

Obstacles to social innovation among civil society activists -a field study on a sample of associations Managers in the city of Laghouat-

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Tichouche Mahmoud¹, Sabah Gherbi²

¹ *University of Biskra, Algeria,*

Email: mahmoud.tichouche@univ-biskra.dz

² *University of Biskra, Algeria, Email: sabah.gherbi@univ-biskra.dz*

Abstract:

The present research aims to ascertain the obstacles encountered by civil society activists in their pursuit of social innovation. The study follows a descriptive approach through which data analysis was conducted by administering a questionnaire to a sample comprising 40 managers of various associations. The findings of this study indicate the existence of numerous obstacles concerning social innovation within civil society associations. Consequently, it is imperative to accord paramount significance to social innovation within these associations, alongside engaging community members in the collaborative formulation of solutions to the challenges they encounter, thereby fostering the attainment of sustainable development objectives.

Keywords: Social innovation; obstacles; civil society.

Corresponding Author: Tichouche Mahmoud, **Email:**

mahmoud.tichouche@univ-biskra.dz

First: Statement of the problem

Communities encounter multifaceted challenges across social, economic, environmental, health, educational, and communicative domains, among others. These challenges are intricately intertwined with developmental concerns, thereby necessitating the formulation and execution of development plans and projects aimed at addressing prevailing social issues and fostering the creation of cohesive societies. In response to these imperatives, the concept of social innovation has emerged as a developmental framework that provides solutions to address the daily requirements of individuals and empower them within their communities, enabling active engagement in their personal lives. Notably, the nature of community participation assumes a crucial role in the design of social innovation initiatives, serving as a means to establish direct engagement and interaction with community members.

The subject of social innovation has emerged as a contemporary area of focus among researchers across various sectors and institutions. The current century has witnessed remarkable advancements in all fields, particularly those dedicated to offering solutions to the social challenges confronting societies, thereby serving the objectives of development.

Social innovation endeavors to foster a sense of collective responsibility for generating positive change. Its primary objective is to transform the existing reality into a superior state compared to the previous one. Presently, society encounters difficulties in effecting social transformations, which necessitate

profound changes in both social structures and individual behaviors to achieve social development.

Despite the significance of social innovation and its influential role in realizing sustainable development objectives, there exists a dearth of continuous analysis and comprehensive comprehension regarding this concept. Consequently, the practical implementation of social innovation, particularly within civil society associations, social initiative initiatives, and entrepreneurial enterprises, encounters obstacles.

Based on the aforementioned observations, the study seeks to address the problem of: What are the obstacles impeding social innovation among civil society activists?

This central question can be elucidated by addressing the subsequent sub-questions:

- 1- What are the obstacles to social innovation related to community participation?
- 2- Do social innovation's obstacles lie in the associations' management themselves?
- 3- Are there obstacles to social innovation related to the material side?

Second: Previous Studies:

- **Muhammad Ahmed Hussein conducted a study titled "The Obstacles to Social Innovation among Employees of NGOs at Fayoum University, Egypt."** The primary objective of the study was to identify and examine the obstacles encountered in the realm of social innovation, specifically pertaining to human resources, financial resources, and the local community. Through a comprehensive analysis of the data, the

study established the presence of various obstacles inhibiting social innovation. These obstacles were categorized into three distinct areas: challenges associated with human resources, impediments concerning financial resources, and specific hindrances within the local community.

- **Basma Abdel-Latif Amin Abdel-Wahhab conducted a study titled "A Proposed Strategy from the Perspective of Community Organization for the Contribution of Non-Governmental Organizations in Building a Knowledge Society - Social-Cultural - Technical - Environmental."** The study aimed to investigate the roles played by non-governmental organizations (NGOs) in the development of a knowledge society across various domains, including social, cultural, technical, and environmental aspects. Through an extensive analysis of the data, the study revealed varying degrees of NGO involvement, with notable differences observed between urban and rural areas. Moreover, the study highlighted the application of knowledge management processes within civil associations, indicating a high level of implementation.

