

Entrepreneurial Support as a Mechanism for Enhancing the Success of Startups: A Field Study in the Province of Oran

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Abstract

Startups are considered one of the main pillars of economic development due to their ability to innovate and adapt to economic changes, as well as their contribution to economic diversification, job creation, and unemployment reduction. Recognizing their importance, Algeria has adopted a range of policies and mechanisms aimed at supporting this sector and enhancing its contribution to sustainable development. Within this context, this study aims to analyze the impact of entrepreneurial support on the success of startups through a field study conducted on a sample of entrepreneurs in the Province of Oran, using the descriptive-analytical approach. The findings revealed the continued growth of the startup sector in Algeria, particularly within the private sector. They also confirmed that entrepreneurial support institutions play a pivotal role in enhancing the success of startups by providing entrepreneurs with the necessary guidance, mentoring, and support to transform their ideas into successful and sustainable business ventures.

Keywords: *Entrepreneurship, Entrepreneur, Startups, Entrepreneurial Support.*

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Introduction

Since the 1970s, the Algerian economy had been dominated by large enterprises and the public sector. However, the economic reforms introduced in the late 1980s led to the adoption of a market economy and encouraged entrepreneurship and start-ups as key drivers of economic diversification, wealth creation, and job generation. Given the high risks associated with establishing and sustaining enterprises, particularly during their early years, the Algerian government has implemented a set of legislative measures, support mechanisms, and fiscal and financial incentives to enhance the sustainability of start-ups and strengthen their contribution to economic development.

Research Problem

The Algerian authorities have sought to promote entrepreneurship by creating a supportive environment for business creation through economic reforms, legislative measures, and regulatory procedures. Within this context, the present study aims to identify the main factors influencing the success of start-up enterprises in Algeria by addressing the following research question:

To what extent do entrepreneurial support and assistance agencies contribute to the success of start-up enterprises in Algeria?

Research Hypothesis

In an attempt to answer this research problem and examine its various dimensions, the study is based on the following statistical hypothesis:

There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) of entrepreneurial support and assistance agencies (the National Agency for the Support and Development of Entrepreneurship, the

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National Agency for the Management of Microcredit, and the National Unemployment Insurance Fund) on the success of start-up enterprises in the Province of Oran.

Significance of the Study

Entrepreneurial support is considered one of the most important determinants of the success and sustainability of start-up projects, as it provides entrepreneurs with guidance, mentoring, technical assistance, and the resources necessary to develop their ideas and transform them into successful businesses. Therefore, examining the role of entrepreneurial support and assistance agencies is of great importance in understanding how the success and sustainability of start-up enterprises can be enhanced, thereby contributing to sustainable economic development.

Objectives of the Study

This study aims to evaluate the effectiveness of start-up support agencies in Algeria by analyzing the impact of government programs and various forms of support (financing, mentoring, and consultancy) on the success of entrepreneurial projects. It also seeks to examine the influence of the economic and social environment on the sustainability of these enterprises, while highlighting the role of the State in promoting entrepreneurship and achieving sustainable economic development.

Entrepreneurship and Start-up Enterprises

Interest in entrepreneurship and start-up enterprises has evolved over time, becoming in recent years a major field of research and academic inquiry. This growing attention is attributed to their significant contribution to economic development, as they have demonstrated their effectiveness and ability to serve as key drivers of both economic and social growth.

The Concept of Entrepreneurship and the Entrepreneur

Entrepreneurship is defined as "a process that can be found in different environments and in various forms. It introduces changes into the economic system through innovations carried out by individuals or organizations. These innovations generate economic opportunities, and the outcome of this process is the creation of both economic and social wealth for individuals and society as a whole" (Fayolle, 2004, p. 18)

An entrepreneur, on the other hand, is defined as a person who assumes risks by efficiently combining resources, innovates in producing goods and services through new production methods, identifies the objectives to be achieved, and allocates resources effectively in order to attain these objectives (Mardaoui, 2010, p. 07)

The Concept of Start-up Enterprises

Definition of Start-up Enterprises

The Cambridge Dictionary defines a start-up as a newly established business that seeks to launch a new commercial activity and achieve rapid revenue growth, with the term startup reflecting the concepts of launching and rapid expansion. Similarly, the Business Dictionary considers a start-up to be the first stage in the life cycle of an enterprise, during which a business idea is transformed into an actual economic activity through securing financing, establishing an organizational structure, and commencing commercial operations.

