Marie is from Senegal and lives in a coastal city in the northern region of Morocco called Tangier-Tétouan-Al Hoceima. The area is known for beautiful ocean views and a lively, growing economy. She moved to Morocco six years ago with her two small children. Her sister is ill and Marie is the only person in the family who is able to work. Despite her experience owning a store in Dakar and her official legal registration in Morocco, she has been unable to find work. Most employers are not sure about the legal process to hire migrants and she is not sure how to set up her own shop.

Asmaa KHERRATI, Head of Projects, ES.Maroc.org

“We aim to make those we support the most independent that they can be.”
2315 people were oriented by the Hub to different services and desks. 711 people (397 women, 314 men) received business start-up support and 942 people (436 women, 506 men) received one-on-one support from the entrepreneurship desk tailored to their different needs, experiences and interests. 26 group projects involving more than 78 people were supported via the business incubation programme. Six cooperatives received start-up funding and three years of follow-up technical support. 19 individual entrepreneurs (7 women, 12 men) received financial support.

At the help desk Work Rights, an expert is available during the week to answer and support migrants that have difficulties with their rights or documents. The consultant also supports the entrepreneurs or the enterprises that want to know more about recruitment processes.

Both consultants that work at the Work Rights and Relationships with Enterprises help desks are migrants, which facilitates a good working relationship with other migrants visiting the desk for technical support. Consultants can speak the visitor’s language and understand many of their challenges.

711 people received one-on-one career counselling services (86 migrant women, 99 migrant men, 311 Moroccan women, 215 Moroccan men) at the Business Incubation Desk (HUB) including skills, leadership and empowerment support, job placement, internships, resume writing, interviewing, etc. 26 young people have attended interviews and 13 were placed in a paid internship. The Hub, ES.Maroc social network, matching open jobs with job seekers is followed by 10,000 people, with a significant number of job postings in the IT and information enterprise sectors.
SUCCESS FACTORS

**TIP 1:** Create a strong network with other service providers. By establishing strong partnerships with other stakeholders including the government, private sector, CSOs, other service providers and international organizations, ES.Maroc.org refers people to other places and services where they can get support. This ensures long-term sustainability and self-sufficiency. For example, though they can only provide formal career and business opportunities for people with a regular status, ES.Maroc.org’s network with other CSOs enables them to direct undocumented migrants to other services. The physical centre sits within a wider youth building which provides education, play and community services. ES.Maroc.org thus establishes trust with the community and applies a forward-looking approach while remaining flexible and adapting to changing market and societal dynamics.

**TIP 2:** Tailor services to different kinds of entrepreneurs and professionals. One-on-one support means that the counsellor can adapt the activities and advice to each person’s needs, situation and aspirations. ES.Maroc.org makes dedicated efforts to reach women, for example through dedicated women-only training sessions and by partnering with other women-led and women-only CSOs who have pre-established trust. They also have consultants and coaches who speak multiple languages (French, English, Arabic, Amazigh etc.) to reach people from various linguistic and cultural backgrounds. They continually create new desks and services to respond to newly identified needs.

**TIP 3:** Establish a solid policy environment to facilitate opportunities for all. The ES.Maroc.org approach is made possible through a national policy that enables migrants to register as entrepreneurs or self-entrepreneurs, a policy that only exists in some countries. By setting national frameworks that open opportunities for migrants, communities can thrive. But not everyone in Morocco knows about this policy, so ES.Maroc.org helps to inform migrants, communities and companies of this opportunity. This supports the localization and implementation of the national policy at the local, practical level where it can foster the most change.

**TIP 4:** Go beyond the city - reach out to people living in peri-urban locations, where those most at risk of being left behind may live. In the small villages that ES.Maroc.org cannot reach themselves, they partner with CSOs who are already trusted by families, making women, youth and their families feel safer and more interested in attending training. ES.Maroc.org also ensures proximity support, which mean that the consultants visit rural and peri-urban locations to support women, youth and migrants that do not have access to the services offered in cities.

**TIP 5:** Follow up! ES.Maroc.org counselors ensure that participants’ careers thrive through house visits, tailored monitoring and follow-up which lasts up to 3 years for selected startup grantees and a year for self-entrepreneurs. Dedicated technical support and coaching is not a usual practice because it requires significant capacities and staff, but it makes all the difference. ES.Maroc.org knows how the projects are evolving and can provide not only technical advice but can also connect businesses to different networking opportunities all around the country.

**TIP 6:** Develop skills but also confidence. A key challenge for women, youth and migrant innovators is the confidence and encouragement to go through with their idea. Skills training to build a business plan and a marketing strategy must go hand in hand with building wider soft skills and personal coaching.

**TIP 7:** Integrate your organization’s values into your own business plan. ES.Maroc.org carries out gender sensitivity and respect for the environment training for their staff, and commits to equal pay and flexible working. The team of ES.Maroc.org is composed of seven women and five men, and the implementation of activities is managed by a woman. Diversity within the staff is also ensured through a multicultural team that is comprised of both Moroccans and migrants. They hire young interns themselves to directly contribute to job insertion and training.
These activities have made life better for Marie and her neighbours in Tangier

Marie heard about ES.Maroc.org through a friend. She participated in various training and support provided by the organization. As her confidence grew, she developed more feasible ideas for her own business.

Now, Marie has set up her own cosmetics shop, where she sells and ships all-natural Moroccan cosmetics like argan oil soaps to communities in Western Africa (SDG 1, no poverty).

She has been able to use the profits to pay for her sister’s medical bills (SDG 3, good health and well-being).

She also has been able to send her children to school (SDG 4, quality education).

Moroccan products are in high demand. She is able to fill this market gap because she can combine her access to the best products in Morocco with her extensive community networks and knowledge of the West African market.

This small business allows Moroccan producers to export their products more widely and enhances the economic development of both Tangier and West African communities (SDG 8, decent work and economic growth).

In the future, Marie wants to grow her business and import more West African products like textiles since there is a growing market for this in Morocco, further deepening the trade ties between these countries and supporting her communities to grow (SDG 9, industry, innovation and infrastructure).

ENDNOTES

1 All data is compiled from the last three years (2019-2022).
2 Please note that not all of these activities are exclusively funded by the M4SD Programme. ES.Maroc.org has a business model whereby many different programmes and initiatives fund parts of their work in various ways. M4SD has contributed and sought synergies alongside numerous other projects for maximum results and sustainability.
4 Private sector partners include small and medium sized businesses and banks, such as Dar Al Mokaouil (related to the Attijari Wafa Bank), Capp Gemini, Sitel, Human Marketing Consulting, Marketing Call Center, CNM Consulting, RH Concept.
5 CSO partners include Association Centre des services à la jeunesse Hay Hassani, OJA Association, Takatoul Associatif Association (Tanger), Association Inmaa (Moroccan micro-enterprise support institution), Chifae Association, Scoutsme Hassania Maroc, Corps Africa Maroc.
6 African CSO partners include Corps Africa (Senegal & Africa), ES.Côte d’Ivoire (Côte d’Ivoire), Yeesal Agri Hub (Senegal).

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