- **Sabri Mokimeh and Iman Ramadan conducted a study titled "The Role of Research Laboratories in Achieving Sustainable Development through Social Innovation: A Case Study of Economic Science Laboratories in Algeria."** The primary objective of the study was to assess the influence of scientific research laboratories on the attainment of sustainable development, with social innovation serving as a mediating variable. The analytical descriptive approach was employed, utilizing a questionnaire tool administered to a cluster sample comprising 118 professors. The study yielded conclusive results,

indicating a significant impact of scientific research laboratories on sustainable development through the facilitation of social innovation. Consequently, the study recommends the consolidation of social innovation elements within research laboratories to effectively contribute to the achievement of sustainable development goals.

- In response to previous studies:

The previous studies have been instrumental in recognizing the significance of the research topic at hand. However, this current study sets itself apart from its predecessors in terms of both temporal and geographical context. Specifically conducted in the year 2023, spanning the period from 2020 to 2022, this study concentrates its focus exclusively on Algeria. In contrast, prior investigations have encompassed diverse Arab and local settings. Drawing upon the insights garnered from the earlier studies, the present research not only selects a relevant topic but also formulates the research problem, utilizing this knowledge as a foundation for extracting meaningful findings.

Third: the significance of the study:

The significance of our present study encompasses several key considerations, as outlined below:

- Firstly, our study addresses the emergence of social innovation as a novel concept that offers more effective solutions to societal needs.

- Secondly, social innovation endeavors to enhance and overcome the obstacles encountered by society.

- Lastly, the inclusion and integration of social innovation within civil society associations have become imperative in confronting contemporary challenges.

Fourth: Objectives of the study:

This study is designed with the primary objective of identifying the obstacles encountered by civil society activists in the realm of social innovation. From this overarching goal, a set of specific sub-goals arises, which can be delineated as follows:

- Exploring the obstacles to social innovation related to community participation.

- Exploring the obstacles of social innovation in the management of associations themselves.

- Exploring the obstacles to social innovation related to the material aspect.

Fifth: Study Concepts:

1- The concept of social innovation:

According to Sabri, social innovation can be defined as the introduction of a novel solution to a social problem that surpasses existing solutions in terms of effectiveness, efficiency, and sustainability. This innovation may arise from professional intervention or a combination of various approaches. (sabry, 2021, p. 238) It is also defined as "the process of discovering a new concept, method or social means compared to what is traditionally practiced in society. the introduction of behavioral alternatives into a person's lifestyle systems, followed by the renewal and change of behavioral conduct from particulars to generalizations or vice versa in social interactions. Social inventions that, under

normal conditions, work toward human progress and survival (Hamdan, 2015, p. 40)

Social innovation can be technically defined as follows:

It is the process of suggesting a new concept intended to find creative solutions to social problems, as well as social behaviors intended to meet societal demands and support formal and informal organizations in addressing societal needs.

2- The concept of civil society:

When discussing civil society in Algeria, the 2020 constitution comes to mind, which for the first time emphasized the importance of civil society. This was done starting with the preamble to the constitution, which focused on civil associations, as well as the establishment of the *National Observatory for Civil Society*, which was recently established and has begun its activity. There are several definitions obtainable when discussing the idea of civil society, among which we list: “Civil society is a group of free voluntary organizations that fill the public space between the family and the state, that is, between kinship institutions and state institutions that have no room for choice in their membership. These free voluntary organizations are established to fulfill the interests of their members, to provide services to citizens, or to practice various humanitarian activities, and they are committed in their existence and activity to the values and standards of respect, compromise, tolerance, and participation., and the peaceful management of diversity and difference (Shahada, 2015, p. 14)

Civil society has been described in a variety of ways. In his book *A Place for Us*, author Benjamin Barber adopts a

straightforward definition of civil society, which he effectively summarizes as "an independent field of free social life that is neither controlled by governments nor governed by private market systems."There is a definition (Sail, 2019, p. 82).According to its definition, civil society is "a set of institutions, occasions, and activities that occupy a middle position between the family on the one hand, and the state and its institutions, as well as its organs of an official type on the other. Therefore, it is a voluntary association that people enter willingly and that the state and society support. It has many different components, including religious and educational institutions, professional groups, and cultural and social clubs. The stability of civil society and the accomplishment of its purposes depend on civil society (Al-Hasani, (2012/2013), pp. 4-5).

