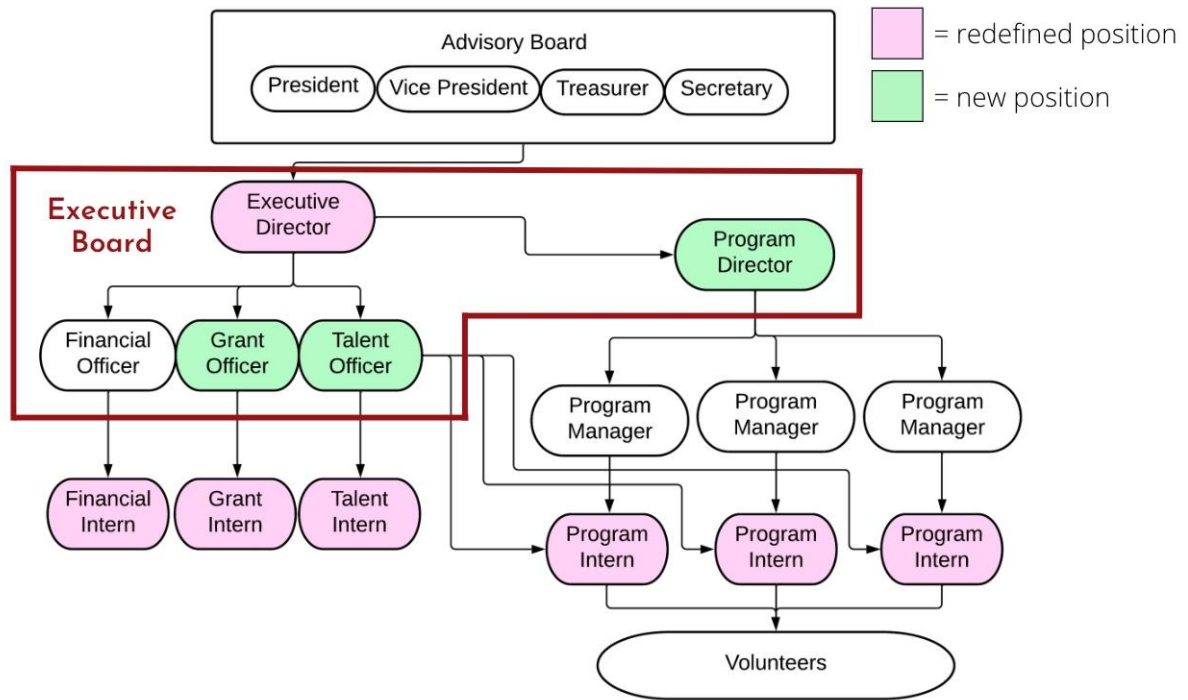


Figure 14: Recommended Structure

The figure above depicts the structure that the research team recommends Association Anoual transitions into. This structure would include an Advisory Board, with the minimum number of members legally required. Reporting to the Advisory Board are the Executive Director, who would oversee all daily functions of the organization on the executive side, and the Program Director, who oversees programs directly. Reporting to the Executive Director would be the Financial Officer, Grant Officer, and Talent Officer, all of which are full-time and paid positions. Reporting to each officer would be a respective Shadow Intern that learns the daily functioning of their position. In many ways, the Shadow Interns function as assistants to their officers, learning and practicing the necessary skills to, ideally, one day move into the executive position.

Executive Board and Executive Director

Having the additional Executive Director position introduces a separation between the Advisory Board and provides members a clearer network of communication. The decision to name this position “Executive Director” rather than “President” was intentional. The term “Executive Director” more directly implies what the position should be; a person that will oversee and handle the daily functioning of the programs and the organization. The role is being added as a functional piece, while the term “President” comes with connotations of the position existing as a representative position. While position titles for NGOs have been seen as more of a formality than anything else, in this recommended structure, the positions are more specified. Each position should focus on their area of expertise, both to streamline the organization’s daily functions but also to present a clear way to delegate tasks and communicate within the organization. Similarly, the research team also chose to consistently refer to the organization’s different ongoing efforts as “programs” rather than “projects” to reflect how they are less of an ongoing development during execution, and more of a planned effort actively being facilitated.

While the recommendation does include keeping an Advisory Board, it is mostly in place to meet the legal requirement of having one. The Advisory Board should not be involved in any executive work. This brings in the new recommended position of an Executive Director that would report to the Advisory Board. This additional position would allow for members of the Advisory Board to focus their efforts on the big picture aspects of the organization. The Advisory Board would handle strategizing and spreading awareness about the organization, as well as cultivating stronger and more diverse partnerships.

Further recommendations include monthly meetings between the Executive Board and the Advisory Board to discuss any challenges the organization is facing, as well as provide general updates on the functioning of the programs. This would allow for consistent communication and would also help increase transparency between the Advisory Board and organization members. Hosting an additional open, general body meeting between the Advisory Board, the Executive Board, and any members that wish to attend are also recommended to increase the organizational transparency that members desire.

Program Hierarchy and Program Director

The Program Director would oversee the functioning of the programs, with designated Program Managers reporting to them. Reporting to Program Managers would be one or more paid interns, depending on the size of the program, to assist with any tasks. Shadow Interns are different from general Interns in that Shadow Interns act as assistants to a specific role, learning the requirements of that role. General Interns, however, fill in as needed. Finally, working with the Project Managers and their Interns would be the general body of volunteers that handle program functioning as is delegated to them by the Program Managers on a part-time basis. Volunteers function similarly to general Interns, with the main distinction being that Interns' have additional responsibilities that are more defined.

