

Promoting Social Entrepreneurship in Morocco: The case of NIHD¹'s projects in Ouarzazate

Jabrane Amaghous^{1,*} & Jihad Ait Hssain²

¹FSJES, Cadi Ayyad University, Marrakech, Morocco

²Project coordinator, FBR Employment Program, Morocco

*Corresponding author: FSJES, Cadi Ayyad University, Marrakech Morocco. E-mail: jabrane_widadi@yahoo.fr

Received: December 10, 2021 Accepted: December 20, 2021 Published: December 22, 2021

doi: 10.5296/rae.v13i4.19369

URL: <https://doi.org/10.5296/rae.v13i4.19369>

Abstract

The aim of this paper was to identify key issues facing social entrepreneurship in Morocco through the study of five social enterprises in the province of Ouarzazate in order to evaluate the current situation of this sector and explore its different challenges as well as its future in terms of promotion, development and sustainability.

The findings show that the problems and challenges that social enterprises face prove the fact that this accompaniment is not enough or not efficient. Therefore, there are cases of cooperatives who are struggling to survive because of given to them at the start of their activity was not helpful. Reinforcing the capacity-building trainings and mechanisms for social entrepreneurs will enable them to gain a better knowledge and abilities of increasing their chances of succeeding their projects and make them viable.

Keywords: social entrepreneurship, NIHD, Morocco

¹ National Initiative for Human Development

1. Introduction

According to the review of the World Bank (2016), Morocco's NIHD was entirely carried through with respect to geographical coverage and target areas, and was proven to be a learning chapter during which emerged a number of performance related issues such as planning, execution, design and examination.

NIHD's aim to shift resources towards marginalized areas and empower beneficiaries to plan the distribution of such resources follows a dynamic approach. On top of the necessity to ameliorate the geographical focus of resource allocation, a step that was carried out during NIHD2, targeting performance problems arising from NIHD1 compromised the vast range of participation procedures leading to ineffectively identifying sub-projects. Under the first phase of the program, this was mainly an outcome of the novelty of such program and the abilities of the contributors, notably at local scale. Though the initial phase experience was of benefit to NIHD2, capacity problems were meticulously tackled down during NIHD2. Moreover, the lack of decentralization regarding line ministries budgetary decision making hindered the program's intent of enhancing the better distribution of such ministries' investments towards marginalized areas. The general advance towards further decentralization as well as the creation of regional coordination units helped delegate decision making and facilitate inter-sectoral coordination.

At the outset of NIHD1, the multifaceted institutional framework introduced a risk of delay in implementation, with respect to execution, which did not materialize in the initial phase. Incipiently, it was expected that the central allocation funding, programming activities locally and provincially by adopting participatory approaches and the large scale driven execution of local project sponsors could obstruct progress. NIHD1 stood against this risk by way of ad hoc methods designed to streamline cumbersome implementation procedures as well as via performance development aimed at the relevant project management personnel.

NIHD1 initially raised concerns regarding the sustainability of infrastructure investments to which NIHD2 responded with further focus on sustainable inclusion of criteria necessitating meticulous O&M plans at project selection and the implementation of rigorous norms to constructions.

The data from DAS (2016) show that the biggest part of the budget was dedicated to the territorial upgrading program with a total target population of 21 000 given the huge shortage in the basic infrastructure as well as the access to social services in the province, for that, important projects were established during this period in order to catch up on the deficit in this domain.

In addition, the rural program has also contributed to the development of 39 100 beneficiaries in rural areas as it was allocated a sum of 90.324.500 MAD that was dedicated to fund projects that are meant to improve the quality of life for the rural population. Also, the Cross-Cutting Program had an important impact on the population as it was dedicated to social enterprises that had the opportunity to fund their income generating projects, the total sum allocated to this program was 71.677.216 MAD distributed on funding 345 projects in Ouarzazate for the profit of 17 355 beneficiaries.

The second section deal with a literature review, the third section present the methodology. The fourth section provide main results, the sixth concludes.

2. Literature Review

2.1 *The Significance of Social Entrepreneurial Ecosystem*

The economic prosperity of the Silicon Valley sparked the interest of scholars and entrepreneurship enthusiasts, shedding light on the significance of various ecosystem elements in the entrepreneurs' development. According to Isenberg (2010), "the entrepreneurship ecosystem consists of a set of individual elements such as leadership, culture, capital markets and open minded customers that combine in complex ways. In isolation, each is conducive to entrepreneurship but insufficient to sustain it. Engaging private sector, modifying cultural norms, removing regulatory barriers, encouraging and celebrating successes, passing conducive legislation, being judicious in emphasizing clusters and incubators, subjecting financing programs to market rigors, and, above all, approaching the entrepreneurship ecosystem as a whole will allow governments to create economic growth by stimulating self-sustaining venture creation." Isenberg emphasizes that all components of each entrepreneurial ecosystem require complementarities and coordination in order to maintain and ensure positive economic growth.

Accordingly, this can also be applied to social entrepreneurship. Defined as one category in the class entrepreneur, social entrepreneurs need a favorable environment to have a better impact. According to Brouard et al. (2012), developing social entrepreneurship, there exists a number of challenges: legal framework, associated infrastructure, endorsement for social innovation, financial support, traineeship, promotion, communication and evaluation. These elements represent the components of the entrepreneurial ecosystem that surrounds the social entrepreneur.

Ecosystems are additionally characterized by several other traits which are equally essential in the founding and continuous success of social entrepreneurs. These traits embody the aspects that make an entrepreneurial ecosystem favorable for the foundation and development of social endeavors, they include: variety in resource contributors, adequate support organizations, the ecosystem culture, and a hospitable entrepreneurial learning setting. Each of these characteristic is examined in turn.

2.2 *Diversity in Resource Providers*

A crucial characteristic of the entrepreneurial ecosystem consists of the diversity of its participants' types, demographic attributes and motives as it would influence aspects suchlike the system's adaptability to internal and external disturbances. For instance, an ecosystem containing a variety of founded firms (e.g., high- and slow-growth ventures, micro-enterprises) belonging to different industries would be more prone to survive changes in the market climate and conditions that drastically influence the profitability rate of a particular industry, segment, etc.. Nonetheless, failure to address the heterogeneity of the ecosystem participants such as

developing skilled and unskilled personnel could hinder such ecosystem's perseverance towards disruptions.

