

Entrepreneurial Support and Accompaniment Structures as a Mechanism for Creating and Sustaining Enterprises: A Case Study of the National Entrepreneurship Support & Development Agency (NESDA), Mascara

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Abstract

Successful enterprises are the cornerstone of the Algerian economy, underscoring the vital need for robust entrepreneurial support that empowers project owners. This study examines a wide range of services—from project selection to legal, marketing, communication, and learning support. A case study of the National Entrepreneurship Support and Development Agency (NESDA) at the Mascara Branch demonstrates that continuous, targeted support from conception to implementation is indispensable for sustaining key economic projects and enabling young Algerian investors to overcome the challenges of innovation.

Keywords: Support structures, small and medium-sized enterprises, National Entrepreneurship Support & Development Agency (NESDA).

هياكل المرافقة والدعم المقاولاتي كآلية لخلق واستدامة المؤسسات دراسة حالة الوكالة الوطنية لدعم وتنمية المقاولاتية NESDA فرع معسكر

ملخص

تعتبر المؤسسات الناجحة لبنة الاقتصاد الجزائري، لذا يجب تعزيز التمكين الاقتصادي لأصحاب المشاريع بالمرافقة المقاولاتية، وعليه نسعى في هذه الدراسة إلى معرفة واقع الخدمات الممنوحة من طرف هياكل المرافقة والدعم المقاولاتي ورصد انعكاس ذلك على خلق واستدامة المشروع، وبناء على ذلك قمنا بدراسة دور الوكالة الوطنية لدعم وتنمية المقاولاتية NESDA، في مرافقة عينة من المؤسسات ومحاولة التطرق إلى أهم المراحل التي مر بها أصحاب هذه المؤسسات من الفكرة إلى تجسيد المشروع على أرض الواقع و تتبع وتيرة مرافقة هذه الهياكل للمؤسسات مما أدى إلى استدامة البعض منها، ومحاولة معرفة أسباب فشل نظيرتها في نفس النشاط، وقد توصلت هذه الدراسة إلى أنه يجب مرافقة الشباب الجزائري المستثمر وتمكينه اقتصاديا لتفادي فشله في ظل حداثة المشروع وعدم بلوغه المكانة المرجوة.

الكلمات المفتاحية: هياكل مرافقة، مؤسسات صغيرة ومتوسطة، وكالة وطنية لدعم وتنمية مقاولاتية.

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Introduction:

Anyone who follows the pace of the significant changes and major developments experienced by institutions—in all their domains and at every level of development—realizes that support structures, by virtue of the support and guidance they offer to projects and the significant implications they carry at an accelerated rate, place institutions in a continuous struggle to renew their methodologies. This renewal is pursued through constant change and a sustained focus on operational processes with renewed capacity to build and to develop concepts, trends, systems, and approaches, thereby, meeting the current and future needs of small and medium-sized enterprises, in particular, and the economic sector, in general. Today, work is conducted in a dynamic environment that demands agile minds capable of adapting to new developments to ensure the highest possible efficiency. Therefore, the new perspective on the current situation and the quest to develop the operational mechanisms of these bodies in general—and of the National Entrepreneurship Support & Development Agency (NESDA) in particular—is adopted, especially since it is considered the most important of these structures. This is based on the premise that decision-making is carried out automatically with the participation of project owners in the formations, coupled with the adoption of flexibility, a spirit of risk-taking, and the rapid flow of information, all of which contribute to creating a successful entrepreneur.

Based on the foregoing, the following research problem is raised: **How does the National Entrepreneurship Support & Development Agency (NESDA) contribute to the creation and sustainability of institutions in Algeria?**

1-1- Research Questions: The main problem leads us to pose the following sub-questions:

- What do we mean by small and medium-sized enterprises, and what are the areas in which they receive support?
- How does NESDA contribute to providing support and guidance to project holders?
- Has the transition from ANSEJ to NESDA ensured the success of entrepreneurial institutions in Algeria?