Grant Officer

Another new recommended position is the Grant Officer. This position would be in charge of the formal narratives and applications for recurring and new grants. In the past, Association Anoual has made these program proposals collectively and usually headed by the President for formal submission. The Grant Officer would still utilize other members of the organization for their expertise, but they would largely be in charge of scheduling and running any sessions with members. The Grant Officer should oversee grant applications, but also conduct research on possible new donors and keep track of developing program ideas and their costs. This position would work closely with the Financial Officer to make sure that there are sufficient funds to cover the needs of the organization and the grants are being received and distributed on track.

Talent Officer

The Talent Officer is an additional newly-recommended position that would lead the efforts in recruiting, talent acquisition, and the internship and mentorship programs. This position would handle things such as posting new applications, going through applicant submissions, interviewing prospective members, selecting new members, and taking them through the orientation process. The orientation process has been noted as underwhelming at Association Anoual. Extending this orientation from the current single presentation that the organization currently has into a longer period of mentorship time where new members are educated in more detail on the daily functioning of the organization. The research team envisions this being successful in many ways. For example, having new members work in small groups to

go through and complete example tasks, like filling out a made-up narrative and budget sheet for an imaginary new program, would strengthen their understanding of the operations of the organization and assist with their understanding.

The addition of shadow interns for some of the major positions in the recommended structure is one of the more important aspects of the recommendations for the organization's long-term success. The addition of these roles provides two new opportunities. First is an opportunity for organization members to become more involved and advance in the organization, a desire that was expressed by multiple current and past organization members. Second is an opportunity to develop the organization's members into experienced and skilled personnel, providing the organization with a larger pool of more qualified members to fill positions in the future. The shadow intern role not only gives members a more thorough experience of running an organization, but also provides members with a more clear set of tasks while also assisting other positions within the organization. Although this recommended structure only includes three shadow interns, as the organization grows in member body size over time, additional interns can be added, whether multiple are added to the same position or placed on other roles within the structure.

While the responsibilities of each position in this recommended structure may shift throughout the organization's grant cycles, the structure and positions themselves do not change. This option of transitional structures would imply a final proper structure when in reality the structure will be shifting with the organization as it grows either way.

Recommended Position Descriptions:

Advisory Board	
<p>The Advisory Board is legally required to run an NGO in Morocco. The Advisory Board does not focus on or get involved with the daily activities of the organization, but rather they focus on the big picture of the organization and make strategic decisions, and offer advice on the direction of the organization. These positions are unpaid and year-round, but not full-time and are low-commitment.</p>	
Executive Board	
Executive Director	Program Director
<p><i>Commitment:</i> Full-Time <i>Skills:</i></p> <ul style="list-style-type: none"> - Organized - Communication - Leadership Experience - Time management - Accounting - Problem-Solving - Marketing <p><i>Job Responsibilities:</i></p> <ul style="list-style-type: none"> - Works with the Program Director and the Strategic Board on daily basis - Ensure that every position is doing their job - Meeting with Program Director and Strategic Board every week - Meet with Advisory Board every month - Sign-off on all budgets and paperwork required for the organization to function 	<p><i>Commitment:</i> Full-time <i>Skills:</i></p> <ul style="list-style-type: none"> - Organized - Communication - Leadership Experience - Time management - Problem-solving - Marketing <p><i>Job Responsibilities:</i></p> <ul style="list-style-type: none"> - Works with the program managers on a daily basis - Sign-offs on project managers budgets - Markets programs on social media platforms - Works with the Grant officer on applying for grants for projects - Works with financial officer to ensure projects are well funded - Meets with Executive Director weekly for progress reports on current projects - Looks for more projects the organization can take on

Financial Officer	Grant Officer
<p><i>Commitment:</i> Full-Time</p> <p><i>Skills:</i></p> <ul style="list-style-type: none"> - Organized - Problem-Solving - Time management - Accounting <p><i>Job Responsibilities:</i></p> <ul style="list-style-type: none"> - Planning all financials for programs - Manages budget to pay salaries - Works with Grant Officer to make sure organization has enough money for projects 	<p><i>Commitment:</i> Full-Time</p> <p><i>Skills:</i></p> <ul style="list-style-type: none"> - Organized - Problem-Solving - Creative - Writing Skills - Language Proficiency (Darija, French, English) - Time management <p><i>Job Responsibilities:</i></p> <ul style="list-style-type: none"> - Looking and applying for grants - Works with Financial Officer to make sure the organization has enough funds - Works with Program Director to apply for grants for specific projects
Talent Officer	Program Manager
<p><i>Commitment:</i> Full-Time</p> <p><i>Skills:</i></p> <ul style="list-style-type: none"> - Communication - Organized - Language Proficiency (Darija, French, and English) - Approachable <p><i>Job Responsibilities:</i></p> <ul style="list-style-type: none"> - Training all new members joining Association Anoual - Establishing and maintaining mentor program - Scouting new talent - Hiring process 	<p><i>Commitment:</i> Part-Time</p> <p><i>Skills:</i></p> <ul style="list-style-type: none"> - Communication - Organized - Leadership experience - Problem- Solving - Time management - Any knowledge that relates to core project (eg. STEM) <p><i>Job Responsibilities:</i></p> <ul style="list-style-type: none"> - Running and managing program - Manage interns and volunteers - Manage project budget - Create financial reports and update reports for Program Director <p>*Position goes to person who served as an intern previously or who has experience running a program</p>

Additional Positions	
Intern	Volunteer
<p><i>Commitment:</i> Part-Time</p> <p><i>Skills:</i></p> <ul style="list-style-type: none"> - Organized - Communication - Time management - Problem-Solving <p><i>Job Responsibilities:</i></p> <ul style="list-style-type: none"> - Working under strategic board members will have similar job responsibilities - Work with strategic board mentor and talent officer for transitioning into the organization and all trainings - Help with any tasks that are assigned 	<p><i>Commitment:</i> Part-Time</p> <p><i>Skills:</i></p> <ul style="list-style-type: none"> - Communication - Passion - Any skills that could add value to program (eg. STEM) <p><i>Job Responsibilities:</i></p> <ul style="list-style-type: none"> - Volunteer under specific programs - Perform any tasks specific to the program

Figure 15: Recommended Position Descriptions

The above figure details the positions that the research team recommends are implemented within Association Anoual. Each position description details whether the position should be full-time or part-time, which is dependent on the workload required to fulfill the position’s duties. In addition, the figure details the preferred skills that a candidate should possess, based on the team’s literature review and qualitative data collected.

