



# MAKE IT WORK IN MOROCCO

## Program Benefits, Target Group, Eligibility & Selection Criteria

enpact



Supported by  
**Invest for Jobs**  
Opportunities for Growth in Africa

Implemented by  
**giz**  
German Technical Cooperation

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## A. Program Benefits

### A.1 For SMEs

- Participate in an in-depth assessment of your business model, team structure, and growth vision to refine your value proposition and internationalization strategy.
- Join a two-day bootcamp in Morocco with peers and international startup mentors to exchange knowledge and build connections.
- Be matched with a regional or international mentor for **six months** of dedicated support.
- Access a **two-month hybrid learning track** covering EU market entry strategies, international sales, HR scaling, regulatory frameworks, and sustainable business practices.
- Join an **all-expenses-paid market discovery trip to Berlin in April 2026**, including ecosystem visits, meetings with potential clients and partners, and sector-focused networking opportunities.

### A.2 For Mentors

- Accelerate professional and personal development through new cultural and market experiences.
- Support Moroccan entrepreneurs in building sustainable models and accessing the German and EU markets.
- Develop intercultural competencies and gain insights into the Moroccan entrepreneurial landscape.
- Participate in networking opportunities in Morocco and Germany.
- Take part in **two fully funded trips to Morocco** throughout the project.
- Join enpact's expert database and international network of 1,100+ impact-driven professionals.

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## B. Target Group

### B.1 Target Group 1: SMEs (up to 10)

Participants should:

- Run a small-to-medium-sized enterprise with **at least ten employees**.
- Demonstrate strong internationalization potential.
- Have scalable, innovation-driven business models.
- Be formally registered and show clear traction in the Moroccan market.
- Demonstrate potential and commitment to sustainable job creation.
- Operate with a **tech-first or digital-first** model (e.g., fintech, edtech, healthtech, e-commerce, agritech, mobility).
- Be women-led or have gender-balanced teams.
- Show commitment to diversity and inclusion, especially concerning persons with disabilities.

### B.2 Target Group 2: Mentors (up to 10)

Mentors should be intrinsically motivated senior entrepreneurs, investors, or executives and have:

- Practical experience scaling SMEs in B2B or B2C sectors, including support for early-stage market entry and EU-focused expansion strategies.
- Sector-specific knowledge relevant to digital innovation, mobility, fintech, or climate tech.
- Ideally:
  - Familiarity with the Moroccan or broader SWANA entrepreneurial landscape.
  - Understanding of cross-border growth challenges and market integration.
  - French-speaking

## C. Eligibility Criteria

To qualify for the **Make it Work** program you must meet the following criteria:

### C.1 On a personal level (for SMEs)

These criteria apply to all applicants (entrepreneurs and mentors):

- You are at least 18 years old.
- You are residing in Morocco.
- You demonstrate sufficient English language skills to fully participate in all project activities.

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- You are a legal representative or hold a key leadership position within the business or organization.
- You are a legal representative or employed in a key position<sup>1</sup> in the business.

## C.2 On a business level (for SMEs)

Your business must:

- Be legally registered in Morocco.
- Be classified as a small-to-medium sized enterprise with **at least ten employees**.
- Operate primarily in Morocco and demonstrate traction in the local market.
- Be majority-owned (over 50%) by Moroccan individuals or organizations.
- Operate in tech-first or digital-first sectors such as fintech, edtech, healthtech, mobility, e-commerce, agritech, or climate/green technologies.
- Demonstrate strong potential for internationalization, particularly toward the EU/German markets.
- Show commitment to sustainable job creation and inclusive employment practices.

## C.3 Mentor Eligibility

Eligible mentors must:

- Have practical experience scaling SMEs in B2B or B2C markets.
- Demonstrate proven expertise supporting early-stage market entry and expansion, particularly toward European markets, including Germany.
- Possess sector-specific knowledge aligned with digital innovation, mobility, sustainability, fintech, or climate tech.
- Experienced in cross-border growth.
  - Ideally, be familiar with the Moroccan or broader SWANA ecosystem

French fluency is an asset (not a requirement).