1-2- Research Hypotheses: To address the posed problem and based on the study variables, the following hypotheses were formulated:

Hypothesis One: The National Entrepreneurship Support & Development Agency in Algeria plays a pivotal role in accompanying small and medium-sized enterprises across various sectors.

Hypothesis Two: Despite the continuous efforts aimed at developing and supporting projects, some of them still culminate in failure.

1-3- Objectives of the Study:

- Identify the most significant differences between ANSEJ and NESDA agencies.
- Address the various facilities (financial services, training courses, and the organization of exhibitions) provided by the entrepreneurial support and accompaniment structures to project owners.
- To present the stages of support provided by the National Entrepreneurship Support & Development Agency (NESDA) to young investors.
- To highlight the obstacles faced by emerging enterprises that lead to their failure.

2- Theoretical Background of Support Structures and Small and Medium-Sized Enterprises:

2-1- The Concept of Support:

Support is defined as a process that occurs among three parts (the supporter, the support entity, and the entrepreneur) over a specified period. This process enables the entrepreneur to benefit from various learning dynamics (training, guidance, etc.) to obtain resources (financial, informational, etc.) as well as assistance in decision-making. Professor J. Redis, a French researcher at the Higher Institute of Technology and Management, defined support as "A procedure aimed at assisting the project holder in the process of establishing an enterprise, whereby support benefits the entrepreneur in two ways—by providing expertise and saving

time—and constitutes a genuine means through three levels: a cognitive-structural level, referring to how to establish an enterprise as an integrated organization, and a behavioral level, which entails teaching the entrepreneur how to act in all areas related to his entrepreneurial project."⁽¹⁾

2-2- The Concept of Small and Medium-Sized Enterprises

Firstly / The Medium Enterprise: A medium enterprise refers to companies or commercial establishments characterized by their intermediate size—a definition that varies from country to country. In general, a medium enterprise is one that employs between 50 and 250 workers and is distinguished by the following characteristics⁽²⁾.

➤ **Ownership and Organization:** Typically, these enterprises are privately owned and feature a more complex organizational structure compared to small enterprises.

➤ **Financial:** The sales turnover of medium enterprises usually does not exceed 50 million euros within the European Union.

➤ **Independence:** They operate independently, managing their funds separately from their owners.

➤ **Innovation:** They contribute to innovation and the development of products and services while playing an important role in supporting the local economy.

Challenges and Obstacles of Medium Enterprises: ⁽³⁾

- Medium enterprises may face difficulties in obtaining sufficient financing, especially if they do not enjoy a strong market reputation or possess adequate assets to secure loans.
- They are subject to fierce competition from both small and large companies, which increases the pressure on product and service pricing.
- They encounter challenges in managing human resources and everyday operations, particularly as the workload increases.
- Advanced technology can be prohibitively expensive, thus limiting their ability to adapt to technological developments.
- They face difficulties in accessing global markets due to trade restrictions and intense competition.
- They struggle with obtaining raw materials at competitive prices, especially when relying on external imports.
- Attracting investments is challenging due to the absence of an encouraging investment environment.

Secondly / The Small Enterprise:

A small enterprise is defined as an establishment that is managed by a single individual with an owner, often serving as the manager. Typically, these are simple family-owned enterprises with an uncomplicated organizational structure and straightforward management methods, employing between 10 and 49 workers⁽⁴⁾.

Challenges and Obstacles of Small Enterprises: ⁽⁵⁾

- A lack of financing is one of the greatest obstacles for small business owners, who encounter difficulties in obtaining funding from banks due to concerns regarding the risks associated with emerging projects.
- Small projects face fierce competition from large companies and other ventures, which makes it challenging to attract customers and build a loyal client base.
- Managing a team is another significant challenge; new entrepreneurs often struggle to attract or retain talent due to limited budgets.
- Rapidly changing markets and continuous technological developments impose serious challenges on small enterprises in adapting to these changes.
- Financial instability represents a major challenge that requires judicious management.
- The absence of foundational legal frameworks and regulations that could assist small companies further complicates their operations.

