

Women Entrepreneurship in Palestine and Algeria - A Comparative Study

المقاولاتية النسوية في فلسطين والجزائر – دراسة مقارنة

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Abstract:

The purpose of this study is to make a comparison between women entrepreneurship between Palestine and Algeria. A descriptive analytical research method was used, reviewing previous literature. The comparison between the two countries depended on analyzing the current situation of women entrepreneurship according to social, cultural, economic and the political situation in each country, studying the various motivations that encourage women to improve and grow their entrepreneurial activities, the challenges facing women in their entrepreneurial activities, and the main barriers that could stop women or slowing down their activity growth. The study lists some inspiring success stories of women entrepreneurs around the world to reveal the determinants of success in women entrepreneurship locally and internationally.

Keywords: women entrepreneurship, Palestine, Algeria, success stories, success determinants.

JEL Classification Codes: I31, M54, M21, M00, F60

ملخص:

الغرض من هذه الدراسة هو إجراء مقارنة للمقاولاتية بين فلسطين والجزائر، حيث تم استخدام أسلوب البحث الوصفي التحليلي، ومراجعة الأدبيات السابقة. واعتمدت المقارنة بين البلدين على تحليل الوضع الحالي للمقاولاتية النسوية في كل دولة مع الأخذ بعين الاعتبار العوامل الاجتماعية والثقافية والاقتصادية والسياسية لكل منهما، لدراسة الدوافع المختلفة التي تشجع المرأة على تحسين وتنمية أنشطتها المقاولاتية، والتحديات التي تواجه المرأة في أنشطتها المقاولاتية، والحوافز الرئيسة التي يمكن أن توقف المرأة

أو قد تبطئ نمو أنشطتها. كما تسرد الدراسة بعض قصص النجاح الملهم لمقاولات في العالم للكشف عن محددات النجاح في المقاولاتية النسوية محلياً ودولياً.
كلمات مفتاحية: المقاولاتية النسوية، فلسطين، الجزائر، تجارب ناجحة، عوامل النجاح.
تصنيفات JEL : I31, M54, M21, M00, F60

1. INTRODUCTION

Recently, entrepreneurship has acquired a great importance on the national and international levels, due to its role in sustainable development, innovation and dynamic economy, giving more opportunities to different sectors of the population - like youth and women - to participate in economic growth. The term of women entrepreneurship lacks the recognition in society and science at the same time, though women around the world are contributing to their societies demonstrating encouraging signs of entrepreneurial spirit. Hence, the more females participate in the labor force, the more attention paid by policy makers toward women entrepreneurship around the world. As part of this goal, policy makers work to encourage women entrepreneurship, which contributes to the economy through job and income creation.

1.1 Objectives of the Study

This study aims to shed light on women entrepreneurship, comparing the situation in two countries, Palestine and Algeria, taking into account social, cultural, economic and political factors in the two countries. The analysis is being done in light of global success stories for women from other countries will lead us to discover the determinants of success for women to be leaders in this domain.

The reason behind choosing Algeria and Palestine to do the comparison, stems from the fact that the author is Palestinian, and doing higher studies in Algeria, so she wanted to compare women entrepreneurs in her country and Algeria, how they contribute in supporting their families and their country's economy. Also, the two countries have some common aspects, two Arabic countries, both suffered from aggressive occupation. Finally, the author has a special interest in the Algerian culture, economy and society, and wants to benefit from the Algerian experience.

1.2 Methodology

This study is a comparative one, the researcher depended on secondary sources for data collection and interpretations, surveying previous literature on the topic of women entrepreneurship, including statistics, publications by governmental and non-governmental

organization, research papers and articles. The results will reveal the common aspects and differences between the countries under study to finalize the determinants of success and factors that lead women to a successful entrepreneurial business.

