

THE TRANSITION TO A MODERN WELFARE STATE IN MOROCCO: THE IMPACT OF DIGITALIZATION AND THE UNIFIED SOCIAL REGISTER (USR) ON SOCIAL POLICIES AND THE SOCIAL ECONOMY

A TRANSIÇÃO PARA UM ESTADO-PROVIDÊNCIA MODERNO EM MARROCOS: O IMPACTO DA DIGITALIZAÇÃO E DO REGISTO SOCIAL UNIFICADO (RSU) NAS POLÍTICAS SOCIAIS E NA ECONOMIA SOCIAL

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ABSTRACT

Morocco is resolutely moving towards a model of modern socialism and a social state by strengthening its social policies and leveraging digitalization. This transition is marked by the integration of various digital tools that significantly enhance management practices within the social economy. The unified social register (USR) is a central element of this transformation. It improves the efficiency and equity of social programs by targeting aid to the neediest households, which allows for more precise allocation of resources and enhances the efficiency of public services. The use of digital technologies and the USR strengthens the transparency and accountability of public services. To continue on this part, it is important to overcome current obstacles and strengthen training and awareness programs to maximize the effectiveness and impact of social initiatives in Morocco.

Keywords: Social state, Social policies, Digitalization, Social economy, Unified social register (USR).

RESUMO

Marrocos está a avançar resolutamente para um modelo de socialismo moderno e um Estado social, reforçando as suas políticas sociais e tirando partido da digitalização. Esta transição é marcada pela integração de várias ferramentas digitais que melhoram significativamente as práticas de gestão no âmbito da economia social. O registo social unificado (RSU) é um elemento central desta transformação. Melhora a eficiência e a equidade dos programas sociais, direcionando a ajuda para os agregados familiares mais necessitados, o que permite uma afetação mais precisa dos recursos e aumenta a eficiência dos serviços públicos. A utilização de tecnologias digitais e da RSU reforça a transparência e a responsabilização dos serviços públicos. Para prosseguir nesta via, é importante ultrapassar os obstáculos actuais e reforçar os programas de formação e de sensibilização para maximizar a eficácia e o impacto das iniciativas sociais em Marrocos.

Palavras-chave: Estado social, políticas sociais, digitalização, economia social, registo social unificado (RSU).

Introduction

In a global context marked by increasing digitalization and the rapid development of communication and information technologies. Morocco is moving towards the construction of an inclusive and sustainable social State.

The Covid-19 health crisis precipitated the reform of the social protection system, and the financial aid paid to Ramedists and non-Ramedists during the crisis made it possible to identify more than 5 million families living in poverty and social insecurity. This census, carried out via cash transfers, also highlights the importance of the informal sector in the Moroccan economy. This exceptional situation, and the questions it raises, has prompted the State to speed up the adoption of Bill 72-18 on the system for targeting the beneficiaries of social support programs. With this in mind, His Majesty King Mohammed 6 affirmed the need to strengthen the resilience of the social State, to preserve what has been achieved and to focus on priorities.

By anchoring the principles of solidarity, interdependence and societal synergy in the broadest sense, the establishment of an USR and the creation of a national registry agency. This project is seen as the State's response to the problem of identifying and targeting vulnerable groups who should benefit from social support programs. It should also help to reduce the fragmentation of the social protection system.

In addition, Morocco is paying particular attention to the move towards digitalization, including the digital transformation of its public services and the implementation of electronic social assistance programs, and integrating digitalization into its public policies.

These two approaches represent substantially different ways of improving the standard of living of citizens, as well as poor and vulnerable households. However, from a technical point of view, they serve to collect, harmonize, rationalize and share information. Between these two approaches or tools, which are often used to develop social protection databases, Morocco has chosen the USR, which is probably due to the greater diversity of functions and advantages it offers.

This article aims to explore the key concepts of social inclusion and its interaction with management and the USR. We begin by defining these concepts and then examine the impact of digitalization on the administrative process. We will highlight the need to adopt a centralized system, such as the USR, as well as its practices for social innovation and improving public policy. Finally, we will present the results of a survey we conducted on the impact of USR and social inclusion in the management and proper management of the use of USR in the management of social projects.

Literature review:

General context: the conceptual framework.

In an ever-changing world, where social inequalities are increasing and economic and environmental challenges are growing, concepts such as social inclusion, social innovation, public policy, digital management and the social state are at the heart of development strategies in Morocco. This country, with its diverse cultural and historical influences, faces specific challenges that require tailored responses to promote balanced and inclusive development.

In Morocco, it is crucial for integrating the most vulnerable populations, particularly women, young people and people living in rural areas, into the economic and social fabric. It aims to reduce disparities and guarantee everyone

access to basic services, education, health and employment. Social innovation in Morocco plays an essential role in finding solutions to the country's social and economic challenges.

Niklas Luhman (1984) « Social inclusion refers to the participation of individuals in communications within different functional systems, meaning that individuals have access to the resources, services and opportunities offered by these systems ». In the context of contemporary social inclusion, Luhman's ideas encourage reflection on how social systems can be arranged or regulated to ensure greater inclusion, as well as analyzing and understanding how social structures influence the integration of individuals into society. This approach can be particularly useful when thinking about public policies that aim to improve access to different functional systems for all members of society.

For Nathalie Morel, Joakin Palme (2016) « Social inclusion should not only focus on income or resources, but rather on what people are capable of doing or being, i.e. their '**Capabilities**' - this approach emphasizes the provision of educational opportunities, healthcare, and other resources necessary for people to reach their full potential ». Social innovation plays a transformative role by proposing new solutions to address unmet social needs. In Morocco, this can be seen in initiatives that combine technology with traditional approaches to improve access to drinking water, sustainable energy or education, for example.

According to Geoff Mulgan (2019), social innovation is crucial for developing practical solutions that are both sustainable and have a significant social impact. Mulgan emphasizes the importance of collaboration between the public, private and not-for-profit sectors to catalyze social innovation.

Social innovation should emerge from the observation of everyday life, and solutions should be developed creatively to address society's unmet needs.

For Frances Westley (2008), « The ultimate goal of social innovation is to transform social systems to make them more just, sustainable and resilient. This often involves changing dominant paradigms and challenging established norms and values ».

Westley examines how systemic change can be driven by innovations that challenge traditional ways of thinking and acting, she places particular emphasize on collaboration between different sectors, arguing that solutions to complex problems often need to emerge from partnerships between the public sector, the private sector, the not-for-profit sector and communities themselves. These collaborations can help integrate diverse resources and skills, which is essential for successful innovation and social transformation, while also addressing the challenges of scaling up and sustaining these changes.

Public policy is a fundamental area of government activity, where the strategic choices and actions of public institutions are aim to address resolving the social, economic and environmental problems that affect society. The formulation and implementation of these policies are shaped by a multitude of factors, including political, economic and social considerations, as well as by the interaction between various actors, such as politicians, bureaucrats, interest groups and the general public.

Harold Lasswell (1936) highlights the distributive aspect of public policy, focusing how resources and benefits are allocated by public authorities. "Public policy is the mechanism by which power and resources are distributed and redistributed within society".

Laswell's approach is particularly useful for analyzing policies in periods of change or crisis, when the speed and efficiency of resource distribution can have profound consequences for the well-being of citizens. It can also highlight imbalances and inequalities in the distribution of resources, providing a lever for political and social reform.

B. Guy Peters (1980) proposes a more structured vision by defining public policies a set of government activities, directly or by delegation, aimed at solving problems identified by the political community and to provide specific guidelines for public administration.

The incorporation of new technologies is essential to improve the efficiency of public services and communication with citizens, and governments need to explore how digital technologies, artificial intelligence and big data can be used to

optimize the policy-making and implementation processes. Peters advocates reviewing existing structures to make them more flexible and less hierarchical. This could involve decentralizing certain decisions, improving coordination between different levels of government, and removing bureaucratic barriers that hamper innovation.

Reform and innovation in public management are not only responses to external pressures, but also opportunities to substantially improve the way governments serve their citizens. This requires a commitment to continuous rethinking and renewal of administrative practices to respond effectively to the challenges and opportunities of the 21st century.

One of the major problems that have led to the evolution of public management is the perceived bureaucracy and inefficiency of public administrations. These criticisms have emerged because of the excessive complexity of administrative procedures and delays in decision-making within public administrations. Citizens often perceived inefficiencies as a lack of responsiveness and a waste of time, creating a sense of frustration among users of public services. This problem has prompted public managers to integrate innovative practices from the private sector to simplify processes, speed up decision-making and improve citizen satisfaction.