- Time management emerges as a critical challenge for entrepreneurs operating small projects, as the diversity of tasks and responsibilities can hinder the ability to focus on priorities.
- The limited number of business incubators available to support project owners exacerbates these challenges.
- Fierce competition from imported products also presents a significant obstacle.

2-3- Mechanisms for Developing Small and Medium Enterprises: Several mechanisms can be employed by governments to promote the sector of Small and Medium Enterprises; some include⁽⁶⁾.

➤ **Government Policies:** These reflect what countries provide in terms of legislative and regulatory frameworks as well as financial and technical frameworks specific to Small and Medium Enterprises. In this context, the Algerian government has enacted several executive decrees such as Executive Decree No. 20-254 dated from September 15th, 2020, which established a national committee for granting labels (Small and Medium Enterprises, Innovative Project, Business Incubator) aimed at diagnosing innovative projects and promoting them while participating in enhancing ecosystems for Small and Medium Enterprises.

➤ **Support Structures:** Primarily represented by business incubators and accelerators alongside platforms and electronic portals. In this regard, the Algerian government has enacted several executive decrees such as Executive Decree No. 07-78 dated from February 25th, 2007, which considered support structures as public institutions with an industrial nature enjoying legal personality and financial independence tasked with assisting Startup or small and medium enterprises.

➤ **Knowledge Economy:** The knowledge economy is based on investing in intellectual capital and is considered as one of the key determinants for developing Small and Medium Enterprises. For it to play its role effectively in developing these enterprises:

- 1- Continuous enhancement of learning and knowledge acquisition through modern and advanced methods;
- 2- Development of information systems especially concerning information exchange;
- 3- Encouragement and support for innovation and creativity;
- 4- Attention to information technology and communication while working on creating and developing human capital;
- 5- Achieving coordination and interconnection between knowledge and knowledge technology.

➤ **Community Culture:** The community culture reflects positive values within society through which many economic problems are addressed throughout research conducted by Small and Medium Enterprises aimed at developing or introducing new values into society while contributing to enhancing consumer culture and encouraging acceptance of change.

2-4- Reasons for Failure of Small and Medium Enterprises:

The process of creating Small and Medium Enterprises and ensuring its sustainability does not occur spontaneously; rather it is an urgent necessity imposed by several factors that compel entrepreneurs to engage in continuous communication and learning to confront rapidly changing environmental conditions that result in various issues affecting their success or failure. Among these factors are:

- **Political and Legal Forces:** The repercussions of the political environment—such as enacting laws or issuing new government regulations related specifically to minimum wage laws or amendments to basic laws governing sectors—place pressures on Small and Medium Enterprises to reconsider many organizational structures and operational methods to fulfill their obligations toward their employees effectively.
- **Economic Forces:** The need for various types of business incubators has emerged as a strategic option within the economic sector to address developments occurring within the new global economic system that have affected—and continue to affect—the operational methods

and patterns of Small and Medium Enterprises. These developments have shifted them from centralized bureaucratic systems operating reactively toward more flexible systems aligned with global economic transformations.

- **Technological Forces:** The history of humanity has demonstrated the profound impact of rapid scientific advancement on organizational life. This evolution has led to significant changes in work methodologies and training approaches. Moreover, new specializations have emerged as a result of scientific progress, transforming traditional organizational structures into more adaptive frameworks that meet the demands of contemporary management, particularly with the current trend of organizations striving to adopt e-management. Consequently, Small and Medium Enterprises must consider these factors across various activities, especially those related to market research, consumer desire analysis, and product or service quality.

- **Leadership Trends:** Ambitious leadership within Small and Medium Enterprises, characterized by innovative ideas, is in a constant search for ways to achieve a qualitative leap and revolutionize the performance of individuals and the organization as a whole. This is accomplished through motivating employees and enhancing the work environment to foster motivation for work and loyalty to the organization. Conversely, a lack of experience and insufficient training—especially concerning the proposed project—can lead to the failure and discontinuation of the enterprise.