5.3 Conclusion

Over the course of eight weeks, the research team worked with Association Anoual and other NGOs within Morocco to conduct research on how NGOs in Morocco are structured and operated. Association Anoual is coming up to the end of its three-year cycle and requested the team research and recommend a new organizational structural hierarchy that it can implement when it begins its new cycle. In order to produce a suitable structure for Association Anoual, the team performed interviews with members of the organization as well as members from additional organizations in Morocco. In addition to conducting these interviews, the research team performed an analysis of Association Anoual through a Strengths, Weaknesses, Opportunities, and Threats (SWOT) chart, as well as created a Proposed Opportunity Canvas. The final deliverable for Association Anoual consists of a compilation of the analyses the team conducted. This is headlined by a recommended structure that includes the implementation of a Talent officer, Grant Officer, Program Director, and a mentorship program. The deliverables outline each position's job description, scope, and whether they are full-time or part-time. The research team also decided that, due to the skills and education required for the organization, all members working for Association Anoual, excluding the Advisory Board and volunteers, should be paid at a higher, more competitive rate while sustaining the current projects it operates. The recommended structure aims to allow Association Anoual to expand in the future while still maintaining the operational integrity it desires.

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Appendix A

Consent form for Internal Surveys

We are a group of students from Worcester Polytechnic Institute in Massachusetts and we are working with Association Anoual to develop a more suitable leadership structure and corresponding sustainable financial plan. Currently, we are conducting surveys on members of Association Anoual to explore the positions that make up the current leadership structure and their corresponding responsibilities.

Your participation in this survey is completely voluntary and you may withdraw at any time. Please remember that your answers will remain anonymous. No names or identifying information will appear in the project reports or publications. Association Anoual will use this information to better their structure and funding.

Internal Survey Questions:

1. What is your job description/role/responsibilities at Association Anoual?
2. How are these responsibilities assigned to you?
3. What do you do on a daily basis?
4. How do you manage your workload?
5. What are the most important skills for someone in your position?
6. What do you do when you need help with a task?
7. Why/How did you join Association Anoual?
8. What is your level of education/previous experience?
9. What motivates you to do your job?
10. What other members of Association Anoual do you interact with, what do those interactions tend to look like (emails, meetings, Whatsapp, etc.), and how often do they occur?

Appendix B

Consent form for External Interviewees:

We are a group of students from Worcester Polytechnic Institute in Massachusetts and we are working with Association Anoual to develop a more suitable leadership structure and corresponding sustainable financial plan. Currently, we are conducting interviews with members of NGOs to explore the positions that make up their leadership structure as well as their funding.

Your participation in this interview is completely voluntary and you may withdraw at any time. Please remember that your answers will remain anonymous. No names or identifying information will appear in the project reports or publications. Association Anoual will use this information to better their structure and funding. Do you consent to being recorded?

External Interview Questions:

1. What is your job description/role/responsibilities at this NGO?
2. How does your organization recruit new members?
3. What do you typically look for in new recruits?
4. What does the structural hierarchy of your organization look like?
5. How often do members/groups of members interact, who do they interact with, and what do these interactions tend to look like? (emails, meetings, Whatsapp, etc.)
6. What aspects of your job are the most helpful in terms of fulfilling your job expectations? (Weekly meetings, organization of expected deliverables, etc.)

Appendix C

Consent Form for External Survey:

We are a group of students from America and are conducting research on the operational and financial structure of non-governmental organizations (NGOs) in Morocco. During our time here we are working with Association Anoual to help better their structure and funding. We are reaching out to ask if your organization is willing to participate in our survey.

This survey is completely voluntary and you may withdraw at any time. Association Anoual plans to use this information to help increase their funding. If your organization is willing to participate in this survey then we will share our findings from any other organization that chooses to participate.

External Survey Questions:

1. What is the name of your organization?
2. How does your organization handle getting funding?
3. How does your organization recruit new members?
4. What does the structural hierarchy of your organization look like?

Appendix D: Interview Transcript

The following are the notes taken by team members during each respective interview. The interviews conducted followed all guidelines presented by the Institutional Review Board at WPI. Additionally, the final transcripts were approved by interviewers and interviewees for publication.

We are a group of students from America and are conducting research on the operational and financial structure of non-governmental organizations (NGOs) in Morocco. During our time here we are working with Association Anoual to help better their structure and funding. We are reaching out to ask if your organization is willing to participate in our interview. By agreeing to this interview you also consent to being recorded.

This interview is completely voluntary and you may withdraw at any time. Association Anoual plans to use this information to help increase their funding. If your organization is willing to participate in this interview then we will share our findings from any other organization that chooses to participate.

