



# **Evaluation Report of Co-producing services for vulnerable groups through a Social Business Incubator - Jordan**

## MedTOWN project

**Co-production of social policies with social & solidarity economy actors to fight poverty, inequality and social exclusion.**

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## ACRONYMS

SSE:	Social Solidarity Economy
SME:	Small and Medium Enterprise
DA:	Demonstrative Action
MoSD:	Ministry of Social Development
JOHUD:	Jordanian Hashemite Fund for Human Development
CSO:	Civil Society Organization
CBO:	Community Based Organization
SDGs	Sustainable Development Goals
NGOs	Non-governmental organizations

## EXECUTIVE SUMMARY

This executive summary provides an overview of the final evaluation report of the MedTown project in Jordan. The project's primary objective was to promote social entrepreneurship and provide support to vulnerable groups through a Social Business Incubator operated by JOHUD (Jordan Hashemite Fund for Human Development) in collaboration with the Ministry of Social Development. Key objectives included empowering vulnerable groups, eliminating barriers to accessing services, and addressing unemployment and poverty. This report highlights the project's relevance, effectiveness, efficiency, sustainability, and impact.

**Relevance:** The MedTown project was found to be highly relevant and aligned with Jordan's national priorities. It effectively addressed critical issues such as unemployment, poverty, and coordination challenges among stakeholders. By targeting vulnerable groups, including people with disabilities, women, and Syrian refugees, the project responded to pressing societal needs.

**Coherency:** The project in Jordan exhibited strong alignment with government priorities and SSE) entities, emphasizing collaboration and strategic partnerships. It effectively integrated its initiatives with national priorities and the SDGs, enhancing its overall impact and relevance. However, there is room for improvement in terms of strengthening linkages and synergies with a wider array of development actors and partners, both at the local and national levels. This untapped potential for enhanced collaboration could have further expanded the project's reach and impact, fostering a more comprehensive approach to entrepreneurship development across various levels of society and governance.

**Effectiveness:** The MedTown DA in Jordan has proven highly effective in achieving its intended objectives. It has successfully empowered vulnerable groups by providing them with essential entrepreneurial skills and support to establish sustainable businesses. The project's comprehensive approach to entrepreneurship development has significantly improved economic prospects and self-reliance for these marginalized individuals.

The project has fostered collaboration and partnerships among diverse sectors, including government, civil society, and academia. This approach has been successful in promoting entrepreneurship and social business incubation in Jordan. Empowering vulnerable groups, particularly women and youth, has been a remarkable achievement of the project. The inclusive approach has allowed over 140 participants from various stakeholders to actively engage in project activities, including awareness campaigns, training sessions, and discussions.

While the project's training modules have been comprehensive and effective, there is room for improvement in terms of post-training follow-up and linkages with the industry/market.

**Efficiency:** The MedTown project has demonstrated notable efficiency in resource utilization and the achievement of desired outputs. It has focused on cost-effective support services, including entrepreneurship training and business incubation, aligning with best practices in fostering entrepreneurship and economic development.

The project has effectively mobilized resources by engaging civil society organizations (CSOs) and government organizations (GOs) in policy advocacy, thus ensuring long-term sustainability. Documenting lessons learned enhances efficiency by enabling the replication of successful practices. Additionally, the project has succeeded in mobilizing additional resources beyond its initial budget, demonstrating a positive level of efficiency without significantly increasing costs.

**Impact:** The MedTown Demonstrative Action has had a significant impact on vulnerable individuals, actively engaging them in economic activities and advancing inclusivity and equality. It has also contributed to local economic growth by nurturing a generation of entrepreneurs who drive innovation, job creation, and economic progress within their communities.

The project has successfully established networks of support, mentorship, and collaboration among entrepreneurs, professionals, and organizations, promoting a sustainable ecosystem for business development. Monitoring and evaluation efforts have tracked key impact metrics, including the number of established businesses, job creation, income generation, and overall socio-economic enhancements in the target districts.

**Sustainability:** The project's sustainability efforts are promising, with strong indicators of long-term positive change. The Ministry of Social Development (MoSD) has committed to providing financial support for incubator activities, ensuring continued project sustainability.

A stakeholder platform has been instrumental in fostering regular meetings “discussions sessions”, enhancing cross-sectoral coordination and cooperation, which are vital for project sustainability and positive impacts.

The project's commitment to creating knowledge products ensures that lessons learned are preserved and can inform future entrepreneurship development efforts. This knowledge dissemination contributes to capacity building among project stakeholders.

Furthermore, stakeholders, including SSE entities and governmental organizations, have shown increased willingness to engage in co-production practices, fostering dialogue and collaborative decision-making, which enhances project sustainability.

### Summary of key finding:

These consolidated findings from the final evaluation highlight the MedTown project's overall success in promoting social entrepreneurship, empowering vulnerable groups, and advancing social and solidarity economy (SSE) development in Jordan.

<u>Relevance:</u>	<ul style="list-style-type: none"><li>• The MedTown project was found to be highly relevant to Jordan's national priorities, effectively addressing critical issues such as</li></ul>
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	<p>unemployment, poverty, and coordination challenges among stakeholders.</p> <ul style="list-style-type: none"> <li>• The project's focus on empowering vulnerable groups, including people with disabilities, women, and Syrian refugees, aligns with pressing societal needs.</li> </ul>
<u>Coherency:</u>	<ul style="list-style-type: none"> <li>• The project demonstrated a strong alignment with government priorities and SSE entities, emphasizing cooperation and strategic partnerships. Furthermore, it effectively linked its activities to national priorities and the Sustainable Development Goals (SDGs), enhancing its impact and relevance.</li> <li>• While the project successfully established numerous partnerships with SSE entities in Koura and Mazar, it could have further strengthened its linkages and synergies with other development actors and partners at both local and national levels. This potential for greater collaboration could have expanded the project's reach and impact, contributing to more comprehensive entrepreneurship development at different levels.</li> </ul>
<u>Effectiveness:</u>	<ul style="list-style-type: none"> <li>• The project has demonstrated commendable effectiveness in achieving its objectives despite facing challenges related to the Covid-19 pandemic.</li> <li>• The project's efforts in fostering collaboration and partnerships among diverse sectors, including government, civil society, and academia, have significantly contributed to creating an environment conducive to social entrepreneurship in Jordan.</li> <li>• The project has been particularly effective in empowering vulnerable groups, with over 140 participants from various stakeholders actively engaging in project activities.</li> <li>• While the training modules have been comprehensive and effective, there is room for improvement in terms of post-training follow-up and linkages with the industry/market.</li> <li>• Key promotional activities have been timely and effective, with updates to the website and social media platforms strengthening outreach efforts.</li> <li>• The project's emphasis on gender mainstreaming and the participation of women and youth aligns with national priorities, with women entrepreneurs surpassing initial targets.</li> <li>• The project's coordination with stakeholders has been effective, involving over 140 participants from 18 different organizations, leading to harmonious collaboration.</li> <li>• The project has actively influenced national-level policies and debates related to social and solidarity economy (SSE) and entrepreneurship development.</li> </ul>

<p><u>Efficiency:</u></p>	<ul style="list-style-type: none"> <li>• The project has demonstrated notable efficiency in resource utilization, focusing on cost-effective support services such as entrepreneurship training and business incubation.</li> <li>• Effective resource mobilization through policy advocacy and lessons learned documentation has enhanced efficiency.</li> <li>• The project has succeeded in mobilizing additional resources beyond its initial budget, achieving a positive level of efficiency.</li> <li>• Available technical and financial resources have been adequate to fulfil the project's plans, contributing to job creation and economic development.</li> <li>• The project's engagement of CSOs and SSE entities in policy advocacy and documentation of lessons learned highlights its efficiency in leveraging resources for long-term sustainability.</li> </ul>
<p><u>Sustainability:</u></p>	<ul style="list-style-type: none"> <li>• The project's sustainability efforts are promising, with strong indicators of long-term positive change.</li> <li>• Government support from the Ministry of Social Development (MoSD) ensures continued project sustainability.</li> <li>• Stakeholder collaboration through a platform has facilitated cross-sectoral coordination and cooperation, enhancing project sustainability.</li> <li>• Knowledge dissemination through the creation of valuable knowledge products ensures that lessons learned are preserved for future entrepreneurship development efforts.</li> <li>• Increased willingness of stakeholders, including SSE entities and governmental organizations, to engage in co-production practices fosters dialogue and collaborative decision-making, further enhancing project sustainability.</li> </ul>
<p><u>Impact:</u></p>	<ul style="list-style-type: none"> <li>• The MedTown Demonstrative Action has had a significant impact on vulnerable individuals, actively engaging them in economic activities and advancing inclusivity and equality.</li> <li>• The project has contributed to local economic growth by nurturing a generation of entrepreneurs who drive innovation, job creation, and economic progress within their communities.</li> <li>• The project has successfully established networks of support, mentorship, and collaboration among entrepreneurs, professionals, and organizations, promoting a sustainable ecosystem for business development.</li> <li>• Monitoring and evaluation efforts have effectively tracked key impact metrics, including the number of established businesses, job creation, income generation, and overall socio-economic enhancements in the target districts.</li> </ul>



## Conclusion:

In conclusion, the MedTown Demonstrative Action in Jordan has proven to be highly effective and relevant, aligned with national priorities and the needs of vulnerable groups. It has successfully empowered marginalized individuals through entrepreneurship development, contributed to policy support, and fostered collaboration among stakeholders. While there is room for improved efficiency and addressing sustainability challenges, the project's overall impact on economic prospects, self-reliance, and community well-being is commendable.

## Main policy recommendations:

To enhance social entrepreneurship in Jordan, we propose the following policy recommendations:

- Establish a supportive legal framework for social enterprises, including tax incentives and simplified registration processes.
- Implement comprehensive capacity-building programs for social entrepreneurs and SSE entities.
- Facilitate access to finance through targeted initiatives and connections with microfinance institutions.
- Encourage collaboration among diverse stakeholders, including government agencies, civil society, and the private sector.
- Promote initiatives that prioritize social and environmental sustainability within the SSE sector.
- Raise public awareness about social entrepreneurship and recognize its contributions to the economy and society.
- Implement robust monitoring and evaluation mechanisms for SSE and social entrepreneurship programs to ensure their effectiveness.

The MedTown project serves as a model for entrepreneurship development and social inclusion, offering valuable insights for future initiatives in Jordan and beyond.

## INTRODUCTION

Co-producing services for vulnerable groups, including women, Syrian refugees and people with disabilities (PWD), through a Social Business Incubator hosted by the Ministry of Social Development and operated by JOHUD with the aim to demonstrate the visibility and relevance of SSE as a tool for Social Justice.

As part of the priorities set by the Government of Jordan, JOHUD has been working closely with the Jordanian Ministry of Social Development (MoSD) to implement the MedTwon demonstrative action in Jordan. The focus of this demonstrative action is on establishing a Social Business Incubator in the Al-Knoura and Mazaar Districts of the northern Jordan region.

Under the joint collaboration of MoSD and JOHUD, this Social Business Incubator has emerged as a crucial platform. It is dedicated to providing innovative training and entrepreneurship opportunities for the most marginalized youth, with a specific focus on women, Syrian refugees, and individuals with disabilities (PWD). Through this action, the gap between these vulnerable groups and decision-makers, as well as business owners, is significantly narrowed, creating a space for meaningful interaction and collaboration.

The Social Business Incubator, effectively hosted by MoSD and operationalized by JOHUD, serves as a vital nexus. Its purpose is to equip marginalized youth with the necessary skills and tools to innovate and venture into the realm of entrepreneurship. By facilitating this journey, the incubator acts as a bridge, connecting these vulnerable segments with those who hold decision-making power and those who lead businesses. This collaborative effort not only empowers the marginalized but also fosters a sense of unity and shared progress.

The Social Business Incubator aims to empower vulnerable groups by providing tailored training, resources, and support to individuals such as people with disabilities, women, and Syrian refugees. Through this empowerment, participants have acquired essential entrepreneurial skills and establish sustainable businesses. Additionally, the DA has strived to cultivate a culture of entrepreneurship within the community by equipping individuals with the necessary knowledge, tools, and confidence to initiate and manage their own businesses, fostering economic growth and self-reliance. By addressing socio-economic disparities, the incubator has offered equitable access to opportunities, enhancing the economic prospects of vulnerable groups while diminishing reliance on aid or assistance. This DA also has encouraged the establishment of new businesses, thereby generating employment opportunities for entrepreneurs and the broader community.