2. Literature review

2.1 Overview of entrepreneurship in Palestine

The population of Palestine was about 4.7 million according to the 2017 statistics done by the Palestinian Central Bureau of Statistics (PCBS), divided into 2.39 million males and 2.31 million females (Statistics., 2017). The unemployment in Palestine has reached high rates in 2018, peaking 32.4% in the second quarter of 2018, which was the highest in two decades. This increase was because high unemployment in Gaza strip, mainly for youth and females. While the situation in West bank was better than Gaza strip; the unemployment was more stable at around 18-19 percent. In light of these statistics, the participation of women in achieving sustainable economic growth is being important, to reduce poverty, their contribution in entrepreneurial activities created inclusive opportunities for many other women to find jobs in Palestine (Qubbaja, 2019).

The economy of Palestine (West Bank and Gaza Strip) is considered a developing one, it had its form only after the establishment of the Palestinian Authority as a result of the signing of the Oslo Agreement. The economy in Palestine has been growing over the past few years, this growth is recognized due to the consistent foreign aid. The main sectors of Palestinian economy found in agriculture and fisheries, services sector (banks and insurance companies), construction sector and secondary industries (mining, water and electricity) (محمد و الكريم، 2017). The Palestinian economy continues to operate much below potential as a result of the ongoing conflict, leading to higher rates of unemployment.

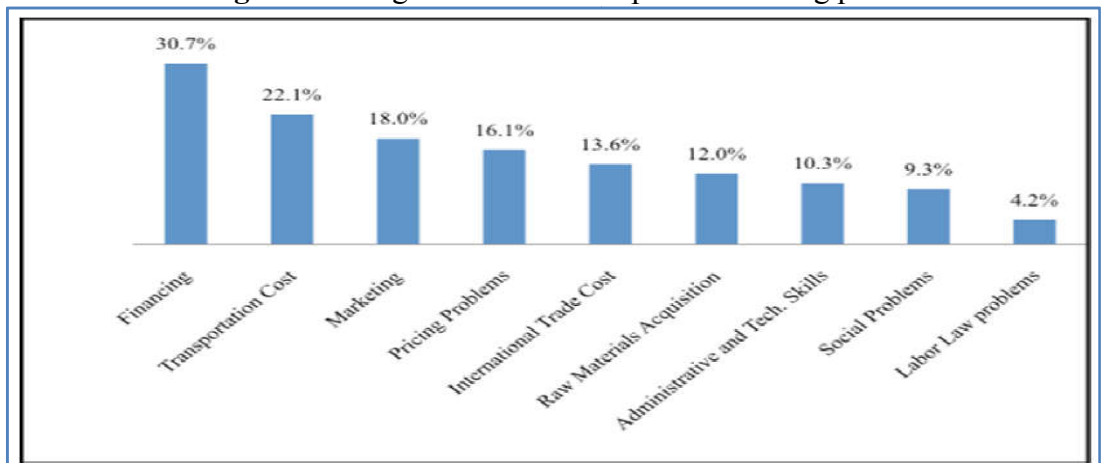
Palestine needs more new enterprises and more entrepreneurs. West bank and Gaza strip suffer of high unemployment, high poverty and static economy. However, economic growth and development requires an increasing number of start-ups, which are likely to provide more and better jobs. As a result to the previously mentioned facts about Palestine and its economy, citizens are more willing to seeking jobs in public or private sectors than to take up opportunities for self-employment and entrepreneurial activities. This may be attributed to the high failure rates among business initiatives and the dominant preference among citizens. At the same time; entrepreneurship concerns an individual's ability to turn ideas into action. It includes spotting profitable opportunities, innovation,

taking risk, mobilizing resources, able to work independently, as well as the ability to plan and manage projects in order to achieve objectives. Still, in developing countries, the prime barrier to economic growth is often not the scarcity of capital, labor or land but the scarcity of the dynamic entrepreneurs that can seize opportunities and bring all necessary resources together to transform a business concept into a new success venture. Although, in Palestine, women have positive perceptions towards entrepreneurship as a career, most of them are driven by opportunity rather than necessity into business, but they are recognized as an important factor for economic growth and development. The majority of enterprises that are started by women focus on consumer oriented activities and considered of small size in general. The main challenges face women enterprises in Palestine include access to finance, lack of support services and culture constraints. Understanding women entrepreneurs will assist decision makers in Palestine to address their issues through policies and support interventions to eliminate the barriers these enterprises are facing(Sultan, 2016).

