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SOCIAL ENTREPRENEURSHIP AND SUSTAINABLE DEVELOPMENT : THE CASE OF MOROCCO

M.A. Thesis

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ABSTRACT

Social Entrepreneurship and Sustainable Development: The Case of Morocco

A relatively recent phenomena, social entrepreneurship has enormous potential for social and economic change, reduces inequality, and fosters social relationships. Despite the fact that this kind of activity and the associated infrastructure are still developing in Morocco, several initiatives have surfaced as a result of social entrepreneurs working in this field. It's not just about starting successful social enterprises with ethical objectives; it's also about cultivating the entrepreneurial spirit and motivating young people, especially women, to come up with novel solutions to the problems and difficulties they meet on a daily basis.

The survey was conducted with Moroccan social entrepreneurs and stakeholders to assess the effectiveness of social entrepreneurship on sustainable development. The survey included questions about the problems and the target addressed by the projects, the effects of the projects on the issues they were attempting to solve, success measures and completion rates, and the difficulties and opportunities for collaboration. The survey also covered the financing, transparency, and profitability of the projects. The findings showed that social entrepreneurship has a positive influence on sustainable development in Morocco, as the social and environmental influences of the enterprises and their contributions to economic growth.

The results also identified key challenges and opportunities for social entrepreneurship in Morocco, including access to finance, regulatory barriers, and limited awareness of the concept. Based on these findings, the study recommends that policy makers and practitioners in Morocco consider promoting social entrepreneurship as a strategy to support sustainable development and address pressing challenges such as poverty, unemployment, and environmental degradation.

Keywords: Social entrepreneurship, Sustainable development, Moroccan case

ABSTRACT

Sosyal Girişimcilik ve Sürdürülebilir Kalkınma: Fas Örneği

Nispeten yeni bir fenomen olan sosyal girişimcilik, sosyal ve ekonomik değişim için muazzam bir potansiyele sahiptir, eşitsizliği azaltır ve sosyal ilişkileri teşvik eder. Fas'ta bu tür faaliyetler ve ilgili altyapı halen gelişmekte olmasına rağmen, bu alanda çalışan sosyal girişimciliğin bir sonucu olarak çeşitli girişimler ortaya çıkmıştır. Mesele sadece etik hedefleri olan başarılı sosyal girişimler başlatmak değil; aynı zamanda girişimcilik ruhunu geliştirmek ve gençleri, özellikle de kadınları, günlük olarak karşılaştıkları sorunlara ve zorluklara yeni çözümler bulmaları için motive etmektir.

Anket, sosyal girişimciliğin sürdürülebilir kalkınma üzerindeki etkisini değerlendirmek amacıyla Faslı sosyal girişimciler ve paydaşlarla gerçekleştirilmiştir. Anket, projelerin ele aldığı sorunlar ve hedefler, projelerin çözmeye çalıştıkları konular üzerindeki etkileri, başarı ölçütleri ve tamamlanma oranları ile işbirliği için karşılaşılan zorluklar ve fırsatlar hakkında sorular içermektedir. Anket ayrıca projelerin finansmanı, şeffaflığı ve kârlılığı konularını da kapsamıştır. Bulgular, işletmelerin sosyal ve çevresel etkileri ve ekonomik büyümeye katkıları nedeniyle sosyal girişimciliğin Fas'ta sürdürülebilir kalkınma üzerinde olumlu bir etkiye sahip olduğunu göstermiştir.

Sonuçlar ayrıca Fas'ta sosyal girişimcilik için finansmana erişim, düzenleyici engeller ve kavrama ilişkin sınırlı farkındalık gibi temel zorlukları ve fırsatları da belirlemiştir. Bu bulgulara dayanarak çalışma, Fas'taki politika yapıcılara ve uygulayıcılara sürdürülebilir kalkınmayı desteklemek ve yoksulluk, işsizlik ve çevresel bozulma gibi acil sorunları ele almak için bir strateji olarak sosyal girişimciliği teşvik etmeyi düşünmelerini tavsiye etmektedir.

Anahtar Kelimeler: Sosyal girişimcilik, Sürdürülebilir kalkınma, Fas örneği

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LIST OF ABBREVIATIONS

CSR	Corporate Social Responsibility
EU	European Union
MDG	Millennium Development Goal
MDGs	Millennium Development Goals
NGO	Non-Governmental Organization
SDG	Sustainable Development Goal
SDGs	Sustainable Development Goals
SE	Social Entrepreneurship
SD	Sustainable Development
TBL	Triple Bottom Line
UN	United Nations
UNGC	United Nations Global Compact

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INTRODUCTION

Social Entrepreneurship is a relatively new concept that has the power to bring about significant social and economic change, reduce inequality, and strengthen social relationships. Although the infrastructure for this type of activity is still growing in Morocco, several initiatives have emerged due to the efforts of social entrepreneurs in the country. It is not just about establishing successful businesses with ethical goals, but also about promoting the entrepreneurial spirit and inspiring young people.

Social entrepreneurship is a business model that combines traditional business methods with the goal of creating positive social and economic impact. The primary objective of social entrepreneurship is not to make a profit, but to address social and environmental issues by creating social and economic value. This can be done through various means, such as using innovative business strategies to solve social problems, or creating sustainable business models that benefit both society and the environment. Social entrepreneurship is important because it addresses social and environmental issues that traditional businesses may not prioritize. It also provides a way for individuals and organizations to create positive change in their communities and the world. Additionally, social entrepreneurship can generate jobs, promote economic growth, and create sustainable solutions to the society's problems.

The fact that the area of social entrepreneurship research is expanding in numerous directions with little convergence has driven the need for a synthesis and a reflection on the state of the art. Reviews of the literature have been more and more common during the past ten years. Despite recent additions, there are some gaps in the literature nonetheless. Reviews that have already been written tend to compare different points of view without considering the relationships between diverse contributions and the process of accumulation in the field through time.

On the other hand, the current dissertation presents unique and empirical evidence on the dynamic interaction between the objectives of sustainable development and the social initiatives. Although Morocco's ranking on the Global Competitiveness Index is 72nd, it's still considered a country with medium human development as per its 123rd position out of 188 countries in the Human Development Index. The country is dealing with various problems such as poverty, health concerns, joblessness, and limited access to education and clean water. These issues are expected to persist as the population is expected to rise to 40,874 by 2030, putting a strain on resources and increasing the need for support in social and environmental areas. Morocco has a variety of social

issues that can be tackled through social entrepreneurship. The country's socio-economic, demographic, and geographical factors are crucial to consider when it comes to addressing social issues through social entrepreneurship.

This study attempts to demonstrate that social entrepreneurship is a means of combating the issues that sustainable development is bringing in Morocco by emphasizing its role in the transformation of "forgotten lands.". Additionally, it is required to go through a territorial development process that simultaneously considers economic, social, environmental, etc. aspects. Economic social players (social entrepreneurs) are considering their responsibilities in this situation and seek to adopt proactive social responsibility actions. But they typically have limited tools at their disposal to accomplish their objectives. This thesis aims to demonstrate how social entrepreneurship, as a method of resolving social issues, can offer a framework for study in order to address the major issues raised by sustainable development.

In this research, our intention is to gain a deeper understanding of social entrepreneurship and its connection to sustainable development. To achieve this, we plan to conduct a study that explores the relationship between social entrepreneurship and the sustainable development goals (SDGs) in Morocco. Our research focus was motivated by a desire to shed new light on the issues related to social entrepreneurship and the use of the SDGs by social entrepreneurs. Also we seek to understand the relationship between social entrepreneurship and sustainable development in Morocco, with a focus on identifying the challenges faced by social entrepreneurs and exploring potential solutions.

Through this thesis, we aim to understand the influence of social entrepreneurship on sustainable development in Morocco.

However, we intend to narrow the scope of our study by focusing on projects with a social impact that contribute to sustainable development. First, we will define four hypotheses guiding our reflection:

Hypothesis 1: *Social entrepreneurship can effectively address major social and environmental problems in Morocco and contribute to sustainable development.*

The British Council's 2020 report on social entrepreneurship in Morocco highlights the main objectives of Moroccan social entrepreneurs. According to the survey of 400 Moroccan individuals, the majority of respondents identified creating employment opportunities (70%) and

improving livelihoods in specific communities (62%) as their primary goals. Environmental protection (54%), supporting vulnerable people and providing access to quality products or services (45%), improving health and well-being (38%), and supporting women and girls (37%) were also common objectives. In addition, a significant number of respondents were motivated by promoting education and literacy (27%), as well as supporting vulnerable youth. These findings demonstrate the diverse range of social issues that Moroccan social entrepreneurs are working to address and the important role they play in driving sustainable development in the country.

Hypothesis 2: *Targeting genders, ages, and social groups leads to higher project effectiveness.*

By targeting specific demographics, social entrepreneurship projects can tailor their solutions to the specific needs and challenges faced by the targeted group. For example, a project that targets young women may design solutions that address issues specific to this group, such as access to education and employment opportunities. By focusing on the needs of a specific demographic, these projects can be more effective in addressing the issues they aim to solve.

Hypothesis 3: *Collaboration with other stakeholders, such as local communities, government agencies, or NGOs, can accelerate the development of social entrepreneurship projects in Morocco.*

Working with these groups can provide access to valuable resources, expertise, and networks that can help projects scale and achieve their objectives more efficiently. Based on the (British Council Report, 2020) collaboration with other stakeholders can provide social entrepreneurship projects with access to valuable resources, expertise, and networks that can help them scale and achieve their objectives more efficiently. For example, working with local communities can provide insight into the needs and challenges faced by the community, and collaborating with government agencies or NGOs can provide access to funding or other support. By working together, social entrepreneurship projects can leverage the strengths and resources of different groups to achieve greater impact.

Hypothesis 4: *The financial sustainability of social entrepreneurship projects is an important factor in their ability to address social and environmental problems and contribute to sustainable development in Morocco.*

Financial sustainability refers to the ability of a project to generate sufficient revenue to cover its expenses and maintain operations over the long term. Without financial sustainability, a project may struggle to continue operating and achieving its goals. This can impact the project's ability to

address social and environmental issues and contribute to sustainable development. Ensuring financial sustainability is crucial for the long-term success and impact of a social entrepreneurship project.

A study conducted by the (British Council, 2020) found that Moroccan social enterprises often struggle to secure financing due to various constraints. The most commonly cited challenges included limited access to capital, limited connections to potential investors, and insufficient track records. Additionally, some social enterprises reported that revenue and profitability requirements for bank loans presented a significant barrier to obtaining funding. These findings suggest that Moroccan social enterprises may face difficulties in obtaining financial support to grow and sustain their operations.

This thesis is divided into three parts and is presented as follows:

The first section, which will serve as our theoretical framework, will identify social entrepreneurship as a phenomenon and explain how these social projects or initiatives are funded. Also we will be defining what's a social entrepreneur, its characteristics. We'll offer a summary of the potential financing options available to social entrepreneurs.We will examine social entrepreneurship as an effective tool in resolving social problems and make an effort to comprehend the funding needs, issues, and challenges faced by this industry.

The second part of this thesis focuses on the phenomena of sustainable development. We will begin by defining sustainable development and explaining its importance in the context of the global challenges facing humanity. We will then discuss the sustainable development goals (SDGs) adopted by the United Nations, and describe how these goals aim to guide countries and organizations in their efforts to achieve a more sustainable future. We will also explore the different dimensions of sustainable development, including economic, social, and environmental aspects, and how these dimensions are interconnected. This part of the thesis will provide a foundation for the rest of the study, and will help readers understand the broader context in which we will discuss the approaches and strategies to achieve sustainable development. As the world becomes increasingly interconnected and global challenges continue to grow, the need for sustainable solutions becomes more pressing. Sustainable development is an approach to development that seeks to balance economic, social, and environmental considerations in order to create a more just and sustainable world. In the following sections, we will explore the origins and principles of sustainable development, as well as some of the key challenges and opportunities facing this growing field. Also will focus on the concept of sustainable development and its goals.

Then, in the third we will present the results of a questionnaire that was designed to explore the relationship between sustainable development and social entrepreneurship. The questionnaire was administered to a sample of individuals who are involved in the field of sustainable development and social entrepreneurship, and who have a deep understanding of these concepts and their potential for creating positive change. The questionnaire consisted of a set of questions that aimed to gather insights and opinions on the relationship between sustainable development and social entrepreneurship, as well as on the challenges and opportunities associated with these approaches. In the following sections of the thesis, we will present and analyze the results of the questionnaire, and discuss the implications of these results for the field of sustainable development and social entrepreneurship. The results will allow us to highlight the experience of the different actors, platforms and social entrepreneurs. These results will serve as the basis for the response of our hypotheses. Finally, we will conclude this thesis through a discussion of the results obtained through the qualitative survey by comparing them to the literature review. This discussion will aim to highlight the differences and convergences between actors in the field and authors of the literature. The present study makes a significant contribution to the field of social entrepreneurship and sustainable development in Morocco. Through original research and data collection from a diverse sample of social enterprises, this study provides a comprehensive understanding of the current state of sustainable development in Morocco and the role of social enterprises in promoting it. The findings of this study have the potential to inform policy-making and strategies aimed at fostering sustainable development in the country, and thus contributes to filling the gap in the literature on this topic. It provides a valuable addition to the existing literature on social entrepreneurship and sustainable development.

CHAPTER 1: BACKGROUND AND DEVELOPMENT OF SOCIAL ENTREPRENEURSHIP

1. Definition of Social Entrepreneurship

Social entrepreneurship is a type of business venture that seeks to address social and environmental issues through innovative and sustainable solutions. Social entrepreneurs are individuals who use their entrepreneurial skills and expertise to create positive change in society, often by developing new products or services that address a specific social need or problem. They are driven by a passion for making a difference, and are committed to using their business acumen to create social value and impact. Social entrepreneurship can take many forms and can be found in a variety of settings, including the private, public, and nonprofit sectors. It is a growing field that is gaining increasing recognition and support as a way to tackle some of the most pressing challenges facing society today.

Giving a definition of what social entrepreneurship is, and defining its conceptual bounds is a difficult undertaking. This is partly due to the intrinsic complexity of the concept, as well as the fact that the literature in this specific area is so recent that there is little consensus on the subject (Sherrill Johnson,2000)

Social entrepreneurship is a form of entrepreneurship that aims to create positive social and environmental impact through the development of innovative solutions to social and environmental challenges. Social entrepreneurs are individuals who identify and address a specific need or problem, often by creating new products, services, or organizations that address that need. They are driven by a passion for creating change, and are committed to using their skills and expertise to create social value and impact. Social entrepreneurship can take many forms, and can be found in the private, public, and nonprofit sectors. It is a growing field that is gaining increasing recognition and support as a way to tackle some of the most pressing issues facing society today.

We will define social entrepreneurship as the combination of a societal aim with an economic goal (Lehner, 2013). It addresses societal issues like health, culture, sports, solidarity, the environment, and many more. Indeed, the economic and social climate has supported the emergence of a particular interest in Social Entrepreneurship and its financing, according to (Nicholls, 2010). In reality, the interplay of many actors such as government, banking, and impact investors appears to have aided the growth of the social entrepreneurship sector. (Miller, Grimes, McMullen, and

Vogus, (2012), on the other hand, see social entrepreneurship as a process of developing company operations to address two Corporate Social Responsibility issues. While Janssen, Bacq, and Brouard, (2012) define social entrepreneurship as "the process of identifying, evaluating, and exploiting opportunities aimed at social value creation through commercial market activities and the use of a wide range of resources," (Janssen, Bacq, and Brouard, 2012) define social entrepreneurship as "the process of identifying, evaluating, and exploiting opportunities aimed at social value creation through commercial market activities and the use of a wide range of resources (Janssen, Bacq, & Brouard, 2012)".

