

Digital Entrepreneurship and Planning for Social Project Development in Civil Society Organizations Sector

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ريادة الأعمال الرقمية والتخطيط لتطوير المشروعات الاجتماعية بمنظمات المجتمع المدني

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ملخص البحث:

لم تعد ريادة الأعمال الرقمية خياراً أو درجاً من دروب الرفاهية بل أصبحت من الضرورات الملحة في عصر ملئ بالتغيرات والتحولات التكنولوجية المتسارعة والازمات المتلاحقة، لذا اضطرت الجمعيات الاهلية كأحد مؤسسات المجتمع المدني الى التكيف او تحويل استراتيجياتها واجراءاتها وبرامجها التقليدية لمواجهة التحديات الرقمية واغتنام الفرص الناشئة بتوسيع استخداماتها لريادة الأعمال الرقمية وذلك في ضوء التخطيط السليم لتلك المشروعات لتطويرها وتحقيق الأهداف المنوطة بها والتقليل من الأخطاء والمخاطر المحتملة.

وتعد هذه الدراسة من الدراسات الوصفية التي تستهدف رصد ووصف وتحليل العلاقة بين ريادة الأعمال الرقمية (كمتغير مستقل) وتطوير المشروعات الاجتماعية بمنظمات المجتمع المدني (كمتغير تابع) وصولاً إلى خطة تنفيذية مقترحة لتطوير المشروعات الاجتماعية بمنظمات المجتمع المدني باستخدام ريادة الأعمال الرقمية. واعتمدت الدراسة على استخدام منهج المسح الاجتماعي الشامل للمستفيدين من الجمعيات العاملة في مجال ريادة الأعمال الرقمية بمحافظة الفيوم وعددهم (99) مفردة، وكذلك منهج المسح الاجتماعي الشامل للمسؤولين بالجمعيات العاملة في مجال ريادة الأعمال الرقمية بمحافظة الفيوم وعددهم (75) مفردة. وتوصلت الدراسة الى صحة الفرض الرئيسي والذي مؤداه " توجد علاقة طردية تأثيرية دالة إحصائياً بين ريادة الأعمال الرقمية وتطوير المشروعات الاجتماعية بمنظمات المجتمع المدني ".

الكلمات المفتاحية: ريادة الأعمال الرقمية، التخطيط، تطوير المشروعات الاجتماعية، منظمات المجتمع

المدني.

Abstract:

Digital entrepreneurship is no longer a luxury or an option. Rather, it has become a pressing necessity in an era filled with rapid technological change and transformation, as well as successive crises. As a civil society institution, NGOs have been forced to adapt or transform their traditional strategies, procedures, and programs to confront digital challenges and seize emerging opportunities by expanding their use of digital entrepreneurship. This is done in light of sound planning for these projects to develop them, achieve their assigned goals, and reduce potential errors and risks.

This study is a descriptive study that aims to monitor, describe and analyze the relationship between digital entrepreneurship (as an independent variable) and the development of social projects in the civil society organizations sector (as a dependent variable) to arrive at a proposed implementation plan for the development of social projects in the civil society organizations sector using digital entrepreneurship. The study relied on the use of a comprehensive social survey approach for beneficiaries of associations working in the field of digital entrepreneurship in Fayoum Governorate, numbering (99) individuals, as well as a comprehensive social survey approach for officials in associations working in the field of digital entrepreneurship in Fayoum Governorate, numbering (75) individuals. The study concluded that the main hypothesis is valid, which means "There is a statistically significant direct relationship between digital entrepreneurship and the development of social projects in civil society organizations sector."

Keywords:

Digital entrepreneurship, planning, social enterprise development, civil society organizations sector.

Introduction

For more than 50 years, information technology (IT) has been transforming society, economies, and industries worldwide. This transformation has included waves of technological growth, which entrepreneurs have exploited to seize the associated new opportunities. This transformation has transformed the traditional form of IT to a digital form, which has become a fundamental pillar of progress and development in any society (Steininger, 2019, pp. 363-407).

New concepts, such as "digital markets, digital businesses, digital education, digital organizations, digital society, digital entrepreneurship, etc.," have increasingly dominated scientific, social, and political discourse in both developed and developing societies, attracting the attention of leading research institutions and social organizations to study the impact of what is "digital" (Elia, 2021, pp. 2-18).

Digital entrepreneurship is a modern trend that has become a key requirement for creating sustainable value and building competitive advantages for organizations using digital technologies, including civil society organizations, especially in light of the transition to a knowledge economy and the associated achievement of creativity and innovation and transforming creative ideas into tangible reality (Soluk, 2021, p. 120876).

Therefore, Antonizzi's study (2020) indicated that digital entrepreneurship is more important and comprehensive than digital transformation, as digital entrepreneurship is characterized by "sensing and shaping opportunities and threats (sensing), seizing opportunities (seizing), and maintaining competitiveness (competing)" as a variable when planning projects in various institutions.

The United Nations has recognized digital entrepreneurship and innovation as key drivers of sustainable development, addressing all three sustainability challenges (economic, social, and environmental) in the context of the 2030 Agenda for Sustainable Development, adopted by the United Nations General Assembly in 2015 as a comprehensive political blueprint that sets out 17 Sustainable Development Goals (SDGs), which represent global development priorities by 2030 (Herman, 2022, Pp. 1682).

Sahut (2021) emphasized the importance of digital entrepreneurship as a fundamental pillar of social and economic growth. Digital entrepreneurship has become the main driver of development and progress in societies for several reasons. First, the fundamental impact of digital technology is to expand people's ability to obtain, produce, distribute, and consume information in an unprecedented quantity, rate, and reach. Second, it indicates the distinctive feature of digital entrepreneurship, namely that value creation increasingly occurs through the production of digital information. Third, the application of digital entrepreneurship has a significant impact on achieving the Sustainable Development Goals.

Within the framework of the "Digital Egypt" strategy and in implementation of the political leadership's directives to build the Egyptian human being digitally to keep pace with technological development, the "Digital Decent Life" initiative was launched on January 2, 2019, with the aim of spreading digital culture and developing digital and technological skills among individuals, in cooperation with civil society organizations, NGOs, and development partners to adopt digital entrepreneurial projects as the appropriate model for achieving development on the social and economic levels (Ministry of Communications and Information Technology, Digital Decent Life, 2024, p. 1).

Like most organizations and society, civil society organizations in general, and NGOs in particular, have changed their approach to relying on digital technology, especially in light of the COVID-19 pandemic, which has directed aspirations towards digital issues. Focus on digital entrepreneurship has become an

urgent necessity in light of social distancing and the increased demand for services (Tjahja, 2021, p. 1-17).

Civil society organizations recognize the importance of transforming their work environment into digital entrepreneurship to sustain and grow their projects, and to ensure their continued existence and prosperity. Therefore, they must reconsider planning and financing for the development of their projects to support clients in the "digital environment" (Antonizzi, 2020, p. 239-251).

Therefore, civil society organizations, as civil society institutions, were forced to adapt or transform their traditional strategies, procedures, and programs to confront digital challenges and seize emerging opportunities by expanding their use of digital entrepreneurship, such as e-communication and e-marketing, creating job opportunities, reducing unemployment and poverty, and improving people's well-being and standard of living to promote sustainable development goals (Fernandes, 2023, p. 1-15).

On the other hand, civil society organizations must rely on digital entrepreneurship to develop their projects and gain a competitive advantage, with the aim of ensuring their survival and continuity in the competitive market (Corvello, 2022, pp. 1167-1183). This is what Bhuiyan's (2024) study indicated, stating that the digital business environment helps the civil society sector and civil society organizations create unprecedented products and services, as well as the ability to communicate with others and compete with other institutions. However, it indicated that the civil society sector and civil society organizations suffer from some shortcomings in implementing digital entrepreneurship, as confirmed by many previous studies, including:

Herani's (2024) study confirmed that digital entrepreneurship is marred by several shortcomings, including weak digital infrastructure in the civil society organizations sector, a lack of awareness of the concept of digital entrepreneurship, and limited budgets allocated to meet the needs of digital entrepreneurial projects and initiatives.