2.2Challenges, barriers and motivations for Palestinian women entrepreneurs

The literature has examined the subject of entrepreneurship, from definition to characteristics of entrepreneurs, challenges, success factors and barriers facing entrepreneurship. As confirmed by literature, women entrepreneurs face more challenges than men in this field, resulting from culture, customs and traditions, limited property rights, the lack of support to women by their families and environment, women assigned role in society such as child care, and the nature of the business they undertake and the environment in which they function(Sadeq, Hamed, & Glover, 2011).

Fig.1.Percentage of women entrepreneurs facing problems



Source:(Qazzaz & Mrar, 2005)

According to the survey conducted by MAS, financing is the main problem facing Palestinian women entrepreneurs, then comes transportation cost, marketing and pricing problems. Other problems like international trade costs, raw materials acquisition, administrative and technical skills, social problems and labor law problems, face Palestinian women entrepreneurs stated by the survey of MAS. The reason behind financial problems of women entrepreneurs is that, women ability to get loans and funding to their entrepreneurial projects is very limited and harder than men. Commercial banks and financial institutions in Palestine who lend small and medium sized projects (SME's) impose more guarantees for women than men, so the majority of women use their own sources or ask for loans from businesswomen associations.

The second main challenge face Palestinian women entrepreneurs is the difficulties in transportation costs. This challenge can be explained by mobility restrictions imposed by the Israeli occupation and the high transportation cost for exporting outside the West Bank and Gaza Strip. Palestinian products have to pass by Israeli borders and ports to be available for markets outside Palestine. West bank producers pass their products through Jordan after the Israeli borders check, Gaza strip producers pass their products through Egypt. One more thing add additional costs on Palestinian entrepreneurs, which is the segregation wall around West Bank and Gaza strip closure. Though, the cost can change from time to time according to the instable political situation and the presence of checkpoints. All these factors increase costs of transportation on women entrepreneurs.

Craftswomen are major category of Palestinian women entrepreneurs who suffer from high competition with low prices of imported goods from China and Turkey. Those women depend on personal promotion methods. Marketing problems stem from the fact that the Palestinian market is tight and depends heavily on competitive price imports, which necessarily reduces the opportunities of small and medium-sized companies, which miss any marketing plans with clear objectives.

The Palestinian women entrepreneurs lack the use of technological advancements in their businesses. In businesses where machines are used, they use basic ones, so women who work in this sector had to perform physically tiring work to produce their products, which sometimes harm their health and suffer from back pains, pain in their hands as well as difficulties in sleeping. Other results for the basic machinery, they will retire earlier and lose their income. Both the health issues and the income

issue could be resolved by facilitating the access to technology(Rönnerberg & Tingström, 2016).

Women seek entrepreneurial work and having their own business because they need greater control over their personal and professional lives, increasing their roles as contributors to their economies through their businesses, when they grow and expanding their business; they increase the income, create new jobs, as a result the quality of life will improve, not only for the women themselves but for their families and so communities and economy.

Some motivations for women entrepreneurs come the investments in information technology (IT) which enables women to have a kind of mobile-based applications, which are simple to use, user friendly and assets women to conduct their business plans and decisions. Women become ready to adopt ICTs for their businesses when they are given the chance, because they recognize that they can improve efficiency and increase social status. The new technology of internet and computers increased women success in their entrepreneurial activities, mobile phones increase their portability of success and control over their businesses, and new advanced mobiles provide women with a friendly tool to support their business growth. The training modules, developing new skills, and providing necessary loans will motivate women entrepreneurs and will create sustainable opportunities and support for women to achieve long-term economic independence and to grow their businesses(Barghouthi, Khalili, & Qassas, 2018).