Defourny and Nyssens (2017) recently recognized four basic forms of social enterprise in the face of a large number of definitions. There are four types of social enterprise models: 1) non-profit entrepreneurship, 2) social cooperative, 3) social company, and 4) public sector social enterprise.

These four models can be thought of as four different constellations.

This phenomena is not new; the literature on the issue is replete with definitions that occasionally conflict but frequently compliment one another, (Lehner, 2013) also defines social entrepreneurship and describes its characteristics « all kinds of ventures that have a social or environmental mission as their primary goal,which aim to be financially and legally independent and strive to become self-sustainable by means of the market. » We may characterize entrepreneurship in three ways based on this definition: social mission, financial freedom, and market-based self-sufficiency.

One of the key hallmarks of this phenomena is the emphasis on social mission. Exploiting the prospect of providing social value or reacting to an unmet social need, which is a sort of social market failure, is one example of social orientation. Of course, all entrepreneurial activities in general have a certain social effect.

A social enterprise can be defined as an organization that aims to achieve a social and/or environmental purpose by producing a successful economic project in which investors' interests are protected independent of the legal status adopted definition based on (Defourny and Nyssens, 2010)

According to (Whitman, 2009), by contributing to societal and environmental well-being, social enterprises create social value. This contribution could take the shape of enhancements to the health-care system, education, or even the social sector. According to (Meyskens and Bird, 2015), entrepreneurship generates social value indirectly through its beneficiaries. Social enterprises assist people to better their living situations, which not only has a social benefit but also generates economic value. Despite the growing interest and the literature on the subject, the study continues to confront a lot of challenges, it is continuously evolving, and the subject has been mostly ignored.

There are several definitions of social entrepreneurship. This ambiguity is one of the reasons why it has been impossible to offer a one final term to this phenomenon thus far, which is why there are so many definitions and efforts at conceptual frameworks.

In the table below, various conceptual frameworks will be highlighted in order to offer a comprehensive view of the main debates and theories surrounding the topic, as well as an overall understanding of the meaning of social entrepreneurship.

Table 1: Different Social Entrepreneurship Definitions

Source	Definition
Osburg (2014)	Strategies for sustainable and entrepreneurial businesses that emphasize simultaneously enhancing social and commercial value
Grimes, McMullen, Vogus, and Miller (2013)	The process of using market-based strategies to address social issues
Howorth, Smith, and Parkinson (2012)	Building sustainable communities and creating a potential "solution" to social isolation
Chell, Nicolopoulou, and Karatas-Ozkan (2010)	Innovative socially conscious action in the for-profit, corporate social enterprise (often in the form of CSR-related activities), or nonprofit sectors
Zahra, Rawhouser, Bhawe, Neubaum, and Hayton (2008)	The pursuit of chances to rise social wealth through the development of new businesses or the creative management of currently existing organizations is called as social entrepreneurship.
Dees (2007)	Bringing the same tenacity, inventiveness, and resourcefulness to social issues as we see in corporate (commercial) ventures
Austin, Stevenson, and Wei- Skillern (2006)	Entrepreneurship with a built-in social mission
Seelos and Mair (2005)	Establishing enterprises to assist the underprivileged
Barendsen and Gardner (2004)	Using economic sense and an entrepreneurial drive to solve a social issue
Sullivan Mort, Weerawardena, and Carnegie (2003)	Looking for and identifying opportunities that result in the creation of new social organizations and ongoing innovation within those that already exist
Fowler (2000)	The development of enduring socioeconomic relationships, organizations, practices, and structures that provide and maintain social advantages

Source: Arash Najmaei MGSM and Australia Zahra Sadeghinejad MGSM Australia. (2015)

The four main factors that can be identified in the field of social entrepreneurship can be found by reviewing the definitions provided by (Dacin et al., 2010). These factors are :

1. The attributes of a social entrepreneur, such as identifying opportunities and assembling resources to bring about change. This method is akin to research on other types of entrepreneurship and forms the foundation of social entrepreneurship studies.
2. The field in which social entrepreneurs operate and the techniques and assets utilized in establishing and managing a social enterprise. This includes determining the initial steps taken by the entrepreneur, generating social and economic benefits, and if the enterprise is for-profit or non-profit.
3. The similarities and distinctions between the actions of entrepreneurs and social entrepreneurs. This approach can offer valuable insights but still centers on case studies of existing social entrepreneurship endeavors, potentially introducing bias.
4. The purpose and results of social entrepreneurship, with a recurring theme being the creation of social value, which is linked to economic value generation as it provides the financial means to accomplish the social mission.

1.1 SOCIAL ENTREPRENEURSHIP MODELS

The concept of social entrepreneurship is not well-defined and there are many different definitions and frameworks for understanding it. This is partly due to the uncertainty surrounding the phenomenon. The main goal of social entrepreneurship is not to generate profit, but to create social and economic value by using traditional business methods. Social entrepreneurship often takes the form of hybrid ventures, which are businesses that are created for social, environmental, or sustainable purposes. These ventures aim to achieve both economic and social goals, such as promoting equality, health, peace, and other aspects of social well-being. They also create job opportunities. According to (Gerlach, 2003) hybrid ventures are often based for a social, sustainable or environmental purpose. Their focus is on both economic and social goals (Kirzner, 1973) and their goals include fostering money, equality, health, peace and many other social order (Whiteman, 2009).

There are several models of social entrepreneurship, each with its own unique approach to addressing social and environmental issues. Some examples include:

- Social enterprise: This model, as explained by David Bornstein and Susan Davis in their book "Social Entrepreneurship: What Everyone Needs to Know", involves creating a business that

generates revenue to fund social or environmental programs, such as a fair trade clothing company that employs and empowers disadvantaged communities.

- Impact investing: This model, as Antony Bugg-Levine and Jed Emerson explained in their book "Impact Investing: Transforming How We Make Money While Making a Difference", involves investing in companies, organizations, and funds that have a positive social or environmental impact, while also generating a financial return.

- Community development: This model, as John Bryson and Chris Moulaison explained in their book "Community Development: A Critical Approach", involves working directly with communities to address issues such as poverty, unemployment, and lack of access to education and healthcare.

- Hybrid value chains: This model involves creating partnerships and collaborations between businesses, NGOs, governments and other stakeholders in order to create shared value and solve social and environmental problems.

- Policy and systems change: This model involves working to change policies, regulations, and systems to create a more equitable and sustainable society.

1.2 VALUE CREATION

The value creation of social entrepreneurship refers to the positive impact that social entrepreneurs create for society through their work. By developing innovative solutions to social and environmental challenges, social entrepreneurs can create a wide range of benefits for individuals, communities, and the environment. These benefits can include providing access to essential goods and services, generating new jobs and economic opportunities, improving public health and safety, and protecting the environment. Through their efforts, social entrepreneurs aim to create both social and financial value, by generating positive social impact and generating revenue to sustain and grow their ventures. This value creation can have a lasting impact on society, and can help to address some of the most pressing challenges facing communities around the world.

Social entrepreneurship is a type of business venture that seeks to create positive social and environmental impact through the development of innovative solutions to social and environmental challenges. Through their work, social entrepreneurs often aim to create both social and economic value, by generating positive social impact and generating revenue to sustain and grow their ventures. This value creation can have a lasting impact on society, and can help to address some of the most pressing challenges facing communities around the world. By providing access to essential goods and services, generating new jobs and economic opportunities, and improving

public health and safety, social entrepreneurship can create value for both individuals and communities, and can contribute to a more sustainable and equitable future.

1.2.1 Social value

Measuring social value is a complex task as it is harder to define and quantify than measuring economic value. This is because social value is often referred to as "soft" because it is difficult to quantify. Organizations, policymakers, and donors need to measure social value to demonstrate the effectiveness of their efforts to investors and stakeholders and to secure funding. Mulgan (2010) suggests that social value is difficult to estimate because there are no hard rules and laws, it is difficult to predict effects, it is hard to reach consensus on desired outcomes, and it is challenging to assess the long-term benefits of an action. Additionally, metrics for measuring social value are often unreliable.

1.2.2 Economic value

The economic value created by social entrepreneurship refers to the financial benefits that social entrepreneurs generate through their work. This can include revenue generated through the sale of goods or services, savings generated through the use of more efficient or sustainable practices, and investments made in the local economy through the creation of new jobs and opportunities. Through their efforts, social entrepreneurs aim to create both social and economic value, by generating positive social impact and generating revenue to sustain and grow their ventures. This economic value can help to support the sustainability and scalability of social entrepreneurship ventures, and can enable social entrepreneurs to expand their reach and impact. Additionally, the economic value created by social entrepreneurship can contribute to the local and national economy, and can help to promote economic development and growth. There has been a lot of scholarly investigation into the characteristics and effectiveness of entrepreneurial initiatives. These studies frequently evaluate traditional companies whose primary goals are economic or linked to financial sustainability (Lumpkin & Dess, 2001). Some social entrepreneurs, as previously indicated, not only have a positive social impact but also generate economic benefit. Meyskens and Bird, (2015) assert that social businesses derive their economic worth from the selling of goods or services designed to enable them to achieve financial independence so that they may carry out their social mission. The benefit of making money as a social enterprise is that you will eventually rely less on outside support. As previously indicated, through assisting others, social value also generates economic benefit. Last but not least, social entrepreneurs also produce economic value in

an indirect manner, particularly in the case of incubators that encourage other entrepreneurs who then make money.

1.3 SOCIAL ENTREPRENEUR

1.3.1 The figure of social entrepreneur

A social entrepreneur is a person who uses their business acumen and expertise to identify and solve social or environmental problems. They are often passionate and dedicated individuals who believe in making a positive impact in their communities and the world at large. Social entrepreneurs often operate outside of traditional business models, and may be involved in non-profit organizations, social enterprises, or other types of organizations that seek to address pressing social and environmental problems. They are often characterized by their innovation, creativity, and focus on sustainability and social impact. Through their efforts, social entrepreneurs strive to create positive impact and improve the well-being of their communities and the world.

1.3.2 Characteristics of social entrepreneurs

Social entrepreneurs are individuals who use their business skills and knowledge to address social and environmental challenges. Many scholars begin their study of social entrepreneurship by using existing theories of commercial entrepreneurship, which leads to extensive comparisons and debates over whether social entrepreneurship is truly a distinct type of entrepreneurship. Some experts argue that it is not different enough from other established forms of entrepreneurship such as conventional, institutional, or cultural entrepreneurship to warrant being considered as its own category (Dacin et al., 2010).

The traits of the social entrepreneur are heavily discussed in the literature. So what are the characteristics of an effective social entrepreneur?. Leadbeater (1997) attributes the following characteristics to social entrepreneurs: Leaders, storytellers, people managers, visionary opportunists, and alliance builders are enterprising, innovative, and transformative, and here is a description of these attributes.

Entrepreneurial: They utilize underutilized resources and opportunities to handle unmet demands.

Innovative : They provide novel products and services and approach problem-solving in novel ways, frequently by fusing conventional methods.

Transformatory : They transform the institutions and organizations they are in charge of and make them dynamic, but most importantly, they encourage personal growth in the neighborhood they work in.

Leadership : They establish a goal and organize others to pursue the purpose.When the aim is social, developing a feeling of mission is crucial.When physical or financial assets are lacking, workers, donors, and clients still look to non-profit organizations for direction because they have a strong sense of purpose, unlike for-profit firms where incentive is provided by quantifiable sorts of value, such as profit or market share. Social entrepreneurs must be adept at both creating and directing their missions. Such a purpose should be tough and ambitious, not abstract and vague, and tied to unfulfilled requirements of the target audience.Therefore, great social entrepreneurs establish a challenging aim that forces them to reinvent their business and push their boundaries, that involves the staff and forces them to think outside the box. The mission should be specific and obvious, yet flexible enough to allow for strategy and growth in order to win over the support of all stakeholders. Social entrepreneurs must demonstrate their organization's capacity for growth in order to maintain the support they require.

Storytelling : In order to effectively express the aforementioned objective, successful social entrepreneurs must be skilled storytellers. Contrary to business entrepreneurs, social entrepreneurs cannot convince people to support their cause by using economic theory and data-driven analysis. In order to persuade and enlist people in the same objective, they must be persuasive and communicate their ideals and motivations in a unique way, frequently using tales and personal experiences,

People : Social entrepreneurial NGOs rely heavily on human resources, as they often lack other resources, especially in the early stages. As a result, social entrepreneurs view employees, donors, customers, and supporters as important capital to be managed properly, prioritizing people and resources over plans and procedures. Thus, social entrepreneurs must carefully choose their employees and maintain positive working relationships with all stakeholders

Visionary opportunists : Act opportunistically and pragmatically without becoming bogged down by predetermined plans, even if they must communicate their aims while focusing on principles and morals. Social entrepreneurs do have visions, but they are also realistic about the problems their clients face, therefore they seize opportunities even if they don't fit the original plan,

Alliance-builders: Since social entrepreneurial initiatives typically do not have a lot of resources to start, they rely on a network that can support them. As a result, social entrepreneurs must be confident in social situations and skilled at building relationships and networks. To effectively do

this, they need to be open to different ideologies and willing to cooperate with anyone who can help their cause, regardless of political beliefs. Their willingness to adapt and be flexible also contributes to their ability to innovate. (Leadbeater, 1997)

Social entrepreneurs may lack key fundamental skills despite having many capabilities. The author asserts that in order to manage increasingly substantial financial obligations and complicated, larger projects, individuals may need to strengthen their analytical and executive skills. The subject of succession is one that frequently comes up. When the original social entrepreneur retires, who will take the helm of the business? The social entrepreneur must make sure that a new generation of social entrepreneurs is developed who are able and motivated to manage what has already been started. Social entrepreneurial groups do not have boards of directors to choose the next leader or a marketplace where they can be sold, in contrast to enterprises. Consequently, in order to guarantee the organization's long-term viability, a succession mechanism must be developed internally. Another difficulty for social entrepreneurship groups is scaling. These companies require not only adequate financial resources but also capable management in order to expand. Because of their close ties to their local community and the unique solutions they offer to local problems, which may not be easily copied elsewhere, it is unusual for these organizations to achieve national or international levels of success. Additionally, social entrepreneurs could lack the qualifications to lead a sizable company.

1.3.3 Values of social entrepreneurs

Another noteworthy perspective comes from the SELUSI research project in Europe (2011). Values play a crucial role in the work of social entrepreneurs, as they guide their actions and decision-making in pursuit of creating positive change and improving the well-being of people and communities. Some of the key values that social entrepreneurs should embody include passion, persistence, creativity, empathy, collaboration, integrity, adaptability, and leadership. Passion drives social entrepreneurs to pursue their goals with energy and enthusiasm, and helps them stay motivated and committed to their work. Persistence allows them to persevere in the face of challenges and setbacks, and helps them stay focused and determined. Creativity enables them to come up with innovative solutions to complex social problems. Empathy allows them to understand and relate to the needs and experiences of the people and communities they serve. Collaboration enables them to build partnerships and work with others towards a common goal. Integrity ensures that they are honest, transparent, and accountable in their work. Adaptability allows them to be

flexible and adapt to changing circumstances. Leadership enables them to inspire and motivate others to work towards a common cause.

1.3.4 Types of social entrepreneurs :

The literature also divided social entrepreneurs into categories based on their traits, operations, and goals. For instance, (Nicholls, 2006b) distinguishes between critical and normative social entrepreneurs based on how strategically they approach addressing social problems. Critical social entrepreneurs take action to add social value to products that are undervalued by the market. They must disrupt the current quo in order to bring about a significant shift, as was the case with the well-known micro-credit revolution, in order to do this.Normative social entrepreneurs, on the other hand, work to bring about social change within the existing framework rather than trying to bring about systemic change.