- **Internal Problems:** These internal challenges necessitate immediate intervention, particularly if Small and Medium Enterprises relies on a team characterized by generational conflict or a lack of trust among various parts, as this will inevitably lead to organizational failure.

Based on the aforementioned points, a distinguished enterprise is one that actively fosters creativity at various levels—individual, collective, and institutional—and seeks to achieve integration among these levels to enhance its creative attributes. This results in diverse innovative outputs such as new innovations, novel work methods, and unconventional problem-solving techniques. This is pursued through continuous improvement efforts. Therefore, business incubators should adopt strategies that support and enhance creativity within Small and Medium Enterprises. The most significant of these strategies can be summarized as follows:

2-5- Strategies of the National Entrepreneurship Support & Development Agency (NESDA) in the Accompaniment of Institutions:

Small and Medium Enterprises operate in dynamic environments characterized by rapid change. In light of this situation, it is essential for their leaders to adopt strategies that enable them to confront environmental threats while capitalizing on available opportunities to maintain or even enhance their competitive position. The strategies employed by business incubators in supporting these enterprises are varied; some of the most important include:

- 2-5-1- Training Strategy:** This strategy posits that the primary barrier facing entrepreneurs is their unfamiliarity with administrative, legal, and marketing frameworks that hinder their progress. Consequently, business incubators must strive to enhance these entrepreneurs' abilities to address various challenges impeding their goals through diverse training programs.

- 2-5-2- Consultation Strategy:** Providing project owners with consultations according to their field of activity

- 2-5-3- Coercive Power Strategy:** This approach enforces change upon Small and Medium Enterprises through penalties for non-compliance with established guidelines related to business incubators. While this strategy may be effective in certain circumstances or emergencies, it is not sustainable in the long term as it does not contribute to the economic development sought by various incubators.

- 2-5-4- Field Analysis Strategy:** The essence of this strategy lies in specialized teams assessing the progress of Small and Medium Enterprises and evaluating how well they are

implementing their projects in reality. The aim is to guide them towards improvements that address deficiencies and overcome obstacles they encounter.

3- Field Study:

3-1- Study Tools: Our study relied on the following methods for data collection and analysis:

1- Observation: This method is one of the most crucial means of gathering data regarding specific phenomena. It involves systematically monitoring behaviors related to phenomena, problems, events, and their material and environmental components. This process aims to explain relationships between variables and predict behaviors while directing them toward serving human purposes and meeting needs⁽⁷⁾. In our study, this was manifested through fact-finding from real-life observations that are difficult to uncover through surveys or interviews. This tool allowed us to reveal certain situations, daily activities, social interactions, and individual behaviors in their workplaces⁽⁸⁾.

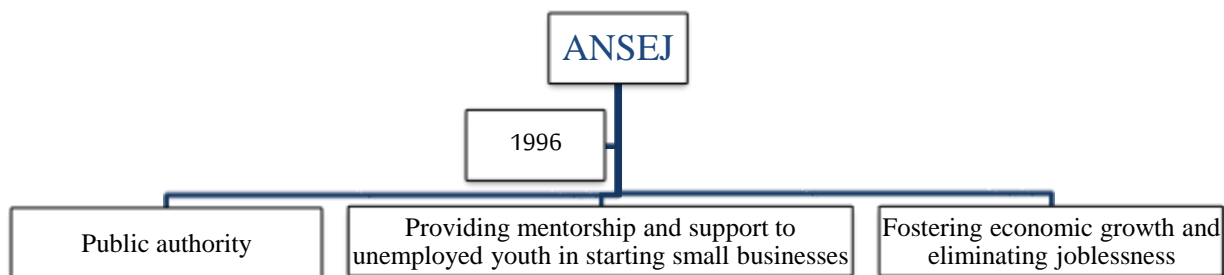
2- Interviews: Defined as a face-to-face verbal dialogue between a researcher conducting an interview and another individual or group of individuals aiming at obtaining information reflecting opinions, attitudes, perceptions, feelings, motivations, or past and present behaviors⁽⁹⁾. Accordingly, interviews were conducted during exploratory research within the institutions involved in this study by posing a series of questions to certain officials at the National Agency for Youth Support and Employment (ANSEJ) as well as project owners included in the study. The goal was to gather information regarding the reality of business incubators' support for enterprises and whether this has had an impact on creating sustainable emerging businesses⁽¹⁰⁾.