Barghouthi, Khalili, & Qassas (2018) mentioned some internal supporting points for women entrepreneurs, like: Hobbies, talents, academic specialization, skills acquired, and innovation. Women entrepreneurs are confident, creative, and innovative and are capable of achieving economic independence. They are able to generate employment opportunities for themselves and others through initiating, establishing and running their own enterprises. Women prefer to work from home, because of the difficulties in getting suitable jobs and the desire for social recognition motivates them. The authors also mentioned in their study the external supporting points for women entrepreneurs, like: Community needs; new ideas are the source of what women entrepreneur can benefit from start a successful enterprise. Women entrepreneurs take advantage of new opportunities in the rural areas such as: drawing, hair styling, decoration, accessory, cooking, florist, pickles and readymade garments.

Sabri (2008) mentioned the initiatives for establishing entrepreneurial activities in Palestine, the majority is initiated based on individual or family saving with little support from the official agencies. He also found that the motivation for establishing new SMEs is different from one activity to another. His study found that 53% of ventures established by individuals based on their saving and experiences to start a new venture. 25% of the ventures were initiated without previous experience by intrepeneurs; those entrepreneurs invest their savings in order to find a job to become self employed. Another ventures were startrf as small projects then converted to more will developed projects, as a backward integration or promoted from small workshops to more advanced factories as shown in Table below:

Fig.2: Initiation of Entrepreneurship Forms in the Palestinian Industries

Initiation of Entrepreneurship Forms in the Palestinian Industries	
Initiation of the present manufacturing Ventures	Ratio
1. Investor “Entrepreneurs” invested money without previous experience	26%
2. Investors “Entrepreneur” invested money with experiences	28%
3. Working in trade and expanded to industry “Backward integration”	17%
4. Expansion of workshops to a factory	16%
5. Employee Entrepreneurship	09%
6. Other forms of ventures	04%
Total	100%
Sabri, 1999	

Source:(Sabri, 2008)

2.3 Overview of entrepreneurship in Algeria

Historically, Algeria was following the socialist system, its economy was managed by the socialist system too, that means most enterprises in Algeria were owned by the state. By the end of the 20th century, Algeria started to open on capitalism, the economy of the country opened on personal initiatives and market economy. In spite of the support by the state to encourage the youth to startup their own businesses, the Algerian social and economic environment suffers from multiple and complex problems. Entrepreneurship concept is new in Algeria, the prevailing culture and traditions were insufficient to setting up enterprises by youths(GHIAT, 2016).

Table 1.Algeria's Economy Data

Algeria Economy data	2015	2016	2017	2018	2019
Population (million)	40	40.8	41.7	42.6	43.4
GDP per capita (USD)	4166	3920	4015	4080	-
Economic Growth (GDP, annual variation in %)	3.7	3.2	1.3	1.4	-
Consumption (annual variation in %)	3.6	2.6	2.2	2.7	-
Investment (annual variation in %)	5.7	3.5	3.4	3.1	-
Unemployment Rate	11.2	10.5	11.7	11.7	-
Public Debt (% of GDP)	8.7	20.5	27.3	38.3	-
Inflation Rate (CPI, annual variation in %)	4.4	5.8	5.9	3.5	2.4
Exchange Rate (vs. USD)	107.1	110.4	114.8	118.3	119.1
Exports (USD billion)	34.6	29.3	34.6	41.1	-
Imports (USD billion)	52.7	49.4	49	48.6	-

Source:(Economics, 2020)

Recently,Algeria has paid a great attention to the sector of small and medium sized enterprises (SME's), this attention started by the beginning of nighties of 20th century. More and more support had been given to this sector by 21th century through the issuance of many legislative and regulatory laws,especially the laws that direct promotion of SME's, as these enterprises have witnessed a remarkable increase in their number in recent years, due to the support they receive from the Algerian authorities.

