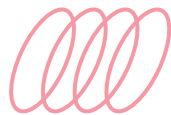


International Conference on Sustainable Entrepreneurship in the Southern Mediterranean, Tunis 18-19 December 2025



Public Policies as Levers for Promoting Sustainable Entrepreneurship

Insights from Morocco's Social and Solidarity Economy Institutionalization Process



Asmae Diani, REMESS - Morocco



SSE as a Development Choice

Morocco's SSE sector is recognized as a lever for inclusive and sustainable growth, catalyzing territorial development and structuring the informal economy.

7.6%

GDP by 2032

10.6%

Employment

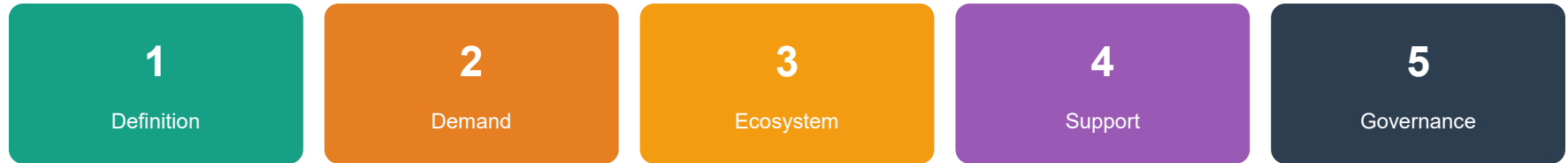
50,000

New Jobs Annually

Source: Morocco's New Development Model

Five Interdependent Pillars

Morocco's Comprehensive SSE Restructuration Framework



All pillars operate synergistically to transform sustainable entrepreneurship

Pillar 1: Defining SSE

Substantive Approach

SSE defined as entrepreneurial mode creating social and economic value, facilitating economic inclusion and informal sector formalization.

Six Core Principles:

- Primacy of persons over capital
- Priority of collective interests
- Democratic governance
- Limited profit distribution
- Economic viability
- Respect for stakeholders

Pillar 2: Materializing Demand

Public Procurement

Social PPPs with privileged access

Reserved markets for SSE

Public service delegation

Preferential purchasing

Private Demand

Socially responsible purchasing

Awareness campaigns

Supply referencing platforms

Trade fairs and networking

Pillar 3: SSE-Specific Ecosystem

Administrative Simplification

Reform of cooperative law, digitalization of procedures, improved information access

SSE-Specific Financing

Guarantee funds, solidarity banks, regional initiatives, fiscal incentives for donations

Appropriate Taxation

Tax exemptions, VAT and corporate tax relief, social charge alleviation

Educational Environment

Youth sensitization, academic integration, skills development

Pillar 4: Support Strategy

Three programs adapted to entrepreneurial maturity

INMAA - Incubation

Supporting newcomers, promoting social innovation, encouraging transition from informal to formal

TAAZIZ - Reinforcement

Upgrading through mentorship, incentivizing aggregation, promoting products through platforms

TARSIKH - Propulsion

Developing social PPPs, accompanying scaling processes, supporting internationalization

Pillar 5: Strengthened Governance

National SSE Agency

Created by expanding ODCO functions with regional offices

Ensures national strategy implementation

One-Stop-Shop reducing transaction costs 60-70%

Decision-Making

Consultative

Representative

Key Prerogatives:

Oversight • Accreditation

Information • Training

Transformational Impact

Three Primary Mechanisms

Structural Barrier Reduction

Positive Selection

Ecosystem Transformation

Differential Impact by Entrepreneur Type:

First-Time Venturers

INMAA incubation & uncertainty reduction

Informal Sector (60-80%)

Formalization preserving community practices

Existing SSE Actors

Access to aggregation & public markets

Champions

TARSIKH scaling to major service operators

Sectoral Diversification

Current

83%

in Agriculture

Emerging High-Value Sectors

Health Services

Education

Circular Economy

Culture & Creative Industries

Youth Services

Job Creation

65K-85K

New Jobs by 2032

Critical Success Factors

Four non-negotiable conditions

1. Budget Commitment

1-1.5 billion DH annually (20-30× increase)

2. Calibrated Implementation

Accessible yet rigorous accreditation

3. Private Sector Response

Self-sustaining ecosystem beyond public dependence

4. Entrepreneurial Uptake

Effective awareness and clear pathways

⚠ Without These Conditions

Framework risks becoming symbolic policy with minimal impact

Key Takeaways

Morocco's comprehensive SSE framework demonstrates how public policy can transform sustainable entrepreneurship from marginal activity into a central development priority.

Through five interdependent pillars, the reform addresses definition, governance, financing, demand generation, and support—creating structural enablers for triple-bottom-line performance.

Success depends on political will, stakeholder engagement, evidence-based design, and substantial budgetary commitment to unlock transformative potential.