The interviews at ANSEJ yielded insights into efforts aiming at economically empowering Algerian youth and instilling an entrepreneurial spirit through various funding mechanisms designed to support this demographic in establishing and sustaining their projects. This was facilitated by establishing agencies across the country that have invigorated investment processes; ANSEJ has since transitioned into the National Entrepreneurship Support & Development Agency (NESDA).

3-2- Presentation of Business Incubators Involved in the Study:

1- The National Youth Employment Support Agency (ANSEJ):

Figure 01: Establishment of the National Youth Employment Support Agency



Source: prepared by the researchers

Eligibility Criteria:

- 1- Age between 19 and 40 years.
- 2- The individual must be unemployed.
- 3- Possession of an equivalent certificate.
- 4- A personal financial contribution is required.

Funding Conditions: The project cost ranges from 0 to 400 million DZD:

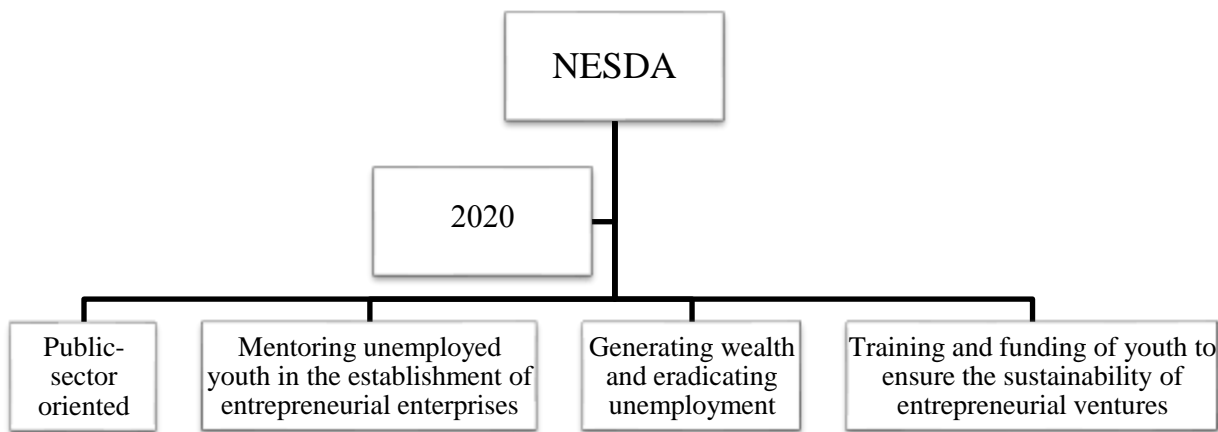
- 1- Personal contribution: 25%.
- 2- Bank contribution: 60% with an interest rate of 5.5%.
- 3- Contribution from the ANSEJ agency: 15% interest-free.
- 4- Pledge of collateral.

2- The National Entrepreneurship Support & Development Agency (NESDA):

The National Entrepreneurship Support & Development Agency, commonly known by its acronym NESDA, is a special-purpose government entity that enjoys legal personality and financial independence. It operates under the supervision of the delegated minister responsible for small projects, serving as an assistant to the Prime Minister. This agency provides support to project holders for the establishment and expansion of small enterprises engaged in the production of goods and services.

NESDA was established as a successor to the National Agency for Supporting and Operating Youth pursuant to Executive Decree No. 20/329, dated from November 22nd, 2020, which amends and supplements Executive Decree No. 96/296, dated from December 8th, 1996. It accompanies project holders in order to establish and expand small enterprises that produce goods and services. The agency currently operates 171 branches and 51 provincial agencies distributed across the country's provinces⁽¹¹⁾.