Christopher Pollit and Geert Bouckaert (2006) define public management as the set of technologies and approaches used to improve the effectiveness, efficiency and performance of public services. They focus on the reform of administrative structures and the introduction of management practices from the private sector adapted to the public context.

Digitalization enables public administrations to optimize their processes. For example, the use of electronic document management (EDM) software reduces processing time and the costs associated with storing and managing paper archives. Digital technologies facilitate greater transparency and accessibility of public information; government portals and mobile applications give citizens easy access to important information and allow them to follow administrative processes in real time. This strengthens public trust and encourages greater citizen participation.

Indeed, Paul Henman (2010), examines the impact of digital technology and the involvement of IT systems with e-governance in the delivery of social policy, for example, he explores the benefits of e-governance, such as improved administrative efficiency and greater transparency.

Building on this definition, digitization transforms the way services are delivered and improves the interaction between citizens and government. It offers tools for more transparent, accessible and responsive governance, helping administrations to respond more quickly and effectively to crises and opportunities. Digitalization also promotes inclusion by facilitating access to services for geographically remote or socially isolated individuals. Similarly, social innovation can be stimulated by public policies that support social entrepreneurship and new technologies.

Understanding how these elements interact allows us to identify potential solutions to contemporary challenges and provides a framework for thinking about the coordinated, multi-sectorial responses that are essential if we are to tackle modern complexities.

The Unified Social Register: A pillar of inclusion and political effectiveness

In today's context, where the complexity of social and economic needs is increasing, it is government must adopt effective tools for data management and analysis. As an optimal and centralized solution, Morocco has opted to use the USR to enhance the efficiency and impact of its inclusion policies.

The USR serves as crucial mechanism for managing and analyzing social data in the current context where there is an increase in the population and the diversity of its needs, it is crucial for the Moroccan government to have effective tools to gather access to social data, this system provides decision-makers with concrete, accurate, and up-to-date information, enabling them to develop targeted programs and policies that effectively address societal needs.

Designed as integrated platform, the USR platform is designed as an integrated tool for collecting and centralizing citizens' social information. It brings together data from different sources, both governmental and non-governmental,

ensures a more and accurate assessment of socio-economic situations. This centralization also facilitates access to information and simplifies the administrative processes involved in data collection and management.

- **Gathering information from citizens:** the USR gathers information from citizens by collecting data such as their income, level of education, employment, family status, etc. This data is then used to establish socio-economic profiles and enable resources to be better allocated according to the real needs of each individual.
- **Collecting information from government sources:** The USR also collects information from government sources. These sources may include agencies such as tax departments, social services, ministries of labor, health and welfare, and other public institutions. The data collected includes information on social benefits, taxes, allowances, medical records, and other data relevant to assessing the social and economic situation of individuals.
- **Collection from non-governmental sources:** In addition to government sources, the USR also collects information from non-governmental sources. This can include non-profit organizations, private companies, research bodies and academic institutions. The data collected from these sources can cover areas such as education, employment, health, housing, social welfare, community initiatives, and many others, ensuring a comprehensive and reliable socio-economic database. By consolidating diverse data, the USR minimizes administrative redundancies and ensures better of resources.

With the USR, access to social data becomes faster and more efficient. Decision-makers and administrators can access the information they need much more quickly at, enabling them to make better-informed decisions. By optimizing access to social data, the collection, processing and analysis processes are also accelerated, enabling resources to be managed more effectively and improving overall efficiency.

a. Fast, efficient access to social data.

- **((Improved responsiveness for rapid analysis of needs and trends))**: With the use of the USR, responsiveness is greatly improved for rapid analysis of needs and trends, as social data can be consulted in real time, enabling developments and emerging issues to be detected quickly. This rapid analysis capability enables decision-makers to take appropriate action more quickly, which contributes to better anticipation of needs and a more effective response to social demands.

- **((Using the USR to extract relevant information in real time))**: the USR makes it possible to extract relevant information in real time from social data. By leveraging the USR, authorities can extract critical insights from social data in real time into social dynamics, user preferences and emerging trends. This real-time information enables them to make informed decisions and adapt their strategies and policies more effectively to the real needs of the population.

- **((Facilitating the implementation of targeted policies))**: The USR enables a significant transformation in the design and implementation of public policies. Thanks to easier access to accurate and complete data, policy-makers are able to identify more effectively vulnerable groups or regions requiring special attention, not only to meet immediate needs but also to plan long-term interventions aimed at social and economic inclusion.

- **((Improving the effectiveness of social programs))**: Aims to highlight the advantages of using the active solidarity income (USR) in these programs, ensuring that aid reaches those most in need. The advantages of the USR include rapid distribution of financial aid, accurate identification of beneficiaries and fairness in the provision of assistance. In addition, a concrete example of the use of the USR in the event of a pandemic will be given, highlighting the rapid distribution of aid to affected families and the assurance of fair and effective assistance.

The unified social register is not just a data management tool, it is a foundation on which smarter, faster and fairer social policies can be built, responding effectively to the societal challenges of our time.

b. The Unified Social Register and social inclusion

The USR in Morocco is an essential pillar for the advancement of social inclusion. By basing and optimizing access to social data, it enables more targeted and effective implementation of public policies, thus ensuring that social assistance reaches those most in need, while supporting the country's sustainable socio-economic development. Is an information management system designed to centralize and harmonize the social data of citizens, in particular those who are potentially eligible for the various social assistance programs offered by the government.

The USR works by collecting, aggregating and analyzing personal and socio-economic data on individuals and families. This data can include information on employment, income, education level, healthcare status, number of people per household, and many other relevant criteria. This information is generally collected from various government sources, such as civil registers, social security systems, tax registers and other sectorial databases.

Once collected, the data is integrated into a centralized database. Advanced IT tools and algorithms are used to clean structure and analyses the data in order to identify households that meet the eligibility criteria for the various social programs.

- **((Role in centralizing information)):**

- **Avoiding duplication:** This avoids multiple registrations of the same individual in different programs, which optimizes the use of public resources.
- **Data standardization:** this helps to standardize data formats and collection procedures across different departments and agencies, facilitating interoperability and communication between them.
- **Easier access:** it facilitates rapid and accurate access to information, which is essential if the relevant authorities are to make quick and informed decisions.

- **((the impact on identifying and responding to the needs of vulnerable populations)):**

The effectiveness of the USR in identifying and responding to the needs of vulnerable populations is demonstrated through a number of mechanisms:

- **Accurate identification of beneficiaries:** thanks to the richness and accuracy of the data collected, the USR makes it possible to accurately identify individuals and households in need of assistance, based on objective and measurable criteria.

- **Rapid response:** In the event of a crisis or urgent need (such as a natural disaster or economic crisis), the USR enables resources to be mobilized quickly and aid to be distributed efficiently, ensuring that assistance quickly reaches those who need it most.

- **Adapting programs:** the data collected and analyzed via the USR enables decision-makers to understand the dynamics and changing needs of the population, thereby adapting social programs to better meet these requirements in a more effective and fairer way.

Morocco has taken a number of initiatives aimed at using information systems to improve the distribution of social assistance and strengthen social inclusion. Here are a few examples of these initiatives and how they have helped to implement more effective social policies:

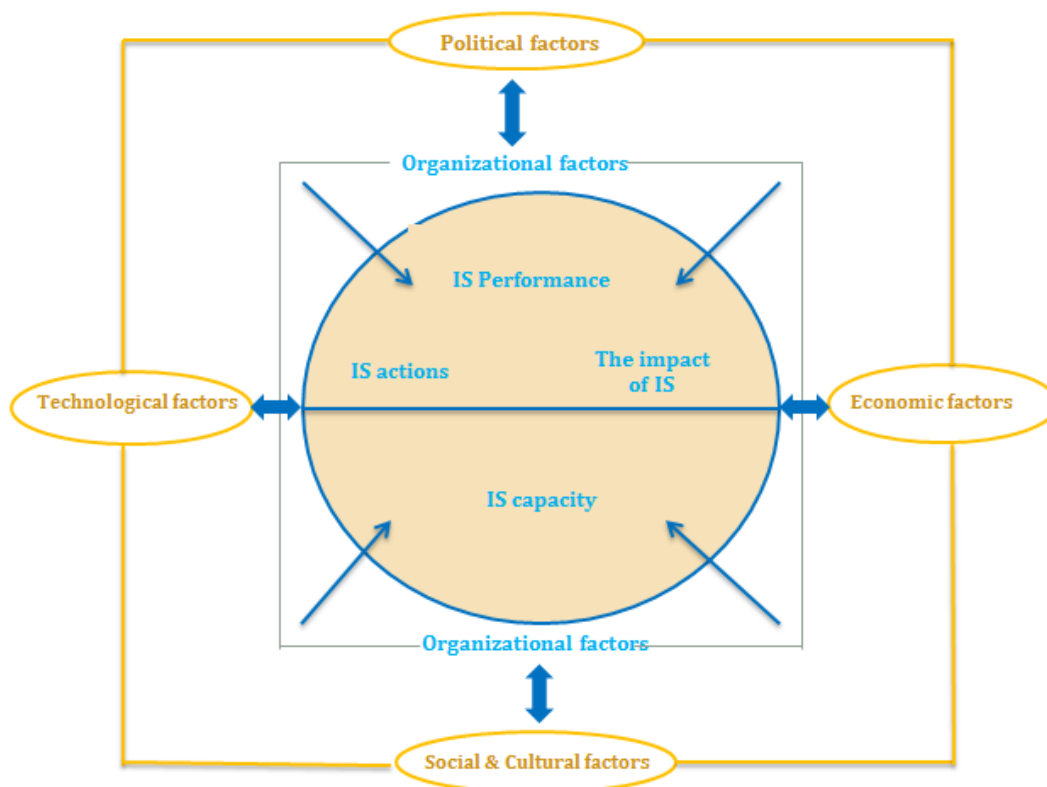
The programme	The role of the USR
<p style="text-align: center;">Tayssir</p> <p>A conditional cash transfer programs launched to encourage school attendance in disadvantaged rural and urban areas. The programs targets families whose children are at risk of dropping out of school due to economic constraints.</p>	<p>Schools collect data on pupil attendance, and distribute aid directly to families via electronic transfers.</p> <p>➤ The USR could integrate this information with other socio-economic data to improve and extend this type of programs.</p>
<p style="text-align: center;">Energy subsidies</p> <p>Morocco has reformed its subsidies on energy products to target households most in need more effectively, rather than subsidizing indiscriminately.</p>	<p>Subsidies could be better targeted at vulnerable households by cross-referencing data on energy consumption with socio-economic vulnerability indicators.</p> <p>➤ This would maximize the impact of aid while reducing costs for the State.</p>
<p style="text-align: center;">AMO</p> <p>Programs designed to provide access to healthcare for a large segment of the population, aims to reduce the financial barriers to accessing health services by offering medical expenses for public and private sector employees and self-employed professionals.</p>	<p>Identification of those not covered by the AMO and those working in the informal economy.</p> <p>Target aid to vulnerable groups who cannot pay contributions, and target government subsidies.</p> <p>➤ Monitoring of services used by beneficiaries to improve resource management and assess healthcare needs.</p> <p>➤ Fighting fraud, by detecting and reducing fraud and abuse.</p>

Social innovation and levers for development:

Social innovation involves developing new, high-impact solutions to emerging new social needs that are inadequately addressed under current public

policy conditions. Government support, along with public and regional policies is a critical success factor in building an effective social innovation ecosystem.

Positioned as a point of interaction between different players and with multiple powers and levers impacting society as a whole, this support plays a dual role enabling the creation of a dynamic ecosystem dynamic, driven by the different stakeholders and players that make it up.



A mature social innovation ecosystem creates a favorable environment for the emergence and development of social innovations, from their birth to their expansion. In such an ecosystem, connections, whether formal or informal, are optimized to effectively support these initiatives at all their stages. The more this ecosystem is developed, the more it can address a wide range of issues, offering sustainable solutions that tackle the root causes of social challenges.

a. The long-term impact intervention strategy for social innovation

Social innovation, as new solutions to previously ignored social problems, is constantly evolving, thanks to a continuous improvement approach. This form of innovation tackles the most pressing issues first, before tackling the underlying causes of these problems.

In Morocco, ensuring universal access to the highest possible standard of healthcare, expanding cultural access to marginalized groups, including people who have been left on the sidelines of society, and ensuring that citizens take environmental issues on board. These are all major development issues on which social innovation is capable of taking action.

However, several changes remain in its development and implementation.

Here are the main obstacles to social innovation:

- **Budgetary restrictions:** Social innovation projects often encounter funding problems due to the negative perception they generate of their profitability and their ability to generate an immediate return on investment. This leads to a lack of financial resources, limiting the possibility of experimenting and implementing on large scale initiatives that could nevertheless have a significant impact on society.
- **Resistance to institutional change:** Institutions, whether public or private, can be resistant to change because of rigid organizational structures and cultures.
- **Lack of cross-sector collaboration:** Social innovation thrives when different sectors (public, private and voluntary) work together, but the lack of platforms or incentives to facilitate these interactions and partnerships can limit the sharing of the necessary resources, skills and knowledge.
- **Technological challenges:** Social innovation faces a number of crucial challenges that can affect its effectiveness and scope. These include the accessibility and exclusivity of technologies for all populations, especially the most vulnerable. Ensuring the security and confidentiality of the data collected, especially in an age of increasing digitalization.

b. The role of the USR:

Innovative management can harness the USR to overcome challenges and improve the impact of social policies through digitalization by using digital technologies to collect and analyze data more efficiently; this can include mobile applications for beneficiary records and data updates.

The USR in Morocco is a good example of how a well-designed and managed system can resolve several classic obstacles to social innovation, notably by improving the distribution and effectiveness of social interventions. A specific example of the impact of the USR can be seen during the COVID-19 crisis, where it was used to quickly identify households in need of emergency assistance, or during the el Haouz earthquake. Thanks to this system, the Moroccan government was able to distribute financial aid directly to families affected by the pandemic and the earthquake, demonstrating the RSU's ability to respond effectively in times of crisis and natural disaster.

From this point of view, the role of the USR is crucial in improving the targeting of beneficiaries by ensuring that aid and services reach those who really need them, by centralizing families' socio-economic information, which helps to avoid duplication and distribution errors.

Rationalizing the management of resources, which are often dispersed across several entities or ministries, can lead to inefficiency and waste. The USR offers a unified platform to help coordinate resources and programs from different sectors, ensuring optimum use of public funds.

Social policies often need to be adjusted in response to economic crises, natural disasters or demographic changes, and the USR enables a rapid and accurate analysis of the situation of populations, facilitating a more agile and adapted response from the authorities.

The USR can play a crucial role in encouraging financial inclusion. For example, by partnering with financial institutions, it can enable people who were previously excluded to open bank accounts or access microcredit.

c. Public policies to encourage social innovation.

Public policies will promote social innovation, by creating a framework that encourages the development and implementation of innovative solutions to social problems through the adoption of strategies that represent a very wide diversity that work the nature of projects, sharing and partnerships to encourage social innovation.

- **((the strategy of investment in social research and development (R&D))):**

To promote socio-economic and technological progress in Morocco, by establishing partnerships between the government, universities and research institutes, the country's intellectual potential can be harnessed to solve local problems. These collaborations can not only lead to innovative solutions, but can also strengthen the education system and stimulate research and development in the country, ultimately having a positive impact on the quality of life of Moroccan citizens and fostering more equitable and sustainable development.

- **((Tax basics for social enterprises)):**

Morocco could introduce tax incentives to encourage companies to adopt socially responsible practices and invest in social impact projects. This could mean tax breaks for companies that invest in initiatives such as youth employment or sustainable development. For example, businesses that support vocational training programs or provide jobs for disadvantaged people could benefit from tax breaks.

- **((Promotion of Public-Private Partnerships)):**

The Moroccan government has encouraged public-private partnerships to develop and implement social innovation projects. For example, private companies collaborate with government agencies and civil society organizations to provide solutions to social problems such as youth unemployment or access to healthcare. These partnerships benefit from financial and logistical support from the government, as well as tax incentives for private investors.

This kind of initiative is essential to promote socio-economic and technological progress in Morocco, and by establishing strategies and partnerships

between the government, universities and research institutes, the country's intellectual potential can be harnessed to solve local problems.