1. What is your role and title/job responsibilities

- a. Figures out what needs to be done and then does it instead of someone assigning it*
- b. Finances*
- c. All planning and infrastructure of projects*
- d. All follow up on all projects*
- e. Meetings with project managers*
 - i. What they need, next steps, and events so we don't overlap*

2. Needs and Goals

- a. They want executive structure and strategic structure*
- b. They've already signed papers so it makes it difficult to do both jobs*
- c. By end of 2022, they want executive on its own and strategic on its own*
 - i. But due to a lack of HR resources, they are doing both jobs*

3. Level of education

- a. Masters*

4. How do you manage workload

- a. A lot of people help so try to disperse as much work as possible*
- b. Assign each task to each respective person and then does their best to follow up on that*
- c. Lots of volunteers*

5. **Does workload go to volunteers or to employees**
 - a. *Approx everyone is volunteering almost everyone has a full-time job*
 - b. *So they disperse work throughout the entire NGO*
 - c. *Each project has a project managereach team has around 3 to 5 people (all volunteers)*
6. **Set # of projects able to take on?**
 - a. *Max in a year was 4*
 - b. *All projects run all at the same time throughout the year*
 - c. *Each project applies for a grant they get allocated a set of money*
 - d. *Most of the time they don't spend the whole grant spend 85-90% of the grant*
 - e. *grants on the website so sometimes donor reaches out and says this would be a great match apply for it*
 - f. *2 kinds of documents are needed to apply*
 - i. *Narrative: project set of objectives, methods, timeline, contingency planning*
 - ii. *Then budget proposal on how to divide the money*
 - iii. *Travel, supplies, contractual, personal, bc not permanent employees they don't have a fringe benefit*
 - iv. *To apply board brainstorms about the project how they envision it and what they want*
7. **Do you think it would be beneficial to have a person dedicated to applying?**
 - a. *Yes, but 1 person couldn't do the job*
 - b. *Need to get creative bc a lot of programs are doing the same*
 - c. *Processes for other grants are more in-depth so that's why they don't apply*
 - d. *Don't have a sole person due to lack of personal*
8. **Hiring process?**
 - a. *Volunteers are mainly college students*
 - b. *They used to put application forms on Facebook*
 - c. *Select them based on motivations*
 - i. *Trying to now select by skills instead*
9. **Most important skills in your position?**
 - a. *Organized and very skilled with excel and has a sense of how a project is run and what are the needs*
 - b. *Communication knowledge of program and core subject of it*
 - i. *Ex stem knowledge etc*
10. **Can work be overwhelming**
 - a. *YES, the only person in NGO who has multiple positions*
 - b. *Everyone else focuses on one person at a time*
11. **How many entry-level volunteers per year?**
 - a. *Last year they had 2*

- b. *A lot of people who apply to enter apply just for the title they don't commit to the job*
 - i. *That's why they don't get assigned a position*

Appendix E: Interview Transcript

The following are the notes taken by team members during each respective interview. The interviews conducted followed all guidelines presented by the Institutional Review Board at WPI. Additionally, the final transcripts were approved by interviewers and interviewees for publication.

We are a group of students from America and are conducting research on the operational and financial structure of non-governmental organizations (NGOs) in Morocco. During our time here we are working with Association Anoual to help better their structure and funding. We are reaching out to ask if your organization is willing to participate in our interview. By agreeing to this interview you also consent to being recorded.

This interview is completely voluntary and you may withdraw at any time. Association Anoual plans to use this information to help increase their funding. If your organization is willing to participate in this interview then we will share our findings from any other organization that chooses to participate.

1. What is your role at this NGO?

- a. for 5 years, has done everything*
- b. There's a difference between structure and function*
- c. The job description doesn't match what they do*
- d. The face of organization*
- e. There are volunteers but they are not here on a daily basis*

2. Grant applications

- a. don't design projects based on grant offerings, work with the team to seek grants specific to programs*
- b. Bigger organizations target bigger funding*
- c. Have sustained project with sponsors since 2014*
- d. Have had projects with up to 3 donors on it (have also had donors who want to fund the project solely), write concept notes*
- e. For sole donors, some do orientation sessions for grantees*
 - i. In the contract, the donor must approve key personnel*
 - ii. No lawyer involved, it's pretty straightforward*
 - iii. Some donors are more strict and less negotiable*
 - iv. Some (richer ones) will just pay the asking price if they like the project, however, sometimes must adapt to financial offerings*

3. What are your job responsibilities?

- a. *See above*
- 4. Who do you report to?**
 - a. *No one*
- 5. What is your level of education?**
 - a. *Bachelors and Masters*
 - b. *Have hired people without “required” education because they have required experience and just didn’t have the same opportunities*
 - i. *UNLESS it’s for financial work*
 - ii. *has people working under him who are Ph.D. ... education not most important*
- 6. How do you manage your workload?**
 - a. *“It manages me”*
- 7. How do you feel about your workload?**
 - a. *Finance officer left, so they wear that hat now*
- 8. What do you do on a daily basis?**
 - a. *They do it all*
 - i. *a lot of micromanagement of positions under them*
 - ii. *Doesn’t like when they needs to do that but understand they sometimes must*
 - iii. *Likes to spend a little more hiring an experienced program manager so that they can free up people above that position*
 - iv. *In the next quarter, new contracts come out and work changes.*
- 9. What aspects of your job are the most helpful in terms of fulfilling your job expectations? (Weekly meetings with your boss, organization of expected deliverables, etc.)**
 - a. *Engaged board working with them, when the work becomes repetitive (have to experience in situations), confidence in employees in projects,*
 - i. *“[need clarity and transparency... don’t always have this at other places so Organization E focuses on this],” health work environment/ honest relationships internally, “group of people who share the same values*
 - ii. *Need to show those values in the work that we do.”*
 - iii. *Advice for an organization trying to move forward is to have this sense of transparency.*
- 10. Hiring Process:**
 - a. *Can’t hire employees without being pre-approved for grants*
 - b. *Will move people between projects to retain people*
 - c. *Legally can hire anyone they want, they just need to be able to have budget*
- 11. Board: how is that constructed?**
 - a. *By law in Morocco, they can’t get paid*
 - b. *Legally the people responsible for the organization*

- c. 4 people on the board atm, like to have 5 or 6*
- d. The board does not get involved with the team it only interacts with the executive board*