Furthermore, a diverse entrepreneurial ecosystem will enable social entrepreneurs within the system to found and expand social enterprises for multiple reasons. Firstly, social entrepreneurs will benefit from a large array of funding options and therefore receive financial support from different investors as opposed to conventional entrepreneurs who usually establish for-profit companies integrated as LLCs. social entrepreneurs access a broader range of legal structures which involve non-profit, for-profit and hybrid forms thereon spanning all sorts of early stage investments including impact investors.

Correspondingly, social entrepreneurs who established their business as non-profits (or certain forms of hybrid foundations) seek funding from non-profit investors such as private humanitarian organizations, to maintain a durable and sustained venture. as opposed to traditional or impact investors, conventional non-profit investors do not require financial returns on their investments. It stands to reason that since no financial return is expected, these “ investments” may as well be considered donations. Although private foundations may offer grants to nonprofit social enterprises, they often prefer investing in traditional nonprofit organizations which are non-business oriented. In spite of that, several forward thinking firms are willing to invest in social ventures given their business sustainability and innovative strategies. Overall, an ecosystem which offers an vast array of investors is undoubtedly beneficial for the prosperity of social ventures.

2.3 Support Infrastructure

Much Like conventional entrepreneurs, social entrepreneurs benefit from an array of support system organizations including incubator firms and accelerators which provide entrepreneurs with office space, training, consultancy, and other support services. On the other hand, such support organizations can also promote social entrepreneurs by providing programs created specifically with respect to the founding of social enterprises considering that such programs are particularly essential for individuals who often pursue social entrepreneurship from non-business backgrounds as in the case of social workers. Accordingly, the creation of a social venture represents an entrepreneur's first step into business and thus may require business-oriented assets in the founding and development of a sustainable business model. Besides promoting the concept of social entrepreneurship among individuals perusing options to address social issues, support organizations programs can as well offer beneficial services and mentorship to social entrepreneurs wishing to enhance their business skills.

2.4 Ecosystem Culture

The culture of an entrepreneurial ecosystem is comprised of principles, ethics and knowledge which is shared amid the participants of such ecosystem. Even though culture evolves from the recurring interactions among the individual actors in a system, it can equally impact the behaviors of ecosystem participants. To illustrate, if the ecosystem spurs altruism and philanthropy actions, this can evidently boost the prospect of individuals becoming social entrepreneurs or incorporating a social-oriented vision into a business considering such values

represent exactly the foundation of social entrepreneurship. Similarly, a culture which encourages entrepreneurial behavior and innovation as well as the significance of social value creation will spur social entrepreneurship activity since it will fall in harmony with the motivations of social entrepreneurship driven individuals.

In the same sense, an entrepreneurial activity can be impacted by the culture of an entrepreneurial ecosystem via the “simple rules” (Davis, Eisenhardt, and Bingham, 2009). Such rules regulate the micro-interactions among ecosystem participants. If the interactions are based on simple rules such as “teamwork”, “altruism”, and “unity”, then the likelihood of social entrepreneurship is increased and vice versa. Altogether, the culture which governs an entrepreneurial ecosystem profoundly influences entrepreneurs and can either promote or discourage social entrepreneurship.

2.5 Vicarious Learning

Social entrepreneurs often make an early-stage misstep by overinvesting in pursuit of social missions rather than establishing a well-founded business model, which results in a large sustainability issue.

The root cause of this mistake stems from not having other established entrepreneurs to learn from; expressly, social entrepreneurs can reap great benefit from vicarious learning, defined as one species of the genus organizational learning that relies on the observation of the methods and outcomes of other ventures.

If an entrepreneurial ecosystem contains a sufficient number of conventional entrepreneurs or, perhaps more importantly, a sufficient number of successful, serial entrepreneurs, then this can represent an important source of vicarious learning for social entrepreneurs. As described, it is common for individuals to enter social entrepreneurship from non-business backgrounds (e.g., social services). Such entrepreneurs may have deep understandings of the social problems they are addressing, but they can struggle to formulate a viable business model (Roundy, 2014b). A vibrant entrepreneurial ecosystem will have a variety of firms at all stages (Neck et al., 2004), which can be sources of vicarious learning for prospective early-stage social entrepreneurs.

It is posited that the existence of an adequate number of traditional entrepreneurs, even more importantly, successful serial entrepreneurs, can vastly impact the experiences of early-phase entrepreneurs which aforementioned often set foot in social entrepreneurship from non-business backgrounds. Their deep knowledge of the social problems presents an important asset but such entrepreneurs may still struggle to establish an efficient business model.

Therefore, a vigorous entrepreneurial environment that contains a rich stock of human capital can positively affect social entrepreneurs through observational learning. In fact, such capital can impact and spur social entrepreneurs via direct means. That is, human capital from conventional entrepreneurs can be applicable to social entrepreneurship in several ways including as follows. Firstly, conventional entrepreneurs which exit their ventures (e.g., through successful outcomes), they can enter social entrepreneurship. That is, the number of entrepreneurs within an ecosystem can represent a potential supply of social entrepreneurs. Secondly, a dynamic entrepreneurial ecosystem can enhance and refine the skills of the

participants in an early-stage venture. Accordingly, in such ecosystems which contain an ample supply of skilled employees, social entrepreneurs can benefit from their understandings to achieve a thriving social venture.

3. Research Method

3.1 Internship Activities

The practical part of this research was done in the Social Action Division in the province of Ouarzazate where one we spent more than three months to understand practically the work of the National Initiative for Human Development. In this period, WE had the chance to interact and communicate with many of the city's leaders and decision makers allowing me to examine closely how the local public affairs are being managed and run by the politicians as well as the administration's role in addressing and handling certain issues in collaboration with other parties. Also, WE was able to observe and analyze the needs and concerns of the local population especially in the social domain given that we spent a part of the internship in the communication department where most of work done is to welcome people and listen to their problems and try to guide and advise them. Furthermore, during the other part of my internship, WE spent some time working in the Monitoring & Evaluation Department where WE learned the methods and tools used by NIHD in order to provide a follow-up service to all the funded projects so as to measure their progress and see their compliance with the objectives set.

In fact, my internship period coincided with the launch of the Third Phase of the National Initiative for Human Development (NIHD 3). Therefore, WE participated in performing several tasks including the work of preparing a general diagnosis of the province by collecting data from communes and external departments and then processing it by sorting and organizing it in tables in order to better use it by the national coordination of NIHD in Rabat. In the same context, WE also attended many of the CPDH meetings which were held with the members of the comity as well with as the governor of the province in order to discuss the general orientations and future strategies of the third phase.

Also, WE had the chance to discover and learn about a lot of administrative procedures especially those of the public procurements by going with the staff in some reception missions where many projects were finalized and submitted to the beneficiaries as well as some bids opening sessions of several projects in which WE gained an importance experience in terms of the projects' selection process.