According to a technical definition, civil society is:

A group of active associations operating within the community that assume an official character in their practices and activities. These associations engage in various domains such as social, economic, environmental, and cultural spheres with the ultimate objective of fostering community development. Civil society can be understood as comprised of social organizations that aspire to transform the prevailing social circumstances and prioritize the common good. When individuals unite in pursuit of positive change and initiate social initiatives, they actively contribute to the sustainable development of their local communities.

Sixth: the methodological procedures of the study:

1- Methodology of the study:

The most suitable approach for the study is the descriptive analytical approach through identifying and comprehending the obstacles to social innovation among civil society activists. The aforementioned is based on the subject of the investigation as well as the inquiries it poses.

2- Data collection tools:

Given the utilization of a descriptive approach in this study, the questionnaire was deemed an appropriate tool for data collection. The questionnaire facilitated the identification of civil society activists and officials engaged in social initiatives within the collective realm. Its primary objective was to identify the obstacles encountered by civil society activists in their pursuit of social innovation. Several steps were taken to construct and design the questionnaire. Firstly, the subject matter of the questionnaire was determined. Subsequently, various dimensions were addressed, including personal data, obstacles to social innovation related to community participation, obstacles related to the association itself, and obstacles associated with the financial aspect. Each axis of the questionnaire was carefully formulated to gather comprehensive insights into the obstacles hindering social innovation within civil society.

Once the researcher formulated the questionnaire and developed its sections, it underwent an initial evaluation by a panel of experts from the University of Mohamed Kheidar Biskra, Faculty of Humanities and Social Sciences, and Ammar Thaliji University in Laghouat, Faculty of Social Sciences.

In consideration of the arbitration's findings, it landed on a few statements in addition to revising and adding some additional statements.

3- The study sample:

Due to the study's subject matter, which focuses on active associations that reflect civil society, and the intentionally chosen sample selection, which means "the sample whose members are intentionally selected by the researcher due to the availability of some characteristics and advantages in those individuals and not others, because these characteristics are important for the study as this type of sampling is used in the event that the necessary data for the study are available on a specific group of the original study population (**Obaidat, Abu Nasar, & Mubaydeen, 199, p. 96**) .

4- fields of study:

4-1 The spatial field: The city of Laghouat was selected due to its geographic vicinity to the researcher, wherein I currently reside, as well as my proximity to the sample's participants. It also has a large number of active associations and other development-related features.

4-2 The human field: In our study, the human aspect was represented by focusing on civil society activists associated with active associations in the city of Laghouat. To obtain comprehensive data, we gathered information regarding the number of active associations affiliated with the Directorate of Social Activity in Laghouat, which amounted to a total of 102 associations. To ensure controlled sampling, specific criteria were established. A sample of 40 associations was selected for the study based on several considerations. These considerations

included the association's engagement in the field of social development and its demonstrated activity in the respective field. Associations with limited or negligible activity were excluded from the sample. Furthermore, the selected associations were distinguished by their implementation of various innovative projects.

4-3 The temporal field: Each sociological study requires a while to be fully completed; in this case, the study's selection of the subject and definition of the problem were established in the month of February. The study's distribution of the questionnaire and the extraction of the results took place in the months of April and May. The questionnaire was distributed to the study sample, after which it was retrieved, numbered, tabulated, and the results were extracted.

5 Study data analysis :

5-1 Analyzing data related to the obstacles to social innovation in running the association itself:

Table (01) the obstacles to the lack of strategies for the association:

Absence of strategies	Repetition	The ratio
Yes	25	62.5 %
no	02	5 %
sometimes	13	3 2.5 %
the total	40	100%

statistical analysis:

The presented table illustrates the obstacles stemming from the absence of strategies within the association. The majority, comprising 62.5%, responded affirmatively, indicating the presence of obstacles. Those who responded "sometimes" accounted for 32.5%, while only 5% reported no obstacles.