12. How many total people are working for NGO? All paid?

- a. Only have 1 unpaid person that they're going to take on and start paying*
- b. Don't like the concept of free labor but it's tough because they simply don't have budget sometimes*
- c. It's a full-time job (no other jobs)*
- d. Only recruit people if there's work for them to do; don't take on a ton of unpaid volunteers for that reason*
- e. Every paid employee is contracted, either yearly or by project*
- f. Salary negotiations depend on quarterly evaluation
 - i. Fewer salary expectations are more affordable, but they have less experience and need a lot of room for mistakes**

13. Chain of command:

- a. 7-year-old organization; still trying structures*
- b. Don't like the setup of people working on a sole project without collaborating between projects*

Appendix F: Interview Transcript

The following are the notes taken by team members during each respective interview. The interviews conducted followed all guidelines presented by the Institutional Review Board at WPI. Additionally, the final transcripts were approved by interviewers and interviewees for publication.

We are a group of students from America and are conducting research on the operational and financial structure of non-governmental organizations (NGOs) in Morocco. During our time here we are working with Association Anoual to help better their structure and funding. We are reaching out to ask if your organization is willing to participate in our interview. By agreeing to this interview you also consent to being recorded.

This interview is completely voluntary and you may withdraw at any time. Association Anoual plans to use this information to help increase their funding. If your organization is willing to participate in this interview then we will share our findings from any other organization that chooses to participate.

- 1. What is your job description as well as roles and responsibilities?**
 - a. In charge of work plan developing and deploying a platform in the MENA region*
 - b. Secure operations and execution of work plan*
- 2. What is your educational background?**
 - a. Bachelor and also has a master's*
 - b. Has legal experience*
 - c. 6 months*
- 3. New members and how do you recruit them?**
 - a. Call for applications sent out through national platforms and linked in and through social media*
 - b. After about 6 weeks there's an application process*
 - c. Most people who work remotely*
 - d. They have to come in to sign contracts and paperwork*
 - i. They also use a national website*
- 4. What do you look for in new recruits?**
 - a. Depends on the job*
 - b. For management, they want more experienced people with masters or more*

- c. *When it's operations or less sensitive jobs in hierarchy or organization they usually hire young people like new grads and experience doesn't matter as much as the integrity and seriousness they present*
- 5. Do you take on unpaid interns?**
- a. *Yes depends on the programs (some require more assistance and some don't)*
 - b. *Also if the program requires a lot of assistance they'll hire older more experienced people, not new interns*
 - c. *How many projects do you have going on at once usually*
 - i. *Cannot give an answer rn*
 - ii. *I think at least 10 but that's a rough number*
- 6. When you apply for grants is there a specific person?**
- a. *Yes, usually the managing director or the CFO*
- 7. Can you talk in terms of overall hierarchy?**
- a. *Board with managing director, CFO, other directors, and people who report directly to the 3 directors*
- 8. How often do people meet with their higher-ups?**
- a. *This organization is a pretty chill NGO, they use WhatsApp there's no specific procedure to talk to them, directors are pretty accessible*
- 9. Any quarterly or routine check-in?**
- a. *For projects, they check in every 2 weeks but for anything urgent they call for an extra meeting*
 - i. *Some other programs might meet every week or every day*
- 10. Workload?**
- a. *It's a full-time job but when this NGOP recruits people they go for a specific contract that isn't long or short term*
 - i. *They're service providers*
 - ii. *They manage workload and time how they want*
 - b. They're paid for objectives**
 - i. *Not 9-5 jobs*
 - ii. *Can organize their time how they want*
- 11. Do most people have a second job?**
- a. *It's a full-time job but also not the only job*
 - b. *Having a contract as a service provider allows them to do this*
 - c. *Contracts are hired based on project length*
 - d. *Depending on performance contract is renewed for more projects*
- 12. Is the board full-time?**
- a. *No voluntary and more of a title than a job*
 - b. *Everyday management is done by the managing director and other management*
 - i. *Board is not involved in the everyday stuff*
- 13. Do you find the board helpful?**

- a. *Operations don't have great added value*
- b. *Legally you need 4 or 5 to start and be there at all times*
- c. *Minimum 4 people on the board*
- d. *Need president, general secretary, treasurer, and —*
They don't fulfill what their title says it's just a title really

14. Can the people on the advisory board have functional positions?

- a. *Yes, it is possible but not the case here*
- b. *Initial board members are founding members of NGO*

15. Part-time positions?

- a. *Positions that are specific to a program*
 - i. *Like program directors*

16. Funding----what are some sources of funding and grants?

- a. *Apply to a bunch of different places at once*
- b. *Depends on season and year and opportunities out there*
- c. *As long as the opportunity aligns with values*

Appendix G: Interview Transcript

The following are the notes taken by team members during each respective interview. The interviews conducted followed all guidelines presented by the Institutional Review Board at WPI. Additionally, the final transcripts were approved by interviewers and interviewees for publication.

We are a group of students from America and are conducting research on the operational and financial structure of non-governmental organizations (NGOs) in Morocco. During our time here we are working with Association Anoual to help better their structure and funding. We are reaching out to ask if your organization is willing to participate in our interview. By agreeing to this interview you also consent to being recorded.

This interview is completely voluntary and you may withdraw at any time. Association Anoual plans to use this information to help increase their funding. If your organization is willing to participate in this interview then we will share our findings from any other organization that chooses to participate.