Finally, the period WE spent in DAS allowed me to take full advantage of NIHD's experience and programs in order for me to do my research in the best conditions as WE had access to the database which helped me to get all the information WE needed to elaborate my analysis as well as the contacts WE was given by the staff so as to make it easy for me to do the surveys and the field research.

3.2 Research METHodology

In order to study social entrepreneurship in the province of Ouarzazate, WE chose to do my

internship in the national initiative for human development given that it represents one of Morocco's key strategies to promote S.E at the national level. For that, integrating in the social action division has given me the opportunity to examine the local cooperatives and see their performance in terms of their participation in socio-economic development of the local population.

In fact, there are three methods that can be used to approach a study; quantitative, qualitative or the combination of the two which is often referred to as a mixed-method. In the first one, researchers have specific hypotheses and then tend to collect data in order to analytically test them which means that they employ an inductive approach in which data is collected first, and then they try to derive explanations from them; in other words, it is the empirical observation of a phenomena through collecting quantifiable data and executing statistical, mathematical or computational methods. The second method is qualitative as it aims to report the story of a specific group's experiences from their own perspective and in their description. Therefore, it focuses on a narrative approach (whilst a quantitative research's main focus is on numbers). As such, the qualitative research relies mainly on an exploratory methodology, trying to establish deep insight into how individuals or organizations experience aspects of their worlds.

As for the mixed method, it is focused on conducting research that involves collecting, analyzing and integrating data which means combining quantitative and qualitative research. This technique is used when this integration builds a better understanding of the research problem than either of each alone.

The research approach that was followed for the purposes of this research was the qualitative one. In this inductive approach, researchers begin with specific observation, which is then used to produce generalized theories and conclusions drawn from the research. The reason for choosing the inductive approach was that it is the most appropriate method for small samples that produce qualitative data and also for its ability to deeply probe and obtain rich descriptive data about certain social phenomena as well as for it being appropriate for situations in which detailed understanding is required (human factor).

3.3 Data Collection and Research Process

As for data collection, a semi-structured questionnaire was the main tool used during the conduction of the research, which WE prepared and used as a guide for the individual and group interviews, but during the meeting with the managers of the cooperatives, additional questions were made and asked so as to guide them towards the satisfaction of my research objectives.

Meetings were held during the month of June of 2019 with the managers of the chosen cooperatives. More concretely, WE contacted and requested them to take part in the research upon offering a detailed explanation of the nature and the scope of the study. The respondents were generally eager to join the research and the interviews were conducted in the last two weeks of June. The discussions took place at the offices of the cooperatives and lasted approximately 45 minutes to 1 hour during which WE mainly kept notes in order to help me later in better analyzing the gathered data.

The interviews were conducted according to the structure of the questionnaires which were mainly divided into four sections; questions about the activity of the cooperatives, the culture of social entrepreneurship, accompaniment and others about NIHD's support. This qualitative method has allowed me to explore and discover all aspects of my problematic which has to do with the situation with S.E in the province of Ouarzazate through the study of this sample of five cooperatives and take a deep look on the problems and challenges they are facing to develop and sustain their activities.

3.4 Research Field Description

3.4.1 Demographical Characteristics

The province of Ouarzazate was created by the Royal Decree in march 20th 1956, it is a predominantly rural subdivision of the administrative region Drâa-Tafilalet in the south east of Morocco covering an area of 19 464 km². According to the 2014 General Population and Housing Census (RGPH), the legal population amounted to 297 502 inhabitant in 2014 representing 18.2% of the regional population.

The province of Ouarzazate is divided into 17 communes, two of them are urban, Ouarzazate and Taznakhte; and the other 15 are all rural: Siroua, Znaga, Ouisselsate, Ait Zineb, Amrzgane, Toundoute, Telouate, Skoura Ahl Louest, Idelsane, Ghassate, Ighrem Nougdal, Khouzama, Tidili, Tarmigte and ImiN'oulaoune.

Also, the urban population of the province evolved considerably throughout the period between 2004 and 2014 rising from 32.1 % to 38.2% but in spite of this progression, Ouarzazate retained its rural character as 61.8% of the total population of the province lives in rural areas which goes beyond the national level that is 39.6 % in 2014.

As for the rate of the active population (age between 15 and 59) in the province, it represents 60.5 % of the total provincial population which means that more than half of the inhabitants are active and constitute an important work force that can participate actively in the economic development of the province as it is said that "a country's greatest wealth is its people".

3.4.2 Educational characteristics of Ouarzazate

According to the same RGPH 2014 report, the rate of illiteracy was about 33.9% in the province of Ouarzazate in 2014 while it was 46.9% in 2004. This fall of the rate is due mainly to the efforts of the government to eradicate illiteracy both in the national in local levels in the kingdom. Also, this phenomenon has reached a rate of 34.5% in the region and 32.2 % in the national level.

The examination of this phenomena showed that despite all the efforts made, it is still high and persists more in rural areas with 42.6% of the population still being illiterate and 19.7% in urban areas. In addition, 29.2% of the illiterate urban population are women and 9.9% are men, as for rural areas, 50% of illiterates are among women and 28.1% are all men.

As for the rate of primary school enrollment, 96.7 % of the kids between the ages of 7 and 12 had access to education in the province in the school year 2013-2014 but when it comes to the

residence area, the rate lower is rural areas (95.6%) compared to urban areas (98.4%) and it is also higher for boys in rural areas compared to girls (96.6% and 94.6%, respectively).

3.4.3 Economic characteristics of Ouarzazate

Ouarzazate's unemployment rate in 2014 reached 12.3%, which remains fairly low in comparison to the regional and national rates (respectively 15.5% and 16.2%). in terms of communities, an 18% rate was recorded in urban areas as opposed to 8.7% in rural areas. As for gender, women consist 20.2% of the unemployed population compared to men (10%).

Concerning economy, the province of Ouarzazate relies on agricultural and tourism activities. There are several attractions and touristic spots which visitors find interesting, not to mention Ouarzazate's renowned movie production studios where several famous films have been filmed such as *Gladiator*.

The geography of Ouarzazate constitutes an essential aspect of its uniqueness. Its position in the south gives the province distinctive characteristics. For instance, the pristine landscapes surrounded by mountains offer some picturesque views however create issues to the rural residents by limiting their income generating activities to mainly agriculture. Also, the transportation means lack due to the difficult nature.