Another classification system, proposed by (Zahra et al., 2009), identifies three types of social entrepreneurs: Social Bricoleurs, Social Constructionists, and Social Engineers. Although this categorization definitely falls short of fully explaining the range of social entrepreneurship, it does enable the authors to pinpoint the major parallels and 32 divergences between the phenomenon. These three groups differ primarily in how they identify societal needs, seize opportunities and employ resources to address them, and have an overall impact on society. The evolution of social entrepreneurship from small-scale to large-scale can also be illustrated by these three categories of social entrepreneurs.These three types of social entrepreneurs may also represent an evolutionary process, moving from addressing local issues to larger-scale societal changes.

Social Bricoleurs :

The term "bricolage" in entrepreneurship refers to the process of using whatever resources or tools are available to an individual in order to take advantage of opportunities and achieve their goals. In the context of social entrepreneurship, "social bricoleurs" utilize local resources to identify and pursue local opportunities, as they have a strong understanding of the resources and conditions in their immediate environment. These individuals are important as they are able to identify social needs that may not be recognized by larger and more powerful actors. As a result, they are able to provide small-scale solutions to these problems using their specialized knowledge and skills, preventing the formation of larger social issues and promoting stability within their community. Social bricoleurs are skilled in utilizing and exploiting local resources using their unique and localized knowledge and do not rely on external partners, making them more flexible and independent. This also allows them to quickly adapt to changing circumstances and make efficient

self-corrections. However, due to their focus on the local level, they are not able to address social needs on a larger scale or in a broader geographic setting and as a result, it can be difficult for researchers to locate them and for governments and organizations to recognize and support their work, despite their crucial role in addressing social issues globally. self-corrections. However, due to their focus on the local level, they are not able to address social needs on a larger scale or in a broader geographic setting and as a result, it can be difficult for researchers to locate them and for governments and organizations to recognize and support their work, despite their crucial role in addressing social issues globally.

Social Constructionists :

Social constructionists create social wealth by identifying and pursuing opportunities to address unmet social needs through the creation of new ventures. They are known for their boldness, innovation, and ability to anticipate future opportunities. They often strive to scale their organization to a regional, national, or global level by developing strategies and plans that allow their solution to be replicated and adapted to meet a growing demand. Unlike social bricoleurs, who rely on local and tacit knowledge, social constructionists excel at finding and pursuing opportunities that allow them to generate social wealth. However, they also often collaborate with both for-profit and not-for-profit ventures in order to achieve mutually beneficial outcomes. While managing resources from a variety of sources and relationships with stakeholders can be challenging and may lead to mission drift, social constructionists are able to find ways to secure funding and manage their staff in order to stay true to their primary social mission.(Zahra et al., 2009)

Social Engineers :

Individuals who specialize in addressing unmet social needs are referred to as social entrepreneurs. They pinpoint systemic issues and strive to effect positive change by revolutionizing the social system itself. As agents of change, they initiate systemic innovation or introduce novel, disruptive methods within the current framework to bring about societal change. Their revolutionary ideas may be perceived as challenging as they may have an ideological base and be considered a threat to existing institutions. In order to successfully bring about systemic change, social entrepreneurs must attain sufficient legitimacy and political power, often through forming strategic alliances. These partnerships may be essential in addressing social issues and altering the actions of public institutions, or in raising awareness about problems so that others can become agents of change. (Zahra et al., 2009)

1.4 THE DRIVERS OF SOCIAL ENTREPRENEURSHIP

There are many other drivers that have been identified as contributing to the rise of social entrepreneurship. These can be divided into demand-side and supply-side drivers. Demand-side drivers refer to the global crises that characterize our era, including environmental crises such as climate change, pollution, and resource depletion; health crises such as pandemics and food scarcity; and economic crises such as rising inequality and the consequences of the 2008 financial crisis. These crises often result in social market failure, where there is a gap in efficient and effective service providers due to inefficiencies in public services or government retreat from welfare provision based on free-market ideology. On the supply side, there have been several changes in developed countries during the 20th century that have contributed to the emergence of

social entrepreneurship. These include an increase in per capita income of 700% and the emergence of a large middle class, as well as technological innovation that has increased life expectancy. These changes have made it possible for wealthy individuals with free time and resources to dedicate themselves to addressing social issues. Additionally, there have been societal changes that have made it easier for individuals to understand and address social and environmental issues, such as increased access to education and modern communication technologies. This global connectedness has enabled citizens to become more active in addressing social and environmental issues.

According to (Nicholls, 2006b), there are many factors that have been identified as contributing to the rise of social entrepreneurship, which can be divided into demand-side and supply-side drivers. Demand-side drivers refer to the global crises that currently characterize our era, including environmental crises such as climate change and pollution, health crises such as pandemics and food scarcity, and economic crises such as rising inequality and the consequences of the 2008 financial crisis. These crises often result in social market failure, where there is a gap in efficient and effective service providers due to inefficiencies in public services or government retreat from welfare provision based on free-market ideology. On the supply side, there have been several changes in developed countries during the 20th century that have contributed to the emergence of social entrepreneurship, including an increase in per capita income and the emergence of a large middle class, as well as technological innovation that has increased life expectancy. These changes have made it possible for wealthy individuals with free time and resources to dedicate themselves to addressing social issues. Additionally, there have been societal changes that have made it easier for individuals to understand and address social and environmental issues, such as increased access

to education and modern communication technologies. This global connectedness has enabled citizens to become more active in addressing social and environmental issues.

According to some authors, the rise of "cultural creatives" - a socio-cultural group characterized by a shift in ethical values and a belief in interconnectedness, spiritual and personal development, and attention to environmental and societal issues - is linked to cultural and economic changes and represents a significant ongoing cultural change that began in the 1960s, known as the "silent revolution." This group, which was described by P. Ray and S. Anderson in their 1995 book, is thought to be spread throughout the entire population, with a higher prevalence among wealthy and educated social groups. However, cultural creatives may feel isolated and are unaware of the true size of their group. The authors note that in the United States, cultural creatives comprised 5% of the population in 1960 and increased to 26% by 1999, or approximately 50 million people. A similar trend has been observed in Western Europe, and the numbers have continued to grow. This global consciousness movement, which is silently transforming the business world and shaping the social entrepreneurs of today, is characterized by a growing shift in mindset. In the supply side, both individuals and organizations play a significant role. In addition to these research centers, a number of institutions around the world actively support social entrepreneurship in various ways, such as the Ashoka Foundation in the United States, the Skoll Foundation in the United Kingdom, and the Schwab Foundation in Switzerland. These institutions may support social innovation through the identification and support of individuals who can bring change as social entrepreneurs, the provision of resources to foster social entrepreneurial activities, and the creation of a network to sustain the phenomenon.

In summary, social entrepreneurship is a growing phenomenon for several reasons. The cultural and sociological changes that have occurred in recent decades have led to an increased demand for solutions to social problems, which has fueled the emergence of social entrepreneurship. The analysis of the motivators of this phenomena helps us understand why it has gained interest from all sectors of society: the socio-economic changes have affected individuals from all walks of life, the "cultural creatives" are found throughout the population, and social problems are seen as the responsibility of all to solve. As a result, a significant body of writing that addresses the subject has emerged from a variety of fields, players, and industries.

1.5 THE CORE FOCUS OF SOCIAL MISSION

Social entrepreneurship is a form of innovation that seeks to create positive social and environmental impact through the use of business techniques and strategies. At the heart of this

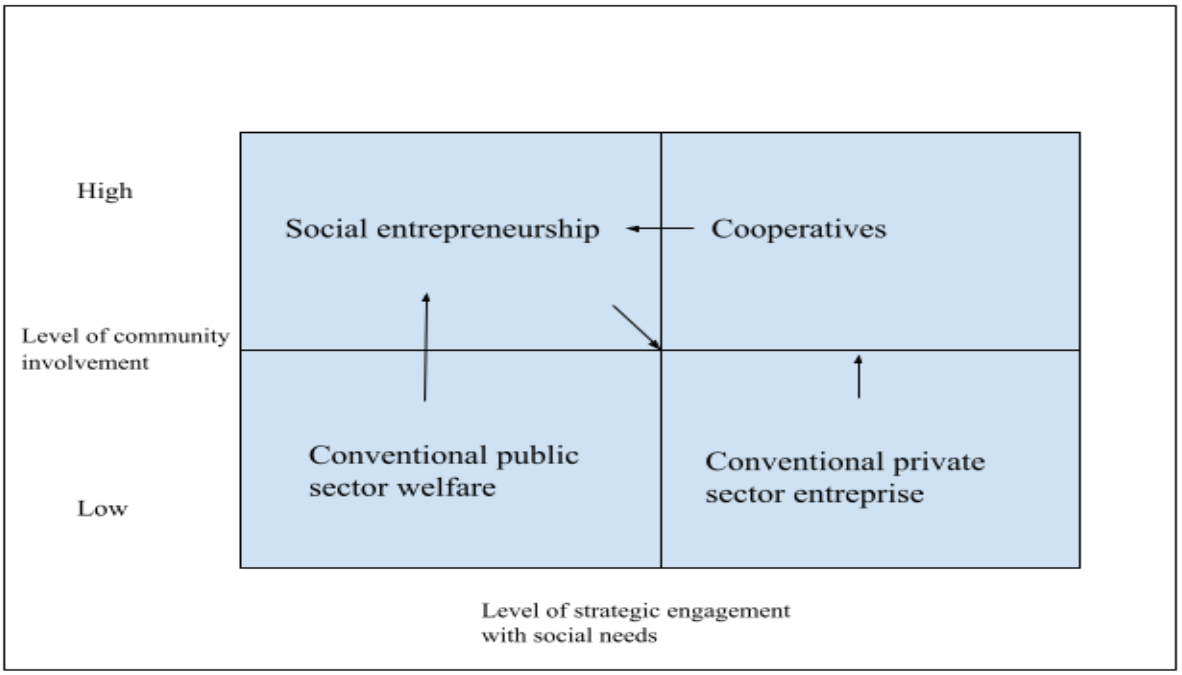
approach is the centrality of the social mission, which refers to the importance of the social or environmental goal that drives the efforts of the organization.

The centrality of the social mission is a key characteristic that distinguishes social entrepreneurship from traditional business models, which are primarily focused on maximizing profits for shareholders. Instead, social entrepreneurs prioritize the social or environmental impact of their efforts and use business techniques as a means of achieving their goals. There is disagreement among scholars about the centrality of the social mission in social entrepreneurship and how it should be defined. This has led to a variety of organizational structures that social entrepreneurship can adopt, each with varying levels of emphasis on the social goal. Some of the literature places social entrepreneurship in the not-for-profit sector, where the organization's only primary aims are social ones. Other academics take a more lax approach and discuss firms as socially entrepreneurial when they aim to achieve both financial and social prosperity, typically the second to support the first.

The Institute for Social Entrepreneurs defines social entrepreneurship as "the art of simultaneously pursuing both a financial and a social return on investment," while (Alter, 2000:1) defines it as a "nonprofit enterprise, social-purpose business or revenue-generating venture founded to support or create economic opportunities for poor and disadvantaged populations while simultaneously operating to the financial bottom line." There are also organizations in which the entrepreneur prioritizes both social and commercial wealth, with both goals having equal importance. Organizations that balance both social and financial goals or prioritize commercial wealth over social wealth are often referred to as "hybrids" because they have characteristics of both for-profit and nonprofit organizations. There are also many instances that clearly fall under the for-profit category but have been labeled as social entrepreneurship, in which the commercial goal may even be given lower priority than the social goal, which then becomes one of the various objectives pursued by the organization, such as the practice of CSR. Some authors argue that in certain cases, the social purpose of an organization may be used as a marketing tool to improve the company's image and generate higher revenue streams. There is debate about whether these types of activities should be included in the definition of social entrepreneurship and where the boundary should be drawn between social entrepreneurship and other forms of entrepreneurial organizations. It can be challenging to determine the centrality of the social mission within an organization and classify it as social entrepreneurship due to the subjective nature of this distinction and the lack of consensus among literature on this topic.

Nicholls (2006b) presents a different perspective on the various forms of social entrepreneurship, which takes into account the level of community involvement and engagement with social needs. According to this perspective, traditional private sector organizations that prioritize wealth creation are characterized by low levels of community engagement and engagement with social needs. Therefore, the traditional private sector, which is concentrated on wealth generation, contributes to a low level of community engagement and engagement with social concerns. In contrast, the public sector is characterized by high levels of social need but low levels of community engagement, as public services are often provided from above without significant community involvement. This approach recognizes that social innovation is closely tied to the community and context in which it occurs. Another way to categorize social entrepreneurship is based on the level of community involvement and engagement with social needs, as proposed by (Nicholls, 2006b). According to this perspective, traditional private sector organizations that focus on wealth creation have low levels of community engagement and engagement with social needs. The public sector, on the other hand, tends to have high levels of social need but low levels of community engagement, as public services are often provided without significant community involvement. Cooperatives, which generate social benefits through a membership-based structure but do not make social mission their primary objective, are distinguished by high levels of community participation and low levels of addressing social needs. Conversely, social entrepreneurship encompasses high levels of engagement with social needs and community participation. It's worth noting that these distinctions are not rigid but rather fluid, organizations in the private sector may shift towards increased community involvement through the implementation of corporate social responsibility (CSR) strategies and considering the interests of a broader range of stakeholders. The public sector can also move towards increased community involvement, and the role of social entrepreneurs is crucial in this process. Cooperatives may also choose to prioritize a social issue and shift towards a more social entrepreneurship-like approach. Additionally, social entrepreneurship can adopt market-based approaches and business tactics commonly employed by private sector organizations to more effectively achieve their primary social objective, as is often seen in social enterprises. Overall, the framework for categorizing social entrepreneurship described above is dynamic in nature (as depicted in Figure 1).

Figure 1: Identifying the social needs of a community and involving the community in addressing those needs.



Source : Nicholls, A. (2006b: 230).

Social entrepreneurship has taken on many different forms, and it can be challenging to find a unified definition for it. This is partly due to the emergence of the "fourth sector" (Ellis, 2010), which has complicated the traditional distinctions between the public, private, and nonprofit sectors. In the 20th century, these sectors had well-defined roles, but this is no longer the case in the 21st century, particularly when it comes to issues such as sustainability, social issues, and shaping a shared future. As society becomes more aware of the need for sustainable and socially responsible practices, it becomes increasingly important for all actors to consider the interests of all stakeholders in their decision-making processes. This shift in values emphasizes the need for an integrated and collaborative approach to problem-solving, as economic and social obligations become intertwined.

As society's needs have evolved, the way that actors operate has also changed. Rather than focusing on which sector is responsible for addressing certain issues, the focus is on finding the best solutions to social problems. This has led to an increase in cross-sector collaboration, hybrid models, and alliances, as well as the emergence of agents of social change that transcend traditional sector boundaries. In order to drive social innovation, there is a need for a blurring of market and non-market mechanisms across all sectors.

1.6 THE SIGNIFICANCE OF AN UNIFIED DEFINITION

Social entrepreneurship is defined in various ways, but there are some common elements that can be identified. These include a focus on social change as the main purpose, the use of innovative problem-solving techniques to address social issues, and the implementation of business methods to achieve the social mission. The primary goal of social entrepreneurship according to (Ellis, 2010), is to create social value, rather than just economic wealth, and success is often measured by the extent to which the social mission is achieved. Social entrepreneurs are known for their innovative approaches to addressing social problems and for using business strategies to achieve their goals. Some scholars believe that the inclusive approach to the study of social entrepreneurship, which allows for a wide range of perspectives and input from various disciplines and sectors, is beneficial for its development as a field. This open approach allows for a flexible understanding of social and institutional innovation, the creation of social and economic wealth, and social and economic development. However, other scholars argue that it is necessary to define clear boundaries in order to better understand the concept and facilitate the advancement of theory in the field. field. This would allow for the building of constructive theory and the advancement of the field, rather than just the collection of unrelated contributions.