## C.4 Restrictions

You may not be eligible if:

- Your business/organization is inactive, under liquidation, or bankrupt.
- You or your business/organization is under investigation for corruption or legal misconduct.
- Your business operates in prohibited sectors, including military, defense, or extractive raw materials.

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<sup>1</sup> Key positions in a business/organization are those personnel positions without which the business/organization cannot be continued, or can only be continued at the cost of considerable losses in turnover or overloading other personnel positions. In the context of this project, key positions furthermore refer to positions working on the strategic goal of EU expansion, such as international business development.

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- Your business has shareholders based in or tied to sanctioned territories.
- More than one representative from the same business applies (only one may participate).

## D. Application & Selection Process

An application form for SMEs and mentors is available on the Make it Work website. It can be filled out in English, which takes about 20 minutes. The application deadline is **January 15th 23:55 CET**.

After an application is successfully submitted, the enpact team will evaluate it using the four-eye principle, assessing the applicant's suitability for the program based on the eligibility and selection criteria.

The top-scoring eligible applicants will be invited to submit their documents via a second questionnaire. They will be invited to an online interview to present their business and motivation for participating in the program.

From the interviewed candidates, the top 10 successful applicants will be selected as program participants. The final selection will be communicated at the beginning of January 2026.

This is a list of documents that you will be asked to submit as part of the second questionnaire:

- National ID or passport.
- Business registration certificate.
- Proof of traction (e.g., revenue, contracts, partnerships).
- Organizational structure and stakeholder information.
- CV/Resume of the applicant.

## E. Selection Criteria

### E.1 The applicant and business demonstrate convincing potential for growth and scaling to and in the EU market. (30%)

Evaluates whether the business has the maturity, traction, and strategic vision required to expand into the EU/German markets.

- Demonstrated traction: revenue growth, number of clients, contracts, partnerships, or validated product/service.
- Clear articulation of internationalization goals, including readiness for EU/German expansion.

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- Relevance of product/service to both Moroccan and European markets.
- Evidence that the business model can generate revenue and scale internationally.

## E.2 The applicant shows motivation and commitment to expanding to the German market and actively participating in the program. (20%)

The application is well-crafted, answers are elaborated, not generic ChatGPT answers, and convey an attitude of commitment. All documents are in order.

- Application demonstrates commitment, thoughtful and specific answers, and strategic clarity.
- Applicant shows strong motivation to benefit from mentorship, training, and market access.
- Leadership commitment to allocating time and resources to project participation.

## E.3 The applicant and his/her business will clearly benefit from the program. (20%)

Determines how much the SME stands to gain from participating.

- Clear articulation of how the program's training, mentorship, and international activities will accelerate business growth.
- Business does not already have extensive international networks, which ensures the program adds significant value.
- Alignment between business needs and project offerings: sustainability support, EU market access training, and mentoring.

## E.4 The business is profitable, growing and has a positive future outlook. (30%)

Assesses the financial stability, operational capacity, and whether the business is structurally ready for scaling.

- Financial health indicators: positive outlook, revenue growth, stability.
- Strong operational systems: HR, sales, operations, and management.
- Clear internal capacity to absorb new opportunities and scale sustainably.
- Clear potential to create **stable, decent, and inclusive jobs**.

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## Bonus criteria:

### E.5 Support of Diversity, Equity & Inclusion (10%)

- Women-led businesses or gender-balanced teams.
- Active inclusion of persons with disabilities—either within the business or through product/service impact.
- Demonstrated efforts to promote equity in recruitment, leadership, or community engagement.

### E.6 Environmental, Social & Economic Impact (10%)

- Business creates a measurable positive impact in any of the following domains:
  - Climate/environmental sustainability (e.g., Climate Tech, Green Tech).
  - Social development and inclusive employment.
  - Economic empowerment or ecosystem strengthening.
- Integration of sustainable practices, particularly climate-conscious and green business approaches.
- Contribution to Morocco's **New Development Model (NMD 2021)** and broader climate, environmental, or social impact outcomes.

### E.4 Regional or Structural Displacement / Underserved Regions (10%)

- Applicant or business is based in or significantly caters to underserved Moroccan regions.
- Businesses supporting communities facing structural disadvantages receive additional consideration.