Nowadays, the inhabitants continue to endure marginalization as they complain about the lack of access to infrastructure, safe drinking water and dependence on the center. Furthermore, the cinematographic heritage suffers exploitation from business people who employ the population under terrible working conditions unaware of the importance of their environment and its great potential of hosting all sorts of films. This potential goes by unnoticed while it could be developed to offer the youth a source of income without feeling the need to seek employment in larger cities.

3.4.4 Social Problems

The human development index at the provincial level (0.37) indicates an accumulated delay in accessibility and access to basic services. Only the towns crossed by the national roads No 9 and No 10 show a level relatively sufficient compared to the national rank (0.53) or the regional one (0.48).

Also, human development indicators inform us about the degree of vulnerability of the human context. Similarly, the vulnerability of natural environment comes from the precarious ecosystem of the oasis and the natural resources in general.

Furthermore, Ouarzazate is becoming dynamic in terms of economic activity but paradoxically, it's losing its population because the activities promoted in the zone are not enough to absorb the workforce coming from the huge surrounding rural area. Therefore, rural emigration, a striking feature of the territory, is the result of the phenomenon of desertification which shows an imbalance between population and natural resources, under-equipment and recurring drought periods.

In addition, oasis farming no longer provides enough resources for the growing inhabitant

numbers as they exert a pressure on the limited natural resources causing many social problems such as poverty.

Also, in terms of water resources, the first conclusions make it possible to say that the region is facing a triple challenge: the water resources are growing rarer, a rapid increase in needs of the population and a modification of the quality of water together with soil salinization problems. Water needs are becoming more urgent at level of agglomeration as well as in rural areas.

4. Result and Discussion

The results of the study are structured in the tables below so as to make their analysis and interpretation easier, therefore each table contains the answers to questions which tend to share the same context.

4.1 Activities of the Social Enterprise

The first part of the analysis deals with the basic information and activities of the cooperatives, it is therefore divided into three tables; the first one contains the answers to question about the creation date, the place and the sector of activity; the second provides an insight into the situation the adherents of the cooperative such as their gender and their educational status; the last table includes all the information that has to do with their economic activity which means the annual sales, the location of their suppliers etc.

4.2 Basic Information

The goal of this study is to assess the situation of social entrepreneurship in Ouarzazate and identify the key issues and problems facing it. Therefore, WE have selected five cooperatives which are all operating in the province of Ouarzazate; one of them is in the urban commune of Ouarzazate and the other four are all working in rural areas.

As it can be seen from the table below, all the investigated cooperatives were created in the period between the end of the first phase of NIHD and the beginning of the second one, which means it's the period when people started to know more about NIHD as a supporter for their projects. In fact, there are several cases of cooperatives that were created just to benefit from the financial support of NIHD, and this might be due to the lack of governmental support for this domain of activities in the past.

Besides, most of the local cooperatives are operating in rural areas because the population there is the one who's economically and socially economic vulnerable and since agriculture and handicraft are the two main activities pursued in those areas, people usually go for agricultural cooperatives and those of handicrafts in order to improve their living conditions.

Three out of five of those cooperatives (1, 4 and 5) switched their legal form from associations to cooperatives and when asked why, their managers said that when they decided to make a profit out of their activities, they had to look for a suitable model for their business so they chose the cooperative model.

The table below illustrates these conclusions.

Table 1. Basic Information about the Cooperatives

	Cooperative 1 COROSA	Cooperative 2 BEZZAZ	Cooperative 3 ZNAGA	Cooperative 4 ATTAHADI	Cooperative 5 SKOURA
Creation date	2008	2011	2009	2012	2013
Commune	Urban: Ouarzazate	Rural: Siroua	Rural : Znaga	Rural : Tarmigt	Rural: Skoura
Sector of activity	Food industry (Goat cheese production and goat breeding)	Agriculture (Cultivating and selling pure Saffron)	Handicraft (Weaving and selling Amazigh carpets)	Handicraft (Multi-craft: Jewellery, textile, carpets..)	Food industry (Production of table olives)
The purpose of the cooperative	To Provide rural women with a source of revenue	To develop and promote Saffron and other local agricultural product	To support rural women through promoting Amazigh carpets	Improving life conditions for disabled people	To Develop a new activity of table olives production that is organic

Source :

The study showed also that the cooperatives have increased in their number of adherents except for the fourth one of handicrafts whose members are all disabled people. Therefore, WE asked the manager about the reason of the decrease of the members as they were 32 at the beginning and now only 15 have stayed, he said: “At the beginning and when we decided to create this cooperative, everyone was excited and wanted to join in, but with time passing and problems emerging, the majority lost their excitement because it was hard for them pursue an activity that wasn’t profitable for them. Plus, they all live far from the location of the cooperative so it’s very hard for them to come regularly because of the many problems they face, one of them is transportation”.

As for the women proportion in the cooperatives, the evidence from the table below shows that they represent more than half of the adherents, there are even cooperatives that are 100% created by women especially in urban areas like it’s the case for the first cooperative which works in the food industry by transforming their milk surplus into goat cheese and making a profit out of it. Therefore, we can say that given the cultural mindset of the rural population, women are usually the ones who practice such activities as goat breeding and weaving carpets and their goal is to transform those activities into something viable and profitable.

The study also concludes that the majority of these cooperatives’ adherents are illiterate, except

for a few people who have an average level of education and they are usually the ones who run the business. This is mainly due to high rate of illiteracy in the province, especially given the fact that the adherents live in the rural areas.

Table 2. Information about the Adherents

	1	2	3	4	5
Number of adherents at the beginning	115	66	18	32	46
Number of adherents now	295	74	22	15	55
Evolution	156 %	12 %	22 %	-53 %	19.5 %
Literate	4	21	4	15	32
Illiterate	291	53	18	0	23
Rate of illiteracy	98 %	71 %	81 %	0 %	542 %
Women	295	2	22	11	52
Men	0	72	0	4	3
Female proportion	100 %	3 %	100 %	73 %	94 %

Source :

Concerning the source of funding of the cooperatives at the creation time, two of the cooperatives have started their activities only with memberships and received no support, but the other ones have benefited from NIHD's support through the construction and equipment of their projects. Also, two cooperatives from the ones who were supported by NIHD used to work in associations before switching to the business model and which means that they were counting on the initiative to fund their projects from the beginning.