The statistical findings in Table 01 highlight the lack of strategies for achieving social innovation within the associations. This deficiency is attributed to their focus on traditional approaches to association management, preventing them from effectively meeting their own needs and those of the local community. Moreover, the associations exhibit limited emphasis on social innovation within their strategies, while also lacking modern strategies, particularly in the realm of communication. Technological advancements have enabled numerous institutions to enhance their strategies, an aspect often overlooked by the associations.

Various studies have emphasized the development of strategies for the engagement of associations in constructing a knowledge society. For instance, Basma Abdel-Latif Abdel-Wahhab's study addresses essential skills that association members should possess, such as effective communication, decision-making, the positive utilization of technological tools, digital record-keeping, resource mobilization, partnership establishment with diverse institutions, needs assessment, asset management, and group discussion (**Abdulwahab,2020,p700**)

These skills contribute to enhancing associations' capabilities and promoting their role in societal development.

Table (02) the impediment related to the lack of coordination among the members of the association to achieve social innovation:

Lack of coordination	Repetition	The ratio
Yes	20	50%
no	01	2.5 %
sometimes	19	47.5 %
the total	40	100 %

statistical analysis :

The presented table reveals the lack of coordination among association members, which poses a hindrance to the attainment of social innovation. The majority, comprising 50%, responded affirmatively to this issue, while 47.5% reported experiencing coordination challenges occasionally. Only a small percentage of 2.5% responded negatively.

From the aforementioned table, it can be deduced that the absence of effective communication and coordination among association members impedes the realization of social innovation objectives. Associations typically have internal regulations mandating member attendance and active participation in meetings, where decisions are deliberated and enacted. Insufficient coordination among members hampers program implementation and inhibits the innovative process, consequently impeding the achievement of development plans.



In the contemporary context, the significance of communication within and beyond associations cannot be overlooked. Engaging with various stakeholders and exchanging information are imperative for fostering integration with the surrounding environment.

Table (03) the impact of negative campaigns on social media on your innovative work:

The impact of negative campaigns	Repetition	the total
Yes	19	47.5 %
no	21	%00
sometimes	00	52.5 %
the total	40	100 %

statistical analysis :

The presented table highlights the impact of negative campaigns on social media platforms targeting associations and their innovative projects. The results indicate that the majority, accounting for 52.5%, responded affirmatively, reporting occasional instances of negative campaigns. Following closely, 47.5% responded affirmatively to experiencing such campaigns, while no respondents answered negatively.

From the statistical findings, it can be inferred that negative campaigns on social media platforms can have adverse effects on associations and their innovations. These campaigns may lead to

a decline in the number of followers and supporters, reduced financial support and donations, damage to the association's reputation and credibility, and diminished prospects for attracting volunteers and workers in the humanitarian field. However, associations can adopt various strategies to address these campaigns effectively. This includes responding to criticism transparently and honestly, clarifying any misunderstandings or misinformation, engaging with critics constructively, providing factual evidence to validate the quality of their work and accomplishments, identifying areas for improvement, and promoting transparency and community participation in the association's activities. Moreover, associations can utilize these campaigns as opportunities to enhance communication and interaction with their followers and supporters, thereby raising awareness and understanding about their objectives and innovative initiatives.

Table (04) the association’s suffering from bureaucracy:

bureaucracy	Repetition	The ratio
Yes	19	47.5 %
no	00	00 %
sometimes	21	52.5 % _
the total	40	100 %

statistical analysis :

The provided table highlights the challenges faced by associations in dealing with bureaucracy. The majority, representing 52.5%, reported experiencing occasional encounters with bureaucracy. Following closely, 47.5% confirmed facing bureaucracy, while no respondents answered negatively.