Serving as a collaborative platform, the incubator facilitates partnerships among public institutions, civil society organizations, the private sector, and other stakeholders, pooling efforts to support the success of vulnerable entrepreneurs. It further narrows the gap between marginalized groups and decision-makers, fostering dialogue and cooperation between these entities and relevant authorities. Through successful social business ventures, the incubator exemplifies viable models that can be replicated to address local challenges and foster positive impact.

By promoting social justice, the DA has empowered marginalized individuals to actively engage in economic activities, advancing inclusivity and equality. Furthermore, it contributes to local economic growth by nurturing a generation of entrepreneurs who drive innovation, job creation, and economic progress within their communities.

Encouraging participants to develop innovative solutions to pertinent social and economic issues, the DA has cultivated a sense of ownership and responsibility for community well-being. Establishing networks of support, mentorship, and collaboration among entrepreneurs, professionals, and organizations, the DA has promoted a sustainable ecosystem for business development. Finally, the incubator assesses its impact through monitoring and evaluation, tracking metrics such as the number of established businesses, job creation, income generation, and overall socio-economic enhancements in the target districts.

### **Objectives**

The DA has two primary objectives. Firstly, to empower vulnerable groups by providing them with essential skills and support to establish their own prosperous businesses. Secondly, strive to eliminate obstacles that hinder their access to fundamental services. Through the incubator, the DA has offered training and resources that equip these groups with the necessary tools to build thriving businesses. This dual approach not only fosters their self-reliance but also assists them in overcoming daily challenges they encounter.

**Location:** Dair Abi Said, Koura District, Irbid Governorate

**Targeted social service to be improved:** Entrepreneurship development (training and employment)

**Collaborative public authority:** Ministry of Social Development

### **Target groups:**

The project engages with various target groups to achieve its goals:

**TG1. Local and National Public Stakeholders:** This group includes governmental bodies such as the Ministry of Social Development, the Higher Council for the Rights of People with Disabilities, the Ministry of Planning and International Cooperation, the Jordan Investment Commission, the Ministry of Labour and Vocational Training Centre, the Ministry of Industry and Trade, the Ministry of Digital Economy and Entrepreneurship, chambers of industry and trade, academia, research centers, and the Social Development Fund SDF. Their involvement is crucial for policy support, funding, and creating an enabling environment.

**TG2. Local Civil Society Organizations (CSO) and Community-Based Organizations:** This group comprises local non-governmental organizations, community-based groups, municipalities, and informal associations. They play a vital role in grassroots engagement, community mobilization, and ensuring the project's relevance and impact at the local level. Women and youth associations are also part of this group, contributing to gender-responsive and youth-focused approaches.

**TG3. Local and National Private Sector Actors:** This category involves businesses and enterprises in the local and national private sector that can offer support to the incubator. Their contributions can range from funding and mentorship to providing resources and expertise that enrich the entrepreneurial journey of vulnerable groups.

**TG4. Local and National Media:** The media, both local and national, constitute an essential partner for raising awareness, sharing success stories, and promoting the project's achievements. They help create a broader understanding of the initiative's significance and its positive impact on vulnerable communities.

**Direct beneficiaries/participants:** The final beneficiaries are vulnerable groups in the Koura and Mazar Districts, specifically people with disabilities, women, and Syrian refugees. These individuals face limited socio-economic opportunities and the DA aims to enhance their livelihoods, create opportunities, and empower them for a brighter future

**Indirect beneficiaries:**

- **Local Communities:** The broader local communities in Koura and Mazar districts benefit indirectly from the SBI's activities. As social enterprises and startups supported by SBI, they contribute to local economic development by creating jobs, providing services and generating income, thus improving the overall quality of life in these areas.
- **Government and Policymakers:** Local and regional government entities benefit indirectly from the SBI's efforts to address social and economic challenges. Successful social enterprises can reduce the burden on public resources, align with government priorities, and inform policymaking related to entrepreneurship development and poverty reduction.
- **Other Local Businesses:** Traditional businesses in the Koura and Mazar districts may benefit from collaborations or partnerships with social enterprises supported by the SBI. These collaborations can lead to new market opportunities and innovative products or services.
- **Non-Governmental Organizations (NGOs) and Nonprofits:** Organizations focused on social development indirectly benefit from the SBI's work by leveraging the services and solutions provided by social enterprises, as well as benefit from the knowledge products to further their own missions.
- **Educational Institutions:** Local educational institutions indirectly benefit through partnerships with social enterprises, offering students real-world learning experiences in the field of social entrepreneurship.

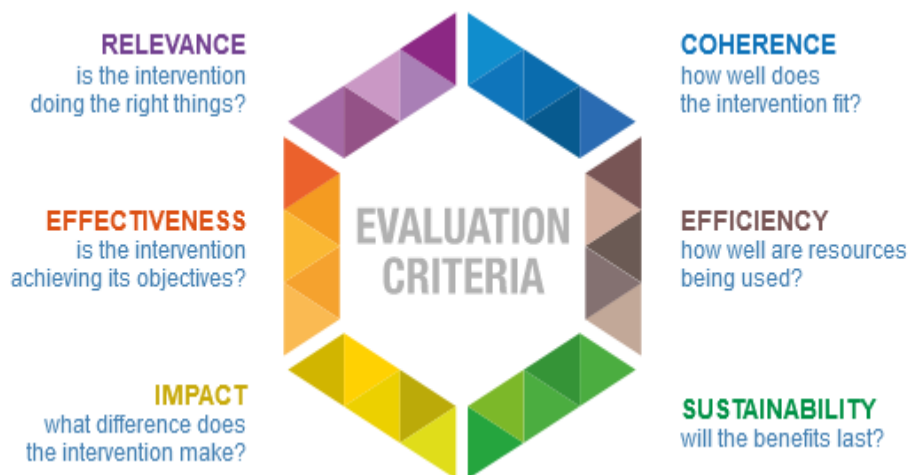
**Milestones with indicative timetable:**

1. **Grant Distribution:** disburse grants to selected beneficiaries. (11 October 2022 – November 2023).
2. **Establish Strategic Partnerships:** Form partnerships with both private and public sector stakeholders, including universities, chambers of commerce, municipalities, institutions, and companies capable of providing sustained support for the business incubator. (October 2023 until Project Completion).

3. **Entrepreneurial Coaching and Support:** Continuously offer coaching and technical assistance to aspiring entrepreneurs aiming to initiate their own businesses (till the end of the project)
4. **Handover Agreement with Ministry of Social Development:** Finalize an agreement with the Ministry of Social Development (MoSD) for the smooth transfer of the social business incubator's management and resources, ensuring its continued financial sustainability and operational excellence beyond the project's conclusion

## Evaluation process and methodology

The evaluation of the demonstrative action is based on the overall evaluation criteria of assessing the relevance, effectiveness, efficiency, coherence, impact and sustainability of the project. The project's results framework, related indicators and targets provided the benchmark for the performance evaluation of the project.



By considering these four elements - the role of SSE, the policies being addressed, the social innovation proposed, and the co-production process - the evaluation aims to provide a holistic and comprehensive assessment of the demonstrative action project. Each of these elements plays a critical role in understanding the project's dynamics and its effectiveness within the specific context in which it operates.

- **Role of SSE:** Assessing the involvement and contributions of SSE entities helps gauge the extent to which these organizations have been integrated into the project's implementation. SSE entities often have unique insights and capabilities that can enhance the project's impact, especially when it comes to addressing social and economic challenges.
- **Policies Being Addressed:** Examining the project's alignment with policies and strategies at the national and regional levels is essential for understanding its relevance and potential to drive broader policy objectives. Ensuring consistency with existing policies and identifying areas where the project can influence policy gaps are key components of this evaluation.
- **Social Innovation Proposed:** Recognizing and evaluating the innovative aspects of the project is crucial for assessing its potential for creating sustainable change. Social

innovation often leads to creative solutions that can have a lasting impact on addressing social challenges.

- **Co-Production Process:** The collaborative nature of the co-production process involves engaging a variety of stakeholders and building consensus. This element helps evaluate the inclusivity and effectiveness of the project's approach in mobilizing support and legitimacy. It also considers the project's ability to set the agenda and foster institutional recognition among actors involved.

### **Programmatic Scope of the Assessment:**

The programmatic scope of the evaluation exercise was primarily focused on evaluating the relevance, coherence, effectiveness & impact, efficiency, and sustainability of the key questions, indicators, and targets of the attached monitoring framework (annex 2).

## **FINDINGS**

### **RELEVANCE**

**Finding: The implementation of the MedTown Project in Jordan has clearly demonstrated its strong alignment with the nation's top-level priorities, including Jordan Vision 2030, strategic plans focused on entrepreneurship development, and the Sustainable Development Goals (SDGs).** The project's relevance dimension emerged as one of its most robust attributes, highlighting its keen responsiveness to critical national and regional development objectives.

The MedTown Demonstrative Action (DA) in Jordan is highly relevant to the country's context, aligning with national and regional priorities. It effectively addresses critical development challenges and promotes collaboration among stakeholders. This project contributes to ongoing endeavours aimed at promoting entrepreneurship, reducing unemployment, and improving the socio-economic well-being of Jordan's citizens, especially in rural areas.

The DA is particularly important as it addresses several key issues in line with national priorities. It emphasizes the need to enhance the knowledge and capacity of decision-makers and SSE entities in entrepreneurship development, supporting Jordan's efforts to create a conducive environment for start-ups, crucial for economic growth and social progress. Additionally, the project is in alignment with Jordan Vision 2030, recognizing entrepreneurship's pivotal role in fostering economic growth and development. By providing decision-makers with insights into cost-effective international best practices, the project contributes to informed policymaking and aligns with national policy priorities.

Furthermore, the project tackles significant challenges in Jordan, including poverty and unemployment, particularly in rural areas. Through empowering vulnerable groups and promoting vocational and life skills, it directly addresses these pressing development issues, with a specific focus on the high unemployment rates, especially among women. Additionally, the project fosters cooperation and coordination among stakeholders, essential in a context where SSE actors historically exhibited weak collaboration. It

achieves this by establishing collaboration mechanisms and involving various associations, ministries, and local SSEs, thereby enhancing the coordination of efforts to support entrepreneurship development.

CRITERION	QUESTION	INDICATOR	ELEMENT	TARGET LEVEL INDICATOR
Relevance	Did the intervention take into account the capacities of the SSE entities?	The level of knowledge of decision makers and SSE entities on adequate entrepreneurship development is increased	The role of SSE	60%
<p>The MedTown Project in Jordan demonstrates a high level of relevance, particularly in addressing the critical gap in equipping decision-makers and SSE entities with the knowledge and skills necessary to effectively support start-ups. The project's multifaceted strategy, encompassing training, education, networking, model analysis, collaboration, and data accessibility, is a comprehensive approach that underscores its commitment to empowering decision-makers and SSE entities. This approach aligns with the project's primary goal of doubling their knowledge levels from 30% to 60%.</p> <p>Furthermore, the project is fully supported by the Ministry of Social Development (MoSD) and SSE entities within the Koura and Mazar districts. Local decision-makers and SSE entities actively participate in the project's implementation, engaging in various activities such as participatory discussions and awareness sessions. These sessions utilize diverse methodologies to empower and support project beneficiaries, with a specific focus on enhancing their involvement across different sectors, particularly in terms of economic participation and advancement.</p> <p>MedTown Project in Jordan not only recognizes the relevance of addressing the capacity-building needs of decision-makers and SSE entities but also actively implements a comprehensive strategy to bridge this critical gap, making it highly relevant within the Jordanian context</p>				