Jawad's (2021) study also indicated the need for a digital database and it's continuous updating to keep pace with technological developments in civil society organizations and associations, as well as to develop the technological and skill capabilities of those working in the digital entrepreneurship environment.

Spanagel's (2021) study indicated that the civil society organizations sector is exposed to numerous risks, such as economic risks, market risks, environmental risks, and digital risks. Digital risks include (security requirements for maintaining confidential information, risks related to storing information, risks of email attacks, risks related to the use of modern digital technologies and programs, etc.). The study confirmed that digital risks require training employees on how to deal with them.

Tolstolesova's (2021) study indicated that digital entrepreneurship requires the formation of institutional and community partnerships between the public and private sectors to mitigate shortcomings in the implementation of digital entrepreneurship in the private sector. These partnerships include improving digital infrastructure, training courses for employees, and exchanging expertise and digital entrepreneurial projects.

Veleva's (2020) study confirmed that digital marketing is an integral part of digital entrepreneurship, and that the success of one depends on the success of the other. Successful digital marketing requires high technological skills among employees, the ability to communicate with beneficiaries, a digital database, and addressing privacy issues.

Based on the above, it can be argued that to address the shortcomings in the application of digital entrepreneurship in civil society organizations, attention must be paid to planning. Amady's study (2017) indicated that planning is a prerequisite for the success of any development project. It is a systematic process for envisioning the desired future and translating the vision into practical reality. It also focuses on available resources, necessary skills, and the objectives to be achieved, in addition to achieving project sustainability and competitiveness, forming institutional partnerships, etc., which are the key factors that determine the success or failure of digital projects.

Serrador's (2013) study concluded that there is a significant relationship between planning and project success, especially digital projects. Planning concerns what needs to be done and how to achieve a specific goal within specific timeframes, while also predicting the future and identifying potential risks.

Therefore, Pinto's (2013) study confirmed that before embarking on digital entrepreneurship projects, proper planning is essential to achieve the project's objectives and minimize potential errors and risks.

Study problem:

In light of the above, and from previous theoretical heritage and previous studies, we identify the following:

1. In light of the rapid and tremendous developments that have occurred in recent decades, which accompanied the information revolution, it has become imperative for societies to rely on digital entrepreneurship.
2. Digital entrepreneurship is the primary driver of development and progress in societies and one of the modern trends for the sustainability of organizations using digital technologies, including civil society organizations.
3. Therefore, civil society organizations have been forced to adapt or transform their traditional strategies, procedures, and programs to address digital challenges and seize emerging opportunities by expanding their use of digital entrepreneurship to promote sustainable development goals.

4. To achieve this, attention must be paid to proper planning of digital entrepreneurship projects to achieve their assigned goals and minimize potential errors and risks.
5. This comes in response to the Egyptian state's commitment to achieving the Sustainable Development Goals and Egypt Vision 2030, which allows for keeping pace with the developments of the technological revolution in partnership with the civil sector, a key factor in achieving sustainable development.

Accordingly, the study problem was defined as (Digital Entrepreneurship and Planning for Social Project Development in Civil Society Organizations Sector).

The study Goals:

- 1 .Monitoring the reality of digital entrepreneurship in the civil society organizations Sector.
- 2 .Determining the level of social enterprise development in the civil society organizations Sector.
- 3 .Determining the relationship between digital entrepreneurship and social enterprise development in the civil society organizations Sector.
- 4 .Identifying the challenges facing the contribution of digital entrepreneurship to the development of social enterprises in the civil society organizations Sector.
- 5 .Identifying proposals for activating the contributions of digital entrepreneurship to the development of social enterprises in the civil society organizations Sector.
6. Developing a proposed implementation plan for the development of social enterprises in the civil society organizations Sector using digital entrepreneurship.

Study Hypotheses:

- (1) **The first hypothesis of the study:** "There is a statistically significant direct relationship between digital entrepreneurship and the development of social enterprises in the civil society organizations Sector."
- (2) **The second hypothesis of the study:** "There is a statistically significant discrepancy between the impact of the digital entrepreneurship (digital business environment, digital information base, digital marketing, digital risk management) on the development of social enterprises in the civil society organizations Sector."
- (3) **The third hypothesis of the study:** "There are fundamental, statistically significant differences between the responses of beneficiaries and officials regarding their assessment of the level of digital entrepreneurship in the civil society organizations Sector."
- (4) **The fourth hypothesis of the study:** "There are fundamental, statistically significant differences between the responses of beneficiaries and officials regarding

their assessment of the level of social enterprise development in the civil society organizations Sector. "

Study concepts:

(1)-The Concept of Digital Entrepreneurship:

Digital entrepreneurship is defined as "a subcategory of entrepreneurship in which new internet-based products and services, as well as services that operate solely in the cloud, are introduced using big data or artificial intelligence." It is also defined as "the pursuit of opportunities based on the use of digital and other information and communication technologies to pursue and seize opportunities" (Kraus, 2019, pp. 353-375).

Digital entrepreneurship is also defined as "a corporate strategy designed, created, and implemented using digital resources to create new value. It is a form of entrepreneurship created and pursued through the use of digital technology, technological platforms, and others" (Antonizzi, 2020, pp. 239-251).

Digital entrepreneurship is also defined as "the process of entrepreneurial creation of digital value through the use of various digital, social, and technical enablers to support the effective acquisition, processing, distribution, and consumption of digital information." The pillars of digital entrepreneurship are defined in five main elements: (Sahut, 2021, Pp. 1159-1169)

- Digital knowledge base and information and communications technology market: This refers to the use of technology to store data across computer systems.

- Digital business environment: This includes all digital factors surrounding an organization.

- Access to finance: This refers to obtaining and efficiently utilizing the resources needed for projects.

- Digital skills and e-leadership: This facilitates the use of digital information systems to manage the business of an entrepreneurial project.

- Digital entrepreneurship culture: This represents the degree of readiness for self-employment within the context of the customs, traditions, and general culture of society.

The operational Definition of digital entrepreneurship in the study: It is a type of entrepreneurship for projects that involves employing digital technologies at the individual and institutional levels. This is achieved through the availability of a digital business environment and a digital information base with the aim of increasing digital marketing and addressing digital risks for clients and beneficiaries of social projects.

(2)-The Concept of the civil society organizations Sector:

the civil society organizations Sector encompass a wide range of voluntary, social, and community organizations, including civic and charitable associations, social and sports clubs, political parties, religious bodies, and others. It is a term increasingly

used to refer to social institutions outside the boundaries of the family, the market, and the state. (Lynn, 2022, pp. 91-108)

There are several definitions of the civil society organizations Sector, including the "third sector," the "non-profit sector," the "independent sector," and "civil society organizations." It refers to the totality of ideas, values, institutions, organizations, networks, and individuals located between the family, the state, and the market, operating outside the boundaries of national societies, governments, and economies. The civil sector shares five characteristics (Lynn, 2022, pp. 91-108):

- Organizational:** i.e., they are institutionalized to some extent.
- Private:** i.e., institutionally separate from the government.
- Non-profit:** i.e., profits generated are not returned to their owners or managers.
- Autonomy:** meaning they are equipped to control their own activities.
- Voluntary:** meaning they involve a certain degree of voluntary participation.

The operational Definition of the civil society organizations Sector in the study:

A group of civil society organizations and bodies in Fayoum Governorate that are interested in digital entrepreneurship projects to develop their social projects.