From the statistical findings, it can be concluded that associations often confront bureaucratic hurdles. This can be attributed to various factors, such as complex administrative procedures, including difficulties in obtaining permits and licenses necessary for implementing their programs and innovative ideas. Dr. Al-Zoubi has proposed several suggestions to overcome these bureaucratic obstacles. Firstly, the laws governing charitable associations and institutions, along with their systems and regulations, should be revised and updated to enable associations to fulfill their roles and provide them with the necessary facilitations in an environment of mutual trust and transparency. Associations should clearly define their strategies and objectives, moving away from vague generalities and establishing clear frameworks within which they operate and aspire to make a difference. Additionally, the establishment of collaborative research and study centers at the Arab and Islamic levels in the fields of charitable and voluntary work can enhance field expertise and foster administrative development through the optimal utilization of modern technologies and advanced administrative programs, benefiting from mutual expertise exchange.

Table (05) the lack of efficiency is an obstacle towards providing the best

Lack of efficiency	Repetition	The ratio
Yes	26	65 %
no	01	2.5 %
sometimes	13	32.5 %
the total	40	100 %

statistical analysis :

Based on the presented table, which highlights the lack of competence as an obstacle to providing the best, a significant majority of 65% responded affirmatively, while 32.5% acknowledged experiencing occasional difficulties. In contrast, a minimal percentage of 2.5% indicated no obstacles in this regard.

From these statistical findings, it can be inferred that the lack of competence among association activists can pose a significant hindrance to their ability to deliver optimal outcomes. Insufficient skills and experience in managing an association can impede goal achievement and effective plan implementation. This, in turn, may result in the association's failure to deliver the desired services and achieve positive results. Consequently, it becomes crucial for association activists to actively develop their competencies and acquire knowledge about efficient association management practices. This can be accomplished through

various means, such as participating in relevant training programs, learning from past experiences, and seeking guidance from experts in the field. By enhancing their skills, associations can improve their efficiency, better accomplish their objectives, and advance their internal processes and procedures. Additionally, the development of sound strategic plans and their rigorous implementation can further contribute to the enhancement of association performance and service delivery.

5-2 Analyzing data related to obstacles to social innovation for community participation:

Table (06) the obstacle to the lack of community understanding of the need to participate in achieving community development:

community understanding obstacle	Repetition	The ratio
Yes	19	47.5 %
no	01	2.5 %
sometimes	20	50 %
the total	40	100 %

statistical analysis :

Based on the provided table, which highlights the obstacle of the community's lack of understanding regarding the necessity of participating in achieving community development, it is observed that 50% of respondents answered affirmatively,

indicating occasional participation, while 47.5% responded positively, recognizing the importance of participation. Conversely, a minimal percentage of 2.5% answered negatively, indicating a lack of understanding.

The aforementioned statistics lead us to conclude that active participation in community development is not universally recognized and comprehended by all segments of society. This lack of understanding can be attributed to several factors. Firstly, there exists a lack of awareness regarding the significance of actively engaging in community development and the role individuals play in this process. Additionally, heavy reliance on the government to provide public services and a failure to leverage the tools of community development contribute to the limited understanding. Moreover, lack of confidence in responsible authorities and skepticism regarding their ability to deliver public services, as well as a tendency to prioritize personal affairs over individual contributions to community development, further compound the issue.

Therefore, it becomes imperative to raise awareness about the importance of participation in achieving community development and highlight the broader benefits associated with it. Efforts should be made to educate individuals and foster an understanding of their role in enhancing the social and economic conditions of society. Encouraging and motivating individuals to actively contribute and participate in initiatives aimed at improving the overall well-being of the community is crucial for sustainable development and progress.

Table (07) the low level of dissemination of volunteering culture as an obstacle to supporting development:

Obstacle to spreading the culture of volunteering	Repetition	The ratio
Yes	23	57.5 %
no	01	2.5 %
sometimes	16	40 %
the total	40	100 %

statistical analysis :

Based on the provided table, which illustrates the obstacle of the low level of dissemination of the culture of volunteering to support development, it is evident that 57.5% of respondents answered affirmatively, indicating a recognition of this obstacle. Additionally, 40% responded with occasional recognition, while a minimal percentage of 2.5% answered negatively.