1. Explain job description and job description

- a. *National coordinator*
- b. *In charge of hiring and financials and managing the daily work of the team*
- c. *In charge of financial aspects, signs off on purchases, etc*
- d. *Validates the annual budget report*
- e. *In charge of the preparation of provisional budget*
- f. *Budget provision is linked to the working plan they're in charge of the working plan*
- g. *In charge of coordination work*
- h. *Does coordination work with universities and programs*
- i. *Reporting to partners and studies conducted on impacts of programs*

2. How big is the team

- a. *2 full-time and 1 part-time*
- b. *Positions are administrative financial aspects as well as communicative aspects like emails and phone calls etc*
- c. *Another colleague helps organize and gather results of projects and also helps with the money program*

3. How much time a week do you spend working

- a. *Daily: 8:30 am to 7/8:30 pm Monday to Friday*

4. Does the organization recruit new talent?

- a. *Rn no because covid budget restrictions so no hiring rn*
- 5. How about before?**
- a. *they could use the budget as they wanted but there is optimization work to do and there are a lot of fees to do*
 - b. *So they were a stabilized team of 5... 3 full time 2 part-time*
- 6. Do you get all funding from one place?**
- a. *Yes (EU)*
- 7. Do you have to apply for funding or is it a consistent stream**
- a. *Constant funding but program budget is established for a period of 6 years but every 3 years you can negotiate a new budget depending on projects*
- 8. When you put on a project... each project doesn't have its own grant application?**
- a. *Project funding there are open calls but the organization as a whole they have a consistent budget each project is on a grant to grant basis*
- 9. What are some traits or skills you look for in new hires or employees?**
- a. *Depends on position, capacity to do different things, adaptation to the environment and any situation, Writing skills and communication skills and reactivity to get things done to be helpful to people, perseverance, and technical skills like being able to synthesize information, English is important as well, linguistic skills, French, Spanish, Arabic*
 - b. *Then they need some IT but they outsource it completely*
- 10. What is the level of education needed?**
- a. *Bach or master but for some skills, organization and capacity is more important*
 - i. *For example, they need people who could contribute to ideas and add capacity*
 - ii. *A person who knows the sectors well for NGOs but for other tasks is fine*
- 11. You mentioned having reports and sending them to sponsors or higher-ups is this monthly?**
- a. *Some each a month some are every 3 months also they have annual reports they have financial auditing that they have each year, all financial accounts must be stamped by an external person with that they have to do a morally report*
 - b. *They have a general assembly (board of advisors)*
- 12. Can you go more into detail on that?**
- a. *They don't have a board of advisors and general assembly, it is constituted by higher-ups at their sponsorships*
 - b. *They have an executive board president VP secretary of office and treasurer*

Appendix H: Interview Transcript

The following are the notes taken by team members during each respective interview. The interviews conducted followed all guidelines presented by the Institutional Review Board at WPI. Additionally, the final transcripts were approved by interviewers and interviewees for publication.

We are a group of students from America and are conducting research on the operational and financial structure of non-governmental organizations (NGOs) in Morocco. During our time here we are working with Association Anoual to help better their structure and funding. We are reaching out to ask if your organization is willing to participate in our interview. By agreeing to this interview you also consent to being recorded.

This interview is completely voluntary and you may withdraw at any time. Association Anoual plans to use this information to help increase their funding. If your organization is willing to participate in this interview then we will share our findings from any other organization that chooses to participate.

- 1. What is your job description/role/responsibilities at this NGO?**
 - a. Exec director*
 - b. works as grants officer, asks questions to staff to work together on what they have/need to apply*
 - c. 2 to 3 people work on the development of the grants.*
- 2. How does your organization recruit new members?**
 - a. Based on staff positions that need to be filled, sometimes we have volunteers, sometimes we have interns on projects as well*
 - b. Sometimes paid, depending on what they do*
 - c. Volunteers*
- 3. What do you typically look for in new recruits?**
 - a. Covered... see above*
- 4. What does the structural hierarchy of your organization look like?**
 - a. Board of directors (President, Treasurer, Secretary-General, and VP) who don't see the day-to-day*
 - b. They are the strategic planners because they are the representation. They are made up of experienced people*
 - c. Have to have experience on projects*
 - d. Board is not full-time, completely volunteer work*
 - e. Working staff: 10 people, PMs, Prof Assistant, and a bunch of officers*

- f. The people are a team, the objective is not the titles... they all help each other and there is overlap between the positions*
- g. The association is run by the staff because they are the ones who are there every day... board has big picture responsibilities*
- 5. How often do members/groups of members interact, who do they interact with, and what do these interactions tend to look like? (emails, meetings, Whatsapp, etc.)**
 - a. Monthly meeting with the board, have a direct channel if there's something that needs to be discussed*
- 6. What aspects of your job are the most helpful in terms of fulfilling your job expectations? (Weekly meetings, organization of expected deliverables, etc.)**
 - a. -----*
- 7. How many projects are running?**
 - a. 3 projects*
 - b. All project managers are full-time workers*
- 8. Is there a mentorship program?**
 - a. Month of mentorship/orientation*
- 9. Funding**
 - a. Multiple sources*

Appendix I: Interview Transcript

The following are the notes taken by team members during each respective interview. The interviews conducted followed all guidelines presented by the Institutional Review Board at WPI. Additionally, the final transcripts were approved by interviewers and interviewees for publication.

We are a group of students from America and are conducting research on the operational and financial structure of non-governmental organizations (NGOs) in Morocco. During our time here we are working with Association Anoual to help better their structure and funding. We are reaching out to ask if your organization is willing to participate in our interview. By agreeing to this interview you also consent to being recorded.

This interview is completely voluntary and you may withdraw at any time. Association Anoual plans to use this information to help increase their funding. If your organization is willing to participate in this interview then we will share our findings from any other organization that chooses to participate.