Methodological procedures of the study:

(1)Study methodology:

This study is a descriptive study that aims to monitor, describe, and analyze the relationship between digital entrepreneurship (as an independent variable) and the development of social enterprises in the civil society organizations Sector (as a dependent variable). The aim is to develop a proposed implementation plan for developing social enterprises in the in the civil society organizations Sector using digital entrepreneurship. This is achieved by citing data from scientific theoretical frameworks and the results and implications of the study's applied field frameworks. The study relied on the use of a comprehensive social survey approach for beneficiaries of associations working in the field of digital entrepreneurship in Fayoum Governorate, numbering (99) individuals, as well as a comprehensive social survey approach for officials in associations working in the field of digital entrepreneurship in Fayoum Governorate, numbering (75) individuals. Their distribution is as follows:

Table No. (1) shows the distribution of beneficiaries and officials in the study community.

| N | Civil Society Organizations | Beneficiaries | | Officials | |
|---|---|-------------------------|------------------|---------------------|------------------|
| | | Number of beneficiaries | stability sample | Number of officials | stability sample |
| 1 | Ezz El Arab Association for Community Development | 12 | 1 | 9 | 1 |
| 2 | Al Masry Al Asil Association | 8 | 1 | 5 | 1 |
| 3 | Coptic Charitable Society | 11 | 1 | 7 | 1 |
| 4 | Al Safwa Association for Community Development | 17 | 1 | 9 | 1 |

| | | | | | |
|-----------|---|----|----|----|----|
| 5 | Gamal El Garhy Development Foundation | 9 | 1 | 9 | 1 |
| 6 | Ayady El Khair Association for Community | 9 | 1 | 6 | 1 |
| 7 | El Gendy Development Foundation | 14 | 1 | 9 | 1 |
| 8 | Ayady Misr Development Association | 6 | 1 | 11 | 1 |
| 9 | Umm El Momineen Association for Development | 5 | 1 | 4 | 1 |
| 10 | Al Tanweer Development Foundation | 8 | 1 | 6 | 1 |
| the total | | 99 | 10 | 75 | 10 |

These NGOs are considered civil society organizations and represent the human resource for study in the social survey using the available sample ("convenient sample" for the researcher) of workers and beneficiaries in institutions operating in the field of digital entrepreneurship in Fayoum Governorate. The rationale for selecting these NGOs in Fayoum Governorate is based on the following:

- Digital entrepreneurship in Fayoum Governorate is considered a promising opportunity for youth, as the governorate supports this trend by providing new job opportunities through various organizations in the governorate, including NGOs.
- The Social Solidarity Directorate in Fayoum Governorate nominated (20) NGOs interested in the field of digital entrepreneurship.
- (10) NGOs approved the application for both workers and beneficiaries.

(2) Study variables and sources:

| Independent variable "Digital entrepreneurship" | Number of phrases | Dependent variable "Social enterprise development" | Number of phrases |
|--|-------------------|---|-------------------|
| Digital Business Environment | 5 | Knowledge Investment | 5 |
| Digital Database | 5 | Proactive Management | 5 |
| Digital Marketing | 5 | Community Partnership | 5 |
| Digital Risk Management | 5 | Developing Competitive Advantage | 5 |
| <p>• The most important sources of these variables were identified by referring to the theoretical literature guiding the study, as well as previous studies related to the research problem of the study.</p> | | | |

(3) Study Tools:

Data collection tools included:

- A questionnaire for beneficiaries/officials on digital entrepreneurship and planning for developing social projects in the civil society organizations Sector:

1. The researchers designed an electronic questionnaire using Google Drive Forms for beneficiaries/officials, based on the theoretical literature guiding the study, as well as previous studies relevant to the research question. Official social media groups were used to achieve full distribution coverage in the data collection process, using the following electronic links:

- Beneficiary survey link <https://2u.pw/T1q1AVZd>
- Officials survey link <https://2u.pw/sGuGBKr1>

2. The beneficiary/official questionnaire included the following topics: primary data, dimensions of digital entrepreneurship in civil society organizations, and dimensions of developing social enterprises in the civil society organizations Sector.

3. The beneficiary/official questionnaire was based on a three-point Likert scale, whereby the response to each statement was (yes, somewhat, no). Each of these responses was given a weight (point), as follows: yes (three points), somewhat (two points), no (one point).

4. To verify the content validity (logical validity) of the beneficiary/official questionnaire, the researchers reviewed and analyzed theoretical literature, scientific books, studies, and previous research that addressed the study's dimensions. This was done to identify the dimensions of digital entrepreneurship (digital business environment, digital information base, digital marketing, and digital risk management), and the dimensions of developing social enterprises (knowledge investment, proactive management, community partnerships, and developing competitive advantage). Then the tool was presented to (5) referees from the faculty members - specializing in social planning at the Higher Institute of Social Service in Cairo and the Faculty of Social Service at Helwan University to express their opinion on the validity of the tool in terms of the linguistic integrity of the phrases on the one hand and their connection to the dimensions of the study on the other hand. Some phrases were modified, added and deleted and some linguistic errors in the formulation of others were corrected. Based on that, the tool was formulated in its final form and its results can be relied upon to achieve the objectives of the study and test the validity of its hypotheses.

5. The reliability of the beneficiaries/official's questionnaire was calculated using the reliability coefficient (Alpha-Cronbach) for the estimated reliability values, by applying it to a sample of (10) beneficiaries and (10) officials (outside the study community), and it was found that the reliability coefficients for the dimensions enjoy a high degree of reliability, as follows:

Table No. (2) shows the results of the reliability of the beneficiaries/ officials' questionnaire.

| Dimensions | Dimensions of digital entrepreneurship | Dimensions of developing social projects | Dimensions of the tool as a whole |
|------------|--|--|-----------------------------------|
|------------|--|--|-----------------------------------|

| | | | | |
|---------------------------|---------------------|-------------|-------------|-------------|
| Beneficiary Survey (n=10) | Coefficient value | 0.920 | 0.938 | 0.956 |
| | Degree of stability | high degree | high degree | high degree |
| Official Survey (n=10) | Coefficient value | 0.971 | 0.953 | 0.976 |
| | Degree of stability | high degree | high degree | high degree |

The previous table demonstrates that:

The reliability coefficients for the dimensions of the beneficiary/official questionnaire are highly stable, accurate, and reliable. The instrument is now in its final form, and its results are therefore reliable and generalizable to the study population.

(4) Determining the arithmetic mean levels for the study dimensions:

The level of the study dimensions can be determined using the arithmetic means. The data was coded and entered the computer. To determine the length of the cells of the three-dimensional scale (lower and upper limits), the range was calculated as: highest value - lowest value ($3 - 1 = 2$). This was divided by the number of cells on the scale to obtain the corrected cell length ($2/3 = 0.67$). This value was then added to the lowest value in the scale, or the beginning of the scale, which is the correct one, to determine the upper limit for that cell, as follows:

Table No. (3) Averages levels for the study dimensions

| | |
|---|--------------|
| If value for the phrase or dimension ranges from 1 to 1.67 | low level |
| If value for the phrase or dimension ranges from 1.68 to 2.34 | Medium level |
| If value for the phrase or dimension ranges from 2.35 to 3 | High level |

(5)Qualitative and Quantitative Analysis Methods:

Data were collected from December 15, 2024, to February 20, 2025. The study relied on the following methods to analyze the data:

-**Qualitative analysis method:** appropriate to the nature of the study topic.

- **Quantitative analysis method:** Data was processed using a computer using the Statistical Package for the Social Sciences (SPSS.V. 24.0). The following statistical methods were applied: frequencies, percentages, arithmetic mean, standard deviation, range, Cronbach's alpha coefficient for estimated reliability values, simple regression analysis, multiple regression analysis, Pearson's correlation coefficient, coefficient of determination, t-test for two independent samples, and one-way analysis of variance to determine the significance of the regression model.