CRITERION	QUESTION	INDICATOR	ELEMENT	TARGET LEVEL INDICATOR
Relevance	Is the project coherent with the government policies and institutional structures?	Entrepreneurship development (ED) is taken into consideration in national policies and programmes	The policies being addressed	Decision makers are well informed about cost-effective best practice.
		Level of national cooperation on		Better cooperation (coordination and

	relevant topics takes place in different fora	cooperation mechanism developed and operational)
<p>The MedTown Project in Jordan is highly relevance to government policies and institutional structures. The project aligns closely with Jordan Vision 2030, a national strategic framework that emphasizes the importance of entrepreneurship in driving economic growth and development. This alignment positions the project as a valuable contributor to the nation's development goals.</p> <p>Furthermore, the Ministry of Social Development (MoSD) in Jordan, with its mandate to improve citizens' quality of life and promote sustainable development, plays a significant role in the country's institutional framework. The project recognizes the challenges posed by limited coordination among Social and Solidarity Economy (SSE) actors in Jordan. To address this, the project has emphasized the critical importance of collaboration between decision-makers, SSE entities, and experienced entrepreneurs. This collaborative effort enhances the effectiveness of entrepreneurship development initiatives, bridging existing gaps in national SSE efforts.</p> <p>The project's dedication to fostering collaboration is particularly relevant in an environment characterized by weak national cooperation. By striving to bridge these gaps and make substantial contributions to entrepreneurship development within the SSE framework, the project aligns with government policies and institutional structures.</p> <p>Additionally, the project's lessons learned have been thoughtfully documented and shared, informing policy and practice. Through various means, including social media, reports, and media platforms, the project showcases its impact on entrepreneurship development in Jordan, thereby aligning with the broader goal of government policies to promote economic growth and social development. Examples as follows:</p> <ul style="list-style-type: none"> <li>- <a href="#">MedTOWN project Social Business Incubator in Jordan (Track 01) - YouTube</a></li> <li>- <a href="#">MedTOWN project Social Business Incubator in Jordan (Track 02) - YouTube</a></li> <li>- Video highlighting success stories of women and people with disabilities (PWD) who participated in entrepreneurship development showcases inspiring journeys of empowerment and achievement.</li> </ul> <p>The project demonstrates a high level of coherence with government policies and institutional structures. It actively contributes to the nation's development goals by addressing critical challenges, fostering collaboration, and aligning with the priorities outlined in Jordan Vision 2030 and the mission of the MoSD.</p>		

CRITERION	QUESTION	INDICATOR	ELEMENT	TARGET LEVEL INDICATOR
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Relevance	Is the project match the beneficiaries' needs and expectations?	Percentage of residents who report that entrepreneurship development is a key development problem in Koura and Mazaar	<b>Social Innovation</b>	30%
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The MEDTOWN DA demonstrates a strong alignment with both government objectives and the critical needs of local residents, particularly in Koura and Mazaar. The residents have identified entrepreneurship development as a significant challenge during the project's design, underscoring the project's direct relevance to their specific needs. Furthermore, the project takes direct action to tackle the issues of poverty and unemployment, which are notably obvious in rural areas. It achieves this by equipping individuals with new skills and offering support for the establishment of businesses.

The project is in perfect harmony with the aspirations of both the local population and the government. Its focus on skill development and entrepreneurship is especially valuable in areas where employment opportunities are limited. As a result, beneficiaries, along with trainees from the Business Incubator (BI), have shifted their aspirations from seeking government jobs to creating their own projects and innovative initiatives. These activities are aimed at enhancing employability and fostering economic skill development, ultimately working towards alleviating poverty and unemployment in these rural areas.

## COHERENCE

**Finding: The project demonstrated a strong alignment with government priorities and SSE entities, emphasizing cooperation and strategic partnerships.** Furthermore, it effectively linked its activities to national priorities and the Sustainable Development Goals (SDGs), enhancing its impact and relevance.

The MedTown DA in Jordan has significantly contributed to various SDGs. By emphasizing business incubation and entrepreneurship development, the project aligns with critical SDGs, addressing key issues such as poverty reduction, hunger alleviation, improved education access, gender equality, economic growth, innovation promotion, sustainable communities, and fostering partnerships for sustainable development in the country.

- **SDG 1: No Poverty:** The project's focus on entrepreneurship directly combats poverty by creating job opportunities and income sources, particularly in underserved areas.
- **SDG 2: Zero Hunger:** Through business incubation, the project supports agricultural entrepreneurs, aligning with SDG 2's goal of food security and sustainable farming.
- **SDG 4: Quality Education:** The project's capacity-building programs enhance education access and lifelong learning for aspiring entrepreneurs, contributing to SDG 4.

- **SDG 5: Gender Equality:** By promoting women's entrepreneurship, the project empowers women economically and supports gender equality (SDG 5).
- **SDG 8: Decent Work and Economic Growth:** Business incubation generates decent employment, drives SME growth, and fosters economic progress, aligning with SDG 8.
- **SDG 9: Industry, Innovation, and Infrastructure:** Entrepreneurship and incubation stimulate innovation, industrial development, and infrastructure improvement, in harmony with SDG 9.
- **SDG 11: Sustainable Cities and Communities:** The project's support for entrepreneurship helps build sustainable urban communities, creating jobs and diversifying local economies, contributing to SDG 11.
- **SDG 17: Partnerships for the Goals:** Collaboration among stakeholders, including government, private sector, and civil society, is integral to the project, aligning with SDG 17's emphasis on global partnerships for addressing challenges.

**Finding: While the project successfully established numerous partnerships with SSE entities in Koura and Mazar, it could have further strengthened its linkages and synergies with other development actors and partners at both local and national levels.** This potential for greater collaboration could have expanded the project's reach and impact, contributing to more comprehensive entrepreneurship development at different levels.

The entrepreneurial landscape in Jordan is experiencing rapid growth, providing numerous opportunities for aspiring entrepreneurs to initiate and scale successful ventures. Jordan has implemented various key initiatives and programs aimed at fostering entrepreneurship development. However, there remains a need for increased knowledge and understanding of effective entrepreneurship development practices. Decision-makers and Social and Solidarity Economy (SSE) entities should focus on formulating policies and initiatives that facilitate the growth and prosperity of start-ups, ultimately contributing to the socio-economic advancement of their communities.

CRITERION	QUESTION	INDICATOR	ELEMENT	TARGET LEVEL INDICATOR
Coherence	How did the project complement and fit with other on-going programmes and projects in Jordan?	Number of links have been established so far with other partners' activities or other on-going initiatives in the areas of the entrepreneurship, SSE, job creation, etc.	The role of SSE	Links with at least 4 SSE entities (CBOs) & their on-going initiatives.

		Project outputs and lessons learned disseminated (media and social media)	At least 10 videos and social media posts
<p>The project has successfully established partnerships and connections with multiple stakeholders (more than 10 SSE entities and government agencies), including Dair Abi Said Municipality, over ten Civil Society Organizations (CSOs), six Governmental Organizations (GOs), and Irbid Private University.</p> <p>Lessons learned, news updates, and success stories have been systematically documented and disseminated through various channels, including the Jordan Hashemite Fund for Human Development (JOHUD) and MedTown project websites and Facebook pages. JOHUD has produced three informative videos, documenting the project's processes and activities and highlighting valuable lessons learned, with focus on success stories and the achievements of start-ups that have thrived within the project's framework.</p>			

**EFFECTIVENESS**

**Finding: Overall, the results and related targets and indicators for the DA were achieved, with Covid-19 pandemic turned out to be key barrier for ensuring smooth implementation of related activities, hence the progress is rated as satisfactory.**

**Finding: Overall effectiveness of fostering Collaboration and partnerships is satisfactory:** The Medtown project has demonstrated a clear understanding of the significance of fostering collaboration and partnerships among diverse sectors, encompassing government, civil society, and academia. This strategic approach has contributed to the creation of an environment conducive to the growth of social entrepreneurship in Jordan. The project's efforts in this regard are commendable and have yielded satisfactory results. By recognizing the key role of the government, mainly MoSD, in facilitating such collaborations and partnerships among various stakeholders, the project has effectively advanced its objective of promoting entrepreneurship development and social business incubation in the country.

**Finding: The overall effectiveness of the MedTown DA in term of empowering the vulnerable groups were found as very effective and a model to be replicated in other parts of the country.** More than 140 participants from 18 stakeholders in Koura and in Mazar are fully engaged in the implementation of the project's activities, through raising the awareness of potential local entrepreneurs, attending the training activities and the discussions sessions.

**Finding: The training modules / manual was found as comprehensive and effective, however with limited follow up mechanism (e.g. post training and linkages with industry/market).** The MedTown DA has developed 5 training modules these modules

were chosen to help participants in establishing their entrepreneurship ideas and projects, the topics are:

1. Establishing a social project.
2. Feasibility Study.
3. Business plan.
4. Financial management.
5. Marketing-Managing the project\business.

During the training, there were 100 beneficiaries in attendance, and they were divided into five training groups. Four of these groups were located in Al Koura, while one group was situated in Al Mazar. The training program spanned a total of 19 days.

**Finding: The key promotional activities of the project have been completed and are effective.** Timely updates to the website and social media have strengthened the project's promotional efforts. Timely updates are crucial due to the ever-changing nature of information and the context.

**Finding: The participation of women and youth has been a key consideration right from the project's design phase.** The project document outlined its intention to increase the involvement of women in the creation, establishment, and growth of enterprises. This emphasis on gender mainstreaming in entrepreneurship development aligns with national priorities, which aim to provide vulnerable groups, especially women, girls, youth, and Syrian refugees, with increased access to reproductive resources and community-driven economic and social services.

Throughout the duration of the MedTown Demonstration Action (DA), women have actively participated in all the targeted interventions. In fact, the program has provided support to a significant number of women entrepreneurs, surpassing the initial targets set during the project's design phase. Specifically, over the course of the program, approximately **74** women entrepreneurs have received assistance from MedTown. Among them, **57** women have undergone general capacity-building training, **100** have received entrepreneurship training, **20** have benefited from business development advisory services, and **3** have accessed loans from various sources.

Through the implementation of capacity-building initiatives, entrepreneurship training, and business development advisory services, women entrepreneurs have seen substantial improvements in their managerial skills. They are now better equipped to prepare business plans, which in turn, enables them to lead their businesses with a clear strategy. As a result, these improved managerial skills have empowered women entrepreneurs to expand their businesses both in terms of scale and scope, ultimately leading to increased incomes. This positive impact has been confirmed through consultations with women entrepreneurs during the evaluation mission.

CRITERION	QUESTION	INDICATOR	ELEMENT	TARGET LEVEL INDICATOR
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Effectiveness	Was the coordination and partnership with main stakeholders effective?	Number of stakeholders involved in the project implementation	The role of SSE	At least 5
		Number of CSOs/local SSE entities involved in the project have been risen by the end of the project.		At least 5 CSOs/SSE entities

The coordination and partnership with main stakeholders in the MEDTOWN Project in Jordan have been highly effective. The project recognized the challenges posed by the lack of coordination among various stakeholders in the country, particularly in the field of entrepreneurship development, and actively addressed these issues.

Over 140 participants representing 18 different stakeholders in Koura and Mazar have been actively engaged in the implementation of project activities. This engagement spans a wide range of activities, including raising awareness among potential local entrepreneurs, participating in training sessions, and engaging in discussion forums.

The project has also focused on fostering both horizontal and vertical coordination among governmental bodies, Social and Solidarity Economy (SSE) entities (NGOs), and universities. This coordinated effort has ensured that all stakeholders collaborate harmoniously toward a shared vision for Jordan's entrepreneurship ecosystem.

Furthermore, the project has specifically targeted civil society organizations (CSOs) and local social enterprise (SSE) entities through a grant competition process. Three CSOs/SSE entities have been selected to implement social projects with funding provided by the project. The selection process included the submission of project documents, feasibility studies, project budgets, and sustainability plans. These selected beneficiaries will receive funding to commence the implementation of their social enterprises and carry out their planned activities.

The project's effective coordination and partnership efforts have strengthened its relevance and impact in Jordan, fostering collaboration among diverse stakeholders and addressing the challenges of duplication and increased costs in entrepreneurship development initiatives.