From the statistical findings, we can deduce that the limited spread of the culture of volunteering poses a significant obstacle to supporting development within society. The low level of awareness and engagement in volunteerism can give rise to various societal challenges, including inadequate solutions to social and environmental problems, an exacerbation of poverty, ignorance, violence, discrimination, and a diminishing sense of belonging and social responsibility.

In order to promote and foster the culture of volunteering, several actions can be undertaken. Firstly, it is essential to provide training and skill development programs for volunteers,

enabling them to contribute effectively. Moreover, media campaigns and public awareness initiatives should be implemented to encourage individuals and communities to actively participate in volunteer work. Developing diverse volunteer programs and projects that align with the interests of volunteers while addressing the needs of the community is crucial. Recognizing and motivating volunteers through rewards and appreciation upon the completion of volunteer projects can also enhance participation. Additionally, incorporating volunteer work into school curricula and fostering cultural awareness among students regarding its significance in supporting community development can help instill the value of volunteering from an early age.

Table (08) the lack of interaction between community members and associations impedes the success of social innovations:

community interaction	Repetition	The ratio
Yes	19	47.5 %
no	02	5 %
sometimes	19	47.5 %
the total	40	100 %

Statistical analysis:

Considering the table presented, which indicates that community members do not come into contact with associations, hindering the success of social innovations, it is notable that both "yes" and "sometimes" responses had equal percentages of 47.5%. The lowest percentage of 5% was attributed to those who answered "no".

From these statistical results, we can deduce that the lack of contact between community members and associations, institutions, and social initiatives serves as a significant obstacle to the success of social innovations. Interacting with various social initiatives and organizations plays a vital role in enhancing social awareness among individuals and fostering their support for these initiatives. Moreover, engaging with associations provides individuals with opportunities to exchange ideas, experiences, and knowledge, thereby contributing to the development and improvement of social endeavors and ultimately leading to the success of social projects.

To address this obstacle, societies should strive to create conducive environments for individuals to interact with social associations and institutions. This can be achieved by providing necessary information, support, and encouragement to facilitate participation in social events. Additionally, it is crucial to strengthen the role of various media platforms in disseminating news about social businesses and highlighting their successes. This helps educate the public about the importance of social initiatives, encouraging their participation and support for further development.

Table (09) the failure to consult members of society to understand their social problems hinders the success of innovations:

Not consulting the community	Repetition	The ratio
Yes	26	65 %
no	01	2.5 %
sometimes	13	32.5 %
the total	40	100 %

statistical analysis :

In accordance to the table above, which indicates that failure to consult members of society in understanding their social problems hinders the success of social innovations, we observe that the largest percentage of 65% corresponds to those who answered "yes." Additionally, 32.5% of respondents answered "sometimes," while the lowest percentage of 2.5% represents those who answered "no."

The statistical results highlight the significance of consulting members of society when seeking to address social problems and achieve successful social innovations. Failure to involve and listen to the perspectives and needs of the people affected by these problems can lead to the development of ineffective or unsustainable solutions.

When solutions are devised without consulting the target beneficiaries, crucial aspects and specific challenges may be overlooked. This can result in proposed solutions that are impractical, disconnected from the daily lives of the beneficiaries, and ultimately fail to produce the desired social impact. Additionally, without consulting community members, there is a risk of exacerbating social problems rather than effectively addressing them.

To ensure the effectiveness and relevance of social innovations, it is crucial to engage in direct consultation with the members of society who are impacted by the problems being addressed. By actively listening to their needs, suggestions, and lived experiences, it becomes possible to develop solutions that are tailored to the reality on the ground and that have a meaningful impact.

5-3 Analyzing data related to obstacles to social innovation on the material aspect:

Table (10) the poor financial funding for the association’s initiatives:

Poor funding	Repetition	The ratio
Yes	27	67.5 %
no	00	00 %
sometimes	13	32.5 %
the total	40	100 %

statistical analysis :

The presented table illustrates the insufficiency of financial funding for the initiatives undertaken by the association. The highest percentage, 67.5%, corresponds to respondents who answered affirmatively, whereas 32.5% of participants answered "sometimes." Notably, the option of answering negatively received no percentage representation.