Results of the field study:

The First Axis: Description of the Study Population:

(1) Description of the beneficiaries of the study population:

Table No. (4) shows the description of the beneficiaries of the study community (N=99)

| Gender | Frequency | Percent | Quantitative variables | arithmetic mean | standard deviation |
|-------------------|-----------|---------|----------------------------------|-----------------|--------------------|
| Male | 1 | 1 | Age | 33 | 5 |
| Female | 98 | 99 | Number of years of benefit | 2 | 1 |
| Total | 99 | 100 | | | |
| Career | Frequency | Percent | Educational qualification | Frequency | Percent |
| Government Sector | 53 | 53.5 | Intermediate qualification | 26 | 26.3 |
| Private Sector | 7 | 7.1 | Above-intermediate qualification | 12 | 12.1 |
| Freelance | 10 | 10.1 | Higher qualification | 50 | 50.5 |
| Unemployed | 29 | 29.3 | Postgraduate diploma | 11 | 11.1 |
| Total | 99 | 100 | Total | 99 | 100 |

The previous table shows that:

-The average age of beneficiaries is (33) years, with a standard deviation of approximately (5) years.

-The average number of years of benefiting from NGOs is two years, with a standard deviation of approximately one year.

-The largest percentage of beneficiaries are female (99%), while males (1%).

-The largest percentage of beneficiaries hold a higher qualification (50.5%), followed by an intermediate qualification (26.3%), an above-intermediate qualification (12.1%), and finally a postgraduate diploma(11.1) .

-The largest percentage of beneficiaries are employed in the government sector (53.5%) ,followed by the unemployed (29.3%), self-employed (10.1%), and finally the civil society organizations Sector (7.1%).

(2) Description of the study community officials:

Table No. (5) shows the description of the officials in the study community (N=75)

| Gender | Frequency | Percent | Quantitative variables | arithmetic mean | standard deviation |
|--------|-----------|---------|----------------------------|-----------------|--------------------|
| Male | 43 | 57.3 | Age | 45 | 8 |
| Female | 32 | 42.7 | Number of years of benefit | 14 | 4 |
| Total | 99 | 100 | | | |
| Career | Frequency | Percent | Educational qualification | Frequency | Percent |

| | | | | | |
|------------------------------------|----|------|----------------------------------|----|------|
| Chairman of the Board of Directors | 9 | 12 | Intermediate qualification | 19 | 25.3 |
| Board Member | 19 | 25.3 | Above-intermediate qualification | 9 | 12 |
| Executive Director of Projects | 10 | 13.3 | Higher qualification | 34 | 45.3 |
| Treasurer | 7 | 9.3 | Postgraduate diploma | 7 | 9.3 |
| Social Specialist | 10 | 13.3 | Master's degree | 3 | 4 |
| Activity Officer | 20 | 26.7 | Doctorate | 3 | 4 |
| Total | 75 | 100 | Total | 75 | 25.3 |

The previous table shows that:

-The average age of officials is (45) years, with a standard deviation of approximately (8) years.

-The average number of years of work experience is (14) years, with a standard deviation of approximately (4) years.

-The largest percentage of officials are male (57.3%), while females represent (%42.7).

-The largest percentage of officials hold a higher qualification (45.3%), followed by an intermediate qualification (25.3%), an above-intermediate qualification (12%), a postgraduate diploma (9.3%), and finally, a master's degree and doctorate.(%4)

- The largest percentage of officials hold the position of activity manager (26.7%), followed by board member (25.3%), executive project manager and social specialist (13.3%), chairman of the board (12%), and finally, treasurer (9.3%).

Axis II: The level of digital entrepreneurship in the private sector:

Table No. (6) shows the level of digital entrepreneurship in the civil society organizations Sector.

| N | The Dimensions | Beneficiaries (N=99) | | | Officials (N=75) | | |
|---|-------------------------------------|----------------------|--------|-----------|------------------|--------|-----------|
| | | Mean | Std. D | Arrange | Mean | Std. D | Arrange |
| 1 | Digital Business Environment | 2.18 | 0.41 | 3 | 2.24 | 0.52 | 3 |
| 2 | Digital Database | 2.18 | 0.45 | 4 | 2.27 | 0.59 | 1 |
| 3 | Digital Marketing | 2.25 | 0.43 | 1 | 2.23 | 0.52 | 4 |
| 4 | Digital Risk Management | 2.21 | 0.39 | 2 | 2.25 | 0.52 | 2 |
| | Digital entrepreneurship as a whole | 2.21 | 0.36 | M - Level | 2.25 | 0.48 | M - Level |

The previous table shows that:

-The level of digital entrepreneurship in the civil society organizations Sector as a whole, as determined by beneficiaries, is average, with an arithmetic mean of

(2.21). The indicators, ranked in order of the arithmetic mean, are: first place is digital marketing, with an arithmetic mean of (2.25), followed by second place is digital risk management, with an arithmetic mean of (2.21), third place is the digital business environment, with an arithmetic mean of (2.18) and a standard deviation of (0.41), and finally, fourth place is the digital information base, with an arithmetic mean of (2.18) and a standard deviation of (0.45).

- **This result is consistent with the study by Veleva (2020)**, which confirmed that digital marketing is an integral part of digital entrepreneurship, and that the success of one depends on the success of the other. Successful digital marketing requires high technological skills among employees, the ability to communicate with beneficiaries, a digital information base, and the ability to address privacy issues. The level of digital entrepreneurship in the civil society organizations, as determined by officials, is average, with an arithmetic mean of (2.25). The indicators, ranked in order of arithmetic mean, are: first place is the digital information base with an arithmetic mean of (2.27), followed by second place is digital risk management with an arithmetic mean of (2.25), third place is the digital business environment with an arithmetic mean of (2.24), and finally, fourth place is digital marketing with an arithmetic mean of (2.23).

- **This result is consistent with the Jawad (2021) study**, which indicated the necessity of providing a digital information base and continuously updating it to keep pace with technological developments in civil society institutions and associations, as well as developing the technological and skill capabilities of employees to achieve digital entrepreneurship.

Third axis: The level of development of social projects in the private sector:

Table No. (7) shows the level of development of social projects in the civil society organizations Sector.

| N | The Dimensions | Beneficiaries (N=99) | | | Officials (N=75) | | |
|---------------------------------------|----------------------------------|----------------------|--------|-----------|------------------|--------|-----------|
| | | Mean | Std. D | Arrange | Mean | Std. D | Arrange |
| 1 | Knowledge Investment | 2.31 | 0.44 | 1 | 2.24 | 0.57 | 4 |
| 2 | Proactive Management | 2.2 | 0.43 | 4 | 2.25 | 0.51 | 2 |
| 3 | Community Partnership | 2.27 | 0.44 | 3 | 2.35 | 0.56 | 1 |
| 4 | Developing Competitive Advantage | 2.28 | 0.44 | 2 | 2.24 | 0.52 | 3 |
| Developing social projects as a whole | | 2.27 | 0.4 | M - Level | 2.27 | 0.48 | M - Level |

The previous table shows that:

- **The level of social enterprise development in the civil society organizations as a whole, as determined by beneficiaries, is average**, with an arithmetic mean of (2.27). The indicators, ranked in order of arithmetic mean, are: first place is knowledge investment, with an arithmetic mean of (2.31), followed by developing a competitive advantage, with an arithmetic mean of 2.28, then community

partnership, with an arithmetic mean of (2.27), and finally, proactive management, with an arithmetic mean of (2.2).

-**This result is consistent with the Corvello (2022) study**, which indicated that civil society organizations and the civil society sector must rely on digital entrepreneurship to achieve knowledge investment, develop their projects, and gain a competitive advantage, with the aim of ensuring their survival and continuity in the competitive market. Bhuiyan (2024) also indicated that digital entrepreneurship helps the civil society sector and civil society organizations create unprecedented products and services, as well as the ability to communicate with others and compete with other institutions.

-**The level of social enterprise development in the civil society organizations sector as a whole, as determined by officials, is average**, with an arithmetic mean of (2.27), The indicators, ranked in order of arithmetic mean, are: first place: community partnership, with an arithmetic mean of (2.35), second place: proactive management, with an arithmetic mean of (2.25), third place: developing competitive advantage, with an arithmetic mean of (2.24) and a standard deviation of (0.52), and fourth place: knowledge investment, with an arithmetic mean of (2.24), and a standard deviation of (0.57).