There is ongoing debate among scholars about whether social entrepreneurship should be considered a distinct type of entrepreneurship or if it is simply a form of entrepreneurship that shares characteristics with other types, such as conventional, institutional, and cultural entrepreneurship. Dacin et al (2010) argue that all entrepreneurial activities have some form of social impact and that social entrepreneurship can be seen as a broad context in which these other types operate. Others believe that the centrality of the social goal in social entrepreneurship makes it a distinct type that warrants its own dedicated body of theory. There is no consensus on this issue, and further research and analysis may be necessary to determine the unique characteristics of social entrepreneurship and its place within the broader field of entrepreneurship.

It can be inferred from the previous various sources and observations that social entrepreneurship is a constantly evolving field with a wide range of theories and influences from various disciplines. It involves many stakeholders and can be viewed from different perspectives and organizational approaches. However, there is a need for more agreement and clarity in defining the field, particularly in terms of the distinction between broad and narrow definitions. This is particularly important when it comes to collecting data and conducting empirical research on the topic, as it is unclear which entities and data are comparable and relevant. This presents a significant challenge in current research on social entrepreneurship.

1.7 SOCIAL ENTREPRENEURSHIP IN MOROCCO

According to the Global Competitiveness Index, Morocco is ranked 72nd in terms of global competitiveness, however, it is still considered a country with medium human development as indicated by its 123rd rank out of 188 countries on the Human Development Index. The country is facing various challenges such as poverty, health issues, unemployment, and limited access to education and clean water. This is expected to continue as the population is predicted to grow to 40,874 by 2030 (World Health Organization, 2017), putting additional strain on resources and increasing the need for social and environmental support. Morocco has a range of social issues that can be addressed through entrepreneurship. The country's socio-economic, demographic, and geographical characteristics are important factors to consider in the realm of social entrepreneurship, particularly when it comes to addressing social issues.

The influence of social entrepreneurship on societies, economies, and politics is dependent on the specific economic conditions and legal, political, social, cultural, technological, and ecological frameworks of each country. Morocco, with its proximity to Europe, cultural connections to Middle Eastern countries, and location in northern Africa, has the potential to benefit from the experiences of more established social entrepreneurs and adapt these ideas to its own traditions of aid and mutual assistance derived from Middle Eastern culture. Additionally, Morocco's position as a bridge to Africa may allow it to serve as a driving force for development. Social entrepreneurship has roots in Moroccan culture and history, as demonstrated by the tradition of community support and mutual aid exemplified by the story of "Twizi." This cultural foundation may make Morocco particularly receptive to the development of social entrepreneurship. (Jamali and Lanter, 2015)

A case study conducted by Jamali and Lanteri in 2015 explored the current state of social entrepreneurship in the Middle East and North Africa region, including Morocco, using semi-structured interviews. The study found that while the cultural and historical context of Morocco may suggest potential for the development of social entrepreneurship in the country, the reality is that social entrepreneurs there prioritize self-sustaining enterprises and prioritize funding for their activities. In Morocco, the concept of social entrepreneurship is not well understood by the general public, and is often associated with non-governmental organizations rather than businesses (Jamali and Lanter, 2015).

A study conducted by the British Council and the Moroccan Center for Innovation and Social Entrepreneurship in Morocco in 2020 found that many social enterprises in the country take the form of associations or cooperatives rather than traditional businesses. This lack of understanding and lack of professional structures may pose challenges for social entrepreneurs in Morocco as they

seek to address social and environmental issues in the country. According to research conducted on the unique characteristics of social entrepreneurship in Morocco, many respondents view social entrepreneurship as a part of the social and solidarity economy, with 72% of respondents identifying it as such, while 16% believed that there were some differences but that it generally fell under the same umbrella. This aligns with the concept of "solidarity and social economy" that has been influenced by the French system and is prevalent in Morocco. The social and solidarity economy, which consists of associations, cooperatives, and mutuals, has played a significant role in the social development of the country.

According to (Asli and El idrissi 2013 ; Elamrani and Lemtaoui, 2016), the concept of the Social and Solidarity Economy (SSE) in Morocco encompasses a range of actions, activities, and policies that aim to use the SSE as a tool for inclusive growth in order to enhance economic, social, and territorial cohesion. The primary goal of these efforts is to address the social needs of the community as a whole, particularly those of disadvantaged or vulnerable individuals. The SSE is typically understood as a "Third Sector" that operates separately from both public authorities and private, for-profit companies. It includes a diverse range of organizations, including associations, cooperatives, mutuals, and foundations, as well as more recently the social entrepreneurship sector. The development of social entrepreneurship in Morocco has been aided by the implementation of the INDH program (The National Initiative for Human Development) in 2005 and the support of several international organizations.The purpose of this research is to understand the current state of social entrepreneurship and its potential impact on social and economic development in Morocco. To do this, various organizations, including ENACTUS and the British Council, have implemented programs to raise awareness, provide training, offer mentorship, and support incubation and accompaniment for social entrepreneurs. While it is difficult to determine the overall influence of Moroccan social enterprises, they are primarily focused on areas such as promoting economic activity for disadvantaged individuals, developing local products, responsible tourism, and protecting the environment.

CHAPTER 2 : SUSTAINABLE DEVELOPMENT

2. DEFINITION

The concept of sustainable development has gained significant attention in recent years as the world confronts a range of pressing environmental, economic, and social challenges. From climate change and environmental degradation to economic inequality and social injustice, these challenges require us to find ways to balance economic growth, social equity, and environmental protection in a way that allows for a more just and sustainable future. In this chapter, we will delve into the principles and practices of sustainable development, examining the origins of the concept and its evolution since the Brundtland Commission's 1987 report. We will explore the core principles of sustainable development, including the integration of economic, social, and environmental considerations and the recognition of the interconnectedness of these systems. We will also examine the key challenges and opportunities facing the field of sustainable development, and discuss ways in which we can work towards a more just and sustainable future for all. This will include a discussion of the role of governments, international organizations, and civil society in promoting sustainable development, as well as the importance of partnerships and collaboration in addressing global challenges. By understanding the principles and practices of sustainable development, we can work towards creating a more resilient and adaptable world that meets the needs of present and future generations.

2.1 BACKGROUND

The concept of sustainable development has undergone significant evolution and refinement over the past 49 years. It first gained international attention at the United Nations Conference on the Human Environment held in Stockholm in 1972, where the international community recognized the need to address both development and environmental issues in a coordinated manner (Handl, 1992). This recognition led to the creation of the United Nations Environmental Programme (UNEP), the UN's first program dedicated exclusively to environmental issues. The term "sustainable development" was later formally introduced in policy discussions in 1987 through the Brundtland Commission's report titled "Our Common Future." (Redclift, 2005), this report defined sustainable development as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs." Since then, the concept of sustainable development has continued to evolve and has been widely embraced by governments, organizations, and individuals around the world as a framework for addressing a range of

economic, social, and environmental issues. It is now widely recognized as a key approach to balancing the needs of the present with the need to preserve the planet's resources and support the well-being of future generations (WCED, 1987).

Sustainable development, as defined by the World Commission on Environment and Development (also known as the Brundtland Commission), is a type of development that meets the current needs of society without compromising the ability of future generations to meet their own needs. The Brundtland Commission's report, published in 1987, also identified economic, social, and environmental considerations as the three pillars of sustainability. This means that sustainable development aims to address economic, social, and environmental issues in a balanced and integrated manner, with the goal of creating a more equitable and prosperous society for present and future generations.

There are many different definitions of the term "sustainable development" that have been proposed by various scholars and organizations (Barkemeyer et al., 2014). One of the most widely accepted definitions is the one provided by the Brundtland Report, published in 1987 by the United Nations World Commission on Environment and Development (UN WCED), which defines sustainable development as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (World Commission on Environment and Development, 1987). However, the concept of sustainable development is still a subject of debate and continues to evolve. The Sustainable Development Goals (SDGs), adopted by the United Nations in 2015, take a broader view of sustainability that considers the "triple bottom line" of economic development, social inclusion, and environmental sustainability (Sachs, 2015b). The term "private sector" also lacks a clear and universally accepted definition, as it can encompass a wide range of organizations. Some definitions of the private sector focus on the profit-seeking nature of these organizations, while others include non-profit organizations as well. (Lucci, 2012) defines the private sector as comprising "all 'businesses,' that is, 'for-profit' organizations only."

The role of the private sector in the process of sustainable development has been a topic of ongoing debate and discussion. Some argue that the private sector can contribute to the achievement of the Sustainable Development Goals (SDGs) through its innovation capacity, responsiveness, efficiency, and provision of specific skills and resources (Scheyvens et al. 2016). However, others have raised concerns about the ability of profit-motivated organizations to effectively contribute to the achievement of the SDGs and about the potential for the private sector to seek legitimacy or influence the actions of the United Nations (Sachs, 2012; Fortin & Jolly, 2015). One of the main concerns related to the involvement of the private sector in sustainable development is the potential

for companies to exploit development programs for their own benefit rather than working towards the achievement of the SDGs. Some have argued that the private sector can play a role in the context of constrained public budgets, but it is important to ensure that private sector involvement does not compromise the overall goal of sustainable development (Scheyvens et al., 2016). It is also important to note that the SDGs represent a shift in scope, as they apply to all countries, not just "developing" countries, and all countries are required to report on their progress towards achieving the various sustainable development targets defined by the SDGs (Scheyvens et al., 2016). This represents a departure from previous development agendas that were primarily focused on addressing the needs of poorer, developing countries. The SDGs recognize that sustainable development is a global challenge that requires the cooperation and participation of all countries.

The concept of sustainable development gained widespread global attention at the Earth Summit in Rio de Janeiro, Brazil in 1992 (UN, 2017). At this event, it was recognized that protecting the environment requires global collaboration, leading to the creation of Agenda 21, a global consensus on development and environmental cooperation (UN, 2017). In 2000, the Millennium Development Goals (MDGs) were established at the Millennium Summit as a blueprint for development activities in member states until 2015 (UN, 2016). The MDGs were designed to address issues such as poverty, hunger, disease, and environmental destruction, and they spurred significant international efforts to address these challenges (Williams, 2014; Wysokińska, 2017). However, the MDGs were not completely successful in achieving their objectives (Williams, 2014; Wysokińska, 2017). Despite this, the concept of sustainable development has continued to gain recognition and has been widely embraced by governments, organizations, and individuals around the world as a framework for addressing economic, social, and environmental issues in a balanced and integrated manner.

The adoption of the 17 Sustainable Development Goals (SDGs) of Agenda 2030 by the United Nations General Assembly represents the next step in the global effort to achieve economic, environmental, and social development. This development agenda extends responsibility for achieving these goals to the entire international community, including developed countries, developing countries, and international organizations (Wysokińska, 2017). The Decade of Action, which began in 2020, is a ten-year period focused on making significant progress towards achieving the SDGs by 2030 (UN, n.d.). The SDGs represent a comprehensive set of global development goals that aim to address a range of economic, social, and environmental challenges facing the world today. They are intended to serve as a framework for guiding development efforts around the world, with the goal of creating a more sustainable, inclusive, and prosperous world for all.

2.2 SUSTAINABILITY

In recent decades, there has been a growing recognition of the importance of sustainability in business, leading to a significant increase in the number of companies engaging in corporate sustainable behavior (Kourula et al., 2017). This increased focus on sustainability has resulted in a proliferation of definitions in the literature (Young and Dhana, 2013). One of the most widely cited definitions comes from the Brundtland report, which defines sustainable development as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs (WCED, 1987, p.41)." This definition has been adapted for a business context by (Dyllick and Hockerts, 2002, p.131), who define sustainability in business as "meeting the needs of a firm's direct and indirect stakeholders, without compromising its ability to meet the needs of future stakeholders as well." These authors argue that in order for companies to achieve this goal, they must not only maintain but also increase their economic, social, and environmental capital levels. This means considering the impacts of business decisions on multiple levels, from the local to the global, and finding ways to balance economic growth, social equity, and environmental protection in a way that promotes long-term sustainability. The pursuit of sustainability in business presents both challenges and opportunities, and requires a holistic approach that takes into account the interdependence of economic, social, and environmental systems.

The Commission of the European Communities (2001) defines corporate social responsibility (CSR) as a voluntary effort by companies to incorporate social and environmental considerations into their business operations and interactions with stakeholders. This definition emphasizes the three dimensions of CSR: economic, environmental, and social, which also align with the concept of sustainability (Hansmann, Mieg, and Frischknecht, 2012). Thus, sustainable development should address all three of these dimensions (Dyllick and Hockerts, 2002) posits that these three pillars of sustainable development should be viewed in terms of a "triple bottom line."

2.2.1 Triple bottom line :

The concept of the triple bottom line (TBL) was developed by John Elkington in the 1990s as a way to challenge businesses to consider their impact on the economic, social, and environmental dimensions of sustainability (Elkington, 1997; Elkington, 2018). The TBL is intended to encourage business leaders to think beyond just profits and consider how their actions can improve the lives of people and the well-being of the planet (Elkington, 1997; Elkington, 2018). The three pillars of the TBL are often referred to as the "three P's" - people, planet, and profit - and they represent the three dimensions of sustainability that companies should consider when making business decisions

(Kraaijenbrink, 2019). According to (Elkington, 1997), companies need to consider how their actions influence these three dimensions in order to become truly sustainable businesses. (John Elkington, 2018) views the triple bottom line (TBL) as a key component of the sustainability agenda. However, (Hansmann et al, 2012) argue that it can be challenging for companies to integrate the three dimensions of sustainability represented by the TBL and to ensure coherence among them within the business. (Elkington, 2018) also acknowledges that the TBL concept is sometimes misunderstood, with companies focusing more on their financial performance and using the TBL as an accounting and reporting tool rather than as a framework for improving sustainability (Elkington, 2018; Dyllick Hockerts, 2002). In other words, rather than using the TBL as a way to guide their actions and make more sustainable decisions, companies may simply use it as a means of reporting on their current sustainability practices. This raises the question of whether frameworks like the TBL are the most effective way to engage businesses in sustainable development.

The triple bottom line (TBL) is a framework that aims to measure the performance and success of a business or organization using economic, social, and environmental indicators (Goel, 2010). It is often referred to as a practical framework for sustainability (Rogers & Hudson, 2011). The TBL is primarily geared towards corporations and seeks to place a consistent and balanced focus on the economic, social, and environmental value provided by these organizations. By considering these three dimensions of sustainability, the TBL aims to provide a more comprehensive and holistic assessment of an organization's impact on the world around it.

Economic Line : According to (Elkington, 1997), the economic line within the triple bottom line (TBL) framework refers to the influence of a company's business practices on the overall economic system. (Spangenberg, 2005) further explains that this aspect of sustainability concerns the ability of the economy to endure and progress in order to support future generations. Essentially, the economic line establishes a connection between the growth of the organization and the growth of the economy, examining how the organization contributes to and supports the economic system. In other words, it examines the economic value that the organization provides to its surroundings in a way that promotes the prosperity of the system and ensures its ability to support future generations.

Social Line: The concept of the social line within the triple bottom line (TBL) framework, as proposed by (Elkington, 1997), involves the implementation of business practices that are beneficial and equitable to the labor force, human capital, and community. These practices can include measures such as offering fair wages and providing health care coverage to employees, with the goal of adding value to society and contributing to the well-being of the community.