These strategies can not only lead to innovative solutions, but also strengthen the education system and stimulate research and development in the country in a more equitable and sustainable way. However, the USR has a direct link with public policies such as, the precise identification of vulnerable populations and potential beneficiaries, this ensures that interventions reach the people who need them most, and the detailed data from the USR allows identifying the specific social challenges in each community. Researchers and innovators can use this information to develop targeted solutions that are adapted to local needs; so they can monitor the implementation of social innovations and their impact, gathering data on the effectiveness of new solutions and adopting them on the basis of feedback from beneficiaries.

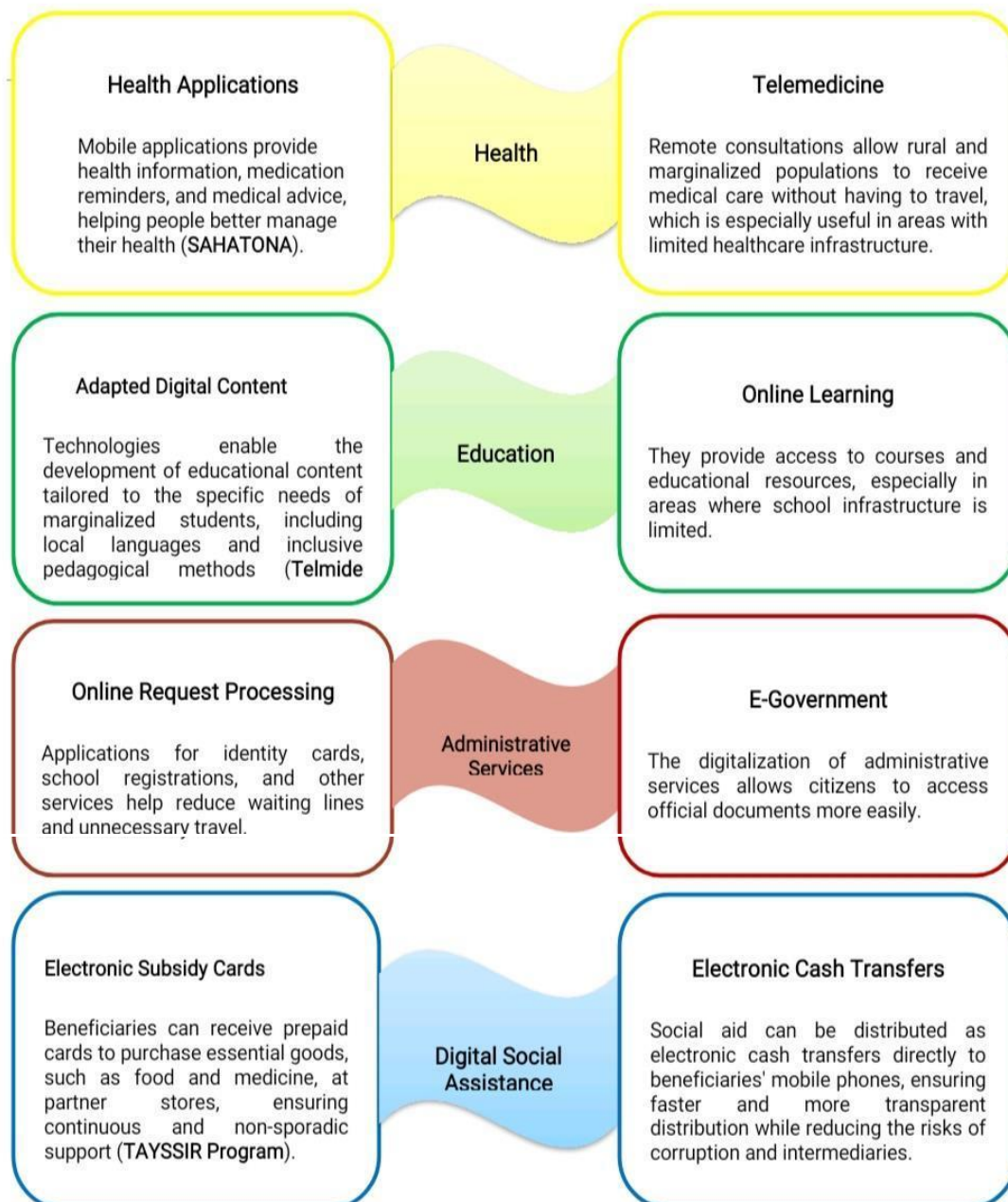
Assuming a research project dedicated to the development of health technologies adapted to rural areas, the USR could provide valuable information on disease rates, access to healthcare services and available infrastructure; researchers could then design solutions such as mobile clinics or telemedicine applications adapted to the specific needs of these populations. Once these solutions have been implemented, the USR will make it possible to monitor their adoption and their impact on the healthcare of communities, facilitating adjustments to maximize their effectiveness.

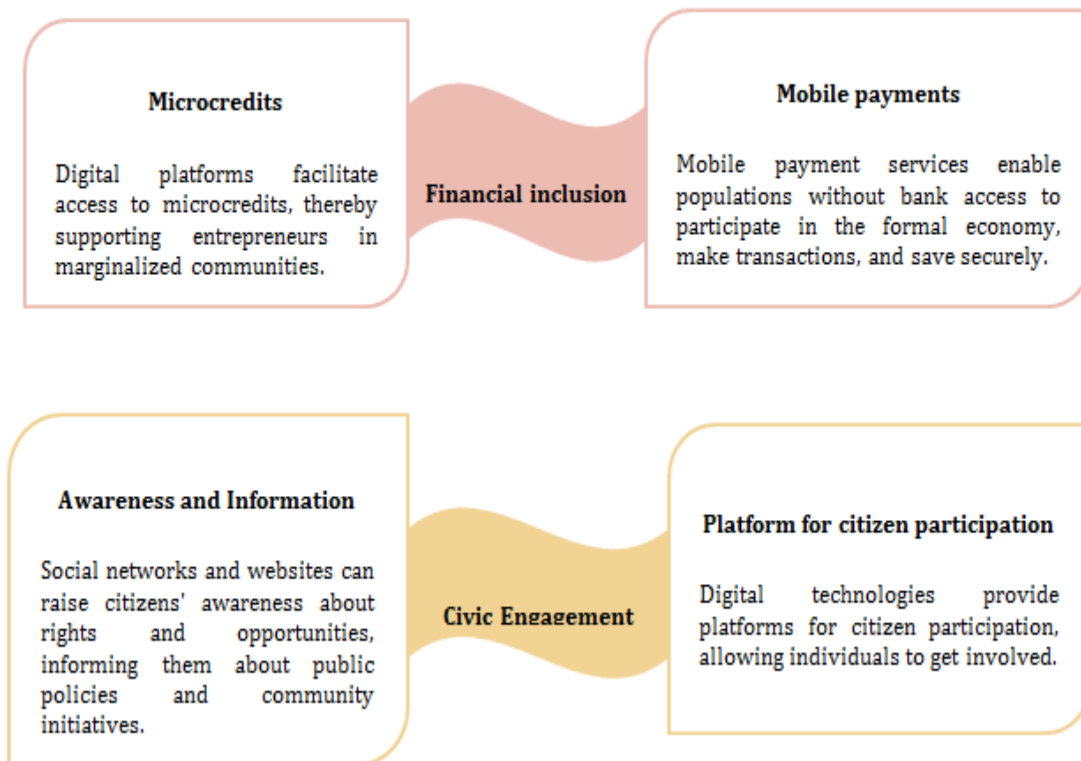
In conclusion, by integrating the USR into the implementation of public policies and the development of social innovation, the Moroccan government can ensure that interventions are based on reliable and relevant data, targeting the real needs of the population, leading to more efficient use of resources, better adoption of innovative solutions, and improved living conditions for citizens.

Technology and social inclusion:

a. the impact of digital technologies:

Digital technologies play an important role in improving access to services and social participation for marginalized groups in Morocco. Improving access to services through digital technologies:





Digitalization in Morocco has immense potential to improve access to essential services and strengthen the social participation of marginalized groups. By facilitating access to areas such as health, education, administrative services and social assistance, digital technologies can help to reduce inequalities and promote more inclusive development. To maximize this impact, it is crucial to continue to invest in digital infrastructure, promote digital literacy and develop solutions tailored to the specific needs of marginalized populations. Digital welfare, in particular, ensures continuous and transparent support, strengthening the resilience and inclusion of the most vulnerable communities.

- **The role of the USR in digitization:**

After centralizing the socio-economic information of citizens, it is possible to simplify and standardize access to social services for beneficiaries. The data collected is regularly updated; ensuring that the information used to distribute social services is always up-to-date and accurate.