- **This result is consistent with Tolstolesova's (2021) study**, which confirmed that digital entrepreneurship requires the formation of institutional and community partnerships between the public and the civil society organizations Sector to mitigate shortcomings in the implementation of digital entrepreneurship in the civil society organizations Sector. These partnerships include improving digital infrastructure, training courses for employees, and exchanging expertise and digital entrepreneurial projects.

Axis Four: Difficulties Facing the Contributions of Digital Entrepreneurship to the Development of Social Enterprises in the civil society organizations:

Table No. (8) shows the level of difficulties facing the contributions of digital entrepreneurship to the development of social enterprises in the civil society organizations.

| N | The Phrases | Beneficiaries (N=99) | | | Officials (N=75) | | |
|---|--|----------------------|--------|---------|------------------|--------|---------|
| | | Mean | Std. D | Arrange | Mean | Std. D | Arrange |
| 1 | Weak infrastructure and technology for implementing digital entrepreneurship in NGOs | 2.17 | 0.61 | 8 | 2.29 | 0.67 | 9 |
| 2 | Lack of technological skills among NGO staff to implement digital entrepreneurship | 2.25 | 0.58 | 2 | 2.32 | 0.6 | 7 |
| 3 | Lack of financial allocations needed to implement digital entrepreneurship projects | 2.26 | 0.58 | 1 | 2.44 | 0.6 | 3 |
| 4 | Poor coordination among NGOs to spread the culture of digital entrepreneurship | 2.24 | 0.57 | 4 | 2.45 | 0.6 | 2 |

| | | | | | | | |
|--------------|---|------|------|-----------|------|------|-----------|
| 5 | The nature of clients dealing with NGOs is not interested in digital projects | 2.22 | 0.58 | 6 | 2.33 | 0.66 | 6 |
| 6 | Lack of awareness among NGOs of the importance of digital entrepreneurship projects and their role in society | 2.25 | 0.61 | 3 | 2.32 | 0.66 | 8 |
| 7 | Lack of interest among NGOs in electronic marketing for their projects | 2.22 | 0.58 | 6 | 2.39 | 0.63 | 4 |
| 8 | Lack of knowledge among NGO staff on how to address digital risks | 2.09 | 0.54 | 9 | 2.49 | 0.6 | 1 |
| 9 | Lack of a future plan for NGOs that defines the requirements for implementing digital entrepreneurship | 2.18 | 0.54 | 7 | 2.35 | 0.69 | 5 |
| 10 | Lack of interest among NGOs in analyzing the extent of beneficiaries' interest in digital entrepreneurship projects | 2.23 | 0.53 | 5 | 2.27 | 0.64 | 10 |
| All Variable | | 2.21 | 0.43 | M - Level | 2.37 | 0.48 | H - Level |

The previous table shows that:

- **The level of difficulties facing the contributions of digital entrepreneurship to the development of social projects in the civil society organizations sector, as determined by beneficiaries, is average**, with an arithmetic mean of (2.21). The indicators of this, according to the arithmetic mean ranking, are: First, the lack of financial allocations necessary to implement digital entrepreneurship projects, with an arithmetic mean of (2.26). Second, the lack of technological skills among civil society workers to implement digital entrepreneurship, with an arithmetic mean of (2.25) and a standard deviation of (0.58). Third, the lack of awareness among civil society organizations of the importance of digital entrepreneurship projects and their role in society, with an arithmetic mean of (2.25) and a standard deviation of (0.61). Finally, ninth, the lack of knowledge among civil society workers about how to confront digital risks, with an arithmetic mean of (2.09).

- **This finding is consistent with Herani's (2024) study**, which found that digital entrepreneurship suffers from some shortcomings, including weak budgets allocated to meet the needs of digital entrepreneurial projects and initiatives, weak digital infrastructure in the civil society organizations Sector, and a lack of awareness of the concept of digital entrepreneurship.

- **The level of difficulties facing digital entrepreneurship's contributions to the development of social projects in the civil society organizations sector, as identified by officials, is high**, with an arithmetic mean of (2.37). Indicators of this, based on the arithmetic mean ranking, are: First, the lack of knowledge among NGO workers about how to address digital risks, with an arithmetic mean of (2.49), Second, the lack of coordination among NGOs to spread the culture of digital entrepreneurship, with an arithmetic mean of (2.45), Third, the lack of financial

allocations needed to implement digital entrepreneurship projects, with an arithmetic mean of (2.44), Finally, tenth, the lack of interest of NGOs in analyzing the extent of beneficiaries' interest in digital entrepreneurial projects, with an arithmetic mean of (2.27).

-This result is consistent with Spanagel's (2021) study, which found that the civil society organizations sector is exposed to numerous risks, including economic risks, market risks, environmental risks, and digital risks. Digital risks for employees included (security requirements for maintaining information confidentiality, risks related to storing information, risks of email attacks, risks related to using modern digital technologies and programs, etc.). The study confirmed that digital risks require training for employees on how to deal with them.

Fifth axis: Proposals to activate the contributions of digital entrepreneurship in developing social projects in the civil society organizations sector:

Table No. (9) shows the level of proposals to activate the contributions of digital entrepreneurship in developing social projects in the civil society organizations Sector.

| N | The Phrases | Beneficiaries (N=99) | | | Officials (N=75) | | |
|---|--|----------------------|--------|---------|------------------|--------|---------|
| | | Mean | Std. D | Arrange | Mean | Std. D | Arrange |
| 1 | Working to establish and support a culture of digital entrepreneurship in civil society organizations | 2.38 | 0.51 | 4 | 2.47 | 0.55 | 5 |
| 2 | Creating a supportive environment to capitalize on available opportunities in the community to implement digital entrepreneurship in civil society organizations | 2.34 | 0.5 | 9 | 2.45 | 0.6 | 6 |
| 3 | Developing a future plan that defines the requirements for implementing digital entrepreneurship in civil society organizations | 2.38 | 0.55 | 6 | 2.51 | 0.58 | 3 |
| 4 | Providing infrastructure and technological facilities to support and enable digital entrepreneurship in the community | 2.38 | 0.49 | 3 | 2.53 | 0.58 | 2 |
| 5 | Contributing to the development of electronic platforms to support digital entrepreneurship | 2.35 | 0.48 | 8 | 2.41 | 0.66 | 9 |
| 6 | Working to train employees in digital entrepreneurship skills and how to apply them | 2.4 | 0.51 | 2 | 2.51 | 0.62 | 4 |
| 7 | The necessity of interacting with beneficiaries to discover new ideas and promote their entrepreneurial ideas | 2.38 | 0.53 | 5 | 2.51 | 0.62 | 4 |

| | | | | | | | |
|--------------|---|------|------|-----------|------|------|-----------|
| 8 | Contributing to the development of electronic marketing for social projects, as is the case for economic projects | 2.37 | 0.49 | 7 | 2.45 | 0.64 | 7 |
| 9 | Concluding cooperation agreements between associations and institutions that support digital entrepreneurship | 2.4 | 0.51 | 2 | 2.44 | 0.66 | 8 |
| 10 | Creating a website dedicated to digital entrepreneurship for civil society organizations, containing activities, events, and implemented entrepreneurial projects | 2.42 | 0.5 | 1 | 2.61 | 0.54 | 1 |
| All Variable | | 2.38 | 0.41 | H - Level | 2.49 | 0.51 | H - Level |

The previous table shows that:

- **The level of proposals to activate the contributions of digital entrepreneurship to the development of social projects in the civil society organizations sector, as determined by beneficiaries, is high**, with an arithmetic mean of (2.38). The indicators for this, according to the arithmetic mean ranking, are: The first ranking is the creation of a website dedicated to digital entrepreneurship for civil society organizations, containing activities, events, and implemented entrepreneurial projects, with an arithmetic mean of (2.42). The second ranking is working to train employees in digital entrepreneurship skills and how to apply them and concluding cooperation agreements between associations and institutions supporting digital entrepreneurship, with an arithmetic mean of (2.4). The third ranking is providing infrastructure and technological facilities to support and enable digital entrepreneurship in society, with an arithmetic mean of (2.38). Finally, the ninth ranking is creating a supportive environment to invest in the opportunities available in society to implement digital entrepreneurship in civil society organizations, with an arithmetic mean of (2.34).