Based on this data, it can be concluded that the lack of financial resources poses a significant obstacle to the association's initiatives. This observation is supported by existing research, such as the study conducted by Khaled Mujahid Muhammad, which emphasizes the need to exert pressure on both non-governmental and governmental donors to provide support for associations engaged in development projects (Mujahid, 2019, p. 575).

Sufficient financial funding is crucial for the effectiveness, development, and widespread implementation of social innovation within society. In general, associations often encounter challenges in securing adequate financial support. These challenges may stem from funding agencies' lack of belief in the associations' projects or the associations' own limitations in presenting compelling funding proposals. The resulting funding insufficiency impacts associations in various ways. For instance, it impedes the full realization of their strategic plans, restricts the expansion of their activities, diminishes productivity and efficiency, and hampers the achievement of their intended goals.

Therefore, it is imperative for private foundations, governments, associations, and other donors to collaborate and provide increased financial funding for associations operating in the realm of social innovation. Moreover, efforts should be made to encourage private investors to contribute to this emerging sector. These stakeholders should offer logistical support and direct attention to associations, facilitating the development of new and effective financing models that align with the anticipated social benefits for beneficiary associations. Such endeavors will contribute to achieving comprehensive and sustainable development throughout society.

Table (11) the lack of self-financing by the members of the association for innovative initiatives:

Lack of self-financing	Repetition	The ratio
Yes	27	67.5 %
no	00	00 %
sometimes	13	32.5 %
the total	40	100 %

statistical analysis :

The presented table demonstrates the inadequacy of self-financing by association members for innovative initiatives. The highest percentage, 67.5%, corresponds to respondents who answered affirmatively, while 32.5% of participants answered

"sometimes." Notably, no percentage was recorded for respondents who answered negatively.

Based on the above findings, it can be concluded that the lack of self-financing by association members presents a significant challenge to innovative initiatives within societies. These initiatives typically rely on financial support from government or private agencies, indicating insufficient backing from association members in terms of financing. However, associations can implement certain measures to foster self-financing. These measures include raising awareness among members about the importance of supporting and investing in local-level innovative initiatives. Additionally, associations can enhance their relationships with other funding agencies and strategic partners. Exploring new and diverse funding sources, such as donations and funds generated from association activities, is also crucial. Moreover, developing precise and strategic work plans and projects can help attract investment within local communities.

Table (12) the lack of knowledge of the members of the association in matters of financial management hinders their attitudes towards social innovation:

Financial management obstacle	Repetition	The ratio
Yes	28	70 %
no	00	00 %
sometimes	12	30 %
the total	40	100 %

The presented table illustrates the lack of knowledge among association members regarding financial management, which hampers their engagement with social innovation. The highest percentage, 70%, corresponds to respondents who answered affirmatively, while 30% of participants answered "sometimes." Notably, no percentage was recorded for respondents who answered negatively.

Based on the above findings, it can be concluded that the lack of knowledge in financial management poses a significant obstacle to the association's pursuit of social innovation. To address this issue, the association should prioritize the education of its members in financial management, accounting, and overall economic management. Various educational and awareness activities can be undertaken to achieve this objective, such as workshops, training courses, the distribution of informative booklets, and the publication of articles emphasizing the

importance of financial management. Additionally, the association can appoint experienced members with expertise in financial management and accounting to provide guidance and support in this area. Overall, the association's commitment to social innovation necessitates the support, guidance, and increased involvement of its members in making crucial decisions, including those related to financial management. By creating a supportive environment that encourages creativity and continuous development, the association can effectively navigate the challenges associated with financial management and drive social innovation forward.

Table (13) the impediment to the lack of sustainable funding for the association’s initiatives:

Lack of sustainable financing	Repetition	The ratio
Yes	30	75 %
no	00	00
sometimes	10	25 %
the total	40	100

statistical analysis :

The presented table indicates that the lack of sustainable funding is a significant obstacle to the initiatives undertaken by the association. The majority, 75%, of respondents answered

affirmatively, whereas 25% responded "sometimes." Notably, no respondents answered negatively.