According to Bob Walsh, a start-up is an independent company that is not a branch of another organization. It is typically composed of one to eight individuals, most of whom are innovators and developers collaborating to create a software platform intended to provide valuable benefits to society (Walsh, 2009, p. 08)

From a legislative perspective, the concept of a start-up enterprise in Algeria was not formally defined until the issuance of Memorandum No. (708) of 24 October 2019 by the Ministry of Commerce, which limited start-up activities to technological and digital sectors. However, this approach reflects a narrow understanding of the concept, as it associates start-ups solely with technological innovation, whereas innovation also encompasses business models, services, and organizational processes. Consequently, a broader definition should be adopted based on criteria such as the age of the enterprise, the nature of its activities, its revenue level, and its growth potential, in line with contemporary legislative practices and international experience.

Accordingly, a start-up enterprise can be defined as a newly established business that relies on innovation as the foundation of its activities, seeks to offer innovative products, services, or business models, possesses significant growth and expansion potential, and operates in an environment characterized by risk and uncertainty, thereby contributing to value creation, employment generation, and economic development.

Characteristics of Start-up Enterprises

According to recent research, start-up enterprises are characterized by the following features:

Temporariness: A start-up represents a transitional phase aimed at achieving growth and reaching stability rather than a permanent organizational status.

Innovation: It develops innovative products, services, or solutions that create economic value and satisfy market needs.

Flexibility: Owing to their small size and simple organizational structures, start-ups can adapt rapidly to changes and challenges, thereby enhancing operational efficiency and decision-making speed.

Growth: Start-ups possess substantial potential for rapid growth and generally pass through three stages: slow growth, rapid growth, and decelerating growth before reaching stability.

Uncertainty: They operate in highly uncertain environments. Such uncertainty can be reduced through testing a Minimum Viable Product (MVP) and relying on real customer data to improve products and increase the likelihood of success.

Diverse Funding Sources: Start-ups rely on various financing models that support their rapid growth and product development during the early stages of operation.

Support Agencies and Their Role in Promoting Entrepreneurship in Algeria

Given the challenges faced by start-up enterprises, particularly during their early stages, many countries have sought to establish a supportive entrepreneurial ecosystem through specialized support and assistance institutions aimed at increasing the chances of success, sustainability, and growth.

The National Agency for the Support and Development of Entrepreneurship (formerly ANSEJ)

The National Agency for the Support and Development of Entrepreneurship (NESDA) was established in 1996 under Executive Decree No. 96-296. It is a public institution with legal personality and financial autonomy responsible for supporting and financing start-up enterprises, particularly youth-led projects.

Its main missions include assisting project holders during the business creation phase through reception, guidance, and consultancy services. It also supports enterprises during their expansion phase by facilitating access to finance and markets. The Agency operates through branches across all provinces of Algeria, ensuring continuous support for entrepreneurs throughout the country.

The Agency's performance and achievements can be summarized in the following table.

Table 2. Activity Results of the National Agency for the Support and Development of Entrepreneurship (NESDA)

| Sector | Funded Projects | | Jobs Created | Women's Entrepreneurship Rate |
|-----------------------------|-----------------|------------|--------------|-------------------------------|
| | Number | Percentage | | |
| Services | 111.301 | 28% | 259.159 | 17% |
| Traditional Crafts | 244.005 | %11 | 128.352 | 17% |
| Agriculture | 60.262 | %15 | 60.626 | 5% |
| Irrigation | 572 | %00 | 2.083 | 05% |
| Fisheries | 1139 | 0,28% | 5.570 | 01% |
| Freight Transport by Trucks | 13,390 | 3,3% | 24.138 | 03% |
| Goods Transport | 56.850 | 14,2% | 996.89 | 01% |
| Passenger Transport | 19.024 | 05% | 43.737 | 03% |
| Industry | 31.080 | 08% | 90.476 | 15% |
| Public Works | 36.760 | 09% | 106.098 | 02% |
| Liberal Professions | 14.222 | 04% | 31.817 | 47% |
| 02% | 26.840 | 03% | 11.704 | Industrial Maintenance |
| %11 | 958.160 | %100 | 401.673 | Total |

Source: Statistical Information Bulletin of the Ministry of Industry and Mines,

No. 41, 2022, pp. 26–27.