- **This result is consistent with Jawad's (2021) study** on the necessity of having a digital information base and updating it continuously to keep pace with technological developments in civil society institutions and associations, as well as developing the technological and skill capabilities of workers in the digital entrepreneurship environment.

- **The level of proposals to activate the contributions of digital entrepreneurship in developing social projects in the civil society organizations sector, as determined by officials, is high**, with an arithmetic mean of (2.49). The indicators for this, according to the arithmetic mean ranking, are: The first ranking is creating a website dedicated to digital entrepreneurship for civil society organizations that contain activities, events, and implemented entrepreneurial projects, with an arithmetic mean of (2.61). The second ranking is providing an infrastructure and technological facilities to support and enable digital entrepreneurship in society, with

an arithmetic mean of (2.53). The third ranking is working on developing a future plan that determines the requirements for implementing digital entrepreneurship in civil society organizations, with an arithmetic mean of (2.51). Finally, the ninth ranking is contributing to the development of electronic platforms to support digital entrepreneurship, with an arithmetic mean of (2.41).

Axis Six: Testing the Study's Hypotheses:

(1) Testing the Study's First Hypothesis: "There is a statistically significant direct relationship between digital entrepreneurship and the development of social enterprises in the civil society organizations sector:"

Table No. (8) illustrates the relationship between digital entrepreneurship and the development of social enterprises in the civil society organizations Sector.

| Independent variables \ Dependent variables | | Knowledge investment | proactive management | community partnership | developing competitive advantage | developing social projects as a whole |
|---|-------------------------------------|----------------------|----------------------|-----------------------|----------------------------------|---------------------------------------|
| Beneficiaries (N=99) | Digital Business Environment | **0.563 | **0.536 | **0.515 | **0.510 | **0.580 |
| | Digital Information Base | **0.624 | **0.646 | **0.546 | **0.504 | **0.632 |
| | Digital Marketing | **0.786 | **0.758 | **0.705 | **0.695 | **0.803 |
| | Digital Risk Management | **0.712 | **0.687 | **0.694 | **0.753 | **0.777 |
| | Digital Entrepreneurship as a Whole | **0.774 | **0.758 | **0.707 | **0.706 | **0.804 |
| Officials (N=75) | Digital Business Environment | **0.649 | **0.454 | **0.545 | **0.430 | **0.587 |
| | Digital Information Base | **0.591 | **0.487 | **0.647 | **0.542 | **0.638 |
| | Digital Marketing | **0.756 | **0.760 | **0.691 | **0.732 | **0.824 |
| | Digital Risk Management | **0.623 | **0.638 | **0.621 | **0.671 | **0.715 |
| | Digital Entrepreneurship as a Whole | **0.738 | **0.657 | **0.708 | **0.669 | **0.779 |

** significant at (0.01)

* significant at (0.05)

The previous table shows that:

- There is a statistically significant direct relationship at a significance level of (0.01) between digital entrepreneurship and the development of social enterprises in the civil society organizations sector. The dimensions of digital entrepreneurship most closely related to the development of social enterprises in the private sector were digital marketing, then digital risk management, followed by the digital database, and finally, the digital business environment as defined by

beneficiaries. This may be due to the direct correlation between these dimensions and their apparent expression of the study's objectives.

-There is a statistically significant direct relationship at a significance level of (0.01) between digital entrepreneurship and the development of social enterprises in civil society organizations. The dimensions of digital entrepreneurship most closely related to the development of social enterprises in the private sector were digital marketing, then digital risk management, followed by the digital database, and finally the digital business environment as defined by officials. This may be due to the direct relationship between these dimensions and the fact that they express what the study aims to achieve.

Table No. (9) shows the simple regression analysis of the impact of digital entrepreneurship on the development of social projects in civil society organizations.

| Independent variables | | dependent variable | Regression coefficient B | T-Test | F-Test | R | R ² | Contrast ratio |
|-----------------------|-------------------------------------|---|--------------------------|----------|-----------|---------|----------------|----------------|
| Beneficiaries (N=99) | Digital Business Environment | Developing social projects in the private sector as a whole | 0.566 | **7.004 | **49.063 | **0.580 | **0.336 | %33.6 |
| | Digital Information Base | | 0.557 | **8.036 | **64.582 | **0.632 | **0.400 | %40 |
| | Digital Marketing | | 0.746 | **13.280 | **176.363 | **0.803 | **0.645 | %64.5 |
| | Digital Risk Management | | 0.798 | **12.150 | **147.618 | **0.777 | **0.603 | %60.3 |
| | Digital Entrepreneurship as a Whole | | 0.881 | **13.296 | **176.778 | **0.804 | **0.646 | %64.6 |
| Officials (N=75) | Digital Business Environment | | 0.543 | **6.198 | **38.416 | **0.587 | **0.345 | %34.5 |
| | Digital Information Base | | 0.524 | **7.086 | **50.214 | **0.638 | **0.408 | %40.8 |
| | Digital Marketing | | 0.758 | **12.420 | **154.263 | **0.824 | **0.679 | %67.9 |
| | Digital Risk Management | | 0.669 | **8.741 | **76.405 | **0.715 | **0.511 | %51.1 |

| | | | | | | | | |
|--|---|--|-------|----------|-----------|---------|---------|-------|
| | Digital Entrepreneurship as a Whole | | 0.790 | **10.617 | **112.715 | **0.779 | **0.607 | %60.7 |
|--|---|--|-------|----------|-----------|---------|---------|-------|

** significant at (0.01)

* significant at (0.05)

•Simple regression analysis of the impact of digital entrepreneurship on the development of social enterprises in the civil society organizations sector, as defined by beneficiaries:

-The value of the correlation coefficient between the independent variable "digital business environment" and the dependent variable "social enterprise development in the civil society organizations Sector " indicates a moderate direct correlation between the two variables at a significance level of (0.01). The result of the F test indicates the significance of the regression model, and the value of the coefficient of determination reached (0.336), meaning that the digital business environment explains (33.6%) of the total variance in the development of social enterprises in the civil society organizations Sector, as defined by beneficiaries. **This is consistent with the study by Çela (2024)**, which confirmed that the digital business environment is the backbone of digital entrepreneurship. It also indicated that young people prefer digital entrepreneurship due to its ability to adapt to market trends, create job opportunities, and improve their standard of living.

- The value of the correlation coefficient between the independent variable "digital information base" and the dependent variable "social enterprise development in the civil society organizations Sector " indicates a moderate direct correlation between the two variables at a significance level of (0.01). The result of the F test indicates the significance of the regression model, and the value of the coefficient of determination reached (0.400), meaning that the provision of a digital information base explains (40%) of the total variance in the development of social projects in the civil society organizations Sector as determined by the beneficiaries.

-The correlation coefficient value between the independent variable "digital marketing" and the dependent variable "social enterprise development in the civil society organizations Sector " indicates a strong direct correlation between the two variables at a significance level of (0.01). The F-test result indicates the significance of the regression model, with a coefficient of determination of 0.645, meaning that digital marketing explains (64.5%) of the total variance in social enterprise development in the civil society organizations Sector, as defined by beneficiaries.

-The correlation coefficient value between the independent variable "digital risk management" and the dependent variable "social enterprise development in the civil society organizations Sector " indicates a strong direct correlation between the two variables at a significance level of (0.01). The F-test result indicates the significance of the regression model, with a coefficient of determination of (0.603), meaning that

digital risk management explains (60.3%) of the total variance in social enterprise development in the civil society organizations Sector, as defined by beneficiaries.