Table 2.Number of SME's in Algeria 2014-2017

Year	# of SME's
2014	852052
2015	94356
2016	1022621
2017	1060289

Source:(Abdel-Rahman, 2018, p. 224)

Entrepreneurship in Algeria took the form of a man's job. The Algerian women who live in a very conservative society, a males' society with very traditional culture, remain in shadow having a second position behind men. In this environment, gender dominates, determines the roles, attitudes, behaviors and occupations of each individual within the society. Women used to be housewives, raise up children while men role is outside to provide their families with the necessities. As result of this division of work, the entrepreneurship is a men's activity. When women started to share this field with men, they faced constraints and resistances mainly from their families, environment and dominant value systems in a strongly marked by the Arab-Muslim culture society.

The Algerian education system does not encourage youth to invest in entrepreneurial activities. The University must play a key role in enabling students to build their creative personality, autonomy, to be able to take risk, their ability to gain confidence by taking initiatives and teamwork. The Algerian universities graduates do have the needs of labor market, and the need to become future entrepreneurs and job creators. This can be seen in the lack of entrepreneurship training programs to prepare students with needed skills to create their own businesses(Ghiat, 2018). For Algerian women, this situation is more worrying because the social status is affected by cultural and religious constraints in general. Algerians are linked to the local culture and traditions, despite the changes the country knows. The Algerian cultural environment requires that women entrepreneurs owning skills, physical and psychological qualities. They must be stronger than their male colleagues, as they are engaged in a process that appears to be a natural selection of people able to survive in an environment politically, socially and culturally hostile to the development of female entrepreneurship. The academic level of the majority of women entrepreneurs in Algeria allows them to innovate and adapt to the demands of such an environment.

2.4 Challenges, barriers and motivations for Algerian women entrepreneurs

Women entrepreneurs have an important role in the process of economic and social development, this can be explained by the following:

1. Women entrepreneurship contributes to the employment of women, as it offers suitable jobs for women such as computer work, and sewing, handmade crafts etc. It also encourages women to start their own entrepreneurial activities to make an effective contribution in building the national economy.
2. Women entrepreneurship contributes to reducing poverty and unemployment, as a result of the low cost of creating entrepreneurial opportunity.
3. Population stability and reducing the rates of internal migration from the countryside to the cities, as they depend on resources and local markets, and raising the level of local development for the communities in which they live.
4. A source of economic security for the family, and the economic growth of society; as obtaining the appropriate income for women enables the family to fulfill its requirements and raise their living standards and properties, and this in turn achieves economic security.

5. Encouraging self-employment, especially for women
6. Exploiting the available resources in the local environment due to its dependence on the local markets.
7. An excellent way to redistribute income among members of society by providing opportunities for all.

In Algeria, most businesses created by young people are created by necessity to protect themselves from poverty and to avoid unemployment, reasons behind this situations are the lack of experience, resources and entrepreneurial culture, so there is no place for enthusiasm and motivation for entrepreneurial activities. Entrepreneurship in Algeria is described as a survival entrepreneurship where the entrepreneur creates his own business by social constraints, by necessity and not for the purpose of exploiting an opportunity. And so the case for women entrepreneurs, most of them are forced by necessity(Boufeldja, 2018).

The barriers face Algerian women, like other Arab women entrepreneurs, in doing their entrepreneurial activities include, traditional and cultural practices, lack of networking and training, absence of entrepreneurial culture, religion's involvement, gender inequalities, and family responsibilities. As mentioned above, it is considered entrepreneurship by necessity that is why most women entrepreneurs in Algeria activate informally, in order to avoid paying taxes, except who benefit from the state's financial assistance who are obliged to have a "commerce register".

Another set of inhibiting factors affect the entrepreneurial activity for women in Algeria, which include:

1. Psychological barriers such as shyness, dependency on the family which affects women self-confidence.
2. Financial barriers, makes women to invest in an activity not aligned with their interests, willingness and abilities. That is the case of most women from poor populations.
3. Instruction, training barriers, the lack of appropriate training affects negatively the entrepreneurial performance.
4. Socio-cultural barriers, the traditional and cultural environment in Algeria, as a male domination society, strong family ties, affects women attitudes and behaviours. Algerian women are generally prefer secure jobs, early marriage, and traditional occupations done from home.