National Agency for the Management of Microcredit (L'Agence Nationale de Gestion du Micro-crédit – ANGEM)

The National Agency for the Management of Microcredit (ANGEM) was established under Executive Decree No. 04-14 of January 22, 2004. It is a national public institution of a special nature operating under the supervision of the Ministry of National Solidarity. The Agency enjoys legal personality and financial autonomy. Its primary objective is to support and finance start-up projects, thereby promoting the social and economic integration of individuals, particularly vulnerable groups and job seekers, by providing concessional loans to establish their own businesses and improve their living standards. The Agency's performance is summarized as follows:

Table 3. Performance of the National Agency for the Management of Microcredit (ANGEM).

| Distribution of Loans Granted by Financing Method | | | Distribution of Loans Granted by Gender | | |
|-----------------------------------------------------|-----------------|------------|-----------------------------------------|-----------|------------|
| Financing Method | Number of Loans | Percentage | Gender | Number | Percentage |
| Micro-loans (Purchase of Raw Materials) | 912.614 | %89 | Women | 632.447 | 61,7% |
| Micro-loans (Business Creation) | 112.513 | %11 | Men | 392.680 | 38,3% |
| Total | 1.025.127 | %100 | Total | 1.025.127 | %100 |
| Distribution of Loans Granted by Sector of Activity | | | Jobs Created | | |

| Sector | Number of Projects | Percentage | Financing Method | Number of Jobs | Percentage |
|-------------------------------|--------------------|------------|---------------------------|----------------|------------|
| Agriculture | 143.361 | 14% | Purchase of Raw Materials | 3.310.832 | 88,4% |
| Small Industry | 393.921 | 38,4% | Business Creation | 172.770 | 11,6% |
| Construction and Public Works | 95072 | 09.3% | Total | 1.483.602 | %100 |
| Services | 205.549 | 20.1% | | | |
| Traditional Crafts | 178.186 | 17.4% | | | |
| Trade | 7.278 | 00.70% | | | |
| Fisheries | 1760 | 00,17% | | | |
| Total | 1025127 | %100 | | | |

Source: Official website of the National Agency for the Management of Microcredit (ANGEM).

National Unemployment Insurance Fund (La Caisse Nationale d'Assurance Chômage – CNAC)

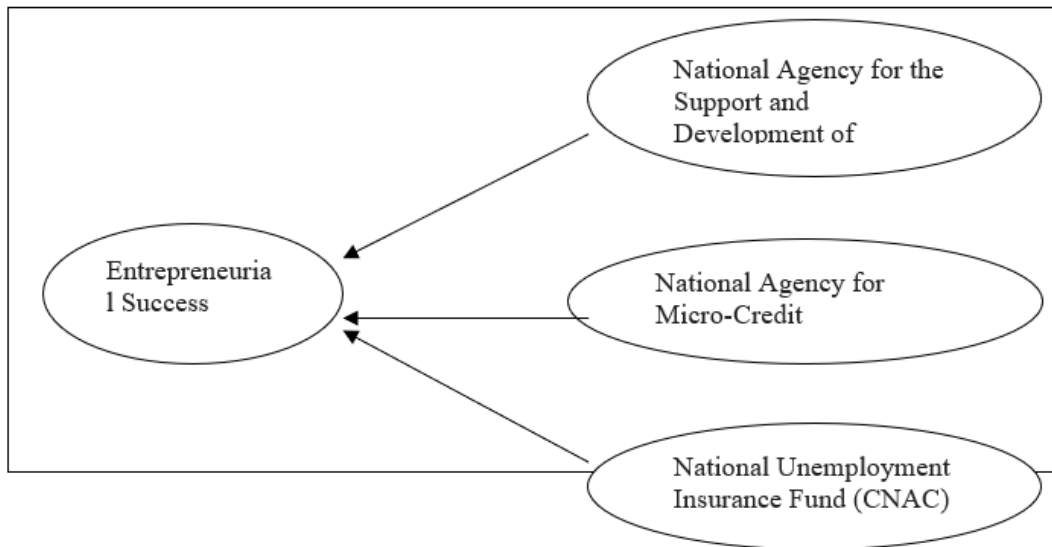
The National Unemployment Insurance Fund (CNAC) was established in 1994 under Legislative Decree No. 94-11. It is a public institution operating under the supervision of the Ministry of Labour, Employment, and Social Security and enjoys legal personality and financial autonomy. The Fund was initially created to compensate workers dismissed for economic reasons. Its mandate was later expanded to include supporting unemployed individuals and assisting them in establishing and expanding start-ups, thereby facilitating their reintegration into the labour market and promoting self-employment.