-The correlation coefficient between the independent variable "Dimensions of Digital Entrepreneurship as a whole" and the dependent variable "Social Enterprise Development in the Civil Service Sector" indicates a strong direct correlation between the two variables at a significance level of (0.01). The F-test results indicate the significance of the regression model, with the coefficient of determination reaching (0.646), meaning that digital entrepreneurship explains (64.6%) of the total variance in social enterprise development in the civil society organizations Sector, as defined by beneficiaries.

• **Simple regression analysis of the impact of digital entrepreneurship on social enterprise development in the civil society organizations sector, as defined by officials:**

-The correlation coefficient value between the independent variable "digital business environment" and the dependent variable "social enterprise development in the civil society organizations Sector " indicates a moderate direct correlation between the two variables at a significance level of (0.01). The F test result indicates the significance of the regression model, with a coefficient of determination of (0.345), meaning that the digital business environment explains (34.5%) of the total variance in social enterprise development in the civil society organizations Sector, as defined by officials.

-The correlation coefficient value between the independent variable "digital database" and the dependent variable "social enterprise development in the civil society organizations sector " indicates a moderate direct correlation between the two variables at a significance level of (0.01). The F test result indicates the significance of the regression model, with a coefficient of determination of (0.408), meaning that the provision of a digital database explains (40.8%) of the total variance in social enterprise development in the civil society organizations sector, as defined by officials. The correlation coefficient value between the independent variable "digital marketing" and the dependent variable "social enterprise development in the civil society organizations Sector " indicates a strong direct correlation between the two variables at a significance level of (0.01). The F test result indicates the significance of the regression model, with a coefficient of determination of (0.679), meaning that digital marketing explains (67.9%) of the total variance in social enterprise development in the civil society organizations sector, as defined by officials.

-The correlation coefficient value between the independent variable "digital risk management" and the dependent variable "social enterprise development in the civil society organizations Sector " indicates a strong direct correlation between the two variables at a significance level of (0.01). The F test result indicates the significance of the regression model, with a coefficient of determination of (0.511), meaning that

digital risk management explains (51.1%) of the total variance in social enterprise development in the civil society organizations Sector, as defined by officials.

-The correlation coefficient between the independent variable "Dimensions of Digital Entrepreneurship as a whole" and the dependent variable "Social Enterprise Development in the civil society organizations Sector " indicates a strong direct correlation between the two variables at a significance level of (0.01). The F-test results indicate the significance of the regression model, with the coefficient of determination reaching (0.607), meaning that digital entrepreneurship explains (60.7%) of the total variance in social enterprise development in the civil society organizations Sector, as defined by officials.

- This leads us to accept the study's first hypothesis, which states: "There is a statistically significant direct relationship between digital entrepreneurship and social enterprise development in the civil society organizations sector."

(2) Testing the second hypothesis of the study: "There is a statistically significant difference between the impact of the dimensions of digital entrepreneurship (digital business environment, digital information base, digital marketing, and digital risk management) on the development of social enterprises in the civil society organizations sector."

Table No. (10) shows the multiple regression analysis of the variance of the impact of the dimensions of digital entrepreneurship on the development of social enterprises in the civil society organizations sector

| Independent variables | | depe ndent varia ble | Regressi on coefficie nt B | Beta transa ctions | T-Test | F-Test | R | R ² | Contra st ratio |
|-----------------------|----------------------------------|--|-------------------------------------|--------------------------|---------|--------------|-------------|----------------|--------------------|
| Beneficiaries (N=99) | Digital Business Environ ment | Developing social projects in the private sector as a whole | 0.046 | 0.047 | 0.615 | 55.677 ** | 0.839 ** | 0.703 ** | %70.3 |
| | Digital Informat ion Base | | 0.021- | 0.024- | 0.265- | | | | |
| | Digital Marketin g | | 0.458 | 0.493 | **4.206 | | | | |
| | Digital Risk Manage ment | | 0.390 | 0.380 | **4.171 | | | | |
| Officials (N=75) | Digital Business Environ ment | | 0.082- | 0.088- | 0.800- | 44.232 ** | 0.846 ** | 0.717 ** | %71.7 |

| | | | | | | | | | |
|--|-----------------------------------|--|-------|-------|---------|--|--|--|--|
| | Digital Informat ion Base | | 0.053 | 0.064 | 0.546 | | | | |
| | Digital Marketin g | | 0.602 | 0.654 | **6.460 | | | | |
| | Digital Risk Manage ment | | 0.246 | 0.263 | *2.610 | | | | |

** significant at (0.01)

* significant at (0.05)

The previous table shows that:

• **Multiple regression analysis of the variance of the impact of digital entrepreneurship dimensions on the development of social enterprises in the civil society organizations sector, as defined by beneficiaries:**

-The multiple correlation coefficient between all independent variables of the digital entrepreneurship dimensions, namely: "digital business environment, digital information base, digital marketing, and digital risk management," and the dependent variable, "social enterprise development in the private sector," was (0.839). This is statistically significant at a significance level of (0.01), indicating a strong direct correlation between the independent variables and the dependent variable, as defined by beneficiaries.

- The F-test result indicates the significance of the regression model, and the coefficient of determination was (0.703). This means that the digital entrepreneurship dimensions, namely: "digital business environment, digital information base, digital marketing, and digital risk management," explain (70.3%) of the total variance in the development of social enterprises in the civil society organizations sector, as defined by beneficiaries.

-The t-test results indicate that the impact of only two independent variables, "digital marketing and digital risk management," on the dependent variable, "social enterprise development in the civil society organizations Sector," is significant and statistically significant at a significance level of (0.01). Meanwhile, the impact of the other independent variables, "digital business environment and digital information base," was insignificant and statistically insignificant, as defined by the beneficiaries.

-Using the values of the Beta coefficients, the significant independent variables can be ranked according to relative importance, as follows:

1. Digital Marketing (Beta = 0.493).

2. Digital Risk Management (Beta = 0.380).

- This indicates that the impact of "digital marketing and digital risk management" is more variable than the impact of "digital business environment and digital information base" on the development of social enterprises in the civil society organizations Sector, as defined by the beneficiaries.

•Multiple regression analysis of the variance of the impact of digital entrepreneurship dimensions on the development of social enterprises in the civil society organizations sector, as defined by officials:

-The multiple correlation coefficient between all independent variables of the digital entrepreneurship dimensions, namely: "digital business environment, digital information base, digital marketing, and digital risk management," and the dependent variable, "social enterprise development in the civil society organizations sector," was (0.846). This is statistically significant at a significance level of (0.01), indicating a strong direct correlation between the independent variables and the dependent variable, as defined by officials.

- The F test results indicate the significance of the regression model, and the coefficient of determination was (0.717). This means that the digital entrepreneurship dimensions, namely: "digital business environment, digital information base, digital marketing, and digital risk management," explain (71.7%) of the total variance in the development of social enterprises in the civil society organizations sector, as defined by officials.

-The t-test result indicates that the impact of only two independent variables, namely "digital marketing and digital risk management", on the dependent variable "development of social projects in the civil society organizations Sector " is considered a significant and statistically significant impact at the significance levels of (0.01) and (0.05). While the impact of the other independent variables, namely: "digital business environment and digital information base", was insignificant and statistically insignificant as determined by officials.

-This indicates a greater variance in the impact of "digital marketing and digital risk management" than the impact of "the digital business environment and the digital information base" on the development of social enterprises in the civil society organizations sector, as defined by officials.

-Using the values of the Beta coefficients, the significant independent variables can be ranked according to relative importance, as follows:

- 1 .Digital Marketing (Beta = 0.654).
- 2 .Digital Risk Management (Beta = 0.263).