5. Managerial attitude competences barriers, women lack the experience in managerial activities which in turn affects the performance of their entrepreneurial performances.

After explaining the challenges and barriers that face women entrepreneurs, there is still a bulk of motivating factors that push up the entrepreneurial activity for women in Algeria. Women entrepreneurship is progressed by a number of incentives; first, personality characteristics such as attitude toward innovative spirit, fulfillment of tasks and goals, self-confidence, communication skills and ability to discover new opportunities. The desire for independency, autonomy, flexibility, diversity, long lasting business and self-challenge. Also, the desire for additional income, better future, social status and recognition, and family support. Other external motivators include, the presence of governmental and financial support, technological development and the availability of education, training and networking.

2.5 Comparison between the two countries, Algeria and Palestine

Entrepreneurship achieves a possible degree of economic development if it is spread out in a balanced manner in all countries and its population groups, especially among women who make up half of the society, so that Algeria and Palestine participate in excluding women entrepreneurs from economic participation in a remarkable way. Algeria and Palestine suffer from a significant decrease in the number of women entrepreneurs compared to the number of men; this is because women are not given equal rights compared to men, the conservative view on some aspects of the role of women, and the accompanying high unemployment rates among women; these conditions led to the spread of illiteracy and the appearance of tribal and sectarian relations in society. Moreover, the male society usually prioritizes giving men the most limited and available job opportunities, the prevailing concepts and attitudes in Algeria and Palestine of male dominance still do not accept the work of women in many businesses and sectors.

Algeria and Palestine are also similar in legislations and progressive laws that give some privileges to working women, the work of women in the public sector has led to the reluctance of the private sector to employ women in some fields. The Palestinian and Algerian entrepreneurs suffer from social and cultural restrictions that view their work as an economic need and not as a development necessity, thus devoting the role of women as a housekeeper and a nanny. Personal savings are the main source of the most funding sources for women entrepreneurs in Algeria and Palestine for

entrepreneurial activity. Women entrepreneurial businesses are classified as very small or micro ones, which leads to very poor productivity compared to men.

It is noticeable that the Algerian and Palestinian women entrepreneurs participate in many factors that negatively affect women's entrepreneurship, which can be classified into factors at the macro or micro level. Macro level factors include legal, political, institutional and cultural constraints and the social role of women. As for the micro level factors, they can be classified into three main groups: weak human development, lack of funding sources, and weak social capital.

Since entrepreneurship conditions and situation varies from one country to another, due to the specificity of each country, there are many differences between women's entrepreneurial activity in Algeria and Palestine. For example, women entrepreneurship in Palestine suffers from political instability due to the occupation that has taken the Palestinian territories for more than 70 years. Because of the occupation's policies and aggressive measures that curtail the entrepreneurial activity in general, it systematically and continuously plundered most of the natural and economic resources of the Palestinian people. The occupation limits Palestinian exploitation to their sources according to the interim agreements signed during the period 1993-1995, between the Palestine Liberation Organization and the occupation government, So that the occupation restricts Palestinian development activities, by controlling the borders, foreign trade, and preventing them from using their lands in areas called "C", which constitutes 62% of the total area West Bank. Also, the occupation government used its control over Area C to serve as a tool to sever the interconnection between Palestinian population communities to disrupt internal trade and disrupt the common infrastructure of these communities. The agreement also included the inability to issue a Palestinian currency, and the occupation continued to monopolize the frequencies of communications and other discrimination procedures, which increases the difficulties facing entrepreneurial activity in general.