CRITERION	QUESTION	INDICATOR	ELEMENT	TARGET LEVEL INDICATOR
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Effectiveness	To what extent has the project achieved its results at outcome and output levels, with particular attention to the project objectives?	Number of events organized to promote entrepreneurship and number of people reached by these events by sex, age and disability status.	Social innovation	At least 8 events (awareness sessions & online communications) attended by 300 people.
		Number of vulnerable groups and their organizations benefited from incubator services, by sex and age and disability status		100
		Number of comprehensive training module on doing business in the new emerging sectors of entrepreneurship		At least 3 modules
		Number of people/SSE entities that presented business ideas in the business incubator events, by sex, age and disability status		5-10 business ideas
		Number of supported youth-led and SSE entities start-ups in rural areas applying innovative solutions benefiting their		At least 7 start-ups.

	rural areas.	
	Number of start-ups created with funding from the project, as a result of the grant competition process.	3-5 start-ups
	Number of start-ups created, with support/financing from other actors (private sector, lending institutions, etc.)	At least 5 entrepreneurs/SSE entities get the business coaching to create start-ups

The MEDTWON Project in Jordan has demonstrated its effectiveness in achieving its objectives at both outcome and output levels, particularly in promoting entrepreneurship and supporting vulnerable groups. Here are the key achievements based on the indicators:

- **Number of events organized to promote entrepreneurship and number of people reached by these events by sex, age, and disability status:** The project organized a total of 12 discussion sessions, including a national session in Amman and 11 local sessions in the Mazar and Koura districts. These sessions received substantial interest, with approximately 400 applications for participation. Final selections resulted in **100 beneficiaries attending the training activities**, with diverse representation, including **88 females, 12 males, 31 refugees, and 12 persons with disabilities**.
- **Number of comprehensive training modules on doing business in the new emerging sectors of entrepreneurship:** The project provided a comprehensive training program consisting of **5 modules**. These modules covered critical aspects of entrepreneurship, such as establishing social projects, conducting feasibility studies, creating business plans, managing finances, and handling marketing and project/business management.
- **Number of people/SSE entities that presented business ideas in the business incubator events, by sex, age, and disability status:** During the training, a total of **20 business ideas were developed**, with submissions from community-based organizations (CBOs) and social enterprise (SSE) entities through the grant competition process. This indicates active participation and engagement in entrepreneurship development.
- **Number of supported youth-led and SSE entities start-ups in rural areas applying innovative solutions benefiting their rural areas:** The project contributed to the establishment of **10 youth-led start-ups**, particularly in rural areas. These start-ups applied innovative solutions tailored to local needs, positively impacting rural development.

- **Number of start-ups created with funding from the project, as a result of the grant competition process:** Plans are underway to establish 3-5 start-ups with funding from the project in the next quarter, showcasing the project's commitment to supporting entrepreneurship. After completing the selection and shortlisting procedures in the evaluation process for choosing the funded start-ups, three proposed projects have been selected to receive the grant
  - **Number of start-ups created, with support/financing from other actors (private sector, lending institutions, etc.):** Beyond project funding, beneficiaries have secured support and financing from various external actors, enhancing the sustainability of their enterprises and reflecting the project's positive influence on entrepreneurship in Jordan. More than 10 youth-led start-ups have been established by trained beneficiaries, with various funding sources, including MoSD, Jordan River Foundation, MOA, and others.
- The MEDTWON Project effectively addressed the pressing issues of unemployment, especially among vulnerable groups like women and youth, and promoted entrepreneurship as a viable solution. It facilitated knowledge transfer, skill development, and collaboration among stakeholders, contributing to the economic and social development of Jordan, particularly in rural areas.

CRITERION	QUESTION	INDICATOR	ELEMENT	TARGET LEVEL INDICATOR
Effectiveness	Examine how the project interacted and possibly influenced national-level policies and debates on the SSE and entrepreneurship development.	A set of guidance and policy recommendations for integrating entrepreneurship development into national policies and programmes developed through local and national policy dialogue workshops.	<b>Co-production</b>	Policy brief, success stories, documentary videos and project's methodological working papers

The project has effectively interacted with and influenced national-level policies and debates on SSE and entrepreneurship development. The development of guidance and policy recommendations, as well as the extensive documentation of outcomes and lessons learned, underscores the project's substantial contribution to informing policy decisions and fostering an environment conducive to entrepreneurship and economic development in the country.



The project conducted a total of **12 discussion sessions**, including one national session in Amman and 11 local sessions in the Mazar and Koura districts. These sessions received an impressive response, with approximately **400 applications** received for participation in business innovation training and activities. The selection process involved 132 interviews, and **100 beneficiaries** were selected to attend the training activities. Among these participants, **57 were women, 31 were refugees, and 12 were persons with disabilities.**

The outcomes of these discussion sessions have been carefully documented. These documents include valuable lessons learned during the project's implementation.

The development of knowledge products, sharing lessons learned and policy recommendations, collectively highlight its significant influence on national-level policies and debates. By providing evidence-based insights and recommendations, the project has played a pivotal role in shaping discussions and policy decisions related to SSE and entrepreneurship development in Jordan.

## EFFICIENCY

**Finding: The efficiency of the MedTown project is noteworthy as it has achieved a reasonable level of efficiency concerning the utilization of resources and the generation of desired outputs.** This finding is particularly significant given the absence of existing studies that specifically examine the cost-effectiveness of entrepreneurship training and business incubation programs in Jordan. The project's focus on cost-effective support services, including entrepreneurship training, business support services, and funding assistance for both start-up initiatives and expansions, aligns with best practices in fostering entrepreneurship and economic development. This finding underscores the project's effectiveness in optimizing available resources to promote entrepreneurship and create opportunities for aspiring entrepreneurs in Jordan.

**Finding: The project's efficient engagement of CSOs and GOs in policy advocacy demonstrates its ability to mobilize resources effectively while working towards long-term sustainability.** Additionally, the meticulous documentation of lessons learned enhances the project's efficiency by enabling the replication of successful practices. As a result, the project leverages resources in a way that not only achieves its immediate objectives but also contributes to the sustainability of results through wider adoption and scaling of its approaches.

The MEDTWON Project has demonstrated a strong commitment to leveraging resources effectively while considering the sustainability of results. The engagement of numerous SSE entities and GOs in policy advocacy indicates a broad network of support and interest in entrepreneurship development. Additionally, the emphasis on documenting successful experiences and lessons learned ensures that the project's impact can be extended to new contexts.

However, the project acknowledges that there is room for improvement in engaging local CSOs and SSE entities in advocacy efforts. Their active participation holds significant untapped potential to enhance entrepreneurship development in Jordan.

The strategic collaboration with MoSD and the plan for replication and partnerships beyond the project's timeline demonstrate a forward-thinking approach that aims for long-term sustainability in entrepreneurship development.

The MEDTWON Project has effectively leveraged resources by engaging a diverse range of stakeholders and prioritizing knowledge sharing. To further enhance its efficiency, it can explore strategies to involve more local CSOs and SSE entities in advocacy activities, thereby maximizing its impact and sustainability in entrepreneurship development within Jordan.

CRITERION	QUESTION	INDICATOR	ELEMENT	TARGET LEVEL INDICATOR
Efficiency	What are the additional resources (e.g. in-kind resources or funding), which were not budgeted for in the project?	Percentage of mobilised resources (in-kind resources or funding) by government agencies and other SSE entities	The role of SSE	At least 15% of incubators budget

The Ministry of Social Development (MoSD) serves as the host for the incubator, incurring an annual rental expense of JOD 4000. Furthermore, MoSD is responsible for covering the annual costs of electricity and water, which amount to approximately JOD 1200.

Additionally, the Dair Abi Said Municipality has undertaken building rehabilitation efforts to ensure accessibility for individuals with disabilities, with an associated cost of approximately JOD 1000.

The efficiency of the DA, in terms of mobilizing additional resources beyond the project's budget, is approximately 20%. This indicates that the project was able to leverage additional in-kind resources or funding of around 20% of its original budget (The total cost of the Business Incubator (BI) amounts to 40,781.986 Euros). This demonstrates a positive level of efficiency, as it shows that the project effectively secured external support and resources to enhance its impact without significantly increasing its initial budget.

CRITERION	QUESTION	INDICATOR	ELEMENT	TARGET LEVEL INDICATOR
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Efficiency	Are the available technical and financial resources adequate to fulfil the project plans?	Cost of the scheme per beneficiary successfully emancipated (Total BI cost/number of trainees)	<b>Social Innovation</b>	Around Euro 1000-1500/ beneficiary successfully emancipate
		Average number of business plans developed per full time equivalent employee of business incubator BI (or EURO 10K investment in BI)		2-3 business plans/Euro 10K
		Average number of start-ups created per full time equivalent employee of business incubator BI (or EURO 10K investment in BI)		1-2 start-ups/Euro 10K
		Average number of companies assisted per full time equivalent employee of business incubator BI (or EURO 10K investment in BI)		3 companies / Euro 10K
		Cost per job created (Cost per job = total investment/ jobs in recent		Around Euro 2000

		graduate firms)	
		Total cost of BI/number of Jobs created (12)	
		Average salary per job	At least JOD 260 (the minimum wage)

The total cost of the Business Incubator (BI) is **40,781.986 Euros**, and it employs **3 staff members**. This project phase has **100 direct beneficiaries/trainees**. The trainees and grant competitors collectively developed approximately **20 business plans, and about 13 start-ups were established with funding from various sources**, including MedTown through the grant competition, JRF, MoSD, and others. The project also played a role in supporting these start-ups. Furthermore, these established start-ups generated a total of **11 jobs, comprising 2 full-time positions and 9 part-time positions**.

Average number of business plans developed per full-time equivalent employee of business incubator BI (or EURO 10K investment in BI): Number of Business Plans Developed / (Full-Time Equivalent Employees of BI or Total Investment in BI / 10,000 Euros): **7 business plan per BI full-time employee and around 5 business plans per Euro 10K investment in BI.**

Average number of start-ups created per full-time equivalent employee of business incubator BI (or EURO 10K investment in BI): Number of Start-Ups Created / (Full-Time Equivalent Employees of BI or Total Investment in BI / 10,000 Euros): **4.3 start-ups per BI full-time employee and 3.2 start-ups per Euro 10K investment in BI. As the final number will be identified, when the 2nd training and grants ends at the end of November**

Average number of companies assisted per full-time equivalent employee of business incubator BI (or EURO 10K investment in BI): Number of Companies Assisted / (Full-Time Equivalent Employees of BI or Total Investment in BI / 10,000 Euros): **4.3 start-ups/companies per BI full-time employee and 3.2 start-ups/companies per Euro 10K investment in BI. Also here the final number will be identified, when the 2nd training and grants ends at the end of November**

Cost per job created (Cost per job = Total Cost of BI / Number of Jobs Created in Recent Graduate Firms): **Euro 3,707**

It's also noted that most of the established start-ups operate on a part-time basis from home and typically have initial investments ranging from **JOD 150 to 200**

CRITERION	QUESTION	INDICATOR	ELEMENT	TARGET LEVEL INDICATOR
Efficiency	Does the leveraging of resources take into account the sustainability of results?	Number of CSOs/local SSE entities engaged in policy advocacy in issues related to entrepreneurship development	Co-production	At least 5 local SSE entities
		Successful experiences of the project are scaled up		The project approach endorsed by the national government, mainly MoSD and other SSE entities
<p>The DA demonstrates a high level of efficiency by actively involving CSOs and GOs in policy advocacy and by carefully documenting its lessons learned. These practices not only help the project achieve its immediate objectives but also contribute to the sustainability of its results by facilitating the wider adoption and scaling of its successful approaches. The project's commitment to leveraging resources for long-term impact is commendable and sets a positive example for future initiatives.</p> <p>One of the project's notable achievements is its engagement with a wide array of stakeholders. More than 10 Civil Society Organizations (CSOs) and 8 Government Organizations (GOs) actively participated in the project's discussion sessions. This engagement extends beyond the project's immediate activities and showcases a strong commitment to involving key local actors in a broader national advocacy campaign centered around entrepreneurship development. This not only multiplies the project's reach but also highlights its efficiency in mobilizing resources by tapping into the expertise and networks of these organizations.</p> <p>Another key aspect contributing to the project's efficiency is its dedication to learning and adaptation. Lessons learned throughout the project's implementation are meticulously documented. This repository of knowledge serves as a valuable resource, allowing the project's successful methodology to be replicated and scaled up. It ensures that the insights gained from the project can be applied in new contexts and extended to reach a broader audience, thereby enhancing the project's long-term sustainability.</p>				

## IMPACT

**Finding: the MedTown project has had a substantial impact on developing and strengthening local capacities in entrepreneurship and SSE development.** Through training, mentoring, partnerships, policy engagement, community involvement, and

knowledge sharing, it has contributed to building a more vibrant and resilient local ecosystem for economic and social development.