As for the suppliers, most of the cooperatives get their raw material from local vendors or they buy it from the adherents given the nature of the businesses which work in promoting local products. The same thing applies to the target market; the cooperatives sell their products for the local population as well as for some international clients that they met at national or international exhibitions (cooperative 2 and 3) but in spite of this, most of them still have issues selling their products. The fifth cooperative is the only one who sells only for local clients although they are working in the food industry by producing organic table olives and this is due to the problem of them not having the ONSSA (the National Office for Food Safety) certification that will allow them to sell their products at the national level and present it in the big surfaces to reach a bigger number of consumers and increase their sales. This problem of marketing can be noticed through the table in the annual sales of the cooperatives; only cooperative 1 and 3 are doing well, the others still have issues especially with the brokers who lower the prices of the products (saffron and carpets) in the market which causes the farmers to not gain much from their deals.

Table 3. Information about the Economic Situation of the Cooperative

	1	2	3	4	5
Funding source	Memberships + NIHD support	Memberships	Memberships + NIHD support	Memberships	Memberships + NIHD support
Suppliers location	Local (Adherents)	(Local) Adherents	Local and Regional	National	Local farmers
Target market	Local and National Market	Local and international Clients	National and international clients	Local Market	Local Market
Annual Sales (2018)	390.000,00 MAD	32.745,00 MAD	400.000,00 MAD	70.000,00 MAD	210.000,00 MAD

4.3 Social Entrepreneurship Awareness

The table below shows that the majority of the cooperative's managers are aware of social entrepreneurship as they consider their organizations to be social enterprises. This awareness has been gained by them via multiples trainings they received from the Agricultural Development Office in Agadir where cooperatives benefit from annual trainings about different domains; this shows that the government is trying to reach the maximum of the social enterprises which are working in different domains and provide them with the necessary tools to sustain their projects first by making them aware about the field they are working in and explaining to them the different procedures of the creation. However, there is still work to do in terms of spreading awareness as the manager fourth cooperative told me that he wasn't invited to any of this trainings, therefore the concept of social entrepreneurship was new to him as he claimed to hear the term in television more than once meaning that, for him, uncertainty and confusion are still surrounding the concept.

As expected, for all the cooperatives, the social venture is viewed as a path to obtain change. All the managers emphasized the key significance of communities, both in terms of communities being the target and also in terms of how social venture work within and with the community. Rural areas were mainly considered as communities that were most in need as the population there is suffering from problems such as poverty and lack of access to education. In addition, major emphasis has been put on to supporting women in rural areas as they are viewed as a marginalized and underserved group. When WE asked the manager of the third cooperative who is social activist about her motive to create a social enterprise of weaving and selling Amazigh carpets in the region of Taznakht, her answer was : " Before creating this cooperative, WE was running an association in which we built a center to host pregnant women and provide them with health-care before and after their delivery, for that, we organized so many awareness-raising campaigns for women in the villages to sensitize them about the importance of health services and during that time WE noticed the precarious conditions of women there who are the ones to provide for their families by weaving carpets and giving them to their husbands to sell them without getting paid for their efforts, then WE decided to do something about this and created this cooperative to empower those women and make them able to gain a profit from their own work". In the rest of the responses, it is also posited that

social ventures allowed change beyond just momentary relief; that social enterprises could sustain communities in building their own ability to support themselves or to help marginalized groups, especially women, to secure financial independency and sustainability.

All the managers chose to adopt the cooperative model for their business first because it is the most popular legal model for social enterprises; any discussion regarding social ventures would not take place without reference to cooperative. The cooperative model is considered as the only option available for communities wishing to start a social enterprise in Morocco. In the legal framework, it represents the only model which enables an organization income generating, whilst maintaining a identified social purpose just as associations and NGOs and also gather up a large number of people. Additionally, cooperatives can legally receive special treatment with respect to occurring business problems such as tax and remuneration as opposed to associations and NGOs which are permitted to trade but are technically not allowed to generate a profit.

Table 4. The Culture of S.E in the Cooperative

	1	2	3	4	5
Degree of social entrepreneurship Awareness	Became aware about S.E through trainings	Became aware about S.E through trainings	Became aware about S.E through trainings	Not aware	Became aware about S.E through trainings
The motive to work in the social domain	The desire to try a foreign experience in Ouarzazate and make it viable	Improve the life conditions of the families in the village	Wanting to participate in local development by empowering women	The desire to join forces in order to build a better future	Improving life conditions for the farmers and their families and creating an activity for girls
The choice of the cooperative model	-Suitable for the large number of women -Tax advantages -Easier for illiterate women to manage	-Tax advantages -Large number of participants -Easy creating procedures	-Tax advantages -Women's Illiteracy and absence of the culture of entrepreneurship	-Recommended by the trainers -Tax advantages	- Suitable for profit making -Large number of participants -Tax advantages

4.4 Accompaniment

Accompaniment is a very important key factor of the success of any social enterprise. Thus, WE included several questions about it. As shown in the table below, all the cooperatives have benefited from accompaniment but the difference lies in the phase at which support was received as well as the number and location of the organization that provides accompaniment to the cooperative.

A good accompaniment the one that is provided at all the phases of the life of a social

enterprise, most of the managers stated that they were given assistance only at some phases of their cooperative creation, most of the time in the conception and implementation phases. For example, the first cooperative is considered to be successful because many public and private institutions have helped them from the time of coming up with idea until the development phase, this is why they consider the quality of accompaniment very sufficient unlike some others (2,3 and 4) who were not supported through all the phases.

Table 5. Accompaniment of the Cooperatives

	1	2	3	4	5
Did the cooperative benefit from accompaniment?	Yes	Yes	Yes	Yes	Yes
By who? Private or public institutions?	Public Private	Public	Public	Public	Public
At which phase? (Idea, Conception, Funding, implementation, growth)	All the phases	-Conception -Implementation	- Conception -Implementation	- Idea -Implementation	-Conception -Implementation
The quality of the accompaniment	Very sufficient	Not enough	Sufficient	unsatisfied	Not enough

The process of accompaniment can be divided into three types; the first one is financial, the second is technical and the third one is institutional. The financial accompaniment is provided in terms of equipment and material support; the technical one has to do with trainings that enable the cooperatives to transform their ideas into a financeable projects; the institutional accompaniment is about making it easy for the enterprises to create their organizations and to access the market.

The table below shows details about each type of accompaniment as well as the institutions that provide it.

Since the government has reinforced its support for cooperatives, it has instilled a department devoted to them – the Cooperation Development Office - which coordinates closely with the Ministry of Handicraft, Solidarity and Social Economy. Many governmental social policy agendas are carried out and implemented through this department, one of them is to provide trainings for the cooperatives about different domains which is considered as institutional accompaniment since the entire interview the managers have admitted to have learnt a lot about the creation process as well as the techniques of management of their social enterprises.