The findings highlight the genuine challenge of securing sustainable funding for association initiatives, which hinders their development and potential to improve various areas of operation and their overall social impact. To address this obstacle, associations can take several measures to enhance their efforts in obtaining sustainable financing and achieving financial sustainability.

These measures include:

1. Strengthening relationships with donors and local/international partners to ensure ongoing support for diverse projects.
2. Implementing effective strategies to attract sustainable financing from local sources, such as individuals, companies, and organizations.
3. Exploring new revenue streams through activities and projects that generate funds, such as commercial ventures or training programs that offer employment opportunities.
4. Leveraging modern technology to attract funding and raise awareness about the association's activities and services.
5. Enhancing the association's administrative and marketing capabilities and supporting its ability to design high-quality programs and conduct evaluations.
6. Building partnerships and leveraging specialized expertise and skills from both the public and private sectors by training and enhancing the skills of association personnel.

By adopting these measures, associations can work towards improving the sustainability of their financial resources and achieving the necessary financial stability to further develop and enhance their impact within the local community.

6- Results of the study:

- Based on the study's findings, the obstacles to social innovation within the association can be categorized as follows:

- 1. ***Lack of a clear vision and specific strategies:*** The absence of a well-defined vision and specific strategies for achieving social innovation hampers the association's progress in this area.

- 2. ***Bureaucracy:*** Bureaucratic procedures pose a significant obstacle to social innovation within the association, potentially slowing down processes and hindering effective implementation.

- 3. ***Influence of social networking sites:*** Social innovations originating from the association are impacted by social networking sites, suggesting a need for careful consideration and management of online platforms in driving social innovation.

- 4. ***Poor coordination among members:*** Insufficient coordination and collaboration among association members impede the achievement of social innovation goals and limit the effectiveness of collective efforts.

- Regarding the obstacles related to community participation in social innovation:

- 5. ***Lack of understanding of the importance of community participation***: Some segments of society lack comprehension of the significance of actively participating in societal development, posing a hindrance to progress in this regard.

- 6. ***Inadequate interaction between individuals and associations***: The limited interaction and engagement of individuals with associations restrict the success of social innovations.

- 7. ***Insufficient consultation with the community***: Failure to consult with community members to understand their problems and needs acts as an obstacle to effective social innovation.

- Regarding the obstacles associated with the material aspect:

- 8. ***Poor financial financing***: Inadequate financial support and funding present a significant challenge to the association's initiatives, potentially limiting their scope and impact.

- 9. ***Lack of self-financing***: The association's members' inability to provide self-financing for innovative initiatives acts as an obstacle to their implementation and sustainability.

- 10. ***Lack of financial management knowledge***: Insufficient understanding of financial management among association members hinders their ability to navigate the financial aspects of social innovation.

- 11. ***Insufficient sustainable financing/funding***: The absence of sustainable financial resources and funding options

presents a hindrance to the implementation of initiatives offered by the association.

It is crucial for the association to address these identified obstacles systematically and implement appropriate measures to overcome them, thereby fostering a conducive environment for social innovation and maximizing their impact on society.

Seven: Conclusion

Based on our study findings, we assert that the obstacles to social innovation within the realm of civil society activists are indeed a tangible reality. To overcome these obstacles and achieve sustainable community development, several strategic steps must be undertaken. These steps include leveraging information and communication technology to create electronic platforms that address the challenges encountered by associations, with the explicit goal of fostering social innovation. Additionally, the establishment of social innovation laboratories can provide a platform for training and developing professionals in the areas of administrative management and financial empowerment. Furthermore, supporting civil society through the enactment of laws that enhance its operational efficacy is crucial. Lastly, concerted efforts should be made to engage and involve a wider spectrum of society's members, as their participation and contributions hold great potential for advancing social innovation. The realization of these measures would represent a significant breakthrough for social innovation, particularly given the substantial presence of active associations in our society.

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