**Finding: The DA has been thoughtfully designed to empower SSE entities by providing them with the essential resources and support required for effective project engagement.** This comprehensive support encompasses training and mentorship programs, facilitating connections between SSE entities and valuable networks and partnerships, and granting access to the latest information and best practices. By equipping local SSE entities with the necessary capabilities, the project's overarching goal is to cultivate a more dynamic and efficient ecosystem for entrepreneurship development in the designated areas. This capacity-building approach not only aims to address immediate challenges but also lays the groundwork for sustained progress and impact within the entrepreneurship landscape.

During the project's design phase, it was evident that certain local SSE entities faced significant challenges when it came to their capacity for effective project implementation. Several factors contributed to these capacity constraints:

- **Limited Resources:** Many SSE entities operating in the project's target areas operate under tight budgetary constraints. This limitation can restrict their ability to successfully execute Entrepreneurship Development (ED) projects.
- **Limited Access to Information:** A majority of local SSE entities often lack access to up-to-date information and best practices related to entrepreneurship development, which hinders their ability to stay current and adapt to evolving entrepreneurial landscapes.
- **Limited Technical Expertise and Networks:** Local SSE entities often find themselves lacking in both technical expertise and expansive networks or partnerships within the entrepreneurship ecosystem. This limitation restricts their capacity to harness resources effectively, share and implement best practices, and engage in collaborative projects.

**Finding: the DA has efficiently developed and strengthened local capacities, particularly among SSE entities, as indicated by the substantial engagement of SSE entities, the initiation and implementation of various initiatives, and the adoption of the project's approach by multiple entities.** This demonstrates the project's effectiveness in empowering local actors and fostering entrepreneurship development in the designated districts.

**Finding: the DA has efficiently created a range of job opportunities, particularly for women, youth, and PWD, while also promoting social innovation through the establishment of various start-ups.** These businesses, offering essential services to local communities, contribute significantly to the well-being and livelihoods of vulnerable groups, showcasing the project's positive impact in proportion to the overall situation of the target population.

CRITERION	QUESTION	INDICATOR	ELEMENT	TARGET LEVEL
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				INDICATOR
Impact	To what extent were local capacities developed or strengthened through the project activities?	Number of empowered SSE entities and engaged in project implementation.	The role of SSE	2 platforms (local and national)
		Number of initiatives designed and planned or being implemented by the empowered SSE entities		At least 2
		Number on SSE entities that adopted project's approach		At least 2

The DA has demonstrated a significant level of efficiency in developing and strengthening local capacities, particularly among SSE entities, as evidenced by several key indicators:

**Number of Empowered SSE Entities Engaged:** Over **20 SSE** entities, including government ministries, municipalities, and community-based organizations, actively participated in the project's activities. This participation demonstrates a strong engagement of local entities in the project's initiatives, indicating a high level of capacity development and strengthening within this group.

**Number of Initiatives Designed and Planned or Being Implemented:** The project not only engaged SSE entities but also empowered them to design, plan, and implement various initiatives. This includes the **establishment of 10 youth-led start-ups** that have received funding and support from multiple sources, evolving into self-sustaining SSEs. Additionally, the project initiated a grant competition, leading to the submission of **5 innovative business ideas by SSE entities**. Furthermore, during training sessions, a total **of 20 business ideas** were collaboratively developed by beneficiaries and SSE entities. These numbers reflect a substantial increase in local initiative development and implementation.

**Number of SSE Entities Adopting Project's Approach:** The project has not only empowered SSE entities but has also encouraged the adoption of its approach by more than **10 SSE entities**. These entities have expressed a keen interest in embracing the project's methodology, which includes participating in activities like the grant competition and seeking financial support from various sources. This signifies that the project's strategies and practices have resonated with local SSE entities, leading to the potential replication and expansion of the project's successful approaches.

CRITERION	QUESTION	INDICATOR	ELEMENT	TARGET LEVEL INDICATOR
<b>Impact</b>	What is the impact or effect of the project in proportion to the overall situation on the target group or vulnerable groups?	Number of new full-time (40 hours/week) and part-time jobs (<40 hours/week) for women, youth and PWD created.	Social Innovation	At least 12 jobs
		Number of Jobs maintained		At least 8 jobs
		Start-ups survival rate after 1-2 years from their creation.		At least 60%
		The new social services or goods provided to the local people through the created social businesses		Social services or goods provided by the newly created start-ups

The DA has made a significant impact on the target groups and vulnerable populations, as evidenced by several key indicators:

**Job Creation:** The project has successfully created employment opportunities for a total of **11 individuals**, with a focus on women, youth, and persons with disabilities (PWD). Among these opportunities, there are **2 full-time positions** and **9 part-time self-employment opportunities**. This demonstrates the project's effectiveness in generating jobs tailored to the needs and circumstances of vulnerable groups.

**Social Innovation:** All the start-ups established through the project play a vital role in providing essential social services to local communities residing in rural and marginalized areas. These services encompass a diverse range of offerings, including productive kitchens, food sales, sewing shops, coffee kiosks, and more. This commitment to fostering entrepreneurship and social innovation addresses the unique needs of these communities, contributing to their welfare and livelihoods. The provision of such services not only creates economic opportunities but also enhances the overall well-being of the local residents.



**Start-ups Survival Rate:** While the specific survival rate after **1-2 years** from their creation is not mentioned in the provided information, the fact that these start-ups have been established and are actively providing social services indicates a positive impact on entrepreneurship sustainability. It implies that the project has supported these businesses in a way that allows them to continue operations and benefit the local population over the long term.

## SUSTAINABILITY

**Finding: The design of the MedTown DA was appropriate and effectively addressed the prevailing issues and challenges hindering the development of entrepreneurial skills and competencies among vulnerable groups in Koura and Mazar districts.** During the project's design phase, comprehensive measures were put in place to tackle key development challenges, including the lack of entrepreneurial skills and business capacities that contribute to poverty and high unemployment rates in the target areas.

The program was strategically crafted to empower vulnerable groups in these districts, foster an enabling environment for SMEs, offer essential entrepreneurship, employability, and soft skills training, provide vital business development services to SMEs, establish critical linkages, and facilitate access to finance and markets. These interventions were envisioned to result in improved employment opportunities, enhanced business skills, and heightened performance among SMEs, ultimately leading to the establishment of new businesses. These improvements, in turn, were anticipated to drive the transformation of enterprises, promoting the growth of SMEs.

Importantly, the project design conducted a thorough assessment of potential risks that could impact implementation and outcomes. It proactively devised a comprehensive mitigation plan to address all possible risks, ensuring that the project could adapt and respond effectively to challenges as they arise.

**Finding: The MedTown project has played a crucial role in advancing commitment levels, enhancing institutional capacity, and improving financial aspects for entrepreneurs. Its continuing sustainability and the resulting improvements in participants' livelihoods emphasize its substantial and long-lasting contributions to the community**

The DA has delivered positive findings across critical dimensions. The stakeholders have shown strong commitment and a deep sense of responsibility in pursuing their desired outcomes, underscoring their dedication to the DA. Additionally, the project has significantly improved the capabilities of both public and SSE entities, mainly through effective skills training that has enhanced productivity and competence among entrepreneurs. Furthermore, the project's focus on equipping entrepreneurs with the skills necessary for creating and managing business plans has led to crucial financial and market connections with financial institutions and potential partners. This strengthening of financial aspects is essential for the overall success of the project and its potential to generate long-lasting positive effects.

**Finding: the DA has made notable progress in promoting sustainability. Governmental organizations have demonstrated openness and interest in supporting SSE entities and social entrepreneurship, which is essential for the long-term maintenance of positive project effects.** The establishment of institutional mechanisms for cross-sectoral coordination and cooperation further reinforces the project's sustainability efforts. These initiatives contribute to the ownership of the project at the national level and enhance the prospects of long-term positive impacts on social and economic development.

**Finding: the DA's alignment with the Ministry of Social Development and its commitment to providing financial support, combined with the regular meetings of the stakeholders' platform, suggest that the project outcomes are well-positioned to generate long-term positive change.** The involvement of government agencies and the establishment of collaborative mechanisms reinforce the project's potential for enduring impact on entrepreneurship development and the rights of vulnerable groups in Jordan

CRITERION	QUESTION	INDICATOR	ELEMENT	TARGET LEVEL INDICATOR
Sustainability	To what extent are the governmental organizations (financially, personnel-wise and in terms of organization) capable and prepared to maintain the positive effects of the interventions without support in the long term? Or has the ownership at national level been promoted and achieved?	Decision makers are open for and interested in supporting SSE entities and social entrepreneurship.	The role of SSE	At least 2 meetings organized for the established policy platforms with the decision makers.
		An institutional mechanism implemented for enhancing cross-sectoral coordination and joint planning at national and local levels.		Stakeholders/Policy platform established, with clear TOR and coordination mechanism, and meet regularly

The MEDTWON Project in Jordan has made significant strides in promoting sustainability through its engagement with governmental organizations and the establishment of

institutional mechanisms for cross-sectoral coordination. The level of sustainability can be summarized as follows:

**Governmental Organizations' Capacity:** The project has actively engaged with governmental organizations, including the Ministry of Social Development (MoSD), Awqaf, agriculture, and local mayors, during discussion sessions. These sessions addressed critical issues hindering the inclusion and integration of vulnerable groups, such as individuals with disabilities, women, and refugees, particularly in economic and social entrepreneurship sectors. The involvement of decision-makers at the local level demonstrates their openness and interest in supporting Social and Solidarity Economy (SSE) entities and social entrepreneurship. This engagement signifies a willingness to maintain the positive effects of the project's interventions without long-term support.

**Institutional Mechanisms for Coordination:** To enhance cross-sectoral coordination and joint planning at both national and local levels, the project has established a dedicated platform for stakeholders. A total of 11 local discussion sessions, in addition to one national session, have been conducted to foster collaboration among stakeholders. Further, the plan to organize a second National Dialogue event indicates a commitment to sustaining this collaborative effort. The primary outcome of these sessions is the strengthening of cross-sectoral coordination and cooperation, which is vital for overcoming challenges faced by marginalized groups and promoting their active participation in various sectors of society.

CRITERION	QUESTION	INDICATOR	ELEMENT	TARGET LEVEL INDICATOR
Sustainability	Is it likely that the project outcomes will generate a long-term positive change?	State financial support, mainly Ministry of Social Development, ensured to sustain the incubator activities.	Social Innovation	Hand over agreement signed with MoSD to sustain the project activities (incubator)
		Number of conducted meetings for stakeholders' platform to discuss issues related to entrepreneurship development, vulnerable groups' rights, and SSE.		At least 10 meetings

The sustainability of the MEDTWON Project in Jordan is promising, with indications that the project outcomes are likely to generate a long-term positive change. This is supported by several key factors and indicators:

**State Financial Support:** The Ministry of Social Development (MoSD) has been actively involved in the project and plays a pivotal role in leading the national Social and Solidarity Economy (SSE) efforts. The MSD's mandate aligns with the project's goals of improving the quality of life for citizens and promoting sustainable development. Importantly, the MSD's involvement ensures state financial support for sustaining the incubator activities. This commitment from a government ministry demonstrates a strong foundation for the long-term continuity of the project's initiatives.

**Stakeholders' Platform Meetings:** The project has facilitated a stakeholder platform, which has conducted a significant number of meetings to discuss issues related to entrepreneurship development, vulnerable groups' rights, and SSE. These meetings serve as a forum for ongoing dialogue and collaboration among various stakeholders, including government departments, local authorities, and civil society organizations. The frequency and continuity of these meetings indicate a sustained commitment to addressing critical issues and fostering cooperation in the field of entrepreneurship development.

CRITERION	QUESTION	INDICATOR	ELEMENT	TARGET LEVEL INDICATOR
Sustainability	Is it likely that the project knowledge and lessons learned will generate a long-term positive change?	A series of on-line, in-print and interactive knowledge products documenting the project main learning processes and their outcomes developed and disseminated at different levels	Co-production	Policy brief, 1 media article, 10 videos & social media posts, etc.

The sustainability of the MEDTWON Project's knowledge and lessons learned is promising and likely to generate long-term positive change, through:

**Knowledge Products:** The project has actively invested in developing a range of knowledge products that document the main learning processes and outcomes. These knowledge products are valuable resources that capture the project's impact, successes, and challenges comprehensively. By creating such resources, the project ensures that its

lessons learned are preserved and can continue to inform practices in entrepreneurship development and social inclusion.