Table 1 – The main roles of the USR in digitization

Precise targeting of beneficiaries	
Reducing duplication	Identifying needs
The USR helps to eliminate duplication and fraud by verifying the uniqueness of beneficiaries, which improves the efficiency of social programs.	By centralizing data on people's living conditions and needs, the USR makes it possible to precisely identify the beneficiaries of social programs.
Process efficiency and speed	
Online access	Automating procedures
Citizens can access social services via digital platforms that make it easier to make requests and follow up without having to go out in person.	Administrative procedures can be automated using the USR, reducing the time and costs associated with manual management of requests and distributions.
Transparency and traceability	
Audit and control	Monitoring benefits
Transactions and service distributions can be audited in real time, guaranteeing transparent and responsible management of resources.	The USR allows transparent monitoring of social benefits, from their distribution to their use, which reduces the risks of corruption and inappropriate use of public funds.
Inter-Agency Coordination	
Sharing information	Interoperability
The various government bodies can share and access data via the USR, improving collaboration and the effectiveness of social interventions.	The USR facilitates communication and coordination between different agencies and ministries, enabling an integrated and coherent approach to the implementation of social policies.

By automating processes and coordinating between different agencies, this digitalization makes social services more efficient, faster and fairer, ensuring that aid reaches those who really need it and reducing inefficiencies and corruption.

Research methodology

In order to achieve a synthesis of the literature review of this article and try to understand the central role of the perception of management strategies, innovation, social inclusion and digitalization in public organizations in Morocco and especially after the Covid-19 pandemic and proactive management and its adaptation to the new digital world through the integration of management strategies promoting innovation and social inclusion, and assess the social economy in a context of increasing digitalization with tools such as the Unified Social Register (USR), while ensuring the improvement of the quality of services provided and undoubtedly increase the efficiency of administrative processes and strengthening good governance, so moving towards the use of new databases such as the USR for administrations can automate and simplify their processes, thus reducing processing times.

This transition to digital, supported by robust data management systems, is modernizing administrative services and strengthening social inclusion by ensuring that social assistance reaches the most vulnerable populations fairly and effectively.

This article focuses on Moroccan citizens, in order to contribute to and analyze the theoretical basis for the use of technologies and explore the impact of management approaches and digitalization on the quality of services provided by social economy organizations; to this end, we will attempt to answer the following problem.

How can management strategies and the use of digital technologies, such as the USR, improve innovation, social inclusion and the efficiency of administrative processes in the social economy sector in Morocco?

To this end, we have drawn up an online questionnaire, in French, as it is the language most commonly used in Moroccan administrations, and used in this article to avoid translation errors.

The choice of an online questionnaire is explained by the need to find out how citizens perceive the digitization of public administration services, as well as their ability to respond effectively to the needs of vulnerable populations. In terms of better understanding management strategies in terms of digitalization, innovation and social inclusion.

The questions are geared towards age group, socio-professional category, perception of management in the social economy through understanding of the social economy and involvement in social economy initiatives, encouragement of innovation, support for innovation, as well as the social inclusion policies put in place in organizations, the digital tools used to improve management practices and the impact of these tools on the effectiveness and inclusiveness of practices, the rest of the questions to show the impact of the RSU and its use on the perspectives and practice of management in the field of social economy, as well as on the impact of digital technologies in Morocco.

We received 232 responses for this study, and after sorting the responses one by one and taking a closer look, 2 responses were invalid and were therefore withdrawn. The statistical analyses is There fore based on 230 responses.

Statistical analysis of the sample:

Half the participants were aged between 25 and 60. None of the respondents was over 66 (**Table 2**):

Table 2 – Age of respondents/Source: SPSS V25 output

	Frequency	Percentage	Valid percentage	Cumulative percentage
18-24	60	26,09	26,09	26,09
25-40	135	58,69	58,69	58,69
41-60	35	15,22	15,22	100,00
Total	230	100,00	100,00	

From the frequency table (table 3), we see that 58.69% of the men in the sample were male, while 41.30% were female. The cumulative percentage reaches 100%, indicating that the sample is completely distributed between these two genders with no missing categories.

Table 3 – Gender of respondents/Source: SPSS V25 output

	Frequency	Percentage	Valid percentage	Cumulative percentage
Men	135	58,69	58,69	58,69
Woman	95	41,31	41,31	100,00
Total	230	100,00	100,00	

According to **table 4**, which represents the levels of education in this sample, secondary education accounts for 58.69% of the sample, followed by bachelor's degrees (41.30%), master's degrees (65.22%) and doctorates (8.69%)?

Table 4 – Respondents' level of education /Source: SPSS V25 output.

	Frequency	Percentage	Valid percentage	Cumulative percentage
Secondary school diploma	10	4,35	4,35	4,35
Licence	50	21,74	21,74	26,09
Master	150	65,22	65,22	91,31
Doctorate	20	8,69	8,69	100,00
Total	230	100,00	100,00	

This could suggest that the sample consists largely of individuals who have gone on to higher education beyond the bachelor's level, with a high concentration at master's level.

Based on the frequency table (Table 5), around 72.61% of respondents are employed in the public sector, followed by the private sector. NGO and other sectors represent for a much smaller proportion of the sample.

Table 5 – Respondents' sector of activity/Source: SPSS V25 output

	Frequency	Percentage	Valid percentage	Cumulative percentage
Public sector	167	72,61	72,61	72,61
Private sector	40	17,39	17,39	90,00
NGO/Associative sector	11	4,78	4,78	94,78
Others	12	5,22	5,22	100,00
Total	230	100,00	100,00	

According to the frequency table (Table 6), respondents were asked "How do you define the social economy? » According to the results, 29.15% of respondents consider that the social economy is composed of businesses and organizations that aim to maximize social well-being over profits. The majority, 54.59%, defined it as initiatives.

Table 6 – Understanding the social economy/Source: SPSS V25 output

	Frequency	Percentage	Valid percentage	Cumulative percentage
Companies and organizations that aim to maximize social well-being rather than profits	67	29,13	29,13	29,13
Community initiatives to solve social problems	126	54,79	54,79	83,92
Others	37	16,08	16,08	100,00
Total	230	100,00	100,00	

Table 7 presents the respondents involvement in social economy initiatives. Of the 230 participants, 51.74% reported being involved in such initiatives (volunteering, community projects, etc.), while 48.26% stated that they were not.

Table 7 – Involvement in social economy initiatives /Source: SPSS V25 output

	Frequency	Percentage	Valid percentage	Cumulative percentage
Yes	119	51,74	51,74	51,74
No	111	48,26	48,26	100,00
Total	230	100,00	100,00	

According to Table 8, which presents responses to the question, "what strategies do you use to encourage innovation in your organization?" the data reveals a strong preference for the use of innovative technologies, however it also underscores the importance of a combining various strategies to foster innovation within organizations.

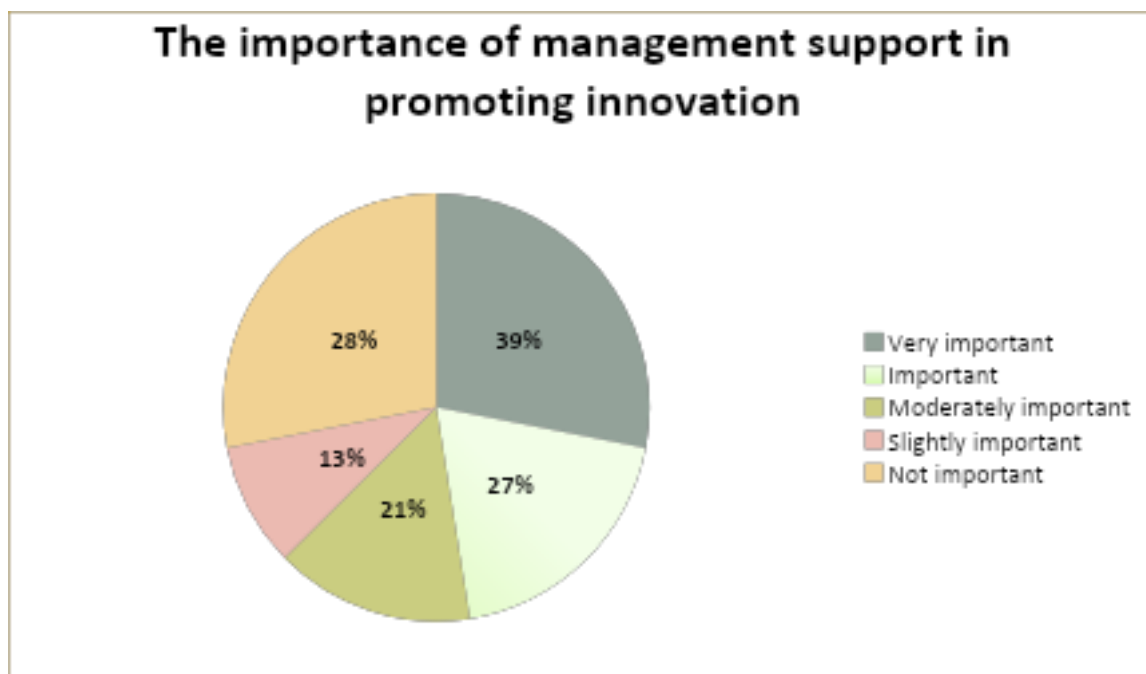
Table 8 – Encouraging innovation /Source: SPSS V25 output.