Field Study

This study aims to evaluate the role of entrepreneurial support and assistance institutions in promoting the success and sustainability of start-ups by assessing the effectiveness of support organizations in helping entrepreneurs overcome the challenges associated with business creation and development. The study is based on two main variables: entrepreneurial support institutions as the independent variable and the entrepreneurial success of start-ups as the dependent variable.

Research Model

This study seeks to examine the impact of the various independent variables—namely the National Agency for the Support and Development of Entrepreneurship (NESDA), the National Agency for the Management of Microcredit (ANGEM), and the National Unemployment Insurance Fund (CNAC).



Source: Prepared by the researchers.

Population, Sample, and Research Instrument

A. Study Population:

The study is limited to entrepreneurs in the Province of Oran who established their own businesses during the period from 2021 to 2025, with a particular focus on the status and development of start-ups in the province throughout this period.

B. Study Sample:

For the purposes of this study, a sample of 200 enterprises in the Province of Oran benefiting from a government support program was selected. These enterprises are characterized by the following features:

Table 4: Characteristics of the Study Sample Enterprises

| Variable | Category | Frequency |
|------------------------------|-------------------------------------------|-----------|
| Legal Form of the Enterprise | Sole Proprietorship | 149 |
| | Limited Liability Company (LLC) | 18 |
| | Single-Person Limited Liability Company | 18 |
| | Other Forms | 19 |
| | Total | 14 |
| | | 200 |
| Business Activity Sector | -Programming and Computer Programming | 38 |
| | -Consulting and Engineering Office | 37 |
| | -Industrial and Production | 35 |
| | Computer Engineering | 38 |
| | -Network Installation and Data Processing | 24 |
| | Internet Service | 20 |
| | -Operations | |
| | Other Activities | |
| Total | 08 | |

| | | |
|---------------------|-------------------------|-----|
| | | 200 |
| Creation Date | 2021 | 25 |
| | 2022 | 46 |
| | 2023 | 56 |
| | 2024 | 21 |
| | 2025 | 52 |
| | Total | 200 |
| Number of Employees | Fewer than 10 employees | 162 |
| | 10–49 employees | 38 |
| | Total | 200 |
| Support Programs | ANAD | 105 |
| | ANGEM | 56 |
| | CNAC | 39 |
| | Total | 200 |

Source: Prepared by the researchers based on the outputs of SPSS Version 23.

C. Study Instrument

The study questionnaire consisted of 48 items, organized into three main dimensions, in addition to respondents' personal information. A five-point Likert scale was used to measure respondents' opinions as follows: Strongly Agree (5), Agree (4), Neutral (3), Disagree (2), and Strongly Disagree (1).

D. Validity and Reliability of the Questionnaire

Construct Validity

Construct validity was assessed by calculating Pearson's correlation coefficient between the score of each dimension and the overall questionnaire score to determine the degree of association between each dimension of the study instrument and the total score of all questionnaire items. The following table presents the results.

Table 5: Construct Validity of the Study Instrument

| Questionnaire Dimensions | Number of Items | Pearson Correlation Coefficient (r) | Significance (Sig) | Level | Result |
|--------------------------|-----------------|-------------------------------------|--------------------|-------|---------------------------------------|
| Entrepreneurial Success | 11 | 0.826** | 0.000 | | Statistically significant correlation |
| ANAD | 13 | 0.711** | 0.000 | | Statistically significant correlation |
| ANGEM | 13 | 0.733** | 0.000 | | Statistically significant correlation |
| CNAC | 11 | 0.749** | 0.000 | | Statistically significant correlation |

Note: ** indicates that the significance value (Sig.) or probability value (p-value) was compared with the 0.01 significance level.

Source: Prepared by the researchers based on the outputs of SPSS Version 23.

The above table shows that all Pearson correlation coefficients between each questionnaire dimension and the overall questionnaire score are statistically significant. Since the Sig. values are less than the significance level of 0.01, all dimensions demonstrate satisfactory construct validity and internal consistency, indicating that they are appropriate for measuring the intended constructs and capable of achieving the objectives of the study.