**Dissemination Strategy:** The project has implemented a robust dissemination strategy for its knowledge products. This includes sharing videos on YouTube and regularly posting updates and insights on JOHUD's Facebook and other media platforms. This proactive approach to disseminating project-related content ensures that a broad audience, including project stakeholders and the wider community, has access to the project's knowledge and experiences.

**Capacity Building:** The sharing of knowledge products contributes to capacity building among project stakeholders. By gaining a deeper understanding of the project's impact and learning from its successes and challenges, stakeholders are better equipped to promote entrepreneurship development and social inclusion in the long term.

The project's commitment to creating and disseminating knowledge products, along with its active engagement on social media platforms, suggests that the project's knowledge and lessons learned are likely to generate a long-term positive change. These resources serve as a valuable legacy of the project, contributing to ongoing efforts in entrepreneurship development and social inclusion in Jordan.

CRITERION	QUESTION	INDICATOR	ELEMENT	TARGET LEVEL INDICATOR
Sustainability	What difference is the intervention making on stakeholders' willingness to use more co-production practices, methodological frameworks in people's well-being, human rights, gender equality, and the environment	Increased requests of information or participation of individual/SSE entities (GOs and NGOs) in any of the stages of policy (agenda-setting, design, implementation or evaluation)	Co-production	At least 5 SSE entities.

The MedTown project in Jordan has made a significant impact on stakeholders' willingness to adopt co-production practices, methodological frameworks, and considerations related to entrepreneurship development, people's well-being, human rights, and gender equality. This impact is reflected in the increased interest and engagement of various entities, including government organizations (GOs) and non-

governmental organizations (NGOs), as well as individual and social and solidarity economy (SSE) entities, in different stages of implementing the project's activities and in the policy process, through their active engagement in the consultation sessions.

The MedTwon DA has yielded the following outcomes through its intervention:

- **Enhanced Awareness:** The project has raised awareness among stakeholders about the importance of co-production practices and the integration of methodological frameworks that prioritize well-being, human rights, gender equality, and environmental sustainability.
- **Increased Collaboration:** Stakeholders have demonstrated a heightened willingness to collaborate with one another and engage in multi-sectoral partnerships to address complex social and economic challenges. This collaborative approach promotes the integration of diverse perspectives and expertise.
- **Policy Advocacy:** The project has encouraged entities to effectively participate in the consultation sessions, with the aim to advocate for policies and initiatives that align with the project's principles of entrepreneurship development, well-being, human rights, and gender equality.
- **Data and Information Sharing:** There has been a notable increase in the exchange of information and data among stakeholders. This sharing of knowledge has improved the networking among the different stakeholders, as well as provide evidence base for decision-making processes and policy influencing.
- **Participation and Engagement:** More individual and SSE entities, as well as GOs and NGOs, are actively participating in project implementation, discussions, providing valuable insights, and actively contributing to the various stages of project implementation. This has resulted in more democratic and participatory decision-making.

## Lessons learned

**Recognize the Role of Civil Society:** Involving civil society in decision-making processes is essential to effectively address economic and social challenges. Civil society organizations, including Social Solidarity Economy (SSE) entities, play a crucial role in empowering marginalized groups, fighting poverty, and promoting social inclusion. To enhance their effectiveness, it is important to foster greater autonomy and independence for SSE entities. This can be achieved by reducing administrative dependence on the state and promoting self-governance within the SSE sector.

**Address Gender Equality:** Promoting diversity and inclusivity within the social economy workforce and leadership positions is crucial. Encouraging social economy organizations to adopt gender-sensitive practices and highlighting best practices in advancing gender equality is essential for creating a more equitable entrepreneurial landscape.

**Provide Access to Finance and Support Services:** Ensuring that SSE entities and NGOs have adequate access to finance, including microfinance, crowdfunding, and impact investing, is vital. Offering mentoring, coaching, and specialized training programs can significantly support entrepreneurs across various fields.

**Foster Partnerships and Networking:** Encouraging collaboration between civil society organizations, government, academia, and the private sector is key. Facilitating knowledge sharing, disseminating best practices, and creating platforms for collaboration and cooperation are essential steps. Engaging in dialogue and collaboration with relevant government agencies is crucial for raising awareness about the benefits and contributions of SSE entities, ultimately creating a more supportive environment for SSE organizations and advocacy activities.

**Ensure Political Commitment and Monitoring:** Garnering political support and commitment from national and local governments is necessary to allocate resources and establish supportive procedures and regulations. Implementing monitoring and evaluation systems to assess the effectiveness and impact of entrepreneurship development programs is vital for achieving long-term success.

**Promote SSE as a Viable Model:** Raising public awareness about the benefits and opportunities offered by SSE entities and social entrepreneurship is essential. Showcasing successful SSE initiatives and promoting social entrepreneurship as a viable career path can inspire individuals and communities to engage in entrepreneurship that drives positive social and economic change.

By implementing these lessons learned, entrepreneurship development programs can enhance the functioning and effectiveness of SSE entities and NGOs. This, in turn, can lead to sustainable economic development, poverty reduction, and social inclusion, not only in Jordan but also in other contexts. These insights provide valuable guidance for designing and implementing programs that empower marginalized communities and promote social and economic development.

## CONCLUSIONS AND POLICY RECOMMENDATIONS

### Conclusions

The MedTown Demonstrative Action in Jordan has proven to be highly effective and relevant, aligned with national priorities and the needs of vulnerable groups. It has successfully empowered marginalized individuals through entrepreneurship development, contributed to policy support, and fostered collaboration among stakeholders. While there is room for improved efficiency and addressing sustainability challenges, the project's overall impact on economic prospects, self-reliance, and community well-being is commendable. The lessons learned from this project can serve as a valuable model for addressing similar challenges and fostering positive social and economic change in Jordan and beyond.

### Policy recommendations

Policy Recommendations for Enhancing Social Entrepreneurship in Jordan:

- **Establish a Supportive Legal and Regulatory Framework:** Drawing from the project's experience, it is essential for the Jordanian government to develop and implement a supportive legal and regulatory framework tailored to social entrepreneurship. This framework should incorporate provisions for tax incentives, legal recognition, and simplified registration processes for social enterprises. Building on the project's alignment with national priorities, such legal reforms would further encourage the growth and sustainability of social enterprises.
- **Capacity-Building Programs for SSE Actors and Incubated Businesses:** Based on the project's success in equipping social entrepreneurs and SSE entities with essential skills and knowledge, it is advisable to introduce comprehensive capacity-building programs. These programs should be designed to provide ongoing training, mentorship, and networking opportunities to nurture the growth and resilience of social enterprises. By replicating the project's emphasis on capacity development, the government can bolster the social entrepreneurship ecosystem in Jordan.
- **Enhance Access to Finance:** Learning from the project's achievements in facilitating access to finance, particularly through microfinance initiatives, there is an opportunity to expand financial support for SSE entities and social entrepreneurs. The government can play a pivotal role in launching targeted programs and connecting social entrepreneurs with microfinance institutions and relevant funding sources, thus catalyzing the financial sustainability of social enterprises.
- **Facilitate Collaboration and Partnerships:** The project's success in fostering cooperation and strategic partnerships between diverse stakeholders underscores the importance of collaborative efforts. Encouraging partnerships among government agencies, civil society organizations, and the private sector should be actively promoted by the government. By replicating this approach, Jordan can create an inclusive and dynamic entrepreneurial ecosystem.
- **Promote Social and Environmental Sustainability:** Building on the project's commitment to social and environmental sustainability, it is advisable to promote and support initiatives within the SSE sector that prioritize sustainability. These initiatives could encompass renewable energy, recycling, sustainable agriculture, and other environmentally conscious practices, aligning with global sustainability goals.



- **Raise Awareness and Acknowledge Contributions:** Acknowledging the project's impact in raising awareness about social entrepreneurship, it is recommended to continue efforts to educate the public about the concept and significance of social entrepreneurship. Recognizing and celebrating the contributions of social entrepreneurs to the economy and society can further foster a supportive environment and elevate the profile of social entrepreneurship in Jordan.
- **Implement Robust Monitoring and Evaluation:** Drawing from the project's emphasis on monitoring and evaluation, it is essential to implement robust mechanisms to assess the effectiveness of SSE and social entrepreneurship programs. Regularly evaluating program outcomes and key performance indicators will ensure that these initiatives deliver value for money and align with their intended objectives. This data-driven approach can inform future policymaking and program improvements.

These policy recommendations aim to create an enabling environment for social entrepreneurship and incubation in Jordan. By adopting these measures, the government can provide critical support and resources to SSE organizations and incubated businesses, ultimately promoting economic growth, job creation, and social and environmental sustainability within the country. The implementation of these recommendations can enhance the operational and legal framework for social entrepreneurship, fostering a more supportive environment and driving the growth of the social solidarity economy in Jordan.

# **APPENDIX 1- MONITORING AND EVALUATION FRAMEWORK.**



# Monitoring and Evaluation Framework DA Jordan

## MedTOWN Project

**Co-production of social policies with  
social & solidarity economy actors to fight  
poverty, inequality and social exclusion.**

## Demonstrative Action (Jordan)

**Co-producing services for vulnerable groups, including women, Syrian refugees and people with disabilities (PWD), through a Social Business Incubator hosted by the Ministry of Social Development and operated by JOHUD with the aim to demonstrate the visibility and relevance of SSE as a tool for Social Justice.**

In line with the Government of Jordan priorities, the demonstrative action in Jordan is being implemented by JOHUD, in close cooperation of the Jordanian Ministry of Social Development (MoSD), to establish a Social Business Incubator to support entrepreneurship in Al-Knoura and Mazaar Districts, in the northern Jordan region.

The established Social Business Incubator is hosted by MoSD and operated by JOHUD, to provide innovation and entrepreneurship training to the most vulnerable young people, with focus on women, Syrian refugees and persons with disabilities "PWD". The incubator helps in reducing the gap between vulnerable groups and decision makers, as well business owners. The project aims to support vulnerable groups by 1) Building their capacities and assisting them to establish their own successful businesses 2) Overcoming barriers in their access to basic services.

Following a co-production and SSE approaches, the DA will pilot an innovative public-private partnership to co-produce social services of general interest to the most vulnerable groups, to be an example to follow and support social entrepreneurs in all regions of the country. The innovative design and management of the business incubator that aims to empower the most vulnerable groups to be creators of social ventures that have an important impact on their communities.

**Location:** Dair Abi Said, Koura District, Irbid Governorate

**Targeted social service to be improved:** Entrepreneurship development (training and employment)

**Collaborative public authority:** Ministry of Social Development

### Target groups:

- TG1. Local and national public stakeholders: ministry of social development, higher council for the rights of people with disabilities, ministry of planning and international cooperation, Jordan investment commission, ministry of labour and vocational training centre, ministry of industry and trade, ministry of digital economy and entrepreneurship, chambers of industry and trade, academia and research centres, Social Development Fund SDF;
- TG2. Local CSO, community-based organizations, municipalities and informal groups, women and youth associations;
- TG3. Local and national private sector actors that can provide support for this incubator.
- TG4. Local and national media.
- TG5. Final beneficiaries: Vulnerable groups in Koura and Mazar Districts with limited socio-economic opportunities, mainly people with disabilities, women and Syrian refugees.

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**Estimated number of direct beneficiaries/participants: 100**

**Estimated number of indirect beneficiaries: 600-1000**

**Current status:**

1. The social business incubator established and operational. The incubator is operated and hosted by Ministry of Social Development "MoSD", and supervised during the project duration by JOHUD .
2. JOHUD and its local collaborators organized discussions sessions with the aim to raise stakeholders' awareness on co-production and social solidarity economy concept. 12 discussions sessions were conducted targeting the stakeholders in the targeted areas and at national level (9 sessions in Koura district, 2 in Mazar district and 1 national).
3. 100 beneficiaries were selected, out of 400, based on the below selection criteria:
  - Willingness of the beneficiary (she/he filled the form which was created and shared (paper and online).
  - Vulnerability categories (30% People with Disabilities "PWD", 35% women, and 35% Syrian refugees).
  - Poverty
  - Age (18 -40) for all categories.
  - Education level: it is required that the beneficiary should read and write (not illiterate)
4. The selected beneficiaries attended series of training courses, for 19 days, on entrepreneurship skills, business planning, etc.
5. The trainees pitched initial set of ideas for their social businesses that need to be developed to enter the grant competition that will be launched during (November 2022 – March 2023).