However, ignoring social responsibility can not only be ethically questionable, but it can also have negative impacts on the performance and sustainability of a business. For instance, in 2002, the Bay area of California voted against the establishment of a Home Depot due to concerns about its potential negative effects on the community (Dhiman, 2008). According to (Goel,2010), the social performance aspect of the triple bottom line (TBL) framework focuses on the relationship between the organization and the community, and addresses issues such as community involvement, employee relations, and fair wages. This involves examining the interactions between the community and the organization, and considering the ways in which business practices can be beneficial and equitable to the labor force, human capital, and community as a whole. By addressing these issues, organizations can strive to be socially responsible and contribute to the well-being of their communities.

Environmental Line : The environmental line of the triple bottom line (TBL) framework, as described by (Goel, 2010), involves engaging in practices that do not deplete or compromise environmental resources for future generations. This can include actions such as efficiently using energy resources, reducing greenhouse gas emissions, and minimizing the ecological footprint. Similar to the social aspect of TBL, environmental initiatives can have an impact on the sustainability of organizations. In a study conducted by (Kearney, 2009), the performance of 99 sustainability-focused organizations across a variety of industries, including technology, automotive, chemical, food, media, retail, and tourism, was analyzed over a six-month period in order to determine whether organizations with sustainable practices are more likely to weather economic downturns. The sample for the study included organizations that were part of the Dow Jones Index and had a focus on sustainability. The research methodology utilized aimed to understand the relationship between sustainability practices and organizational resilience in the face of economic challenges.

2.3 MORAL CONSIDERATIONS OF SUSTAINABLE DEVELOPMENT

The ethical implications of sustainable development refer to the moral considerations involved in working towards a more sustainable future. This includes balancing the needs of the environment, society, and economy in a way that is fair and equitable for all stakeholders. It also involves considering the impact on current and future generations, and addressing issues such as distributive justice, human rights, and the moral obligations of individuals and organizations to act in the best interests of all stakeholders. Essentially, the ethical implications of sustainable development

involve a commitment to acting responsibly and ethically in order to preserve the well-being of both current and future generations.

According to (Michelsen et al., 2016; Čiegis et al.,2005; Pawłowski, 2008), the concept of sustainable development is not solely derived from scientific inquiry, but rather has its roots in ethical principles. (Pawłowski, 2008) adds that ethics in the context of development involve ensuring that benefits are shared equally among all involved parties, rather than just focusing on those conducting the development (Maldonado, 2003). Given the wide-ranging and normative nature of sustainable development, with its high stakes and diverse perspectives, it is important to carefully consider the ethical implications of its application (Michelsen et al., 2016). In other words, the development of sustainable practices should be guided by a commitment to equity and fairness, rather than solely focusing on narrow self-interest.

According to the definition of sustainable development put forth by the World Commission on Environment and Development (1987), the concept involves meeting the needs of the present without compromising the ability of future generations to meet their own needs. While this definition emphasizes intergenerational equity, it does not address intragenerational equity, or the reduction of inequalities among individuals within the same generation (Gallopín, 2003). Additionally, Doring and Muraca (2010) argue that there are ethical duties towards future generations in terms of intergenerational equity. It is therefore necessary to consider both intergenerational and intragenerational equity in order to achieve a just and sustainable society.

2.4 SUSTAINABLE DEVELOPMENT GOALS

Sustainable development goals (SDGs) are a set of international targets adopted by the United Nations (UN) in 2015, with the aim of ending poverty, protecting the planet, and ensuring peace and prosperity for all by 2030. These goals were developed as a successor to the Millennium Development Goals (MDGs), which were a set of eight targets aimed at reducing extreme poverty, disease, and other global challenges. The SDGs go beyond the MDGs by addressing a wider range of issues, including climate change, inequality, and sustainability, and aim to leave no one behind in their efforts to achieve these goals. The development of the SDGs involved extensive consultation with various stakeholders, including governments, civil society organizations, and the private sector. Local organizations, such as those at the community level, also play a crucial role in the

implementation of the SDGs. In Morocco, the government has developed the Moroccan National Agenda for the SDGs, which outlines the country's specific goals and targets for achieving the SDGs. The emergence of sustainable development in Morocco has also seen a focus on initiatives such as renewable energy and sustainable tourism, which contribute to the country's efforts to achieve the SDGs. Overall, the SDGs represent a holistic and ambitious approach to addressing global challenges and achieving a more sustainable future for all.

The concept of sustainable development gained significant attention in the 1980s, according to the (United Nations, 2021). This was due in part to the publication of the Brundtland Report, also known as "Our Common Future," which highlighted the importance of considering economic, cultural, and social aspects in addition to environmental issues in discussions about sustainable development (United Nations, 1987). At the same time, the concept of corporate responsibility began to be more widely recognized, with companies increasingly focused on environmental issues and hiring experts to help them address these concerns (Koipijärvi & Kuvaja, 2020). The heavy industry sector, in particular, made efforts to reduce emissions and have a positive impact on the environment. Overall, the 1980s marked a key moment in the growing recognition of the importance of sustainable development and corporate responsibility for the future of the planet.

2.4.1 From the Millennium Development Goals to the Sustainable Development Goals

In this section, we will examine how the design of the Sustainable Development Goals (SDGs) was informed by the successes and limitations of the Millennium Development Goals (MDGs). We will also explore how the SDGs have been modified and improved in order to increase their effectiveness in achieving global goals.

2.4.2 A short assessment of the Millennium Development Goals

The Millennium Development Goals (MDGs) were adopted by the United Nations in September 2000 as a follow-up to the Millennium Summit and the Millennium Declaration. The MDGs consisted of eight "measurable and time-bound objectives" with 21 targets (Sachs, 2015a) that were set by UN Member States and development institutions, with the goal of achieving them by 2015. The purpose of the MDGs was to establish clear targets for international development efforts, based on the principles of the Millennium Declaration, which emphasized "collective responsibility to uphold the principles of human dignity, equality and equity at the global level" (United Nations, 2000). The aim of the MDGs was to promote international development and support.

The innovation of the Millennium Development Goals (MDGs) was in their focus on a limited set of clearly defined goals that could be easily understood by all relevant stakeholders and that could

mobilize the necessary resources for their success. The MDGs adopted a "goal-based development" approach, which involved setting specific, quantifiable objectives within a defined time frame of 15 years and establishing a "pathway" to achieve them in terms of interventions, costs, implementation, and financing (a process known as "backcasting" by (Sachs, 2015b). Some authors have seen the MDGs as a significant step forward in the international community's efforts to identify and prioritize global social development issues. Sachs (2012) emphasizes the important role of the MDGs in promoting global awareness, political accountability, improved metrics, social feedback, and public pressure, and in setting the stage for future action beyond 2015. Despite not being achieved globally, the MDGs did result in notable improvements in some areas and countries. For example, countries with strong economic growth, such as China, were particularly effective in meeting the MDG targets. There were also notable global improvements during the period of the MDGs, such as the reduction in the rate of extreme poverty from 37% in 1990 to 10% in 2015 (Sachs, 2015a).

One important aspect of the adoption of the Millennium Development Goals (MDGs) was the decision to keep the goals simple and straightforward. As (Sachs, 2012) points out, the MDGs consisted of only eight simple goals, in contrast to the 351-page Agenda 21 adopted at the UN conference in Rio de Janeiro in 1992. This simplicity proved to be effective in terms of "public awareness, mobilization, advocacy, and continuity" and helped to keep the MDGs relevant throughout their 15-year time frame. Another advantage of the MDGs, according to Sachs, was that they were not legally binding, which facilitated and significantly shortened the negotiation process and reduced "heavy transaction costs and delays" associated with international binding treaties. Sachs also argued that legally binding agreements have not been effective in practice due to a lack of effective enforcement mechanisms. Additionally, (Bello, 2013) argued that the persistence of issues addressed by the MDGs in some countries contributed to a sense of "moral outrage globally," leading populations to question the efforts and activities of their governments and international institutions in achieving the targets.

The Millennium Development Goals (MDGs) had several shortcomings that led to their limited success globally and provided a basis for the creation of the Sustainable Development Goals (SDGs) in 2015. According to Sachs (2012), these weaknesses included a lack of intermediate milestones, difficulties in collecting relevant and up-to-date data in some countries, a lack of engagement from the private sector, and a general lack of investment from participating governments. Koehler (2015) added that, while some successes were seen in the BRICS countries (Brazil, Russia, India, China, South Africa), which should be viewed in the context of remaining

deficits in areas such as the environment and employment policy, the least developed countries did not achieve any of the MDGs.

Critics have pointed out that the limitations of the Millennium Development Goals (MDGs) can be attributed to a lack of consideration of the structural causes of poverty and significant regional disparities "within the global South and between global North and South" (Moore, 2015). Pogge and Sengupta (2015) also argued that the goals failed to focus on the need for institutional reforms, perpetuating structural issues. According to (Moore, 2015), the MDGs did not challenge thoughts about the global economy or address the "serious crisis of values and ideas" facing the world today. Critics argue that the MDGs' approach of growth as necessary for human development is controversial, particularly in light of finite resources. Tiwari (2015) also argues that some scholars have criticized the "top-down" approach of many programs as being too reductionist and inadequate for the specific contexts of member countries. Finally, (Tiwari, 2015) points out that the exclusion of key issues such as inequalities, working conditions, unemployment, and especially climate change from the scope of the MDGs was a significant shortcoming that led to the creation of the Sustainable Development Goals (SDGs) in the post-2015 Agenda.

2.4.3 The development of the Sustainable Development Goals

The Sustainable Development Goals (SDGs) were introduced in 2015 as part of the 2030 Agenda for Sustainable Development, which is a global plan to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. The SDGs were developed through a process of extensive consultation with governments, civil society organizations, private sector representatives, and other stakeholders. The SDGs are intended to be a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. They are also intended to be integrated and indivisible, meaning that progress in one area often depends on progress in others. The SDGs are ambitious and transformative, requiring a fundamental change in the way we live and work, and they are action-oriented, requiring action at all levels and by all actors. The SDGs have a target completion date of 2030, and they are intended to be achieved by all countries, regardless of their level of development. The SDGs are a powerful tool for creating a sustainable future and they have the potential to improve the lives of millions of people around the world.

According to Sachs (2012), the increasing acknowledgement of the "urgency of sustainable development," based on accumulating scientific evidence, provides the necessary foundation for the development of the Sustainable Development Goals (SDGs). While there is still no consensus on the approaches or objectives to follow or even on the definition of "sustainable development," in recent years there has been a growing recognition of the need to consider economic, environmental,

and social goals as a "triple bottom line" for taking action. The severity of the sustainability challenges faced by societies, the slow progress in addressing these issues globally, and the general failure to achieve this triple bottom line on a large scale all underscore the need for "urgent, high-profile, and change-producing global goals," along with growing concerns about inequalities worldwide that have not been resolved despite the ambitious goals of the Millennium Development Goals (MDGs) (Sachs, 2012; Sachs, 2015a).

The opportunity to adopt the Sustainable Development Goals (SDGs) was first discussed at the Rio+20 Summit in 2012 as a potential solution to address the failures of binding treaties adopted after the 1992 Rio Summit, such as the United Nations Framework Convention on Climate Change (UNFCCC), by drawing inspiration from the non-binding, time-bound model introduced by the Millennium Development Goals (MDGs) (Sachs, 2015a). According to Sachs, despite the weaknesses of the MDGs, the introduction of sustainability into future negotiations using this model with "stated specific and quantified targets" was seen as a promising alternative to multilateral international agreements. Koehler (2015) identified "conceptual improvements" in the process leading to the adoption of the SDGs, including a greater focus on education and health rights and a more explicit consideration of the role of industrialization and productivity in areas such as value chains.

Another important shift in the transition from the Millennium Development Goals (MDGs) to the Sustainable Development Goals (SDGs) is the concept of universality (Scheyvens et al., 2016). As sustainability is a global issue, the new global goals are no longer setting targets for poor countries to be met with the financial and technological assistance of rich countries, but are focusing on common goals to be achieved by the entire international community (Sachs, 2015b). This shift, which has emerged in the processes under the post-2015 development agenda, represents a significant change from the traditional North-South dichotomy (Koehler, 2015). It is important to note that, at the time of the adoption of the post-2015 agenda, the global economic situation was marked by economic struggles in many "wealthy" countries, as well as the dynamism of some other economies (Tiwari, 2015). However, it is also true that the richest countries still have the most financial resources and capacity to mobilize funding, while many low-income countries lack financial resources and capacity (Sachs, 2015b).

Overall, the SDGs represent a broader and more comprehensive approach to sustainable development that encompasses economic, social, and environmental factors, and applies to all countries rather than just those in the Global North. Additionally, the SDGs place a greater

emphasis on non-material aspects of development, recognizing the importance of social inclusion, dignity, and justice in achieving sustainable outcomes.

2.4.4 UN Sustainable Development Goals

Figure 2 : the 17 Sustainable Development Goals



Source : (United Nations, Sustainable Development Goals – Communications materials, 2021)

The Sustainable Development Goals (SDGs) are a set of 17 global goals adopted by United Nations Member States in 2015 as part of the 2030 Agenda for Sustainable Development. The SDGs provide a shared blueprint for peace and prosperity for people and the planet, now and into the future. The SDGs are integrated and indivisible and balance the three dimensions of sustainable development: economic, social and environmental. The SDGs are:

1- No poverty 2- Zero hunger 3- Good health and well-being 4- Quality education 5- Gender equality 6- Clean water and sanitation 7- Affordable and clean energy 8- Decent work and economic growth 9- Industry, innovation and infrastructure 10- Reduced inequalities 11- Sustainable cities and communities 12- Responsible consumption and production 13- Climate action 14- Life below water 15- Life on land 16- Peace, justice and strong institutions 17- Partnerships for the goals . These goals are universal, meaning they apply to all countries and

all people, and they are interconnected, meaning that progress in one area often depends on progress in others. The SDGs are also ambitious and transformative, meaning they require a fundamental change in the way we live and work, and they are action-oriented, meaning they require action at all levels and by all actors.

One of the key differences between the SDGs and their predecessor, the Millennium Development Goals (MDGs), is that the SDGs are applied everywhere, not just underdeveloped countries. This reflects the recognition that sustainable development is a major problem that affects all countries, and that all countries have a contribution to make to achieve the goals.

Another key difference is that the SDGs are more comprehensive in their approach, covering not just economic and social issues, but also environmental sustainability. This reflects the understanding that economic, social, and environmental factors are all interconnected and must be addressed together in order to achieve sustainable development.

The SDGs are also closely linked, with each goal supporting and contributing to the others. This means that no single goal can be pursued at the expense of others, and that progress towards one goal depends on progress towards the others.

The SDGs, which were launched in 2015 as a component of the 2030 Agenda for Sustainable Development, have a goal of being accomplished by 2030. (Fukuda-Parr, 2016; Sachs, 2012). These goals, which are presented in Figure 2, represent a joint global response to challenges such as climate change and social inequality and are applicable in every country around the world (FN Sambandet, 2021b). The SDGs were designed with a focus on integration and are interconnected, with the aim of avoiding the issues faced by the Millennium Development Goals (MDGs), where some solutions for one goal could negatively impact efforts in another area (Le Blanc, 2015). The targets within some of the goals are often directly linked to those of other goals, allowing for the development of more coherent and integrated policies across sectors (Le Blanc, 2015).

2.4.5 Local Organizations and the Sustainable Development Goals

Effective local organizations are important for mobilizing people to adopt new technologies and innovations (Lovejoy et al., 2000). The participation of communities is seen as crucial for improving productivity and promoting sustainable resource use. To improve their performance, it is important to strengthen the institutional capacity of local organizations (Dash et al., 2011). The World Bank report "Sustainable Development in a Dynamic World" highlights the need to support the execution of sustainable development goals through government, non-governmental, and

private local organizations that can manage workforce, infrastructure, natural resources and public goods (World Bank, 2003).