Reliability of the Questionnaire

The reliability of the questionnaire was examined using Cronbach's Alpha coefficient. A coefficient closer to 1 indicates a high level of reliability, whereas a coefficient closer to 0 indicates low reliability. The following table presents the reliability coefficients for the questionnaire dimensions.

Table 6: Cronbach's Alpha Coefficients for the Study Instrument

| Questionnaire Dimensions | Cronbach's Alpha | Number of Items | Result |
|--------------------------|------------------|-----------------|----------|
| Entrepreneurial Success | 0.794 | 11 | Reliable |
| ANAD | 0.776 | 13 | Reliable |
| ANGEM | 0.803 | 13 | Reliable |
| CNAC | 0.889 | 11 | Reliable |
| Overall Questionnaire | 0.863 | 48 | Reliable |

Source: Prepared by the researchers based on the outputs of SPSS Version 23.

It can be observed from the table above that Cronbach's Alpha coefficients for all questionnaire dimensions range between 0.776 and 0.889, indicating high levels of reliability. Furthermore, the overall Cronbach's Alpha coefficient for all questionnaire items reached 0.863. Accordingly, it can be concluded that the research instrument designed to address the research problem is both valid and reliable across all its items.

Analysis and Discussion of the Results

The main hypothesis of the study states that support and accompaniment agencies have an impact on the entrepreneurial success of start-up enterprises. Accordingly, the following statistical hypotheses were formulated:

Null Hypothesis (H0):

There is no statistically significant effect, at the significance level ($\alpha \leq 0.05$), of the support and accompaniment agencies (the National Agency for the Support and Development of Entrepreneurship, the National Agency for the Management of Microcredit, and the National Unemployment Insurance Fund) on the success of start-up enterprises in the Province of Oran.

Alternative Hypothesis (H1):

There is a statistically significant effect, at the significance level ($\alpha \leq 0.05$), of the support and accompaniment agencies (the National Agency for the Support and Development of Entrepreneurship, the National Agency for the Management of Microcredit, and the National Unemployment Insurance Fund) on the success of start-up enterprises in the Province of Oran.

To examine the effect of entrepreneurial support and accompaniment agencies on entrepreneurial success, multiple regression analysis was employed to measure the impact of the independent variables represented by the National Agency for the Support and Development of Entrepreneurship, the National Agency for the Management of Microcredit, and the National Unemployment Insurance Fund on the success of start-up enterprises. The analysis also determined the contribution of each independent variable in explaining the variations in the dependent variable. The following table presents the obtained results.

First: Overall Significance

This refers to the collective effect of the three independent variables (the National Agency for the Support and Development of Entrepreneurship, the National Agency for the Management of Microcredit, and the National Unemployment Insurance Fund) on entrepreneurial success.

Table 7. Results of the Overall Significance Analysis of the Regression Model

| Adjusted R ² | Coefficient of Determination (R ²) | Correlation Coefficient (R) |
|-------------------------|------------------------------------------------|-----------------------------|
| 0.202 | 0.214 | 0.462 |

| Significance Level (Sig) | F-value | Model |
|--------------------------|---------------|------------|
| 0.000 | 17.747 | Regression |

Source: Prepared by the researchers based on the outputs of SPSS V23.

The analysis of the data presented in Table 12 indicates that the independent variables (the National Agency for the Support and Development of Entrepreneurship, the National Agency for the Management of Microcredit, and the National Unemployment Insurance Fund) have a statistically significant effect on the success of start-up enterprises in the Province of Oran. The calculated F-value reached 17.747, which exceeds the tabulated F-value of 2.60 at degrees of freedom (3, 196) and a significance level of 0.05. Furthermore, the obtained significance level was 0.000, which is lower than 0.05, confirming the statistical significance of the results.

Regarding the regression model, it explains 21.4% of the variance in the dependent variable (entrepreneurial success). The adjusted coefficient of determination (Adjusted R²) reached 20.2%, at a 95% confidence level and a statistical significance level of 0.000. The remaining proportion of the variance is attributable to other factors not included in the model.

Based on these findings, the alternative hypothesis (H1) is accepted and the null hypothesis (H0) is rejected. This indicates that the support and accompaniment mechanisms (the National Agency for the Support and Development of Entrepreneurship, the National Agency for the Management of Microcredit, and the National Unemployment Insurance Fund) have a statistically significant effect on the success of start-up enterprises in the Province of Oran. To further verify this causal relationship, a partial significance analysis was conducted.