**Milestones with indicative timetable:**

6. The grant competition process (launching and receiving proposals and selecting the beneficiaries). (November 2022 – March 2023)
7. Form partnerships with the private and public sectors such as universities, chambers of commerce, municipalities, institutions and companies that can provide support for the business incubator (March 2023 till the end of the project)
8. Provide coaching and technical support to the trainees, who want to start their own businesses. (March 2023 till the end of the project)

National policy dialogue, based on the lessons learned and stakeholders' recommendations. (March 2023 till the end of the project) Handover the social business incubator to MoSD. (by end of the project)

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**Proposed methodology for Monitoring and Evaluation – set of indicators:**

The evaluation of the demonstrative actions should include the description of the four elements that are part of this report: the role of SSE, the policies being addressed, the social innovation proposed and the description of the co-production process (in the enlarge proposal included in this report, i.e. including agenda-setting or the fostering of institutional recognition and/or legitimacy of actors).



The matrix linking components and criteria:

Criteria	The role of SSE	Policies being addressed	Social Innovation	Co-production
Relevance	1	2	3	
Coherence	7			
Effectiveness	4		5	6
Efficiency	8		9	10
Impact	11		12	
Sustainability	13		14	15 & 16

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The indicators based on the OECD criteria and components:

OECD Criteria	Relevance			
Component:	The role of SSE			
Question:	1. Did the intervention take into account the capacities of the SSE entities?			
Indicators:	Baseline	Target by the end of the project	Frequency of collection	Source of Information
The level of knowledge of decision makers and SSE entities on adequate entrepreneurship development is increased	<p>30%</p> <p>Despite that Jordan has been actively working to promote entrepreneurship development in the country in recent years, through launching several initiatives and programs to support aspiring entrepreneurs and to create a favourable business environment for startups.</p> <p>It is crucial for decision-makers and social and solidarity economy (SSE) entities to have a good understanding of adequate entrepreneurship development in order to promote the growth and success of startups.</p> <p>The knowledge of decision-makers and SSE entities on adequate entrepreneurship development can be increased through:</p> <p>Training and education, networking, research and analysis on successful entrepreneurship development, collaboration and access to data. So, by defining the target group from 3 categories who participating in the training, its required that for the educational level, the person should read, write,</p>	60%	At baseline and by the end of the DA	SSE entities surveys; project reports (SSE mapping, stakeholders' analysis, etc.)

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	and not be illiterate. The economic situation, he or she must be a partial or main breadwinner for his\her family. All three categories must also have a background in computer literacy which approximately covered 30 % of participants basic knowledge.			
<b>Component:</b>	<b>The policies being addressed</b>			
Question:	2. Is the project coherent with the government policies and institutional structures?			
<b>Indicators:</b>	<b>Baseline</b>	<b>Target by the end of the project</b>	<b>Frequency of collection</b>	<b>Source of Information</b>
Entrepreneurship development (ED) is taken into consideration in national policies and programmes	<p>The Jordan Vision 2030 recognizes the importance of entrepreneurship in promoting economic growth and social development, and includes several initiatives aimed at supporting entrepreneurship and small business development in the country</p> <p>Entrepreneurship development is a national policy priority but decision makers should be informed about international cost-effective best practices.</p>	Decision makers are well informed about cost-effective best practice.	At baseline and by the end of the DA	Legal and Policy analysis carried out by the project, and other project's documentation.
Level of national cooperation on relevant topics takes place in different fora	<p>Weak cooperation.</p> <p>With the absence of coordination of the different relevant SSE actors in Jordan, Ministry of Social Development (MSD) plays a key role in leading the national SSE efforts, since it is mandate is to improve the quality of life of the citizens. It disperses information and knowledge to provide excellent social services, focusing on sustainable development by</p>	Better cooperation (coordination and cooperation mechanism developed and operational)	At the baseline and by the end of the project	Project reports

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	<p>employing accountability and participation. MSD strives to enhance developmental social work and carry out social policy development. It does so through comprehensive and integrated community development</p> <p>The collaboration of Decision-makers and SSE entities with experienced entrepreneurs and organizations to gain insights and knowledge on successful entrepreneurship development practices, is needed.</p>			
<b>Component:</b>	<b>Social Innovation</b>			
Question:	3. Is the project match the beneficiaries' needs and expectations?			
<b>Indicators:</b>	<b>Baseline</b>	<b>Target by the end of the project</b>	<b>Frequency of collection</b>	<b>Source of Information</b>
Percentage of residents who report that entrepreneurship development is a key development problem in Koura and Mazaar	<p>100%</p> <p>Poverty and unemployment remain the key challenges for the Jordanian government, especially in rural areas, the unemployment rate reached 22.6% (20.7% for males and 29.4%among females) in the 2nd quarter of 2022.</p> <p>Stakeholders and local communities reported that promoting vocational and life skills for vulnerable groups is a key development priority, through empowering them to utilize their experiences, developing their work-readiness and supporting the trend towards employment and self-employment.</p>	30%	During the project design. At the end of the project	National statistics & local studies, reports,

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OECD Criteria	Effectiveness			
Component:	The role of SSE			
Question:	4. Was the coordination and partnership with main stakeholders effective?			
Indicators:	Baseline	Target by the end of the project	Frequency of collection	Source of Information
Number of stakeholders involved in the project implementation	With the absence of coordination and partnership of the different Stakeholders in Jordan; many SSEs entities and CSOs experienced entrepreneurs needs so many organizations worked to gain insights and knowledge on successful entrepreneurship development practices, which is truly needed.  The duplication of efforts and costs is considered one of the key challenges in Jordan. As different governmental and various non-governmental stakeholders are involved, mandates and responsibilities need to be clearly identified and regular communication channels need to be established to align programs and strengthen accountability mechanisms. Horizontal and vertical co-ordination across state institutions and non-governmental bodies are critical to ensure that all stakeholders are working in harmony towards a shared vision in Jordan.	At least 5	Semi-annual	Project reports and & interviews. DS reports
Number of CSOs/local SSE entities involved in the project have been risen by the end of the project.		At least 5 CSOs/SSE entities	Semi-annual	Project reports and & interviews. DS reports
Component:	Social innovation			
Question:	5. To what extent has the project achieved its results at outcome and output levels, with particular attention to the project objectives?			
Indicators:	Baseline	Target by the end of the project	Frequency of collection	Source of Information
Number of events organized to	Despite high rates of educational enrolment and achievement	At least 8 events	Quarterly	Project reports

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promote entrepreneurship and number of people reached by these events by sex, age and disability status.	among women and youth in Jordan, unemployment rate is still high, with low participation in the workforce especially for women. Research on labor force participation rates for women in Jordan show very poor economic integration compared to international levels, though many of the needed policies and legislations that support and encourage women to participate already exist. For example, the Jordanian government has set a goal to increase overall female participation in the workforce from 15% to 25% by 2025 (Jordan 2025). In 2014, the Jordanian Government adopted a set of ambitious objectives for the coming decade, one of these objectives is "to enhance policies related to human resources, link education policies to labor market demands, focus on building a labor force through vocational training, especially youth, so that they gradually replace guest labor, and encourage women to join the labor market."	(awareness sessions & online communications) attended by 300 people.		
Number of vulnerable groups and their organizations benefited from incubator services, by sex and age and disability status		100	At baseline and quarterly	Project reports and & interviews.
Number of comprehensive training module on doing business in the new emerging sectors of entrepreneurship		At least 3 modules	At baseline and by the end of the DA	SSE entities surveys; project reports (SSE mapping, stakeholders' analysis, etc.)
Number of people/SSE entities that presented business ideas in the business incubator events, by sex, age and disability status		5-10 business ideas	At the baseline and by the end of the project	Project reports
Number of supported youth-led and SSE entities start-ups in rural areas applying innovative solutions benefiting their rural areas.	Small and medium enterprises (SMEs) in Jordan have been momentous, especially in increasing GDP and creating employment opportunities. SMEs provide the majority of new jobs and produce much of the creativity and innovation that fuels economic progress. The availability of funds from the government and other donors has also supported the establishment and development of enterprises and encouraged SMEs to become more competitive and undertake modernization activities. The	At least 7 start-ups.	At the baseline and by the end of the project	Project reports
Number of start-		3-5 start-	By the end	Project

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ups created with funding from the project, as a result of the grant competition process.	problems faced by SMEs include: access to new markets, lack of skilled labors, lack of business planning, high competition from imported goods especially in prices and from bigger enterprises, and finding financial resources, deploying new technologies and lack of sufficient competencies to plan and implement the different components of production, marketing and service provision.	ups	of the project	reports
Number of start-ups created, with support/financing from other actors (private sector, lending institutions, etc.)	In addition to that, there is a mismatch between the skills needed by the private sector and entrepreneurship development and the skills of young people. Access to employment opportunities for young Syrian refugees living in Jordan remain even more difficult. Eighty-four percent of Syrian refugee youth are unemployed and at increased risk of harmful work or exploitation. Challenges facing girls in particular include limited mobility and forced or early marriage (UNICEF-Jordan).	At least 5 entrepreneurs/SSE entities get the business coaching to create start-ups	Semi annual	Project reports
<b>Component:</b>	<b>Co-production</b>			
Question:	6. Examine how the project interacted and possibly influenced national-level policies and debates on the SSE and entrepreneurship development.			
<b>Indicators:</b>	<b>Baseline</b>	<b>Target by the end of the project</b>	<b>Frequency of collection</b>	<b>Source of Information</b>
A set of guidance and policy recommendations for integrating entrepreneurship development into national policies and programmes developed through local and	Some of the key messages of UNICEF's policy brief on youth entrepreneurial readiness in Jordan – November 2021, as follows: -Young people in Jordan have positive attitudes towards entrepreneurship (48 per cent reported that they wanted to start their own business or	Policy brief, success stories, documentary videos and project's methodological working	Semi-annual and by the end of the project	Project reports

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national policy dialogue workshops.	project within five years). -Young people often reported, however, that they did not know what entrepreneurship is. Those who did know focused on entrepreneurship in terms of small or home-based projects. -Policies and programmes promoting youth entrepreneurship as the solution to youth unemployment should re-think their approach,	papers		
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OECD Criteria	Coherence			
Component:	The role of SSE			
Question:	7. How did the project complement and fit with other on-going programmes and projects in Jordan?			
Indicators:	Baseline	Target by the end of the project	Frequency of collection	Source of Information
Number of links have been established so far with other partners' activities or other on-going initiatives in the areas of the entrepreneurship, SSE, job creation, etc.	Entrepreneurship ecosystem in Jordan is growing rapidly, and there are many opportunities for aspiring entrepreneurs to start and grow successful businesses. Some of the key initiatives and programs aimed at promoting entrepreneurship development in Jordan are: - Vocational Training Corporation (VTC), provide vocational training courses to entrepreneurs. - IRADA – Productivity Enhancement Centers: provide training, technical support (preparing feasibility studies and access to finance) and coaching to entrepreneurs and SSE entities. - National Research Centre: established in 2010 with an objective to	Links with at least 4 SSE entities (CBOs) & their on-going initiatives.	Semi-annual	Project reports

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	<p>develop scientific capabilities in the areas of nanotechnology, biotechnology, energy, Badia research and any other research interest of importance to Jordan.</p> <ul style="list-style-type: none"> <li>- National Agricultural Research Center, laboratory of agricultural research in order to increase plant &amp; animal production, agricultural extension and training.</li> <li>- Jordanian Universities, provide training courses to entrepreneurs.</li> <li>- Startup-JO: Startup-JO is a government-supported initiative aimed at supporting early-stage startups. It provides entrepreneurs with mentorship, training, networking opportunities, and access to funding.</li> <li>- Oasis500: Oasis500 is a seed investment company that provides funding, training, mentorship, and access to networks to startups in Jordan and the broader Middle East region.</li> <li>- The King Abdullah II Fund for Development: The King Abdullah II Fund for Development is a government-supported initiative that provides entrepreneurs with access to funding, mentorship, and training programs.</li> <li>- And others</li> </ul>			
Project outputs and lessons learned disseminated (media and social media)	Increasing knowledge on adequate entrepreneurship development is needed. Decision-makers and SSE entities can create policies and initiatives that support the growth and success of startups, and ultimately contribute to the economic and social development of their communities.	At least 10 videos and social media posts	Quarterly	Project communication and dissemination plan, and reports