- 1. Can you give us an overview of your job description and title?**
 - a. Worked on multiple projects with different concepts*
 - b. They will send an example excel sheet on finances*
- 2. *Note: the interview shifted away from structured questions to now examining the documents provided during the meeting***
 - a. Currently, they have 2 projects*
 - i. Mini-grants come from ?????*
 - ii. 2020 they did virtual projects so they didn't really have the need to work on the financial side*
 - iii. Social media sites sponsored them in posts or stories*
- 3. When you apply for these grants, who applies –a specific person?**
 - a. Project manager and people that work with them*
 - b. Depending on the project different organization members lead the application process*
- 4. How many people are employed?**
 - a. 12 (not always full time)*
 - i. Because they have students and professionals*
 - ii. They also get help from friends from time to time*
- 5. These connections that you made outside... How were they made?**
 - a. For them, it was through previous projects just meeting people*

- b. *Other members met people through outside opportunities*
 - i. *They also work with other NGOs*
 - ii. *Emailed template from example project detailing all financial needs*
 - 1. *Outlines transportation as well as resources*
 - 2. *Bc project was during covid they included covid 19 preventative measures in their budget like hand sanitizer*
 - c. *They also launch a call for volunteers on Facebook and social media as well as through connections*
- 6. If a donor offers you 1000 for a grant do you get all the money or are there taxes?**
- a. *No taxes*
 - b. *Sometimes they have to give their own personal money to help make money like an NGO budget*
 - c. *If they have leftover funds they ask the donor if they should give back or if they can keep them*
 - d. *They sign contracts specifying funds telling them how much is left and then you ask what they want to do that money, what project they want it to go towards ect*
- 7. So this involves another contract?**
- a. *Sometimes they give 50% of the money to go implement the project and once they start to do that they get the second 50%*
 - b. *Every transaction like that should have receipts*

Now switching to structure questions

- 8. For new recruits are they paid for their work or not?**
- a. *In 1 or 2 projects they got money in others no but they do get reimbursed for food/transportation/ living so sometimes it is voluntary but sometimes it's paid*
 - b. *Internal members are executive board*
- 9. Who makes up the executive board?**
- a. *Internal members are executive board*
 - b. *You create an association but they all agree on who has what role*
 - c. *It's formal on paper but within the company its less formal*
 - d. *You just agree and suggest a person and get it*
- 10. What do these roles consist of?**
- a. *President: represents NGO and signs for everything one who helps take care of financial operations*
 - b. *Other members could help apply for grant applications it doesn't have to be the president*
 - c. *But for signing papers president signs*
 - d. *Depending on the scale of the project there can be more than one project manager per project*
 - e. *Legal papers need the exact name and signature*
 - f. *project managers take on more responsibility than volunteers*

i. They assume risk management

11. For skill sets in positions do you pull from internal or do you pull from people with a certain level of education or experience?

- a. They have good profiles and sometimes feel they need experts with them they pull from people within the network so they don't have to pay, if not they enlist outside networks for money*
- b. They also want younger members to take their own initiatives*
- c. They have weekly meetings for the project manager and exec board*
 - i. Members are open to sharing ideas, relationships are serious*
 - ii. could help apply for grant application it doesn't have to be president*

Appendix J: Interview Transcript

The following are the notes taken by team members during each respective interview. The interviews conducted followed all guidelines presented by the Institutional Review Board at WPI. Additionally, the final transcripts were approved by interviewers and interviewees for publication.

We are a group of students from America and are conducting research on the operational and financial structure of non-governmental organizations (NGOs) in Morocco. During our time here we are working with Association Anoual to help better their structure and funding. We are reaching out to ask if your organization is willing to participate in our interview. By agreeing to this interview you also consent to being recorded.

This interview is completely voluntary and you may withdraw at any time. Association Anoual plans to use this information to help increase their funding. If your organization is willing to participate in this interview then we will share our findings from any other organization that chooses to participate.

1. Who are the people that you interviewed? What were their job titles?

- a. *3 types of people*
- b. *Members of board VP, CFO, president*
- c. *Members of the organization not on board (10) just part of the board like project managers*
- d. *Alumni of organization*
- e. *They asked people to volunteer to get interviewed through a form*
 - i. *For board members, they automatically interviewed them*

2. What was the scope of your work?

- a. *Looked at presentation*
- b. *Organization going through three main phases*
 - i. *Grassroots*
 - ii. *Matured organization*
 - iii. *Professionalized organization*

3. AssociationAnoual's needs?

- a. *Suggest a five-step approach*
 - i. *Diagnosis*
 - ii. *Benchmark (currently in this stage)*
 - iii. *Design*
 - iv. *Syndication*
 - v. *Approval and implementation*
 - vi. *They had an interview guide*
 - 1. *Structure*
 - 2. *Roles and responsibilities*
 - 3. *Operating model*
 - 4. *Skills*
- b. *Heard a lot of talk about the need to restructure the recruitment process*
- c. *Also heard that experience of working at AA is severely dependent on the project manager*
 - i. *People would want to standardize the training process (from interviews)*
 - ii. *Also heard a lot of people talk about the importance of transparency*
 - 1. *Board is not transparent with other members*
 - a. *Not transparent on partnerships*
 - b. *Also financial transparency*
 - i. *Nothing is communicated during the three-year time period*
- d. *Need to do more skills transfers (limited ability to learn these and progress)*
 - i. *New members and new volunteers*
 - ii. *External communications*
 - 1. *Varies from project to project*
 - 2. *There should be someone dedicated to communicating info in the new job structure*
 - 3. *Want to standardize communication*
 - iii. *Some people think that board members should not be involved in exec work*

1. *The board should only focus on strategizing, funding and advertising, and partnerships (people want more communication throughout the year from the board to members, organization updates)*
2. *They want someone to have the role of executive director below the board*
3. *Don't have a formal advisory board*
4. *They want to separate board and executive work*
5. *They have legal obligations*