Figure 02: Establishment of the National Entrepreneurship Support & Development Agency (NESDA)



Source: Prepared by the researchers

Objectives of the Agency: The National Entrepreneurship Support & Development Agency, abbreviated as **NESDA**, aims to:

- Encourage the establishment and expansion of activities producing goods and services by project holders.
- Promote all forms of measures aimed at enhancing the spirit of entrepreneurship.

Responsibilities of the Agency: The responsibilities of **NESDA** are diverse, including but not limited to:

- Providing support, consultation, and guidance.
- Offering comprehensive economic, technical, legislative, and regulatory information related to project holders' activities.
- Developing relationships with partners and stakeholders (banks, tax authorities, social security funds).
- Fostering partnerships across various sectors to identify investment opportunities.
- Training project holders within entrepreneurship development centers.
- Financing youth projects and informing them about various available grants.
- Providing remote support and monitoring for micro-enterprises established by project owners.
- Encouraging all measures aiming at promoting the establishment and expansion of activities.

Conditions for Project Holders' Qualification: To benefit from the privileges offered, project holders must meet several criteria:

- Age between 18 and 55 years.
- The project holder must be unemployed.
- Possession of a professional qualification or recognized skills documented by a certificate or other professional documents.
- Participation in training provided through entrepreneurship development centers.
- A personal financial contribution in cash that meets the minimum threshold established.

Available Financing Types: Project costs range from 0 to up to one billion DZD, distributed according to the following financing formulas:

1- Self-financing: The project holder provides 100% of the investment amount.

2- Joint financing: Both the project holder and the agency contribute 50% of the investment amount each.

3- Triple financing: The project holder contributes between 5% to 15% of the investment value while the agency contributes between 15% to 25%; with the bank covering 70% of the total investment amount.

4- No collateral is required.

Stages of Establishing an Enterprise:

Reception (presentation of the project idea), Submission of administrative documentation, qualification certification, Bank approval, Project financing, Project implementation.

Tax Benefits Granted by the Agency:

Young entrepreneurs benefit from tax advantages that can include exemptions from fees during the implementation or operation phases of their projects, in addition to reductions in income tax (IRG) or corporate profits tax (IBS) as well as professional activity tax (TAP) during the first three years of tax liability according to the following scales:

- 70% for the first year,
- 50% for the second year,
- 25% for the third year.

Additionally, tax benefits provided by the agency are structured according to project phases as follows:

1- During Project Implementation:

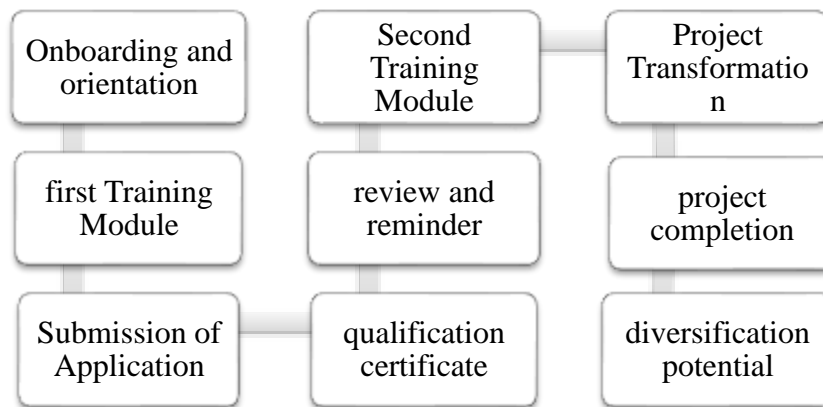
- Application of a reduced customs duty rate of 5% on imported equipment directly involved in project execution.
- Exemption from registration fees on contracts for establishing micro-enterprises.
- Exemption from property transfer taxes on real estate acquired under industrial activity establishment.