	Frequency	Percentage	Valid percentage	Cumulative percentage
Ongoing employee training	27	11,74	11,74	11,74
Regular brainstorming sessions	19	8,26	8,26	20,00
Interdisciplinary collaboration	10	4,35	4,35	24,35
Setting up incubators or innovation laboratories	30	13,04	13,04	37,39
Use of innovative technologies	79	34,35	34,35	71,74
Others	65	28,26	28,26	100,00
Total	230	100,00	100,00	

Organizations use a variety of strategies to foster innovation .the most common strategy is the use of innovative technologies, setting up incubators or

innovation labs and providing employee training are also popular methods, although less frequently mentioned, regular brainstorming sessions and interdisciplinary collaboration remain important strategies.

Furthermore, to encourage innovation, organizations are prioritize technological solutions, while also recognizing the importance of developing employee skills, encouraging collaboration and creating environments conducive to creativity. This diversity means that strategies can be adapted to the specific needs of each organization.



Discussion:

Support for innovation:

Management support is essential for fostering innovation, as it provides the necessary resources, shapes the organizational culture, guides strategic efforts, facilitates change management and enables access to external networks and partnerships. Innovation often involves significant change, so management support is vital to manage the transition and overcome internal resistance, so visible support

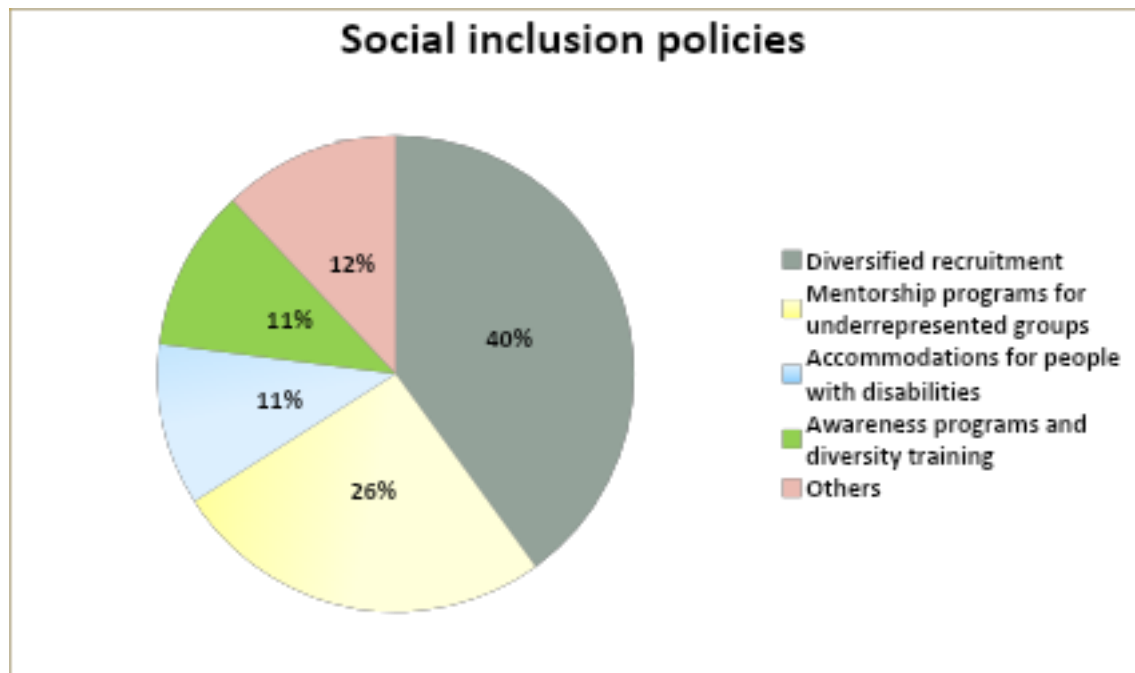
from management can motivate employees and reassure them that their ideas are valued and taken seriously.

The perceived importance of management support in promoting innovation indicates that significant majorities (66%) of respondents recognizing the great importance of management support in promoting innovation, while a minority (34%) attach less importance, highlights the essential role of management in driving innovation within organizations.

Social inclusion in management:

a. Social inclusion policies.

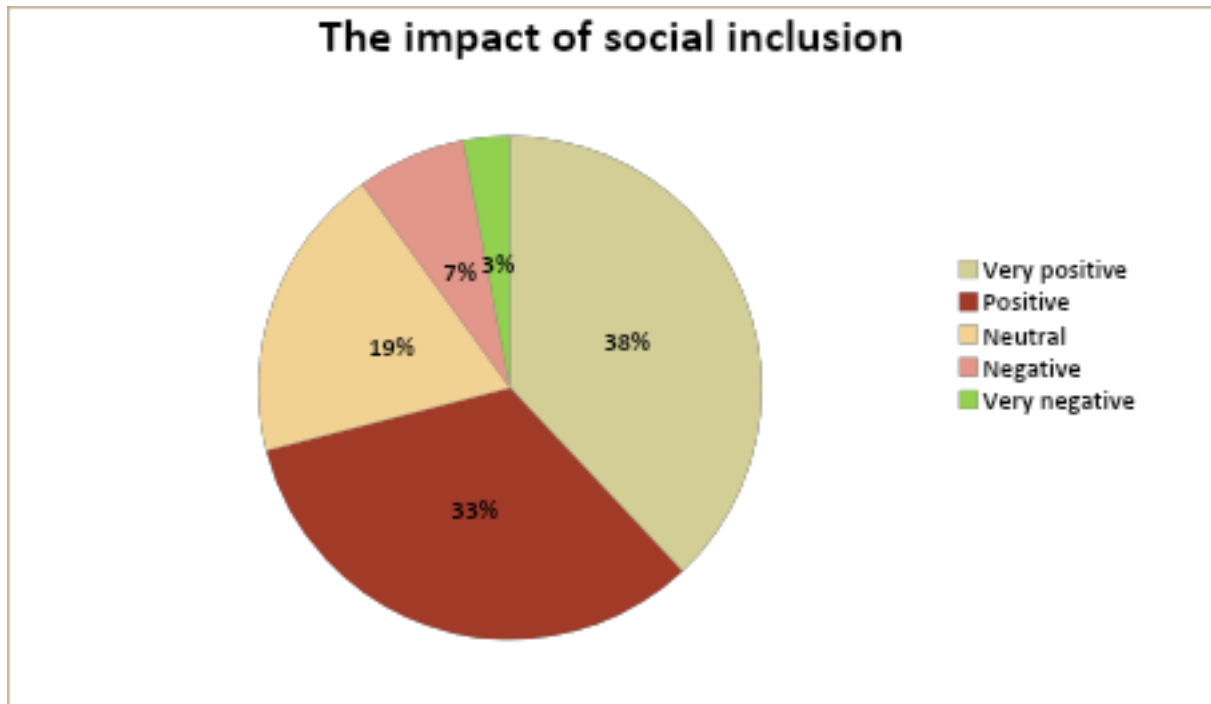
The social inclusion policies that within organizations are essential for creating a diverse, fair and welcoming working environment, while covering aspects such as inclusive recruitment in a fair and non-discriminatory hiring process , ensuring accessibility by adapting workplaces with appropriate and assistive technologies, and organizing regular training sessions to raise employees' awareness of social inclusion issues and setting up mentoring programs to support employees from under-represented groups, while innovative promoting equal opportunities , combating discrimination, and measuring progress, contribute to enhanced employee satisfaction and productivity, ultimately , these efforts also strengthen an organizations reputation.