4. Public utility?

- a. *AA is not a public utility NGO*
 - i. *501 C4 similar*
 - ii. *To become one you need to have your financials certified every year in order to be eligible and you need to provide history for 4 years (they don't meet requirements yet)*
 - iii. *Have an accountant come every year to look at finances*

5. Would public utility help with transparency?

- a. *Not necessarily because the board was not communicating and info would go to the board so technically they don't have to share*

6. Comments: how do you choose PMs?

- a. *Positive comments on actual process*
- b. *A form on Facebook*
- c. *Would be great if the board provided justification for why they chose people*
 - i. *members want to know*
- d. *Roles of people on board are not clear*
- e. *Role of pres and VP is not clear*
- f. *roles/responsibilities of positions was unclear, members want to know who to reach out to for what*
- g. *The only person who is clear is Sara bc it's financials*
- h. *Interviews were conducted a month ago*
 - i. *3 or 4 rounds*

- ii. *Individual interviews for exec and alumni*
- iii. *Group interviews for members that consisted of 4 or 5 people*

7. Comment about evaluations

- a. *They want an evaluation structure to evaluate impact and experience and goals achieved*
 - i. *Would help when securing more funding*

8. Now from board members

- a. *There needs to be changed in the board so differentiation between executive and strategy of board*
- b. *Need for the advisory board (conflicting opinions)*
 - i. *60% said they don't see a need for this*
- c. *Advisory, board of directors, executive staff, then PMs*
 - i. *40% said this would be a major impact*
 - ii. *Advisory board would help with fundraising*
- d. *Need to revamp recruitment process*
- e. *Need to diversify partners*
 - i. *Not directly linked to organizational structure*
- f. *Need to use some of the money we already have*
 - i. *In a bank account, they have a large sum of money saved from previous projects that haven't been used*
 - ii. *People have been suggesting ways to use it*

9. Alumni comments

- a. *Focused a lot on alumni rather than the board itself*
- b. *Want transparency and a monthly digest*
 - i. *How is money spent, and how are projects chosen?*
- c. *Want advisory board*
- d. *They see themselves on the board*
- e. *Current board members don't want that*

10. What was your end goal?

- a. *Find a structure that fits and is sustainable for Association Annual*

11. Is your study associated with McKinsey? If not, is it the same approach you'd use at McKinsey?

- a. Yes, he used principles used at McKinsey*
- b. Used 5 steps which are typical to use*
 - i. 6 part is implementation*

12. What were the key takeaways or common trends that you found?

- a. Answered*

13. If there were major structural changes recommended at the end of your study, how would you plan to go about budgeting moving forward?

- a. Sort of answered*

Appendix K: Survey Responses

Q1: What is your job description/role/responsibilities at Association Anoual?

A1: at the moment I don't have any responsibility

A2: Communication assistant at ALA: establishing com plan, conceptualization des post/visuals , creating new concept (ongoing)

A3: The Vice-President (Board member)

A4: Volunteer

A5: Partnerships and community development of DigiGirlz Morocco

Q2: How are these responsibilities assigned to you?

A1: ..

A2: Good

A3: Through elections that are organized every 3 years.

A4: At this moment I don't have any tasks (I would love to have)

A5: 1. Motivation that the top management have remarked. 2. Showing my interests to this position and project.

Q3: What do you do on a daily basis?

A1: ..

A2: Left Blank

A3: I check on project managers and their groups, answer partners emails and help in the reporting and the outreach to new potential partners

A4: I try to interact on the social media, and help if there's any need.

A5: 1.Looking for potential partners 2. Discussing them with the project manager 3. Preparing proposals

Q4: How do you manage your workload?

A1: ..

A2: Left Blank

A3: I am usually not on lead on my tasks, always on support, so I only handle them when I have free time knowing that I work all week.

A4: Left Blank

A5: 1. Check my task board 2. Give priority to priorities

Q5: What are the most important skills for someone in your position?

A1: ..

A2: Left Blank

A3: Being a good communicator and negotiator, be good at reporting and writing, and be a good leader and inspiration to the members

A4: Engagement, motivation and patience

A5: 1. Good written English skills 2. Good time management 3. Highly skilled in networking

Q6: What do you do when you need help with a task?

A1: I ask someone that have more experience than I am

A2: Left Blank

A3: I get help from people working part time in Anoual and not volunteers, who can and should find time for Anoual when they're free

A4: Left Blank

A5: Communicate my needs with : 1. Project manager 2. Vice president 3. President

Q7: Why/How did you join the Association Anoual?

A1: in 2018 , I was participate in 2 projects

A2: Left Blank

A3: I was a beneficiary of two of their programs, and loved and got inspired from how professional they were and wanted to be like them

A4: to help the community and young people at my age to develop leadership skills and also to develop mine as well

A5: Why ? I believe in social change/Impact through NGOs. How? Through an announcement on Anoual's social media, passed an oral interview and got accepted.

Q8: What is your level of education/previous experience?

A1: s6 English studies

A2: Left Blank

A3: I got my undergraduate degree

A4: Master

A5: Education : Masters Degree

Previous experience :

1. President of Bureau of Student in my 2nd university year
2. Vice-manager of a local public speaking competition (600 participants)
3. Worked with an NGO focused on Art

Q9: What motivates you to do your job?

A1: have a good team

A2: Left Blank

A3: The passion to empower moroccan youth

A4: Left Blank

A5: I'm driven by social impact..

Q10: What other members of Association Anoual do you interact with, what do those interactions tend to look like (emails, meetings, Whatsapp, etc.), and how often do they occur?

A1: Whatsapp , meeting

A2: Left Blank

A3: Board members and project team members, usually through their respective whatsapp groups

A4: Left Blank

A5: President, vice-president, project manager : mostly through WhatsApp, meetings if needed, emails to share documents and important emails I've received.