We conclude from above explanation that the occupation factor is a major factor in disrupting women entrepreneurial activity in Palestine compared to the situation in Algeria, in addition to the difficulty of obtaining appropriate financing to start the entrepreneurial activity because it is concentrated in banking institutions operating in Palestine from banks or lending institutions. As banking institutions require high guarantees that are not available to a large segment of women, such as Land and property

guarantees registered in the name of the borrower, which is missing by most of Palestinian women. They need to sponsor the husband or one of the family members, which limits the available list of guarantees. As for the loans women can get from women's financial institutions, they are not encouraging because of high interest rates, while making obtaining the appropriate funding for women entrepreneurs is very expensive.

Finally, we can conclude that women entrepreneurial activity in Algeria and Palestine is characterized by many similarities and common aspects between them, but the challenges facing women entrepreneurs in Palestine are greater than their counterpart Algerian entrepreneurial woman who has more chances to gain success of their entrepreneurial activity in Algeria more than in Palestine.

3. Success stories and determinants of success

In this section, we mentioned inspiring success stories for two international women entrepreneurs, which lead us to find out the determinants of success

3.1 Global success stories of entrepreneurs

Priyanka Gill and Namrata Bostrom, are two Indian women entrepreneurs. Priyanka Gill worked as fashion journalist before starting her own business with Namrata Bostrom. In 2012, the two were looking for a digital content space for women, and came up with the idea of digital lifestyle magazine for women and co-founded **Popxo.com** in early 2014. "POPxo is India's largest online community for millennial women to read, watch, shop and hangout. It is a safe and empowering space that helps women lead their best lives - to "Take it up a POP". From content to its own private label brand - POPxo is designed to blend content and commerce. POPxo's articles, video and social media content in six languages - English, Hindi, Marathi, Bangla, Tamil and Telugu draws over 39 million users every month who spend more than 3 million hours across all its platforms."(Limited, 2020).

POPxo will have 300 Million women users by the end of 2020.

Sophia Christina Amoruso is an American businesswoman who was born in (born April 20, 1984. She founded Nasty Gal, a women's fashion retailer, which has customers in more than 60 countries around the world, it is one of the fastest growing companies. Amoruso was named one of the richest self-made women in the world by Forbes in 2016 as she transformed her business into multi-million dollar empire, she had also found GIRLBOSS Media Company in 2017 which is a company that creates editorial content, videos, and podcasts aimed at a female audience.

Lessons learned from Sophia, don't give up, don't take anything personally, don't take no for an answer, and don't accept failure as an option.

3.2 Identifying the determinants of success

While reviewing previous literature about the subject of women entrepreneurship, and the preview of the real situation of women entrepreneurs in Palestine and Algeria, in light of some success stories for entrepreneurs around the world; here we can spot light on the determinants of success that can lead our local entrepreneurs to be remarkable, noticeable and grow their businesses in a successful way.

The factors that lead women to be successful in their entrepreneurial activities include managerial skills, training programs, entrepreneur's attitude to taking risk, ability to access sufficient sources of financing, entrepreneur's loyalty toward the business, receiving advice, help, and support from family and friends, gaining work independence, social competence, interpersonal skills, communication abilities, patience, hardworking, offering quality products with minimum competitive prices, and entrepreneur's past experiences in the field of business. Other factors affect the entrepreneur's success comes from external environment like economic reasons, financial or monetary incentives, and material payoffs, increasing the level of income and job security.

4. CONCLUSION

This study presented an overview of the situation of women entrepreneurs in Palestine and Algeria, the characteristics of women entrepreneurs, and also touched on the role of government policies and the most important barriers and challenges facing women entrepreneurs in both countries. This study discussed the main problems facing women entrepreneurs, in addition to the similarities and differences between Palestinian and Algerian entrepreneurs, where the study focused on the specificity of Palestinian entrepreneurs over Algerian women, which was represented in the political status of Palestine, imposed on the Palestinian woman due to the occupation, which characterized by checkpoints between cities and villages, leading to difficulties in movement, higher costs for raw-materials due to the extra-taxes posed by the occupation, and the inability to control resources in accessing open markets.

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