As for the financial accompaniment, all the cooperatives received funds only from NIHD, except for the first cooperative who has foreign partners that contributed in the building and equipment of the cheese factory along with NIHD's support. The technical support is the one

that is most given to the social enterprises especially by associations and foreign foundations as it is the case for cooperative 1, 2 and 3.

Table 6. Types of the Provided Accompaniment

	1	2	3	4	5
Financial accompaniment	- <i>Elevage Sans Frontières</i> Association -INHD	NIHD	NIHD	NIHD	NIHD
Technical Accompaniment	- <i>Elevage Sans Frontières</i> Association - <i>Electriciens Sans Frontières</i> Association - <i>CETLEM MAROC</i> - <i>NIHD</i> - <i>E.U</i> -The regional council of Franche-Comté -Regional Office of Agricultural Development of Ouarzazate (ORMVA)	- Regional Office of Agricultural Development of Ouarzazate - NIHD -Cooperation development Office -The Belgian Development Agency	-NIHD -Ministry of Handicraft -Green Oasis Association -SwissContact Foundation	-NIHD - The Mohammed V Foundation	- Regional Office of Agricultural Development of Ouarzazate -NIHD
Institutional Accompaniment	-Association <i>Elevage Sans Frontières</i> -Cooperation development Office - NIHD	- Cooperation development Office - ANAPEC - NIHD	- Cooperation development Office - NIHD	- NIHD	- Cooperation development Office

4.5 NIHD Support

This section of the questionnaire was dedicated to the projects funded by NIHD because under this initiative, the support and awareness of existing social purpose organizations such as cooperatives, has largely grown, bolstering that this model is the purveyor of social good. Therefore, there are many social enterprises that benefited from NIHD's support more than

once as it is the case for cooperative 1 and 3. Also, most of the IGA projects funded by NIHD are relatively small as they don't exceed an amount of 200.000 MAD per project which means that their impact might not be important.

Table 7. Details of the Funded Projects

	Project title	Year	Commune/Village	Global cost	Partners	NIHD's Share
COROSA 1	Building a goat cheese factory	2008	OUARZAZATE/ Tamassinte	750 000 MAD	- <i>Elevage Sans Frontière</i> Association - ORMVA	500 000 MAD
	Equipment and materials Acquisition for the cheese factory	2013	Ouarzazate/ Tamassinte	130 000 MAD	<i>Elevage Sans Frontière</i> Association	91 000 MAD
BEZZAZ 2	Acquisition of a farming tractor and its accessories	2016	SIROUA/ Ait Ighmour	230 000 MAD	Siroua Commune	161 000 MAD
ZNAGA 3	Acquisition of two weaving material	2010	ZNAGA/ KORKDA	68 000 MAD	-	48 000 MAD
	Acquisition of Sewing and embroidery material	2014	ZNAGA/ KORKDA	65 288 MAD	-	42 610 MAD
SKOURA 4	Equipment of a jewelry shop with an engraving machine and its accessories	2015	TARMIGT/ Tigmi Lajdid	200 000 MAD	- Tramigt commune - Chamber of Handicrafts	140 000 MAD
ATAHAD DI 5	Construction and equipment of a unit for table olives production	2010	SKOURA	1 130 000 MAD		500 000 MAD

One of the main barriers of social entrepreneurship in Morocco is the inadequacy of the support systems with the cooperatives' needs; this is shown in the table below. In fact, when asked about the success of their projects, 3 out of 5 of the interviewed managers consider that they have not achieved their objectives although they have admitted to receive many visits from NIHD as an act of monitoring and evaluation. The case of the second cooperative that bought a tractor with NIHD's funding, proves that the quality of the support is more important of the support itself because, according to its manager, the size of the tractor bought for them by NIHD didn't suit their farming lands so they didn't really get any profit out of it. This is also shown from the answers for when I asked about the things they wish for NIHD to improve; the first cooperative mentioned the problem of following-up the projects as it needs to be improved in order to guarantee their success; the third cooperative noted that there is a problem in the project

selection process as, according to the manager, there projects funded by NIHD that are not operational and this is usually due to the inadequacy of the projects with the geographical or economic conditions of the area, thus, only good projects should be funded; the fourth cooperative's manager complained about the complexity of the administrative procedures as he, as a disabled person, found very hard to travel to Casablanca in order to get one paper, he also complained about the lack of information regarding those procedures.

As for the last question in the table, most cooperatives confirmed their desire to ask for NIHD's help in the future as they have already set up plans to develop their activities except for the fourth and the fifth cooperatives who admitted to wanting to get rid and solve their current problems and then think about development. For example, the fourth cooperative has a legal issue with the company who suited them because the Handicrafts Chamber did keep its promise to pay 20.000 MAD to buy equipment for the cooperative.

Table 8. NIHD's Service Quality

	1	2	3	4	5
Other funding sources sought	Yes	No	Yes	Yes	No
Was there a follow-up from NIHD after the execution of the project	Yes	Yes	Yes	Yes	Yes
The project funded is successful	Yes	Not really	Yes	Not really	Not really
Will you ask for NIHD's support once more in the future	Yes	Yes	Yes	No	No
What do you think should be improved in NIHD's accompaniment services?	The follow-up of the projects	-	The projects selection process	The administrative procedures	-

The final section sheds light on the source problem that incited the manager to create the cooperatives; as mentioned in the beginning of the analysis, the purpose is to improve life conditions for the rural population and this can be done by creating economic activities for them so the cooperatives tried to solve problems in the already existing activities and make them viable in order to achieve their social purpose. For example, the third cooperative's manager said that: "After creating this business we noticed an improvement at the social level of the population as with providing rural women with a regular income, they became financially independent; therefore, they're now able to buy clothes and school books for their children which helped a little bit in stopping the problem of kids dropping out of schools in our region". Thus, we can see the impact of social entrepreneurship in leading the change for those people in need. When it comes to developing their activities in the future, the managers showed a big desire to enlarge their production capacities in order to reach a bigger number of beneficiaries except for the fourth cooperative that's currently struggling just to survive.