2- During Operation Phase:

- Exemption from property taxes on buildings and additional constructions for periods of (3 years, 6 years, or 10 years) depending on the project's location starting from completion date.
- Full exemption for (3 years, 6 years, or 10 years) depending on location starting from operational commencement from single flat tax (IFU) or adherence to actual tax system according to applicable laws.
- Upon completion of the aforementioned exemption period, it can be extended for two additional years if the investor commits to employing at least three workers indefinitely.

The stages of agency support for entrepreneurs in establishing entrepreneurial ventures:

Figure 03: Stages of NESDA Support for Project Holders



Source: Prepared by the researchers

This study included four institutions across two different sectors, where we aimed to track the progress of each project and identify the reasons behind their successes and failures. We sought to address the fundamental question: Do the failures and successes of Small and Medium Enterprises stem from poor project selection, inadequate training of young investors, or other factors that influence the reality of business incubators' support for the project holders under study? Based on this inquiry, we arrived at a series of findings that we will discuss below.

Project One: Installation and Repair of Solar Panels

Table 1: Stages of Project Establishment

	Institution One	Institution Two
Date of File Submission	02/10/2017	19/01/2015
Qualification Certificate	03/12/2017	15/04/2015
Establishment Decision	05/04/2018	01/10/2015
Equipment Inspection	01/08/2018	25/09/2016
Project Launch	12/11/2018	05/02/2017
Bank Approval	BDL Grise	BNA Mohammedia
Project Cost	3, 700,000 DZD	5, 900,000 DZD

Source: Prepared by the researchers

It is evident from the table that both projects underwent the same stages, from the initial idea to the project launch, with each taking approximately two years to complete. This finding indicates that the National Agency for Youth Support and Employment (ANSEJ) provides young investors with equal opportunities to establish themselves and realize their project ideas in practice. In this context, various facilitations and programs have been implemented to offer project holders an initial boost during the launch phase of their emerging enterprises. This was corroborated by the results of interviews conducted with officials from the National Agency for Support and Development of Entrepreneurship (ANADE), who emphasized that financial support for the project is a crucial first step in the accompanying process, provided through different funding modalities, as outlined in the following table:

Table 2: Sources of Funding for the Two Projects

	Institution One	Institution Two
Personal Contribution	5%	10%
ANADE Contribution	25%	20%
Bank Contribution	70%	70%

Source: Prepared by the researchers

Table 3: Expenses for Each Project

	Institution One	Institution Two
Office Equipment	1, 200,000.00	38, 000, 000.00
1. Drill, Wrench Set 2. Black Drill, Screwdrivers, Ladder, Pliers Set, Wrench Set, Pipe Cutter	1, 700,000.00	600, 000
Working Capital	500, 000	600, 000
Solar Panels, Battery	300, 000	400, 000
Multimeter, Urnometer GEP	/	150, 000

Source: Prepared by the researchers

Table 4: Qualifications of Investors

	Challenges of the Institution	Success of the Institution
Project Holder	Senior Technician in Electronics	State Engineer in Electronics; Training at the Higher School of Technology; Training in China
Project Location	Institution in Wadi Taghia	Office in Mohammedia, Mascara, Oran
Agreements	Agreement with the Municipality of Wadi Taghia (5 schools)	Agreements for installing equipment in public institutions, roads, remote schools; Agreements with the municipalities of Mascara, Mohammedia, Bouhni, OGGAZ, Oued El Abtal, Tighnif, Oran, Ghilizan, Mostaganem, Béchar
Other	Lack of a vehicle Difficulties in recovering the bank loan (COVID-19); Incomplete equipment;	Establishment of a private office for training youth on how to repair and install devices
Number of Workers	3 workers	17 workers

Source: Prepared by the researchers

From the previous tables, we observe that the owner of the second institution (the successful one) repays the bank an amount of 410,000 DZD (70%) every six months for five years starting from June 2020 until June 2025. For the first three years (from June 2017 to

June 2020), he is exempt from repayment. The repayment to ANADE begins with an amount of 160, 000 DZD every six months for five years from December 2025 until December 2030.