2.4.6 Agenda 2030

Agenda 2030 is a set of goals and targets adopted by the United Nations to address global issues such as poverty, inequality, and environmental degradation. It is made up of 17 Sustainable Development Goals (SDGs) which can be divided into five categories: People, Planet, Prosperity, Peace, and Partnership (also known as the "5Ps"). The first P, People, aims to end poverty and hunger and promote equal and healthy living conditions. The second P, Planet, focuses on protecting the planet and addressing climate change. The third P, Prosperity, seeks to ensure prosperity for all people and promote sustainable economic, social, and technological development. The fourth P, Peace, aims to foster global peace and prevent conflict. The fifth P, Partnership, aims to create a global partnership for sustainable development that focuses on the needs of the most vulnerable.

The first **P**, People, aims to end poverty and hunger and promote the right to an equal and healthy living environment for all people. This is addressed through SDGs 1, 2, 3, 4, and 5, which aim to end poverty and hunger, ensure good health and well-being, provide quality education, and achieve gender equality. The second **P**, Planet, focuses on protecting the world and its natural resources, and addressing climate change. This is addressed through SDGs 12, 13, 14, and 15, which aim to ensure responsible consumption and production, take climate action, conserve marine environments, and protect terrestrial ecosystems. The third **P**, Prosperity, seeks to ensure that everyone can live prosperous and fulfilling lives while also promoting economic, social, and technological development that is sustainable. This objective is tackled through SDGs 6, 7, 8, 9, 10, and 11, which strive to provide access to clean water and sanitation, affordable and clean energy, decent work and economic growth, reduced inequalities, and sustainable cities and communities. The fourth **P**, Peace, aims to foster global peace and prevent conflict, which is addressed through SDG 16, which aims to promote peaceful and inclusive societies, provide access to justice, and strengthen institutions. The last **P**, Partnership, aims to create a global partnership for sustainable development that focuses on the needs of the most vulnerable and involves all countries, stakeholders, and individuals..This objective is tackled through SDG 17, which aims to enhance the implementation mechanisms and rejuvenate the global partnership for sustainable development.

Agenda 2030 aims to achieve all of its stated goals by 2030 in collaboration with all states. However, the failure of the previous Millennium Development Goals (MDGs) has caused concerns, and some have argued that there is no guarantee for achieving the Sustainable Development Goals

(SDGs) either, due to the added pressure of nine additional goals (Camacho, 2015). The global pandemic of COVID-19 has also negatively impacted the progress of Agenda 2030 and the SDGs. It is believed that global awareness of the SDGs is crucial for their success, and it is expected that the majority of the population will be aware of and feel a sense of importance towards the SDGs in order to achieve them on an individual level as well (Smaniotto, et al., 2020). The participation of governments, organizations, and educational institutions is seen as the most important and necessary factor in achieving Agenda 2030.

The lack of standardized government functions on a global level should not prevent the achievement of the Sustainable Development Goals (SDGs). The private sector plays a crucial role in the achievement of Agenda 2030, and large institutional investors and corporations are utilizing the social and environmental impacts of the SDGs in their resource allocation decisions (Consolandi, et al., 2020). However, there are some challenges in relying on the private sector to take on environmental responsibility, including the lack of standardization in the responsibility or sustainability ratings used by different corporations, companies, and other legal entities. This can lead to subjective judgments and uncertainty, which is not effective in achieving the shared goals of Agenda 2030.

2.5 THE MOROCCAN NATIONAL AGENDA FOR THE SDGS

The 2030 Agenda for Sustainable Development is a comprehensive plan that aims to create a better world by addressing issues such as safety, equity, and poverty. It builds on a set of 17 goals and 169 targets and is different from previous development agendas because it addresses the interconnected economic, social, and environmental aspects of sustainability. The goal is to create a new and more equitable development model that promotes solidarity. In the context of Morocco, this new sustainable development agenda is expected to support the country's efforts to create a more sustainable and socially just development model, Morocco demonstrated commitment to this by voluntarily submitting a report on how it is integrating the sustainable development goals into its programs and strategies at a high-level political forum and had a national consultation on the 2030 Agenda for Sustainable Development in Morocco in May 2016. The consultation held in May 2016 aimed to engage various stakeholders such as government agencies, private sector, civil society, academia and United Nations agencies to get their input on how to make the 2030 Agenda for Sustainable Development a reality in Morocco. The participation of many different actors emphasized the importance of national ownership in order to make the sustainable development goals successful. This ownership requires an ongoing effort to align the sustainable development

goals with the economic, social, cultural and institutional realities of the country and to engage the public with promotional campaigns. The consultation also highlighted the challenges of aligning global priorities with national ones and of implementing the sustainable development goals at the local level. It also emphasized the need for monitoring and evaluating progress in the implementation of the sustainable development goals. These challenges pose a test for the national statistical system, but also represent an opportunity to improve the evaluation system in the country, which is written into the new Constitution of Morocco.

In the 2020 session of the High Level Political Forum (HLPF) Morocco reported on its progress in implementing the 2030 Agenda and highlighted the following six main areas:

1. There have been notable advancements in the standard of living for the population, such as ending hunger in 2014 and decreasing poverty levels to 2.9% in 2018. Housing conditions have also been improved, with a drop in the percentage of inadequate housing in urban areas from 8.4% in 2004 to 3.6% in 2018. Additionally, measures have been taken to upgrade transportation infrastructure and reduce isolation in rural areas.
2. In the area of health, Morocco has achieved maternal and infant mortality goals.
3. In the area of education, Morocco has universal primary education, gender parity at all grade levels, and a 92% enrollment rate in preparatory and secondary education in 2019.
4. Renewable energy has been a focus, with 34% of national electricity capacity and 20% of total electricity production coming from renewable sources.
5. Morocco has committed to reducing greenhouse gas emissions by 42% by 2030 and implementing a disaster risk management strategy.
6. Morocco is dedicated to the global alliance for advancement, particularly through cooperation between developing countries.

2.6 SUSTAINABLE DEVELOPMENT IN MOROCCO

Morocco is actively working towards sustainable development through its participation in Agenda 2030 and the implementation of sector-specific strategies across different dimensions including environmental, economic and social. The country has also proven its commitment by submitting the National Voluntary Reports, which provide qualitative and narrative accounts of its strategies and institutional consultations. However, it is also essential to conduct quantitative assessments of progress towards the Sustainable Development Goals (SDGs) at the national level.

Despite Morocco's attempts to enhance its overall SDG score, it has seen a decline in ranking from 69th to 84th place with a score of 68.98. Even though this score is higher than the average score for

the Middle East and North Africa region, it is lower than the global SDG score (70.5) in 2021. Morocco is ranked third in North Africa, behind Tunisia and Algeria.

Nevertheless, the country continues to strive for global recognition while working towards the achievement of SDG objectives related to well-being, renewable energy, economic growth, and good health. The incorporation of the SDGs by Morocco, was a significant investment initiative that began in the early 2000s. This initiative has allowed the country to increase its physical capital, enhance its human capital, accelerate its transition towards clean development and as a result, improve the impact of its economic growth on employment, poverty reduction, social and territorial inequalities.

According to a national report on the implementation of the Sustainable Development Goals, Morocco has seen significant progress in terms of economic growth, unemployment, poverty reduction, and reduction of inequalities. The report states that economic growth averaged 4.2% over the period of 2000-2018, unemployment dropped to 9%, poverty declined from 8.9% in 2007 to 2.9% in 2018, and efforts were made to enhance the potential of all regions of the country. Additionally, Morocco has made investments in renewable energy sources, resulting in 34% of the national electricity capacity coming from renewable sources. Other efforts have been made in areas such as urban rehabilitation, water sanitation, and increasing the forested area.

2.7 THE LINK BETWEEN SOCIAL ENTREPRENEURSHIP AND SUSTAINABLE DEVELOPMENT

In an attempt to connect sustainable development with economic stability, the Brundtland Commission released the report "Our Common Future". This report came up with the widely-used definition of sustainable development as "development that satisfies current needs without compromising the ability of future generations to meet their own needs" (United Nations General Assembly 1987).

The topic of social entrepreneurship and sustainable development is new, and has been a topic of research in recent years (Hall, Daneke, and Lenox 2010). Sustainable development is considered as a comprehensive concept that looks into the role of entrepreneurial activities in solving societal issues. It includes principles such as progressiveness, innovativeness, social responsibility, competitiveness, knowledge creation, and dynamism, and aims to create social value while also benefiting businesses (Krisciunas and Greblikaite 2007).

Social entrepreneurship can merge the abilities of for-profit companies such as efficiency, innovation and resources with the ideals and goals of non-profit organizations to recognize and foster social prospects based on social needs, thus aiming to advance social, economic and ecological values (Zulfiqar et al., 2021; Koehne et al., 2022). Furthermore, rural areas are commonly perceived as the perfect setting for establishing and running social enterprises.

The concept of sustainable development is based on the idea of balancing economic growth and progress with the preservation of social and environmental well-being. It establishes a framework for integrating economic policies and development strategies (United Nations General Assembly 1987). However, well before the late 20th century, experts have suggested that it is not necessary to choose between sustainability and economic progress.

Social entrepreneurship and sustainable development have a strong connection, as they both strive to make an impact in the society and environment. Social entrepreneurship concentrates on utilizing business strategies to tackle social and environmental issues, such as poverty, inequality, and environmental degradation. These efforts are in line with the United Nations' Sustainable Development Goals (SDGs), which aim to achieve a better and more sustainable future for all. Studies have proven that social entrepreneurship can support in achieving these goals by creating sustainable solutions that generate both social and economic value(Seelos & Mair, 2004). By utilizing the resources and skills of the private sector, social entrepreneurship can contribute to sustainable development by creating jobs, promoting innovation and improving the livelihoods of marginalized communities. Additionally, social entrepreneurship can also have a positive impact on the environment by reducing carbon footprint and promoting conservation and sustainable use of resources. This relationship highlights the importance of a systemic approach that includes business strategies and the private sector, as well as government policies and public engagement.

Social entrepreneurship can generate significant value by addressing fundamental human needs such as providing medicine or food, which can be a matter of life or death for those who receive them. An example of this is The Institute of OneWorld Health. Often, Social entrepreneurship ventures serve as trustworthy organizations that oversee the equitable distribution of limited resources, such as the Grameen Bank. They also ensure the needs of future generations by implementing more environmentally sustainable practices. For example, Sekem revolutionized cotton production in Egypt by eliminating the use of thousands of tons of pesticides. In addition to many initiatives in industrialized countries (especially in the US), clusters of social entrepreneurship are found in Latin America (Brazil, Ecuador), and particularly in Southeast Asia (Bangladesh and India), where social entrepreneurship plays a vital role in society by providing

vital public infrastructures and services. For instance, BRAC (the world's largest NGO, established in Bangladesh in 1972) employs a holistic approach to combat poverty and empower the poor. Its multifaceted development organization comprises companies and institutions involved in diverse activities such as poultry farming, land and housing, banking and education. To have a meaningful impact on sustainable development, social entrepreneurship must reach a substantial number of initiatives globally. The extent and scope of social entrepreneurship ultimately depends on the number of people who choose to become entrepreneurs with a primarily social purpose. Some suggest that social entrepreneurship relies on particular and rare personal characteristics. Attempts to define the characteristics of the typical social entrepreneur often represent them as a heroic figure with entrepreneurial talent. Bill Drayton (2002), the founder of Ashoka, believes social entrepreneurship is the result of exceptional personal traits possessed by only a small percentage of the population; traits that go beyond altruistic motivation and reflect a drive to transform society as a whole. The lack of empirical data makes it difficult to determine if these personal characteristics impede achieving scale. However, the following observations support the idea that the number of potential social entrepreneurs may be larger than assumed. Many social entrepreneurs do not realize they are one until they receive an award or recognition from organizations such as Ashoka or the Schwab Foundation. Therefore, they do not see themselves as different from other entrepreneurs. Based on our experience teaching social entrepreneurship at a leading European business school and discussions with students and faculty from other institutions, it seems that MBA students are more inclined to view their professional activity in terms of personal values and making a positive impact on society. They believe that social entrepreneurship would enable them to apply their management and business skills in a social context. Social entrepreneurship can cater to a variety of motivations, including the potential for financial gain, as demonstrated by examples such as Sekem and the Grameen Bank. As previously mentioned, social entrepreneurship provides a framework for individuals to find their own balance between the desire to make a social impact and the personal need to gain an economic return from their professional activity, across a wide range of possibilities (Seelos & Mair, 2004).

CHAPTER 3 : METHODOLOGY AND EVALUATION OF SURVEY

3.1 FIELD SURVEY

I have examined the role of social entrepreneurship in promoting sustainable development by considering the relationship between social and economic factors. I have looked at how market inefficiencies, as identified by (Joseph Stiglitz, 2007), can be addressed through social entrepreneurship. During my research, I delved into the difficulties and constraints that the non-profit sector encounters and how social entrepreneurship can be used as a potential solution to these issues. Finally, I have leveraged studies on established methods in global development to pinpoint challenges and provide recommendations for the future of social entrepreneurship in sustainable development.

3.3 PURPOSE OF THE QUALITATIVE STUDY

The aim of this qualitative survey is to gain insight into the current state and situation of social entrepreneurship and the SDGs in Morocco. Specifically, we aim to understand the challenges faced by social entrepreneurship in terms of financing, and to identify the opportunities offered by social entrepreneurship to social entrepreneurs. We also seek to assess the influence of the social mission of social entrepreneurs on the social and economic development of the country, including in relation to the SDGs in Morocco. In addition, we aim to examine the relationship between social entrepreneurship and sustainable development and to understand the difficulties encountered by social entrepreneurs in their efforts to secure financing. Through this investigation, we hope to aid to a better understanding of the complex landscape of social entrepreneurship and the SDGs in Morocco.

3.2 METHODOLOGY OF RESEARCH

In order to understand the current situation of social entrepreneurship in Morocco and its relationship with sustainable development, this research has utilized both a literature review and a qualitative study based on structured interviews. The literature review involved the examination of various books, publications, and peer-reviewed and non-peer-reviewed scientific articles on the subject.

The qualitative study included interviews with experts and practitioners in the field, which permitted us to acquire understanding and viewpoints on the topic. Through this combination of

methods, we have been able to gain a comprehensive understanding of the hurdles and opportunities facing social entrepreneurship in Morocco in relation to sustainable development.

This field research took the form of a field survey conducted using structured interviews with actors in the field .We conducted interviews with social entrepreneurs, activists, and creators who had completed social projects that had an influence on one of the SGDs in order to guarantee that the information we collected during our field survey was diverse. The survey link (**see Appendix**) was used to conduct interviews with all different sorts of actors, and the only requirement was that one or more social initiatives that addressed SDG needs in Morocco be completed. A directive approach was used to guide the selection of interview questions in order to guarantee accurate and comprehensive data as well as a certain degree of outcomes comparability. In order to let the actors go farther with their responses and to better comprehend the why of the issue, six of the eleven questions were left open-ended. In order to get to a diverse range of stakeholders in the social entrepreneurship field in Morocco, I utilized various methods of communication including email and social media platforms. The questionnaire survey was conducted during June - September 2022 in the form of an electronic questionnaire and a telephone interview. I collected 200 respondents and also, I conducted interviews over the phone with a small number of participants (most of the interviewees were between 50 and 55) who were unable to access the electronic survey. The data collected through these structured interviews was used to understand the challenges faced by social entrepreneurs in Morocco and the perspective for social entrepreneurship to contribute to sustainable development in the country.

In order to produce an analysis that is both logical and relevant, we compared results from actors who worked on projects aimed at addressing similar SDGs and compared results between different categories of actors. This analysis allowed us to draw reasonable conclusions about the social entrepreneurship ecosystem and the sustainable development goals.