Second: Partial Significance

Partial significance refers to the individual effect of each of the three independent variables on entrepreneurial success.

Table 8. Results of the Partial Significance Analysis of the Adjusted Regression Model.

| Model | Unstandardized Coefficients | Standardized Coefficients | T-value | Sig |
|-------|-----------------------------|---------------------------|---------|-----|
| | | | | |

| | B | Standard Error | Bêta | | |
|---------------------------------------------------------------------|----------|----------------|-------------|--------|-------|
| (Constante)A | 33.646 | 1.967 | | 17.107 | 0.000 |
| National Agency for the Support and Development of Entrepreneurship | 0.292 | 0.102 | 0.212 | 2.869 | 0.005 |
| National Agency for the Management of Microcredit | 0.310 | 0.069 | 0.302 | 4.476 | 0.000 |
| National Unemployment Insurance Fund | 0.189 | 1.141 | 0.094 | 1.341 | 0.182 |

Source: Prepared by the researchers based on the outputs of SPSS V23.

Regarding the partial significance analysis, the following results were obtained:

The significance value (Sig.) of the constant (A) is 0.000, which is lower than the significance level of 0.05. This indicates that the constant term in the regression model is statistically significant.

For the National Agency for the Support and Development of Entrepreneurship, the regression coefficient (B) equals 0.292, while the significance level is 0.005, which is below 0.05. This indicates that this variable has a statistically significant effect on the dependent variable.

For the National Agency for the Management of Microcredit, the regression coefficient (B) equals 0.310, with a significance level of 0.000, which is below 0.05. This confirms the importance of this variable in the regression model and demonstrates its statistically significant effect.

For the National Unemployment Insurance Fund, the regression coefficient (B) equals 0.189, while the significance level is 0.182, which exceeds 0.05. This indicates that this variable does not have a statistically significant effect on the dependent variable.

Based on the obtained results, it is evident that both the National Agency for the Support and Development of Entrepreneurship and the National Agency for the Management of Microcredit have a significant positive impact on entrepreneurial success. In contrast, no significant effect was found for the National Unemployment Insurance Fund. This may be attributed to the comprehensive support and accompaniment services provided by the first two agencies, which effectively enhance the likelihood of success and the sustainability of start-up enterprises.

Conclusion

The findings of the study revealed that both the National Agency for the Support and Development of Entrepreneurship (ANAD) and the National Agency for the Management of Microcredit (ANGEM) have a positive impact on entrepreneurial success, whereas the National Unemployment Insurance Fund (CNAC) showed no statistically significant effect. This can be attributed to the fact that ANAD and ANGEM primarily focus on financing and supporting start-up projects by providing financial assistance, advisory services, training, and guidance throughout the various stages of project creation and development, thereby enhancing the prospects for business success and sustainability.

The results also indicated that the National Agency for the Management of Microcredit (ANGEM) contributes to entrepreneurial success by financing micro-projects targeting low-income individuals and by providing technical and administrative support, as well as training programs that enable entrepreneurs to establish, develop, and sustain their businesses.

Conversely, the National Unemployment Insurance Fund (CNAC) did not demonstrate a significant impact on entrepreneurial success due to the nature of its mission, which differs from that of ANAD and ANGEM. CNAC primarily focuses on compensating unemployed workers and facilitating their reintegration into the labor market while offering only limited support for business creation, without providing comprehensive assistance throughout the different stages of project establishment and development. Consequently, its role remains complementary in promoting employment rather than serving as a primary mechanism for enhancing the success of start-up enterprises.

The variation in the impact of support agencies on entrepreneurial success can therefore be explained by the differences in their objectives and services. While ANAD and ANGEM play an effective role in supporting and ensuring the success of entrepreneurial projects, CNAC's contribution remains limited because its primary mission is unemployment compensation rather than providing integrated support for emerging enterprises.

Recommendations

To enhance the effectiveness of the National Unemployment Insurance Fund (CNAC) in supporting start-up enterprises, this study recommends strengthening its technical and administrative support services, restructuring its financing mechanisms to better meet entrepreneurs' needs, simplifying and digitalizing administrative procedures, and expanding partnerships with the private sector, banks, and other supporting institutions. The study also emphasizes the importance of promoting an entrepreneurial culture, ensuring continuous monitoring of entrepreneurial projects, and providing additional support to successful enterprises seeking expansion. Such measures would enhance their success and sustainability while contributing to overall economic development.

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