The results highlight the importance of to diverse recruitment and mentoring programs, along with a strong commitment to disability accommodation and diversity training. Among these policy diverse recruitment is the most widely adopted, with 40% of respondents implementing.

b. Impact of social inclusion:

Social inclusion policies contribute to improved organizational performance, enhanced talent attraction and retention, a stronger reputation for social responsibility with social policies often being perceived more positively by stakeholders and the public and regular evaluation of this impact enables policies to be adjusted and improved to maximize their benefits and assess the correlation between inclusion policies and financial performance.



The results indicate that a significant majority (79%) of respondents believe that social inclusion policies have a positive or very positive impact in organizations; minorities (9%) of respondents indicate that this impact is negative or very negative, while 19% have a neutral perception, these finding highlights the overall perceived benefits of social inclusion in organizations, despite some differing opinions.

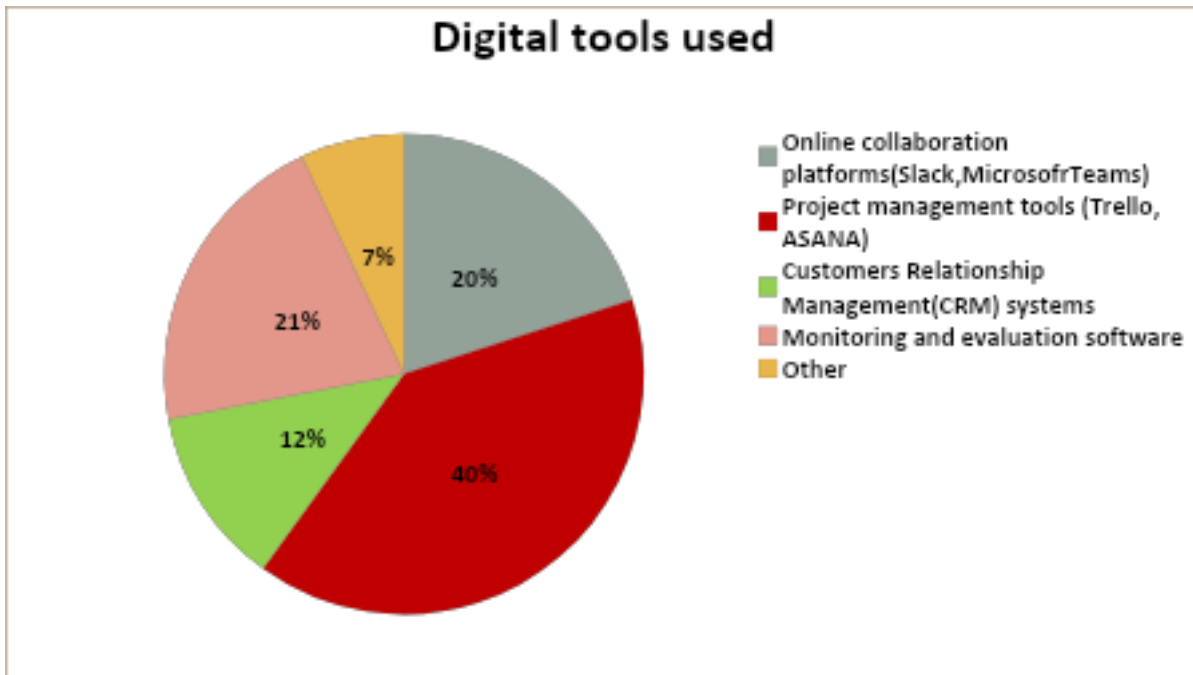
Digitalization and the social economy:

a. Digital tools used :

Digitalization in Morocco provides a range of tools that can significantly enhance management practices in the social economy.

Table 9 – The main digital tools and their uses

The tools	Their uses
Project management	
<ul style="list-style-type: none"> - TRELLO - ASANA 	<ul style="list-style-type: none"> - Available online, used by teams to organize tasks and projects. - Available online, popular for managing team work.
Communication	
<ul style="list-style-type: none"> - SLACK - Microsoft teams 	<ul style="list-style-type: none"> - Used by many Moroccan companies for instant communication. - Commonly used for virtual meetings and collaboration.
Customer Relationship Management (CRM)	
<ul style="list-style-type: none"> - Sales force - Hub Spot 	<ul style="list-style-type: none"> - Used by several companies to manage interactions with customers and partners. - Accessible online and used to monitor customer relations.
Collaboration	
<ul style="list-style-type: none"> - Google Work Space - Drop Box 	<ul style="list-style-type: none"> - Used by many organizations for real-time collaboration on documents. - Used for storing and sharing files.



Organizations increasingly adopt digital tools to enhance management practices. These tools are seen to be adopting digital solutions, with project management tools being the most popular (40%), followed by monitoring and evaluation software (21%) and collaboration platforms (20%), along with customer relationship management systems and other digital tools playing a crucial role within organizations in Morocco, helping to improve efficiency, productivity and communication; these tools facilitate task management, real-time collaboration, performance monitoring, thus contributing to the development and competitiveness of organizations.

Impact of the Unified Social Register (USR):

a. Knowledge of USR:

The USR is a system established in Morocco to improve the efficiency and fairness of social programs. Its main objective is to improve the targeting of social assistance, by ensuring that resources are allocated to the households most in need, inter-institutional cooperation and the government's ongoing commitment to maintaining and updating the system with accurate and up-to-date data, while

ensuring the confidentiality and security of household data to maintain public confidence, which provides valuable information for the development of social policies more tailored to the needs of the population.

Figure 8 – Knowledge of USR in Morocco /Source: SPSS V25 output



We asked our sample whether or not they were aware of the USR. The majority of respondents (98%) are aware of the existence and functioning of the USR, which indicates that the USR is well known among the population, which may be the result of different effective communication by the Moroccan authorities.

In addition, there was a low level of ignorance, with only 2% of respondents unaware of the RSU. This low percentage can be attributed to factors such as geographical isolation, language barriers or lack of access to information.

However, the fact that 98% of people are aware of the USR shows that the information and awareness campaigns have been largely effective, it may also reflect the importance given to the USR in public and media discussions, this increase is a good indicator for the adoption and implementation of related programs. Households are more likely to register and benefit from the services offered if they are aware of the existence of the system. Although the majority is informed, there remains a small proportion (2%) that is unaware of the USR, and continued efforts

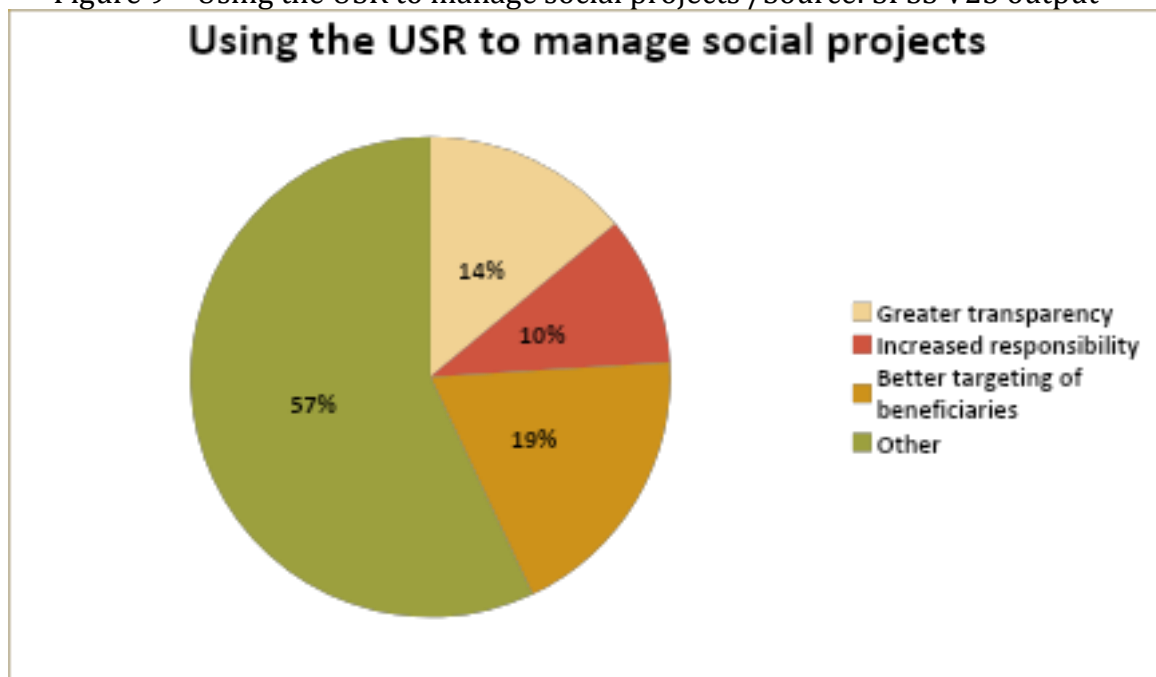
may be needed to reach this minority in rural areas or among marginalized populations.

b. Use of the USR.