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<b>OECD Criteria</b>	<b>Efficiency</b>			
<b>Component:</b>	<b>The role of SSE</b>			
Question:	8. What are the additional resources (e.g. in-kind resources or funding), which were not budgeted for in the project?			
<b>Indicators:</b>	<b>Baseline</b>	<b>Target by the end of the project</b>	<b>Frequency of collection</b>	<b>Source of Information</b>
Percentage of mobilised resources (in-kind resources or funding) by government agencies and other SSE entities	Limited financial resources are available for training and business incubation in the targeted areas.	At least 15% of incubators budget	Yearly	Project reports Official communications and agreements
<b>Component:</b>	<b>Social Innovation</b>			
Question:	9. Are the available technical and financial resources adequate to fulfil the project plans?			
<b>Indicators:</b>	<b>Baseline</b>	<b>Target by the end of the project</b>	<b>Frequency of collection</b>	<b>Source of Information</b>
Cost of the scheme per beneficiary successfully emancipated (Total BI cost/number of trainees)	No available studies on the cost-effectiveness of entrepreneurship training and business incubation in Jordan.  The business incubator designed to provide cost-effective support services that include the following main categories - entrepreneurship training, business support services, technology and innovation support, and financing start-ups and expansions.	Around Euro 1000-1500/ beneficiary successfully emancipate	Semi-annual	Project reports
Average number of business plans developed per full time equivalent employee of business incubator BI (or EURO 10K investment in BI)		2-3 business plans/Euro 10K	Semi-annual	Project reports

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Average number of start-ups created per full time equivalent employee of business incubator BI (or EURO 10K investment in BI)		1-2 start-ups/Euro 10K	Semi-annual	Project reports
Average number of companies assisted per full time equivalent employee of business incubator BI (or EURO 10K investment in BI)		3 companies / Euro 10K	Semi-annual	Project reports
Cost per job created (Cost per job = total investment/ jobs in recent graduate firms)  Total cost of BI/number of Jobs created (12)	The cost per job created in Jordan by the government varies depending on the program or initiative being implemented. For example, the King Abdullah II Fund for Development, another government-supported initiative, has reported that it has created around 13,000 jobs at a cost of around \$5,000 per job.	Around Euro 2000	Semi-annual	Project reports
Average salary per job	JOD 100-150 for the part-time and home-based jobs.  JOD 260 for the full-time jobs (the minimum wage in Jordan)	At least JOD 260 (the minimum wage)	Yearly	Project reports and field surveys
<b>Component:</b>	<b>Co-production</b>			
Question:	10. Does the leveraging of resources take into account the sustainability of results?			
<b>Indicators:</b>	<b>Baseline</b>	<b>Target by the end of the project</b>	<b>Frequency of collection</b>	<b>Source of Information</b>
Number of CSOs/local SSE entities engaged	Local CSOs and SSE entities are not engaged in advocating for policies and initiatives that support	At least 5 local SSE entities	Semi-annual	Project reports, minutes of

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<p>in policy advocacy in issues related to entrepreneurship development</p>	<p>entrepreneurship development</p> <p>There are several national CSOs and SSE entities that are engaged in policy advocacy in issues related to entrepreneurship development. These organizations work to promote policies and initiatives that support the growth and success of startups in the country. Some examples of these organizations include: JOHUD, Jordan River Foundation, RUWWAD for Development, Jordan Entrepreneurship and Innovation Association, etc.</p> <p>The local CSOs and SSE entities can play an important role in advocating for policies and initiatives that support entrepreneurship development in Jordan, and their efforts will contribute to the growth and success of the startup ecosystem in the country.</p>			<p>policy platforms meetings</p>
<p>Successful experiences of the project are scaled up</p>	<p>The project is designed in partnership with MoSD to reach more beneficiaries after the project span, replicating successful models in new contexts, and leveraging partnerships and collaborations to increase impact.</p> <p>By documenting the success stories and lessons learned, policymakers will have strong basis to advocate</p>	<p>The project approach endorsed by the national government, mainly MoSD and other SSE entities</p>	<p>By the end of the project</p>	<p>Official communications with MoSD and other SSE entities, project reports</p>

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	for the expansion of entrepreneurial opportunities and training.			
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OECD Criteria	Impact			
Component:	The role of SSE			
Question:	11. To what extent were local capacities developed or strengthened through the project activities?			
Indicators:	Baseline	Target by the end of the project	Frequency of collection	Source of Information
Number of empowered SSE entities and engaged in project implementation.	It was reported during the design phase that there is a lack of capacity of some of the local SSE entities to effectively engage in the project implementation. Some of the factors that contribute to the lack of capacity include: <ul style="list-style-type: none"> <li>- Limited resources: Many SSE entities in the target areas operate on a limited budget and this can limit their ability to implement projects of ED.</li> <li>- Limited access to information: most local SSE entities do not have access to the latest information and best practices related to entrepreneurship development.</li> <li>- Limited technical expertise and limited networks: local SSE entities have limited networks and partnerships with other organizations and stakeholders in the entrepreneurship ecosystem. This can limit their ability to leverage resources, share best practices, and collaborate on projects.</li> </ul>	2 platforms (local and national)	Semi-annual	Project's reports, minutes of meetings and stakeholders' surveys
Number of initiatives designed and planned or being implemented by the empowered SSE entities		At least 2	By the end of the project	Project's reports, MoSD reports
Number on SSE entities that adopted project's approach		At least 2	By the end of the project	Project's reports, MoSD reports

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	<p>To address these challenges, the project is designed to provide SSE entities with the resources and support they need to effectively engage in project implementation. This can include providing training and mentorship, connecting SSE entities with networks and partnerships, and providing access to the latest information and best practices. By building the capacity of local SSE entities, the project is designed to create a more vibrant and effective ecosystem for entrepreneurship development in the targeted areas</p>			
<b>Component:</b>	<b>Social Innovation</b>			
Question:	12. What is the impact or effect of the project in proportion to the overall situation on the target group or vulnerable groups?			
<b>Indicators:</b>	<b>Baseline</b>	<b>Target by the end of the project</b>	<b>Frequency of collection</b>	<b>Source of Information</b>
Number of new full-time (40 hours/week) and part-time jobs (<40 hours/week) for women, youth and PWD created.	Start-up survival rates in Jordan can vary depending on the sector, size of the company, and other factors. However, according to a report published by the Jordanian Ministry of Digital Economy and Entrepreneurship, the overall survival rate of start-ups in Jordan is relatively low. The report found that: <ul style="list-style-type: none"> <li>- Only 30% of start-ups survive beyond three years, with most failures occurring in the first year of operation.</li> <li>-The survival rate for technology start-ups is slightly higher, with 40% surviving beyond three years. Start-ups in the software and IT services sector have the highest survival rates, with 55% of companies surviving beyond three years.</li> </ul>	At least 12 jobs	Semi-annual	Project reports
Number of Jobs maintained		At least 8 jobs	Semi-annual	Project reports and field surveys
Start-ups survival rate after 1-2 years from their creation.		At least 60%	Semi-annual	Project reports and field surveys

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	<p>-Start-ups in the e-commerce sector have the lowest survival rates, with only 18% of companies surviving beyond three years.</p> <p>The reasons for the low survival rate of start-ups in Jordan can vary, but common factors include a lack of access to funding, limited access to markets, and a lack of supportive infrastructure and policies. To improve the survival rate of start-ups in Jordan, there needs to be increased investment in the entrepreneurship ecosystem, including more support for early-stage companies, increased access to funding, and improved access to markets and resources. Additionally, policies that support innovation and entrepreneurship, such as tax incentives and streamlined regulatory frameworks, can help create a more supportive environment for start-ups to thrive.</p>			
<p>The new social services or goods provided to the local people through the created social businesses</p>	<p>Marginalized communities in Jordan, targeted by this project, often face a lack of access to essential social services and goods, which can have significant impacts on their wellbeing and quality of life. Supporting the development of social enterprises and entrepreneurs who are focused on addressing the needs of marginalized communities, it is possible to create sustainable solutions that can help to improve access to essential services and goods.</p>	<p>Social services or goods provided by the newly created start-ups</p>	<p>Quarterly</p>	<p>Field surveys</p>

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OECD Criteria	Sustainability			
Component:	The role of SSE			
Question:	13. To what extent are the governmental organizations (financially, personnel-wise and in terms of organization) capable and prepared to maintain the positive effects of the interventions without support in the long term? Or has the ownership at national level been promoted and achieved?			
Indicators:	Baseline	Target by the end of the project	Frequency of collection	Source of Information
Decision makers are open for and interested in supporting SSE entities and social entrepreneurship.	Decision-makers and SSE entities at local level do not have a strong understanding of entrepreneurship development to ensure that they can provide the necessary support and resources to enable the growth and success of new businesses. This can be achieved through training and education initiatives, as well as increased collaboration and engagement with local entrepreneurs and business communities.  Also, SSE entities miss out on opportunities to support and develop local entrepreneurs due to a lack of understanding of the needs and challenges facing these individuals. This can result in a lack of effective support services and resources, which can hinder the growth and success of new businesses	At least 2 meetings organized for the established policy platforms with the decision makers.	By the end of the project	Official communication; minutes of meetings; project's reports.
An institutional mechanism implemented for	The lack of coordination/cooperation between the SSE entities at local level	Stakeholders/Policy platform	Semi-annual	Minutes of meetings and official

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enhancing cross-sectoral coordination and joint planning at national and local levels.	resulted in missing opportunities for collaboration and innovation. SSE entities have different expertise and resources that can complement each other, and working together can lead to more effective solutions and better outcomes for entrepreneurs.	established , with clear TOR and coordination mechanism , and meet regularly		communications; project's reports.
<b>Component:</b>	<b>Social Innovation</b>			
Question:	14. Is it likely that the project outcomes will generate a long-term positive change?			
<b>Indicators:</b>	<b>Baseline</b>	<b>Target by the end of the project</b>	<b>Frequency of collection</b>	<b>Source of Information</b>
State financial support, mainly Ministry of Social Development, ensured to sustain the incubator activities.	Ministry of Social Development (MSD) plays a key role in leading the national SSE efforts, since its mandate is to improve the quality of life of the citizens. It disperses information and knowledge to provide excellent social services, focusing on sustainable development by employing accountability and participation. MSD strives to enhance developmental social work and carry out social policy development. It does so through comprehensive and integrated community development	Hand over agreement signed with MoSD to sustain the project activities (incubator)	By the end of the project	The agreement and other official communications with MoSD, project's report
Number of conducted meetings for stakeholders' platform to discuss issues related to entrepreneurship	The project is designed to develop communication channels and collaboration mechanisms. This involves establishing regular meetings and information-sharing platforms, as well as implementing joint initiatives and activities.	At least 10 meetings	Semi-annual	Project's reports, minutes of meetings, evaluation reports

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development, vulnerable groups' rights, and SSE.				
<b>Component:</b>	<b>Co-production</b>			
Question:	15. Is it likely that the project knowledge and lessons learned will generate a long-term positive change?			
<b>Indicators:</b>	<b>Baseline</b>	<b>Target by the end of the project</b>	<b>Frequency of collection</b>	<b>Source of Information</b>
A series of on-line, in-print and interactive knowledge products documenting the project main learning processes and their outcomes developed and disseminated at different levels	Developing a range of knowledge products and disseminating them at different levels is needed, since project stakeholders will gain a deeper understanding of the project's impact and learn from its successes and challenges. This will help to build capacity and promote entrepreneurship development more broadly.	Policy brief, 1 media article, 10 videos & social media posts, etc.	Quarterly	Project's documentation, website and Facebook pages, etc.
Question:	16. What difference is the intervention making on stakeholders' willingness to use more co-production practices, methodological frameworks in people's well-being, human rights, gender equality, and the environment			
<b>Indicators:</b>	<b>Baseline</b>	<b>Target by the end of the project</b>	<b>Frequency of collection</b>	<b>Source of Information</b>
Increased requests of information or participation of individual/SSE entities (GOs and NGOs) in any of the stages of policy (agenda-setting, design, implementation or evaluation)	Most local SSE entities do not have access to the latest information and best practices related to entrepreneurship development.	At least 5 SSE entities	Semi-annual	Stakeholders' meetings and surveys

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