Agency members unanimously agree that entrepreneurship is not an easy endeavor; those who undertake it must possess **knowledge and qualifications, creativity, a constant curiosity to explore new developments, perseverance, and a spirit of risk-taking**. This is evidenced by the table above which shows that the owner of the second institution embodies all these attributes as he continually sought self-improvement through ongoing training. He did not limit himself to internal business incubators' training programs, but also received training in China. Additionally, his strategic awareness enabled him to establish agreements in various locations which led to the expansion and success of his business. In contrast, the second investor failed to sustain his institution, reflecting a weakness in his entrepreneurial mindset.

Project Two: Processing and Preserving Fruits and Vegetables (Production of Various Types of Olive Oil for Consumption)

Table 5: Stages of Establishing the Second Project

	Institution One (OGGAZ)	Institution Two (Oued El Abtal)
Project Launch	2011	2011
Project Cost	8, 800,000.00	4, 900,000.00
Number of Workers	6	3
Type of Equipment	German Equipment	Turkish Equipment
Production	All types of olives (black and green) in various sizes	Black and green olives
2023		
Number of Workers	23	00
Project Progress	Opening shops in Oran Partnership with a Spanish company	Bankruptcy of the project Closure of the institution

Source: Prepared by the researchers

Small and Medium Enterprises in Algeria still require significant attention as they face challenges in project sustainability. This reflects the nascent concept of business incubators in Algeria, which need continuous improvement to achieve the desired outcomes. This is evident from the previous table which shows that despite similarities in activities and the stages of project creation, there is variability in success and failure among different projects. This raises the question of whether the differences in outcomes are attributed to the nature of the environment—given that the successful investor operated in a specialized olive production area while the second investor was situated in a completely different context—or if other factors contributed to his failure.

3- Conclusion:

In this study, we aimed to address the topic based on the available information and data we could obtain. The reality we arrived at is that this subject is quite complex and requires further exploration. Therefore, we consider this study a foundational step from which to build related topics that can contribute more significantly to enriching scientific research in the field of **business incubators** and the **sustainability of emerging enterprises**. Below, we present the main findings and recommendations derived from our analysis:

3-1- Study Results:

After analyzing the data and based on the conclusions drawn from the trajectories of the studied enterprises, we arrived at the following results:

- Business incubators strive to strengthen the entrepreneurial behavior of Small and Medium Enterprises' owners, thereby saving time, effort, and costs, which leads to the establishment of new, progressive institutions. Many enterprises recognize that without new ideas, they cannot sustain themselves, necessitating the creation of an environment conducive to innovation and research.
- The National Entrepreneurship Support & Development Agency is a strategic option for empowering Algerian youth to establish and sustain their projects in practice.
- Small and Medium Enterprises' owners express dissatisfaction with the limited training courses available on risk management; when such courses do exist, they often lack the necessary rigor, hindering their ability to develop their supervisory skills.
- The National Entrepreneurship Support & Development Agency is a fundamental factor in achieving sustainable development and diversifying the national economy.
- Entrepreneurial support and accompaniment structures are regarded as the primary pillar in accompanying institutions.

3-2- Recommendations:

While it is difficult to establish a system free from administrative flaws, it is crucial to attempt to rectify these issues. Undoubtedly, all obstacles can be addressed and rationalized. Based on our analysis of previous results, we propose the following recommendations to assist Small and Medium Enterprises' owners in identifying key risks they may face and addressing them promptly, which will positively impact their sustainability and contribute to economic development. In this context, it is essential to:

- Enhance the professional capacities of project owners by involving them in various training courses, particularly those related to equipment development and financial resource management.
- Reassess policies and programs for business incubators by incorporating elements related to interaction with digital economy data.
- Reevaluate the leadership and administrative methods of the National Entrepreneurship Support & Development Agency due to lengthy procedures (from idea conception to project launch), which often exceed two years. This delay can discourage and diminish investment enthusiasm among project owners due to prolonged waiting times.
- Foster a culture within business incubators that encourages innovation and change to address ongoing environmental shifts.
- Enhance the communication channels between project owners and various entrepreneurial support and accompaniment structures.

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