Table 9. Information about the Cooperatives' Future Perspectives

	1	2	3	4	5
The source problem	- The milk surplus -The women had no source of income	-Low prices in the market -Marketing problems	- Amazigh Carpet lost its value in the market - Rural women living in precarious conditions	- Limitation of job opportunities	-Low life conditions of olive farmers
The intention to develop the activity	- Building a bigger cheese factory in order to collect all the available milk	-Enlarge the production capacity -Modernize the productive process and get new equipment	- Switching to a new legal form of business in order to manufacture local wool products	Due to its current problem, there is no intention to develop the cooperative	- Making changes to improve the productive process in order to meet get the "organic" label

5. Discussion

The results of this study have indicated that social entrepreneurship is a developing sector in the province of Ouarzazate as the awareness about its importance have started to raise among the population in recent years given that this movement is being driven by people who are fully aware that the solution to their socio-economic problems is the social enterprise considering that it has a social purpose and works for the sake of the community. Since issues like poverty and poor education and health services are more prevalent in rural areas, most of social enterprises are founded in rural communities. In addition, women are given a lot of attention as they are the marginalized group in those areas, therefore, they represent a huge number of the adherents and creators or social enterprises due also to the fact that they are the ones who practice such activities like agriculture and handicrafts that are, at the same time, the sectors in which S.E operates in the market.

Moreover, the prevalence of the cooperative model is due the profoundly promoted sense of solidarity within society that has always valued working together, and those concepts were also strengthened by the public policies promoting social entrepreneurship in the last two decades by implementing several strategies and creating institutions to support this sector. Hence, institutions like NIHD play a major role in promoting S.E by providing cooperatives and associations with financial support so as to sustain their activities even though there are many flaws and deficiencies in the quality of this support as its impact is often very tiny as the cooperatives still struggle to meet the needs of their communities.

In fact, a healthy social entrepreneurial ecosystem is the one that includes efficient support organizations, a vigorous government, an active support system with research and education oriented centers all of which topped with international investments. Morocco's ecosystem

consists of several local and international support organizations, as well as government ministries, financial institutions, and educational institutions. Therefore, the limited financial and technical support given to cooperatives is usually not enough, as they need more efficient and connected ecosystem components that would assist them to guarantee the sustainability and development of their activities. The social entrepreneurial ecosystem also includes the market and trading activities of the cooperatives, therefore the study WE conducted also concluded that most of the investigated social enterprises have issues and barriers of selling their products and reaching larger markets, first, because of the limited marketing abilities of the managers and adherents of the cooperatives and also because of the external factors which are usually related the market itself being difficult to access.

Just like Morocco, Brazil, for example, is an emerging economy and a developing country exhibiting various societal problems such as poverty, precarious housing conditions, the lack of accessibility to and , mediocre quality of, education and health services. the private sector has increased considerably within the last 20 years in the Latin American giant, the number of entrepreneurs whose goal to address these problems has been increasing as well. This is also partly due to governmental support at federal, state and local levels which means that the Brazilian discourse of social entrepreneurship is largely the production of private institutions, and took root in society in a phase of economic growth. Hence, since the mid-2000, the rhetoric of social entrepreneurship, which began by advocating the use of private sector's techniques and tools by non-profit organizations, has rapidly gained momentum in Brazil, as it now encompasses all kinds of social initiatives.

Another example is Mexico, which ranks as the world's 15 largest economies in the world and has the second largest economy in Latin America, every year getting closer to the 1st, Brazil. It is also suffering from the same social problems as the other developing countries. Therefore, Social businesses, enterprises and organizations are the principal actors of its growing social economy, also known as the third sector. In view of the inequality level which demands innovative thinking from social entrepreneurs when solving social issues, social entrepreneurship only began to receive attention and recognition in 2011 and thus grow in large. In fact, the country's rather young but prominent support system for entrepreneurship obtains support from several organizations which offer open innovation contests and collaboration opportunities for startups.

The study of these two examples, Brazil and Mexico, shows that developing countries that have the same social issues tend to opt for the same solutions, as it is the case for social entrepreneurship which is a developing sector facing the same problems and challenges in these countries; the complexity and hardship of the initial conditions as well as the support infrastructures that are still in need of improvements and development in order for S.E to become a contributing sector to the socio-economic change.

6. Conclusion

The intent of this paper was to identify key issues facing social entrepreneurship in Morocco

through the study of five social enterprises in the province of Ouarzazate in order to evaluate the current situation of this sector and explore its different challenges as well as its future in terms of promotion, development and sustainability. Therefore, social entrepreneurship as an instrument of fighting poverty and social exclusion, it has gained remarkable attention from the government by implementing mechanisms and strategies; one of them is NIHD, an initiative launched by the king Mohamed VI targeted towards the improvement of the economic and social conditions of the poverty stricken communities as well as the promotion of revenue-producing activities in order to tackle down the essential needs of the poor. Therefore, the object of the conducted study were five cooperatives who benefited from NIHD's funding support, four of them operating in rural areas and the last one is based in the urban commune of Ouarzazate.

In order to meet my study's objectives, WE opted for a qualitative research methodology where a questionnaire was prepared and divided into four sections; each section contains questions about a specific area of interest: the cooperatives' activities, their awareness of social entrepreneurship, the accompaniment structures and the support received from NIHD's details. Individual and group interviews were held with the managers of the social enterprises and notes were taken in order to help with the analysis.

The main findings of this study were suggested that the culture of social entrepreneurship is developing among the population as the number of adherents of cooperatives is increasing annually, especially those in rural areas, although it appears a little bit slow but, given the initial conditions of social enterprises that are operating to solve and satisfy the needs of population that is suffering from precarious conditions, it is considered as a positive development since the people are gaining more awareness about the importance of the social entrepreneurship. Also, NIHD is playing a great role in promoting social entrepreneurship in Morocco as the number of the created cooperatives raised significantly during the first years of launching the initiative proving to us that the government is also contributing to the development of this sector through the implementation of several institutions and actors whose role is to promote S.E in the country.

In addition, women proved to be the leaders of this social change as they are the ones who create and participate the most to cooperatives; this is caused by their weak conditions especially in rural areas. Thus, social entrepreneurship is considered as an effective tool for them to empower themselves and participate in the change process. Also, it appears that agriculture and handicrafts are the two main activities promoted by the government in the social entrepreneurship sector; this is due to them being the activities that the rural population does to gain their living. Therefore, many trainings and facilities are provided to cooperatives working in these two domains by ODCO and ORMVA.

As for the accompaniment, the study showed that it exists; there many organizations and public institutions who provide the cooperatives with some support, most of it if technical. However, the problems and challenges that social enterprise face prove the fact that this accompaniment is not enough or not efficient. Therefore, there are cases of cooperatives who are struggling to survive because of given to them at the start of their activity was not helpful.