For each survey response, we identified patterns, themes and we associated a keyword related to our problem with each theme addressed during the responses. Then, we compared the different interviews with each other and highlighted the similarities and differences between them based on the identified keywords. This method allowed us to highlight the major themes emanating from the different interviews in order to compare them with the literature review.

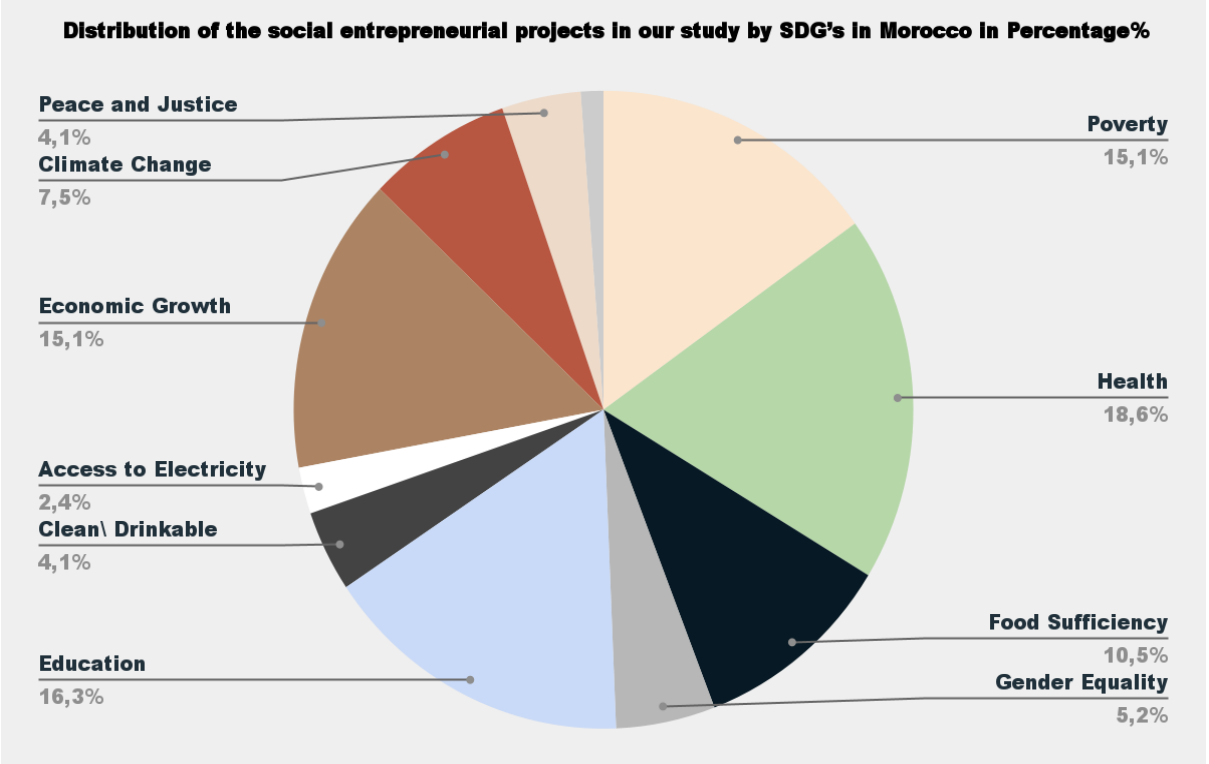
3.4 SURVEY RESULTS

In this survey, all the social entrepreneurs interviewed were currently working on or had previously completed multiple social projects that aimed to address Sustainable Development Goals in the country. The actors included in the survey primarily focus on social change projects in Morocco and offer a range of options to accelerate the projects change. To aid in our analysis, the results of the field survey were structured based on the hypotheses and assumptions outlined in the introduction.

3.4.1 Effectiveness of Social Entrepreneurship in Tackling Major Social and Environmental Problems and Contributing to Sustainable Development in Morocco.

We will now present the information collected through the survey responses, which pertains to the first hypothesis of the study: that social entrepreneurship can effectively address significant social and environmental issues in Morocco and promote sustainable development.

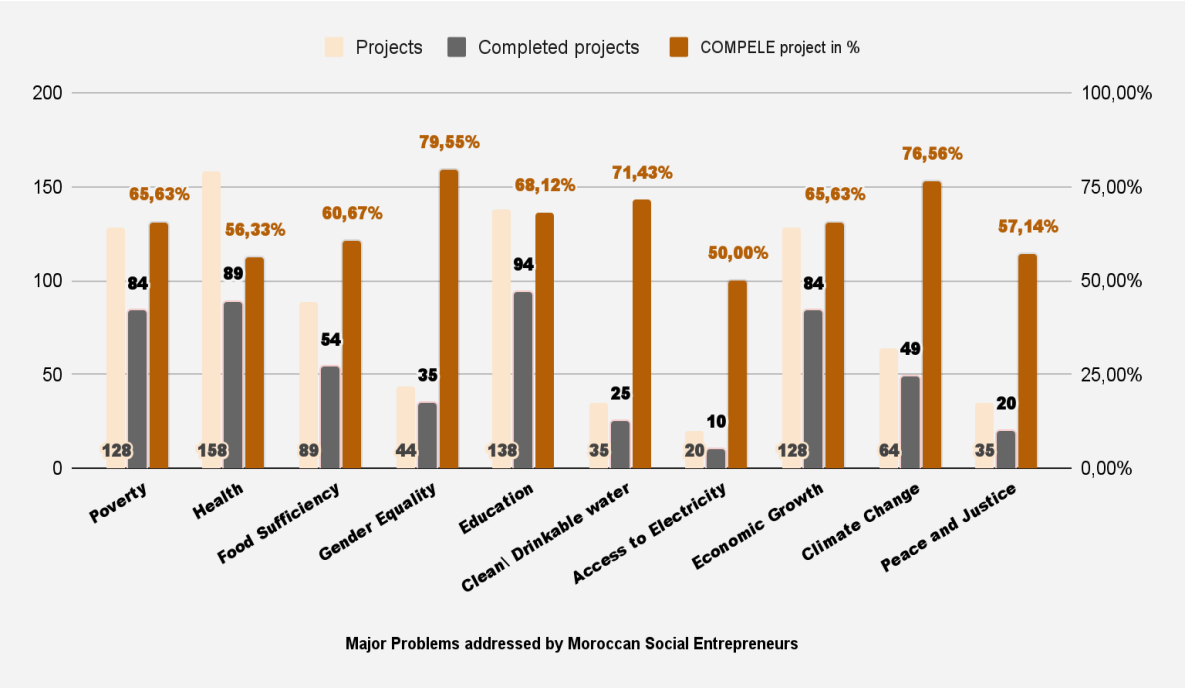
3.4.1.1 The problems commonly addressed by the social entrepreneurship projects



The findings of this survey align with the report by the British Council in 2020 on social entrepreneurship in Morocco, which highlights the main objectives of Moroccan social entrepreneurs. The majority of respondents in this survey identified that the major problems that were attempting to address were related to health, education, economic growth and poverty.

Approximately 18.6% of respondents identified health as a major problem, followed by education at 16.3%, economic growth at 15.1% and poverty at 15.1%, which is in line with the report's finding that the majority of respondents identified creating employment opportunities (70%) and improving livelihoods in specific communities (62%) as their primary goals. Other notable problems that were identified include food sufficiency was identified as a major problem by 10.5% of respondents, followed by gender equality at 5.2%. Access to clean and drinkable water was identified as a major problem by 2.4% of respondents, while access to electricity and climate change were identified as major problems by 2.4% and 7.5% of respondents, respectively. Finally, peace and justice were identified as major problems by 4.1% of respondents, are also common objectives among the respondents, which align with the report's finding that these are also common objectives among Moroccan social entrepreneurs. This suggests that the survey results are consistent with the broader trends in social entrepreneurship in Morocco as reported by the British Council.

3.4.1.2 Effectiveness of addressing social and environmental problems based on completion rate



Based on the data collected through the survey answers, it appears that the majority of the social entrepreneurship projects in Morocco are addressing major social and environmental problems, with completion rates ranging from 50% to 79.5%.

The problem with the highest completion rate was gender equality, with 79.50% of projects aimed at addressing this issue being successful. This suggests that social entrepreneurship has had a notable effect on gender equality in Morocco. It can be inferred that the higher completion rate of social entrepreneurship projects aimed at addressing gender equality in Morocco thanks to the implementation of laws and policies that promote gender equality and inclusion of women in diverse areas of the community. The Moroccan National Human Rights Council Report (2015) highlights the increased access to health services for women and the overrepresentation of female students in certain degree programs, such as dentistry, business, and management. In addition, the Constitution includes provisions for the protection of physical and moral integrity and grants mothers legal guardianship over their minor children under certain conditions. These initiatives likely contribute to the success of social entrepreneurship projects focused on gender equality in Morocco.

The problem with the lowest completion rate was access to electricity, with only 50% of projects aimed at addressing this issue being successful. This indicates that addressing the issue of access to electricity through social entrepreneurship may be more challenging in Morocco. This could be due to a variety of factors, such as a lack of resources, infrastructure challenges, or regulatory hurdles. It could also be the case that the projects being undertaken to address this issue were more ambitious or complex, making them more difficult to complete successfully.

Overall, the completion rates for addressing problems such as poverty, health, food sufficiency, education, clean water access, economic growth, climate change, and peace and justice ranged from 56.3% to 76.5%. In conclusion, the data shows that social entrepreneurship has had varying levels of success in addressing major social and environmental problems in Morocco and contributing to sustainable development. While some issues have been more effectively addressed than others. Overall it can be seen that social entrepreneurship has the efforts to make a positive change on the country's social and environmental challenges.

3.4.2 Targeting genders, ages, and social groups leads to higher project effectiveness.

The second hypothesis of this study will focus on the effect of targeting specific genders, ages, and social groups on the effectiveness of social entrepreneurship projects. By examining the data gathered from the survey of social entrepreneurs in Morocco, this hypothesis aims to identify any patterns or trends that may suggest that certain groups are more receptive to or successful in implementing social entrepreneurship initiatives. This analysis will also consider the specific challenges and opportunities that may arise when targeting specific demographics and how these

may affect the overall success of a project, this hypothesis aims to offer valuable insights into the factors that contribute to the success of social entrepreneurship initiatives in Morocco.

3.4.2.1 Presentation of Projects by target gender, age groups, social groups.

What is your targeted gender?	Values
Both	**130**
Females	**45**
Males	**25**
Total	**200**

Based on the data provided, it appears that the majority of social entrepreneurship projects in this survey targeted both genders, with a total of 54 out of 82 projects. A smaller number of projects specifically targeted females, with 18 projects, while the least number of projects targeted males, with only 10 projects. These results suggest that the distribution of social entrepreneurship projects in this survey was skewed towards projects that targeted both genders, with a smaller proportion targeting specific genders

Projects targeted by age group?	Values
Between 0 - 18	**63**
Between 18 - 35	**120**
Between 35 - 60	**17**
Total	**200**

This data suggests that the majority of social entrepreneurship projects in Morocco are targeted towards individuals between the ages of 18 and 35. This age group makes up approximately 60% of the total number of projects. A smaller percentage of projects are targeted towards individuals under the age of 18 (31%) and individuals between the ages of 35 and 60 represents (8%). It is noteworthy that these figures may be affected by the overall population distribution in Morocco, as well as other factors such as the interests and priorities of the social entrepreneurs themselves.

Projects targeted by social groups			
	No	Yes	Total général
Values	**118**	**82**	**200**

In this survey, a total of 200 projects were evaluated. Of these projects, 118 did not target specific social groups, while 82 targeted specific social groups. It's important to note that the term "specific

social groups" in this study refers to a broad category of individuals and communities with shared experiences, characteristics, or challenges. This data suggests that a significant proportion of social entrepreneurship projects in Morocco aim to address issues affecting these broad categories of social groups. The results also suggest that targeting specific social groups may have a positive impact on the effectiveness of these projects, as they are able to address the specific needs and challenges faced by these groups. Further analysis of the data could help to understand the specific ways in which targeting specific social groups affects project effectiveness.

3.4.2.2 Analyzing the effectiveness of projects

Analyzing the effectiveness of projects is a crucial step in evaluating their success and identifying areas for improvement. The process involves collecting and analyzing data on various aspects of the project. By studying the effectiveness of projects, organizations can make informed decisions about future initiatives, allocate resources more efficiently, and increase their chances of success. Through regular evaluation and analysis, organizations can continuously improve their project management processes and ensure that their efforts are delivering the desired results.

Projects	*Average of Effectiveness*
200	3.10

This table provides information about the projects and their average level of effectiveness. It is comprised of two columns: "Projects" and "Average of Effectiveness".

The "Projects" column lists the number of projects, which is 200 in our case. The "Average of Effectiveness" column provides the average effectiveness score for all of the 200 projects. An average effectiveness score is a numerical representation of how effective the projects were on average.

The average of effectiveness (**see Appendix**) is calculated by adding up all the projects effectiveness scores of the projects and then dividing the sum by the total number of projects. The formula for this calculation is: Average of Effectiveness = (Sum of all Effectiveness Scores) / Total Number of Projects

In this table, the average effectiveness score is 3.10. This score indicates that, on average, the 200 projects had an effectiveness rating of 3.10 on a scale that is not specified in the table. It's important to note that the scale could be different for each organization or project, and the score should be interpreted in context.

Effectiveness rate	*Percentages*
1	13.36%
2	16.47%
3	25.70%
4	27.00%
5	17.47%

This table provides information about the effectiveness rate of projects, and the percentage of projects that fall into each effectiveness category. The table consists of two columns: "Effectiveness Rate" and "Percentages".

The "Effectiveness Rate" column lists the different rates of effectiveness, ranging from 1 to 5. The higher the number, the more effective the projects are considered to be. The "Percentages" column shows the percentage of projects that have been assigned to each effectiveness rate.

For example, the table shows that 17.47% of the projects have an effectiveness rate of 5, meaning that these projects or tasks are considered to be the most effective among the set. Meanwhile, 27% of the projects or tasks have an effectiveness rate of 4, indicating a lower level of effectiveness, but still higher than the projects or tasks with a 3, 2, or 1 effectiveness rate.

According to the results of the survey it is important to note that the projects with higher effectiveness rates often targeted specific gender, age, and social groups. This indicates that targeting these groups may have a positive impact on the effectiveness of the projects. Further analysis of the data can shed light on the relationship between targeting these groups and the overall effectiveness of the projects. This information can be crucial in shaping future strategies and decisions related to social entrepreneurship and its impact on specific groups.

This information can be used to gain a deeper understanding of the distribution of effectiveness rates and identify areas where improvements can be made to increase the overall effectiveness of the projects or tasks.

3.4.3 The Role of Collaboration in Enhancing the Effect of Social Entrepreneurship in Morocco.

To explore this hypothesis, which is : “Collaboration with other stakeholders, such as local communities, government agencies, or NGOs, can accelerate the development of social entrepreneurship projects in Morocco”. We have gathered data on the familiarity of social entrepreneurs in Morocco and their perceptions on the importance of collaborating with various stakeholders. We will examine the responses to the question "How can you accelerate your development by collaborating with other stakeholders in the society?" in order to understand the ways in which collaboration can enhance the success of social entrepreneurship initiatives in Morocco. Through this analysis, we aim to offer understanding into the potential benefits and obstacles of collaboration for social entrepreneurs in Morocco and make recommendations for how to effectively facilitate collaboration in this context.

As seen in the responses to the survey, collaborating with stakeholders can provide increased funding and national coverage, facilitate communication, and offer opportunities for networking and exchanging ideas and experiences. In addition, collaborating with government agencies and other organizations can provide access to necessary resources and facilities, such as transportation and funding, and can help to raise awareness and advocate for important causes. The responses provided suggest several ways in which collaborating with other stakeholders helped to boost the growth of their social entrepreneurship projects :

- **Increased funding and resources**: Collaborating with other organizations can help to secure additional funding and resources, as well as expand the reach and effect of a project.