• This leads us to accept the second hypothesis of the study, which states: "There is a statistically significant variance between the impact of the dimensions of digital entrepreneurship (the digital business environment, the digital information base, digital marketing, and digital risk management) on the development of social enterprises in the civil society organizations sector."

(3) Testing the third hypothesis of the study: "There are fundamental, statistically significant differences between the responses of beneficiaries and officials regarding their determination of the level of digital entrepreneurship in the civil society organizations sector."

Table No. (13) shows the significance of the significant differences between the responses of beneficiaries and officials regarding their determination of the level of digital entrepreneurship in the civil society organizations sector (N. 174).

| Dimensions | Research community | Number (n) | Arithmetic mean | Standard deviation | (df) | T value | Significance |
|-------------------------------------|--------------------|------------|-----------------|--------------------|------|---------|-----------------|
| Digital Business Environment | Beneficiaries | 99 | 2.18 | 0.41 | 172 | 0.732- | Not significant |
| | Officials | 75 | 2.24 | 0.52 | | | |
| Digital Database | Beneficiaries | 99 | 2.18 | 0.45 | 172 | 1.150- | Not significant |
| | Officials | 75 | 2.27 | 0.59 | | | |
| Digital Marketing | Beneficiaries | 99 | 2.25 | 0.43 | 172 | 0.264 | Not significant |
| | Officials | 75 | 2.23 | 0.52 | | | |
| Digital Risk Management | Beneficiaries | 99 | 2.21 | 0.39 | 172 | 0.466- | Not significant |
| | Officials | 75 | 2.25 | 0.52 | | | |
| Digital Entrepreneurship as a Whole | Beneficiaries | 99 | 2.21 | 0.36 | 172 | 0.612- | Not significant |
| | Officials | 75 | 2.25 | 0.48 | | | |

** significant at (0.01)

* significant at (0.05)

The previous table shows that:

There are no statistically significant differences between the responses of beneficiaries and officials regarding their assessment of the level of the digital business environment, the level of the digital information base, the level of digital marketing, the level of digital risk management, and the level of digital entrepreneurship in the civil society organizations Sector as a whole. **This leads us to reject the third hypothesis of the study, which states: "There are statistically significant differences between the responses of beneficiaries and officials regarding their assessment of the level of digital entrepreneurship in the civil society organizations sector."**

(4) Testing the fourth hypothesis of the study: "There are fundamental, statistically significant differences between the responses of beneficiaries and

officials regarding their determination of the level of development of social projects in the civil society organizations sector”:

Table No. (14) shows the significance of the significant differences between the responses of beneficiaries and officials regarding their determination of the level of development of social projects in the civil society organizations sector.

| Dimensions | Research community | Number (n) | Arithmetic mean | Standard deviation | (df) | T value | Significance |
|--|--------------------|------------|-----------------|--------------------|------|---------|-----------------|
| Knowledge Investment | Beneficiaries | 99 | 2.31 | 0.44 | 172 | 0.886 | Not significant |
| | Officials | 75 | 2.24 | 0.57 | | | |
| Proactive Management | Beneficiaries | 99 | 2.2 | 0.43 | 172 | 0.579- | Not significant |
| | Officials | 75 | 2.25 | 0.51 | | | |
| Community Partnership | Beneficiaries | 99 | 2.27 | 0.44 | 172 | 1.094- | Not significant |
| | Officials | 75 | 2.35 | 0.56 | | | |
| Developing Competitive Advantage | Beneficiaries | 99 | 2.28 | 0.44 | 172 | 0.579 | Not significant |
| | Officials | 75 | 2.24 | 0.52 | | | |
| Developing Social Enterprises as a Whole | Beneficiaries | 99 | 2.27 | 0.4 | 172 | 0.055- | Not significant |
| | Officials | 75 | 2.27 | 0.48 | | | |

The previous table shows that:

There are no statistically significant differences between the responses of beneficiaries and officials regarding their assessment of the level of knowledge investment, proactive management, community partnership, competitive advantage development, and social enterprise development in the civil society organizations sector. This leads us to reject the fourth hypothesis of the study, which states: "There are statistically significant differences between the responses of beneficiaries and officials regarding their assessment of the level of social enterprise development in the civil society organizations sector."

Axis Seven: The Proposed Implementation Plan for Developing Social Enterprises in the civil society organizations sector Using Digital Entrepreneurship:

By reviewing the theoretical heritage guiding the study and the results and implications of the field framework of the study, a proposed implementation plan

can be designed to develop social enterprises in the civil society organizations sector using digital entrepreneurship, as follows:

| Planning stages | Executive objectives | | Time period | Proposed implementing agencies | Targeted outputs |
|---|----------------------|--|-------------|--|---|
| (1) Planning stage | (1-1) | Searching for problems that can be solved with new innovations and focusing on the needs of the market and target audience. | 6 weeks | -Civil society organizations working in the field of digital entrepreneurship . -Social Fund for Development. -Small and Medium Enterprise Development Agency. - Ministry of Social Solidarity. | -Building the capacity of digital entrepreneurs. -Building the infrastructure for institutions operating in the field of digital entrepreneurship - Spreading the culture of freelancing among target groups. |
| | (1-2) | Providing infrastructure and technological facilities in the private sector. | | | |
| | (1-3) | Training employees in digital entrepreneurship skills and how to apply them. | | | |
| | (1-4) | Creating a website dedicated to digital entrepreneurship for civil society organizations, listing activities, events, and implementing entrepreneurial projects. | | | |
| | (1-5) | Concluding cooperation agreements between associations and institutions that support digital entrepreneurship. | | | |
| | (1-6) | Providing the necessary financial allocations to implement digital entrepreneurship projects in the private sector. | | | |
| (2) Plan implementation phase | (2-1) | Building a strong network of relationships with other entrepreneurs and investors to provide advice during implementation. | 21 weeks | -General Federation of NGOs. -Ministry of Social Solidarity. -Small and Medium Enterprise Development Agency. | -Promoting economic development in the community. -Reducing unemployment and poverty rates in the community. |
| | (2-2) | Coordinating with civil society organizations to spread the culture of digital entrepreneurship. | | | |
| | (2-3) | Utilizing government programs and initiatives to implement existing digital entrepreneurship programs. | | | |
| | (2-4) | Providing technical support for the | | | |

| | | | | | |
|---|-------|---|----------|--|--|
| | | implementation of digital entrepreneurial projects. | | | - Developing the creativity and innovation skills of entrepreneurs. |
| | (2-5) | Enhancing the project's marketing opportunities and ensuring product quality improvement. | | | |
| | (2-6) | Utilizing modern technologies in all phases of the project to ensure it keeps pace with modern technological changes. | | | |
| (3) Plan follow-up and evaluation phase | (3-1) | Analyzing the extent of beneficiaries' interest in digital entrepreneurship projects. | 4 weeks. | -Ministry of Social Solidarity. -Social Fund for Development. -Small and Medium Enterprise Development Agency. - Regional Federations of Civil Society Organizations. | -Determine the efficiency of digital entrepreneurial projects. -Determine the effectiveness of digital entrepreneurial projects. - Leverage feedback to develop new digital entrepreneurial projects in the future. |
| | (3-2) | Analysis of the number of digital entrepreneurship projects implemented. | | | |
| | (3-3) | Analysis of the social return of digital entrepreneurship projects. | | | |
| | (3-4) | Analysis of the economic return of digital entrepreneurship projects. | | | |
| | (3-5) | Identifying the difficulties and obstacles that hinder entrepreneurs' work. | | | |
| | (3-6) | Publishing the results of the evaluation of digital entrepreneurship projects. | | | |

Recommendations:

The current study recommends:

1. Providing infrastructure and technological facilities to support and enable digital entrepreneurship in the community.
2. Developing a future plan that defines the requirements for implementing digital entrepreneurship in civil society organizations.
3. Creating a dedicated website for digital entrepreneurship for civil society organizations, listing activities, events, and implemented entrepreneurial projects.
4. Working to train employees in digital entrepreneurship skills and how to apply them.

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