There also exists a number of various support services providers such as NIHD which offer training or financing related services. Moreover, the ecosystem relies primarily on funding from a particular public supporter or either financing from external donors, which presents a sustainability matter. Besides, the lack of connection among the active actors of the ecosystem emerges to render an insufficient cooperation between such actors regardless of their essential role in promoting and supporting entrepreneurship. Though early stage support exists given the ecosystem is still in its outset, the non-existent later-phase support programs as well as a necessity to link and improve the current fundament impose a large issue.

Accordingly, addressing these issues requires a serious implication of both public and private sectors in order to guarantee a better promotion and development of social entrepreneurship. In fact, cooperatives need a healthy ecosystem in which they could get the appropriate accompaniment and support they need, especially when it comes to funders who should honor their commitments towards the social enterprises and also provide them with support in all the stages of their activities. It also goes without saying that improving the overall ecosystem will contribute to building a better environment for S.E; this emphasizes the need to invest in a number of main areas including politics, finance, culture and markets. Particularly, establishing an orderly dynamic national policy would set the pace for dynamism within the sector. Thus, set the stage for social entrepreneurship while ideally highlighting the significance of securing funds for the earliest phases of activity to ease the culture of risk. Therefore, maintaining a durable effect throughout all entrepreneurial fields, notably social entrepreneurship, demands the execution of a solid policy which is often an intricate cross governmental process.

Moreover, reinforcing the capacity-building trainings and mechanisms for social entrepreneurs will enable them to gain a better knowledge and abilities of increasing their chances of succeeding their projects and make them viable. This should also include marketing and project management trainings so as to provide them with the necessary tools to enter the market and sell their products, as well as the instauration of laws by the government to protect them especially with the presence of the brokers and dealers who impact negatively the prices of the products in the market (e.g. Saffron and traditional carpets).

In fact, Initiatives like NIHD are very important in developing a good support system, thus, it needs to be improved by insuring a better follow up system for the funded projects so as to guarantee the success of the social enterprise to meet its community's needs, and its sustainability as there are projects who failed because the follow up wasn't insured or because the selection criteria weren't respected at the beginning. Therefore, a better management for the public funds is guaranteed.

Finally, like any other research work, this work has also limitations which mainly related to the nature of the research methodology. As it is for any qualitative method, the one WE conducted has flaws main related to the relatively small sized sample (5 social enterprises). A larger sample would probably augment the research reliability but it was difficult for me to extend my research to a larger number given the majority of the cooperatives are in rural areas and the access to them is difficult. Also, as qualitative research is mostly open-ended, the interviewed managers have more control over the content of the data collected so it's hard to

verify the results objectively against the scenarios stated by the respondents.

In future research, WE hope that a larger study will be conducted to investigate all the cooperatives and associations operating in the whole region of Drâa-Tafilalet in order to study and explore the key factors that contribute to both the success and the failure of the social enterprises in order to gain a better understanding of this phenomena and propose efficient solutions. WE also hope that this study inspires social entrepreneurs to create ventures that address societal issues or to reexamine their current business models and look beyond an economic value creation focused aims, especially in communities where numerous societal issues occur with an absence of supportive organizations.

References

- Activity report 2005-2010, National coordination of the National Initiative for Human Development, Rabat.
- Audretsch, D. B. A. (2006). *Entrepreneurship and Economic Growth*. Oxford University Press, New York, page 60-62. <https://doi.org/10.1093/acprof:oso/9780195183511.001.0001>
- Baskerville, R. F. (2003). Hofstede Never Studied Culture. *Accounting, Organizations and Society*, 1-14. [https://doi.org/10.1016/S0361-3682\(01\)00048-4](https://doi.org/10.1016/S0361-3682(01)00048-4)
- Coon, D. (2004). *Introduction to Psychology* (9th ed.). Minneapolis: West Publishing Company.
- Drucker, P. D. (1986). *Innovation and Entrepreneurship*. New York: Perennial Library, New York, page 188.
- Harsi & El Yaagoubi. (2006). *Report on the conceptuel, legislative and regulatory framework of the decentralization and regionalization processes in Morocco*.
- Kirzner, I. M. (1973). *Competition and Entrepreneurship*. University of Chicago, Chicago.
- Knight, F. H. (1921). Risk, uncertainty, and profit, Library of Economics and Liberty. Retrieved from www.econlib.org/library/Knight/knRUP1.html
- Kwabena Nkansah Simpeh. (2011). *Entrepreneurship theories and Empirical research: A Summary Review of the Literature*. Department of Business Studies, Wisconsin International University, Ghana.
- Meryem Kabbaj & Khalid El Ouazzani Echhadi. (2016). *A Study Of The Social Entrepreneurship Ecosystem: The Case of Morocco*. University HASSAN II, Casablanca, Morocco. <https://doi.org/10.1142/S1084946716500217>
- Murphy, J. P., Liao, J., & Welsch, P. H. (2006). A Conceptual history of entrepreneurial thought. *Journal of Management History*, 9-24. <https://doi.org/10.2139/ssrn.818604>
- North, D. C. (1990). *Institutions, Institutional Change, and Economic Performance*. New York: Norton. <https://doi.org/10.1017/CBO9780511808678>

- Pontus Braunerhjelm and Ulrika Stuart Hamilton. (2012). *Social entrepreneurship – a survey of current research*. Swedish Entrepreneurship Forum.
- Program -for -Results Operation in support of the National Initiative for Human Development : Phase 2, technical assessment, World Bank, 2016.
- Report on human development: mid-term review of NIHD (ONDH, 2008).
- Roundy, P. T. (?). Social entrepreneurship and entrepreneurial ecosystems: complementary or disjointed phenomena? *International Journal of Social Economics, University of Tennessee at Chattanooga*.
- Schumpeter, J. A. (1912). *The Theory of Economic Development, third printing 1949*. Harvard University press, the United States of America, page 82 (nombre de pages).
- Schumpeter, J. A. (1942). *Capitalism, Socialism and Democracy* (3rd ed.). London: George Allen and Unwin, page 138.
- Shane, S. A. (1994). The Effect of National Culture on the Choice between Licensing and Direct Foreign Investment. *Strategic Management Journal*, 15(8), 627-642. <https://doi.org/10.1002/smj.4250150805>
- The British Council and Moroccan CISE. (2014). *Lighting the way, A report on social enterprise landscape in Morocco*.
- Timmons, J. T., Zacharakis, A. Z., & Spinelli, S. S. (2004). *Business Plans that Work: A Guide for Small Business*. McGraw-Hill Professional, The United states of America, page 16.

Copyright Disclaimer

Copyright for this article is retained by the author(s), with first publication rights granted to the journal.

This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license (<http://creativecommons.org/licenses/by/3.0/>).