(**80%** of respondents identified this as very high)

- **Sharing best practice**s: Collaborating with other stakeholders can provide opportunities to learn from their experiences and expertise, leading to improved project design and implementation. (**50%** of respondents identified this as very high)

- **Amplifying the message**: Working with other organizations can help to amplify the voice and message of a social entrepreneurship project, leading to greater awareness and support.

(**70%** of respondents identified this as very high)

- **Building relationships and networks**: Collaborating with other organizations can help to build valuable networks and partnerships that can facilitate project development and success.

(**70%** of respondents identified this as very high)

- **Improved communication**: Collaborating with other stakeholders can improve communication channels, allowing for more effective coordination and sharing of information and resources.

(**60%** of respondents identified this as very high)

- **Personalizing products and services**: Working with local communities or other targeted groups can help to personalize products and services to better meet the needs of specific groups.

(**50%** of respondents identified this as very high)

- **Government support**: If the government collaborates with a social entrepreneurship project, it can provide necessary facilities and resources to help the project succeed. (**80%** of respondents identified this as very high)

Challenges faced by social entrepreneurs when collaborating with other stakeholders:

- Difficulty in making people attend sessions due to transportation issues (**50%** of respondents identified this as very high)

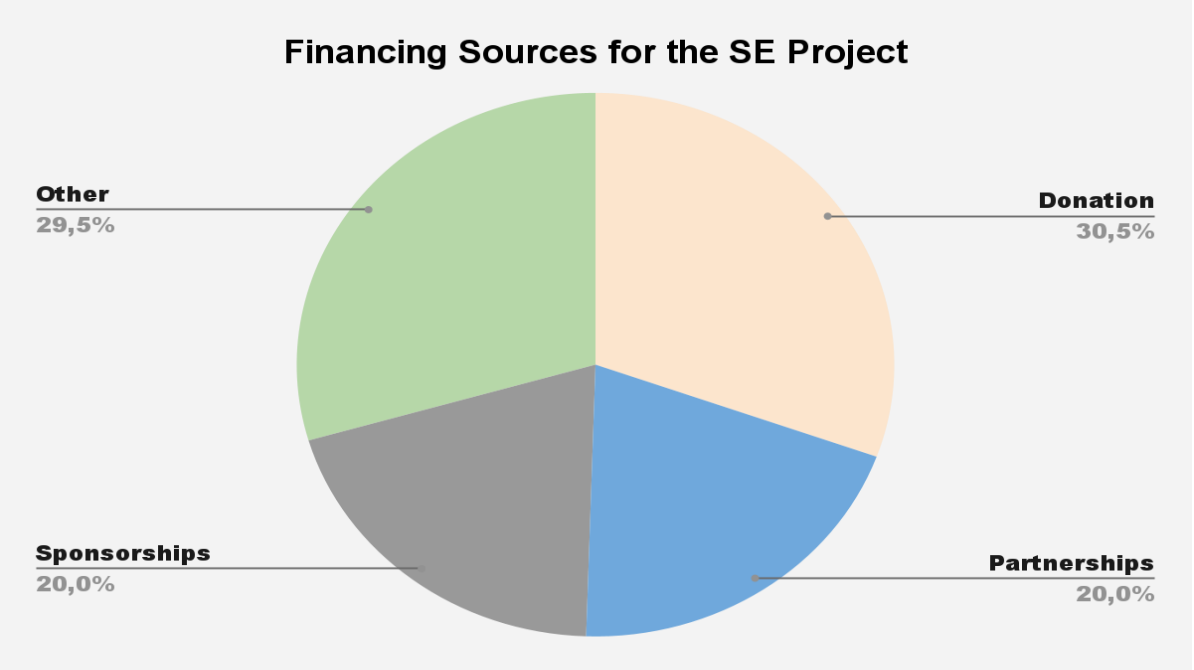
- Needing more means to organize sessions and raise money for different health causes (**50%** of respondents identified this as very high)

It's worth noting that the dataset is small and the answers were not very diverse. However, this gives an idea about how social entrepreneurs in Morocco see the importance of collaboration and the benefits it can bring. Overall, partnering with a number of interested parties, including government agencies, local communities, and NGOs, can be a key factor in the success and help to accelerate the development of a social entrepreneurship project by providing additional funding, resources, and expertise, as well as improving communication and building valuable relationships and networks.

3.4.4 The Role of Financial Sustainability in Social Entrepreneurship Projects in Morocco.

We will present in this part the findings of our analysis on the role of financial sustainability in the ability of social entrepreneurship projects to tackle social and environmental problems and contribute to sustainable development in Morocco. Through our research, we sought to determine whether financial sustainability of social entrepreneurship projects is indeed a significant factor in the success of these projects.

3.4.4.1 Project Financing Overview:



From our survey analysis, the projects in concern funded themselves using different approaches, where 61 projects got their funding from donations, 40 projects funded through partnerships, 40 projects got their financing through sponsorships, and the remaining projects used different sources including banks, personal financing or family and friends financial support.

From the chart, we can see that donations and other sources are the largest contributors to the project, while partnerships and sponsorships each contribute a smaller amount. Also the findings from the seventh question of the survey (**see Appendix**), reveal that the primary difficulties encountered by the social entrepreneurs surveyed were related to securing funding and partnerships. In addition to these primary difficulties, participants also identified several other challenges that were encountered during the course of the project. These included issues related to community awareness and availability of volunteers, indicating that there were difficulties in effectively communicating the goals and objectives of the project and engaging volunteers. Respondents also reported challenges related to infrastructure and facilities, the competitive landscape, and financial capacity, as well as difficulties in identifying and retaining a target clientele. Despite these challenges, it is evident that funding and partnerships were the most frequently cited difficulties encountered during the project, followed by issues related to community awareness, volunteer availability, and difficulties in managing large numbers of beneficiaries. Additionally, participants also reported difficulties in dealing with legal issues, sponsors, and authorities. Furthermore, various other challenges were cited, such as financial constraints, difficulties related to human resources, and difficulties in changing people's mindset.

3.5 DISCUSSION

The purpose of this research is to evaluate the importance of social entrepreneurship on addressing key social and environmental issues in Morocco and promoting sustainable development. Through a survey of 200 respondents, the study aimed to identify the major problems facing Morocco and to evaluate the extent of success of social entrepreneurship in addressing these issues. Additionally, the study sought to explore the effect of demographic targeting and stakeholder collaboration with public authorities. The results of the study suggest that social entrepreneurship can be an important tool for addressing major social and environmental problems in Morocco and influencing sustainable development, although the degree of success varies depending on the specific issue being addressed. Additionally, the data suggests that targeting specific demographics and collaborating with other stakeholders can lead to more successful social entrepreneurship projects.

The data collected through the survey revealed that poverty, education, and economic growth were identified as the major problems by 50%, 51%, and 35% of the respondents, respectively. Other notable problems identified included health, food sufficiency, gender equality, access to clean and drinkable water, access to electricity, climate change, and peace and justice. A report by the British Council in 2020 on social entrepreneurship in Morocco highlights the main objectives of Moroccan social entrepreneurs The majority of respondents identified creating employment opportunities (70%) and improving livelihoods in specific communities (62%) as their primary goals. The results align with the problems of economic growth and poverty that were identified as major problems by 15.1% and 15.1% of the survey respondents respectively. Environmental protection (54%), supporting vulnerable people and providing access to quality products or services (45%), were also identified as common goals among respondents. The study focuses on the role of social entrepreneurship in addressing the issue of climate change, which was identified as a significant problem by 7.5% of participants in the survey. Improving health and well-being (38%), and supporting women and girls (37%) were also common objectives which aligns with the problem of health that was identified as a major problem by 18.6% of respondents. A significant number of respondents were motivated by promoting education and literacy (27%), as well as supporting vulnerable youth which aligns with the problem of education that was identified as a major problem by 16.3% of respondents. Overall, the survey results demonstrate the diverse range of social issues that Moroccan social entrepreneurs are addressing and the significance of social entrepreneurship in promoting sustainable development in Morocco.

The data also indicates that projects targeting specific genders, age groups, or social groups were more effective in addressing the issues they aimed to solve. The analysis of the data demonstrates

that targeted initiatives that address specific demographic groups, such as gender, age, or social class, exhibit higher levels of efficacy in addressing the issues they aim to resolve. This is due to the fact that these targeted initiatives are able to tailor their theories to the particular demands and circumstances of the demographic group in question. As a result, the solutions proposed are better suited to the group's unique challenges and are thus more effective. For instance, a project that is focused on increasing educational opportunities for young girls in a particular region, or a project that provides vocational training to individuals from a specific social class, demonstrates the targeted approach. By focusing on a specific group, these initiatives are able to develop a comprehensive insight into the challenges faced by that group and subsequently design interventions that are more likely to be successful. Furthermore, targeted initiatives can also help to reduce social disparities and inequalities. Overall, the data suggests that targeted initiatives are an effective tool in addressing and resolving the issues faced by specific demographic groups.

Finally, the analysis of the data shows that collaborating with a range of parties involved, including government agencies, local communities, and NGOs, can be a key factor in the success and help to accelerate the development of a social entrepreneurship project (British council and Moroccan Center for Innovation and Social Entrepreneurship, 2020) indicate that there is a shortage or lack of access to specialized and qualified training for social entrepreneurs. In particular, language, marketing, and public relations appear to be areas of weakness among social entrepreneurs, particularly within cooperatives. To address these capacity building needs, further development of resources to support social entrepreneurs in areas such as social change measurement or financial management could be beneficial. Additionally, capacity building training programs for early-stage social start-ups may assist in the development of a sustainable revenue model. The private sector could play a significant role in providing such training programs and resources. According to Akhabar and Swaton (2011), social enterprise shares many commonalities with sustainable development, however they also highlight the importance of financial sustainability within social enterprise. They argue that while social enterprise may not prioritize strong financial profitability over other values, it is still important for it to be financially sustainable in order to effectively achieve its mission and goals. In other words, social enterprise should strive to balance financial sustainability with its other values, such as promoting human and social capital, and serving collective interests.

Our analysis included a review of relevant literature, as well as interviews with social entrepreneurs and experts in the field. Based on our findings, we have determined that financial sustainability is indeed a crucial aspect in the capacity of social entrepreneurship initiatives to succeed to achieve their goals and have a lasting effect on the issues they aim to address. Without financial

sustainability, these projects may struggle to operate effectively and may be forced to scale back or even close down. These findings highlight the demand for impact-driven in Morocco to prioritize financial sustainability in order to maximize the effect of their initiatives.

4. CONCLUSION

Social entrepreneurship is gaining recognition as a powerful and innovative approach to tackling the pressing issues of the 21st century. It offers a solution and a vision for overcoming poverty and preserving the environment. In Morocco, the current climate is marked by intense competition from multinational companies, the influence of globalization, and an element of uncertainty related to environmental changes. In light of these challenges, social entrepreneurship, which is still in the process of being established in Morocco with its own distinct features, offers an alternative and imaginative way to engage in meaningful activities that make the economy more socially responsible and generate value in various sectors such as employment, education, health, hygiene, and the informal economy.

Given the current conditions in Morocco, it is imperative for those in positions of power and the government to make social entrepreneurship a priority in their strategic plans, aimed at building communities that put people first. Efforts should also be made to promote socially responsible and conscious investment, as well as to encourage social innovation and the partnerships forming between social entrepreneurs and various stakeholders in the community, such as banks, companies, media outlets, academic institutions, public authorities, and local organizations.

To achieve this goal, several steps can be taken to establish a robust and dynamic ecosystem for social entrepreneurship. Some examples include:

- Encouraging local actors to take measures in favor of social entrepreneurship and launch calls for tenders that provide subsidies or establish public-private partnerships with these companies, which can contribute to social and professional reintegration in their local communities.
- Providing specialized workshops or programs on social entrepreneurship in universities, to prepare future leaders to build the social economy.
- Creating specialized structures, such as business incubators and accelerators, specifically dedicated to individuals who are in the early stages of their careers and are using their skills and knowledge to create social or environmental impact through their entrepreneurial ventures.

- Providing funding opportunities: Public authorities can establish grant programs, tax incentives, venture capital funds, and impact investment funds to provide seed funding and risk capital to social entrepreneurs.
- Building an ecosystem of support: Public authorities can partner with private sector organizations and foundations to establish accelerators and incubators for social entrepreneurs and promote crowdfunding platforms, mentorship, networking and other resources to help entrepreneurs succeed.
- Fostering a favorable environment: Public authorities can develop a regulatory framework that supports the growth of social enterprises by reducing barriers to entry and making it easier for them to access finance and other resources.
- Further research: In-depth case studies and detailed data analysis to understand relationship between social group targeting and project effectiveness.
- Collaborate with experts: Work with experts and stakeholders to ensure effective projects and positive impact.
- Evaluate and adjust: Continuously evaluate impact and adjust approach to maximize effectiveness through regular monitoring and evaluation activities.
- Organizing conferences and networking events, and building a community of support around social entrepreneurship in Morocco.

In conclusion, this thesis emphasizes the potential of social entrepreneurship to promote sustainable development in Morocco, and the importance of fostering an enabling environment for social entrepreneurship to thrive and for sustainable development to take place.

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APPENDIX

Questionnaire

The survey is for social entrepreneurship actors about the condition of social entrepreneurship in Morocco and the major problems they aimed to address. The purpose of the survey is to find out which of the SDG goals these actors consider the most important for the implementation of projects. The survey contained 6 open-ended questions to give the interviewees and actors go farther with their responses and to better comprehend the why of the issue.

Questions:

1. What are the major problems that your project is trying to solve?

- ☐ Poverty
- ☐ Health
- ☐ Food sufficiency
- ☐ Gender equality
- ☐ Education
- ☐ Clean/drinkable water access
- ☐ Access to electricity
- ☐ Economic Growth (creating job opportunities…)
- ☐ Climate change
- ☐ Peace, Justice and strong institutions
- ☐ Autre :

2.1 What is your targeted gender?

- ☐ Males
- ☐ Females
- ☐ Both

2.2 What is your targeted age group?

Between 0 - 18

Between 18 - 35

Between 35 - 60

2.3 Are you targeting any social groups? If yes, please specify

……

3 How effective were the solutions to the problems?

- ☐ 1 : represents a very low effectiveness, indicating that the solutions provided were not effective in addressing the problem.
- ☐ 2 : represents a low effectiveness, indicating that the solutions provided had minimal impact on addressing the problem.
- ☐ 3 : represents a moderate effectiveness, indicating that the solutions provided had some impact on addressing the problem.
- ☐ 4 : represents a high effectiveness, indicating that the solutions provided had a significant impact on addressing the problem.
- ☐ 5 : represents a very high effectiveness, indicating that the solutions provided were highly effective and exceeded expectations in addressing the problem.

4. What's the completion rate of your project

- ☐ 1 : represents a very low completion rate, indicating that the project was not completed or had minimal progress.
- ☐ 2 : represents a low completion rate, indicating that the project had some progress but did not reach completion.
- ☐ 3 : represents a moderate completion rate, indicating that the project had significant progress but may not have been fully completed.
- ☐ 4 : represents a high completion rate, indicating that the project was completed or had close to completion.
- ☐ 5 : represents a very high completion rate, indicating that the project was completed and exceeded expectations.

5. What are the difficulties you encountered in your project?

……..

6. How can you accelerate your development by collaborating with other stakeholders in the society?

…….

7. How did you finance this project?

- ☐ Sponsorships
- ☐ Partnerships
- ☐ Donations
- ☐ Others :