When launching a new social project, the USR can be used to identify eligible households. The USR will help to select the most affected families to facilitate the distribution. In terms of resource allocation, based on USR data, resources can be allocated according to the specific needs of beneficiaries. This allows for a more equitable and efficient distribution of resources.

Project managers can monitor changes in the socio-economic conditions of households and adapt interventions accordingly. The data collected via the USR can be analyzed to assess the impact of social programs, helping to understand what is working well and what needs to be improved.

Figure 9 – Using the USR to manage social projects /Source: SPSS V25 output



However, improving the targeting of beneficiaries' remains the primary use of USR, indicating that most social project managers adopt it mainly to ensure aid reaches those who really need it.

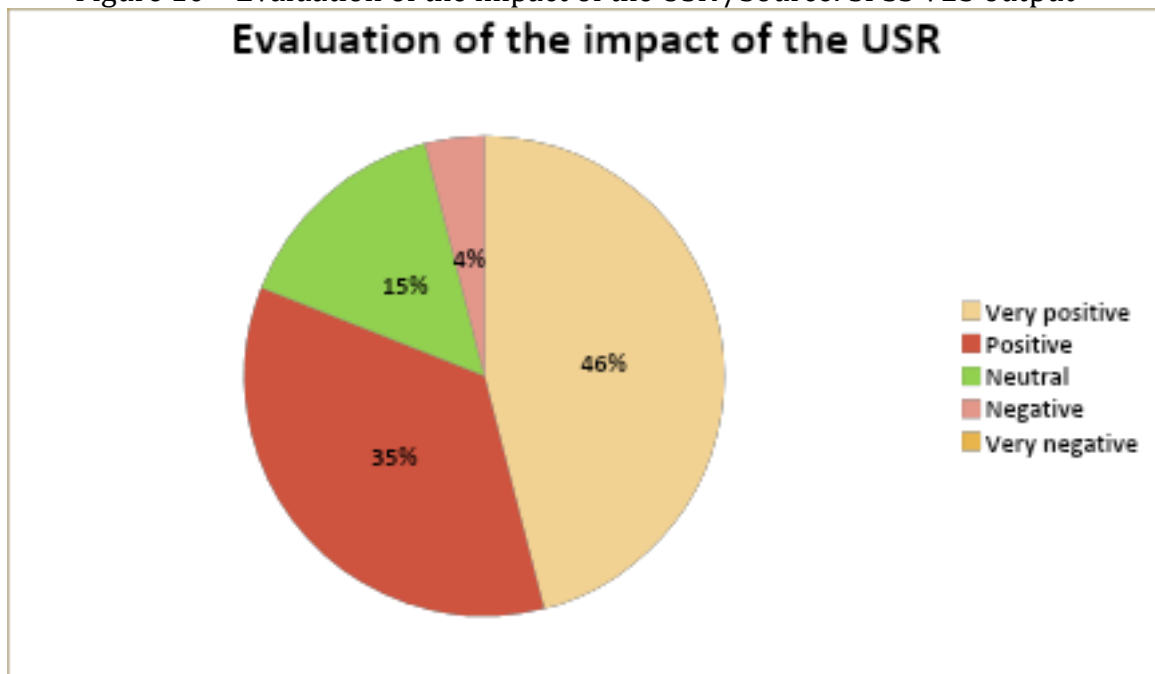
Conversely, (10%) a minority use the USR for other unspecified reasons, which may include a variety of specific uses depending on individual project needs.

Additionally, 30% of users value the increased transparency provided by the USR, as it helps make aid distribution processes more transparent, thereby enhancing public trust and reducing the risk of fraud.

c. The impact of USR:

Evaluating the impact of USR on the effectiveness of social initiatives requires a rigorous methodology and key performance indicators; this approach helps quantify improvement in efficiency, transparency and coordination in the management of social initiatives.

Figure 10 – Evaluation of the impact of the USR /Source: SPSS V25 output



However, it is important to note that the majority of respondents (46%) consider the impact of the USR to be very positive. This suggests that almost half of users perceive the USR as an extremely effective tool for improving the efficiency of social initiatives, the main benefits of which could include better identification and targeting of beneficiaries, increased transparency and more responsible management of social resources.

However, there remains a minority of respondents (5%) with negative opinions, indicating potential areas for improvement to maximize the benefits of the USR and meet the expectations of all users.

Despite particularly unfavorable experiences and problems or major disappointments concerning the performance of the USR in managing social initiatives, it is essential to continue monitoring and adjusting its use in order to resolve the problems encountered by certain users and to further improve its impact.

The centralization of citizens' information, facilitating precise targeting of the beneficiaries of social programs by the USR, this centralization allows for better allocation of resources, reducing errors and improving efficiency. To this end, the integration of the USR into administrative practices allows processes to be automated and simplified, thus reducing processing times.

Young adults and professionals are more inclined to adopt innovative management practices, such as lifelong learning, interdisciplinary collaboration and the use of innovative technology; management policies enabling the adaptation of policies on diverse recruitment, mentoring for under-represented groups, and accommodation for people with disabilities are crucial to strengthening social inclusion within organizations.

The use of digital technologies helps to achieve efficiency in administrative processes through digital tools, such as online collaboration platforms and project management systems, improving communication and collaboration, thus increasing the efficiency of processes. These digital tools and the USR strengthen the transparency and accountability of public services, ensuring that aid and resources are used fairly and efficiently. The digitalization of administrative processes, supported by tools such as the USR, increases the speed and efficiency of services, while strengthening transparency and accountability. The integration of the USR supports innovative management practices by enabling more effective management of data and processes, thereby stimulating organizational innovation, which underlines the importance of continuing to develop and integrate these tools to maximize the efficiency and impact of social initiatives.

Finally, in order to meet all users' needs and strengthen the process of digitizing USR services, it is important to implement training and awareness-raising programs on diversity and inclusion for managers, to optimize the use of USR in

different contexts and identify the success factors for optimal use, it is possible to improve the quality of public services and the efficiency of administrative processes, while meeting the needs of vulnerable populations.

Conclusion

In the current context of building the social state in Morocco and the rapid evaluation of communication and information technologies, digital management is playing a crucial role in guiding the country towards the establishment of a vast database for the management of social information. This initiative aims to centralize citizens' data in order to facilitate the distribution of social benefits.

The importance of social inclusion and related policies is essential to ensure diversity and equality within organizations, with a specific need for management innovation through the integration of digital technologies into administrative processes.

The rapid development of communication and information technologies is of paramount importance in sustainable development, and the adoption of the USR contributes to more efficient and transparent management of resources, a key element not only in optimizing the use of public resources, but also in guaranteeing an equitable and sustainable distribution of social services.

In Morocco, the USR plays a strategic role in optimizing social information management its goal is to ensure that all social groups benefit from technological advances and inclusion policies, the country has made significant progress in leveraging information systems to enhance social assistance distribution of and strengthen inclusion. An initiative such as Tayssir, AMO and direct social aid illustrate Morocco's testifies commitment to using socio-economic data for precise targeting of vulnerable populations and efficient public resources allocation.

The USR plays a central role in this transformation. By integrating information from a variety of sources, the USR not only improves the effectiveness of social interventions, but also ensures that aid reaches those most in need. During crises such as the Covid-19 pandemic and the El Haouz earthquake, the USR

demonstrated its usefulness by enabling rapid and targeted distribution of emergency aid.

Social innovation in Morocco is encouraged by policy initiatives and public-private partnerships, creating an environment conducive to the development of new solutions to social challenges. However, to maintain and amplify this momentum, it is essential to overcome obstacles such as budgetary restrictions, institutional resistance to change, lack of cross-sectorial collaboration and technological challenges.

Systematically integrating the USR into public policy design ensures more effective social interventions.

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