

CASE STUDY: Tangier-Tétouan-Al Hoceima, Morocco

Business incubation and employment support for regular migrants and communities

From the **Global Programme on Making Migration Work for Sustainable Development (M4SD)**

KEY WORDS: employment, entrepreneurship, private sector partnerships, gender, youth, whole-of-community



MEET MARIE

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.

THE SOLUTION?

[ES.Maroc.org](https://www.esmaroc.org) was established in 2017. It is a local community-led organization supporting Moroccans and migrants like Marie to set up and develop their own businesses or to find jobs. ES.Maroc.org also works in other Moroccan cities such as Rabat. It is committed to sharing experiences even wider, and through south-south cooperation, staff are already exchanging with Civil Society Organizations (CSOs) from other countries such as Cote d'Ivoire and Senegal.



“We aim to make those we support the most independent that they can be.”

Asmaa KHERRATI, Head of Projects, [ES.Maroc.org](https://www.esmaroc.org)

HOW IS IT DONE?

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

TARGET 16-7



ENSURE RESPONSIVE, INCLUSIVE AND REPRESENTATIVE DECISION-MAKING

Regularly **consult local authorities** who provide grants and programmes to support the entrepreneurship sector; to discuss problems, challenges, new solutions, and to amend laws that block entrepreneurial growth.²

TARGET 16-10



ENSURE PUBLIC ACCESS TO INFORMATION AND PROTECT FUNDAMENTAL FREEDOMS

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.

17 PARTNERSHIPS FOR THE GOALS

TARGET 17-16



ENHANCE THE GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT

At the “Relationships with Middle and Large Moroccan Enterprises,” help desk an expert is available to **establish partnerships with local companies interested in recruiting.** Workshops for the private sector (startups, cooperatives, businesses, etc.) enhance businesses' approaches to ethical principles and socio-economic responsibility and solidarity. They provide training to help businesses and recruitment agencies navigate the law to hire migrants.

TARGET 17-17



ENCOURAGE EFFECTIVE PARTNERSHIPS

This is a whole of community approach, with partnerships between the **local government** (regional government of Tangier), the **national government** (Directorate of Migration Affairs of the Ministry of Foreign Affairs, African Cooperation and Moroccan Expatriates), **local organizations** (ES.Maroc.org, youth organizations, CSOs), **local businesses** and the support of the **UN** Migration Agency, IOM, and **UN** Development Agency, UNDP.

10 REDUCED INEQUALITIES

TARGET 10-2



PROMOTE UNIVERSAL SOCIAL, ECONOMIC AND POLITICAL INCLUSION

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.

8 DECENT WORK AND ECONOMIC GROWTH

TARGET 8-3



PROMOTE POLICIES TO SUPPORT JOB CREATION AND GROWING ENTERPRISES

2315 people¹ 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.

TARGET 8-5



FULL EMPLOYMENT AND DECENT WORK WITH EQUAL PAY

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.

1 NO POVERTY

TARGET 1-2



REDUCE POVERTY BY AT LEAST 50%

By hosting an annual Salon for Employment ES.Maroc, **over 500 job seekers and entrepreneurs are better connected**

to career, business and market opportunities with over 5,000 visits online, 1,000 visits to in person stands and over 104 business exhibitors. More than 250,000 people were reached through social network posts about the two editions of the Salon for Employment ES.Maroc. More than 36 conferences and workshops were held during the Salons to involve the private and public sectors but also to support entrepreneurs, enterprises and job seekers.

4 QUALITY EDUCATION

TARGET 4-4



INCREASE THE NUMBER OF PEOPLE WITH RELEVANT SKILLS FOR FINANCIAL SUCCESS

70 people **registered as individual entrepreneurs** (receiving a card) with the support of the consultants. 109 people (52 women, 57 men) **opened their own business** using the skills they gained through support from the project. Businesses range from restaurants, sewing, cosmetics, painting, agriculture, eco-tourism and green businesses. Other support provided includes financial inclusion and access to loans, mentoring to establish business plans, marketing strategies and sales, etc.



SUCCESS FACTORS

TIP 1: Create a strong network with other service providers. By establishing strong partnerships with other stakeholders including the government,³ private sector,⁴ CSOs,^{5,6} 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 means 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.



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.
- ³ Government partners include Tangier-Tetouan-Al Hoceima (regional government), Municipality of Al Hoceima, Municipality of Tangier; Co-operative Development Board (ODCO), National Office of the Agricultural Council (ONCA- Tanger & Rabat), Entraide Nationale, Ministry of Youth, Culture and Communication, Ministry of Craft (Rabat, Salé, Kenitra), Anapec, Ministry of Foreign Affairs Migration Department, National Office of the Agricultural Council.
- ⁴ Private sector partners include small and medium sized businesses and banks, such as Dar Al Mokaouil (related to the Attijari Wafa Bank), Capgemini, 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, Scoutisme 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).

These activities are made possible through the [IOM-UNDP Global Programme on Making Migration Work for Sustainable Development \(M4SD\)](#), a global programme operating in 11 countries from 2019-2023. The Programme is funded by the Swiss Agency for Development and Cooperation (SDC). Read more about [Morocco's activities](#).

This publication was issued without formal editing by IOM, IOM Publications Unit (PUB) approval for adherence to IOM's brand and style standards, or official translation by TRS Unit.

© IOM and UNDP 2023. All rights reserved. Written by Audrey Hickcox, inputs provided by IOM, UNDP and partners, designed by Diana De León.



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

**Swiss Agency for Development
and Cooperation SDC**