



EX-POST EVALUATION OF SOCIAL ENTREPRENEURSHIP INITIATIVES TO ENHANCE SOCIAL INCLUSION

// OBJECTIVES

- 1 MACRO LEVEL** | To promote an enabling and favourable policy and legislative framework for Social Enterprises (SEs) in Jordan.
- 2 MESO LEVEL** | To improve capacities of social entrepreneurship support structures while fostering the development and/or reinforcement of linkages with the same type of support structure in the region and in the European Union (EU).
- 3 MICRO LEVEL** | To support and strengthen the existing social entrepreneurial initiatives/social enterprises including the newly created and registered non-profit companies and Civil Society Organisations (CSOs).



IMPLEMENTING PARTNERS



// KEY FINDINGS OF THE EVALUATION



Despite the efforts made by the Actions, the process of developing an enabling and favourable policy and legislative framework for Social Entrepreneurship has long way to generate results.



Effectiveness of the Actions at Meso level (support services, networking and knowledge sharing) is suboptimal.



The grants were generally effective in supporting 80 SEs to increase the sales and revenues and for some SEs to develop new products and generate profits.



Social impact was achieved by a few SEs though limited to the local community level. The grants enabled SEs to increase job creation and improve the socio-economic conditions, particularly among vulnerable groups, women, youth, disabled and refugees.



The sustainability of SEs would depend on further technical and financial support.



Women empowerment is a common feature among supported SEs and gender balance is ensured in the SE selection

// RECOMMENDATIONS

FOR THE EU

- R1** Ideally, policy and legal framework developments are better suited under different aid modalities (e.g. budget support), once SEs are agreed as a government priority. In the interim, project actions can focus on education, awareness raising and sharing of knowledge and best practices.
- R2** Support at the Meso Level should be tailored to the level of development of the ecosystem where Social Enterprise Support Organizations (SESOs) are virtually non-existent and can differentiate EU support to the SE ecosystem.
- R3** Complement financial support with co-financing and technical support that should be tailored to development level and specific SE needs. In this regard, Technical Assistance (TA) support to SEs in the identification and implementation of innovative business ideas would be needed in future EU interventions.
- R4** Avoid a one size fits all technical assistance/business advisory approach that relies mostly on general training courses or general advisory. Technical/business advisory support should be tailored to the development level of the SE and should specifically address its needs.
- R5** Avoid focusing on grants as the only source of financial support and integrate other forms of financial support. Differentiate grants to SEs from those given to businesses through including a solid social/environmental impact evaluation framework within the subgrant design. Also, increase complementarities within different available tools.

FOR IMPLEMENTING PARTNERS

- R6** Careful selection of implementing partners during proposal development phase.
- R7** Seek synergies with other EU actions and coordinate with other interventions in the same field.
- R8** Clearly define objectives, do not embark on quantity vs. quality trade-offs and practice systematic value-for-money oriented analyses, monitoring and evaluation.
- R9** In delivery of support in general and grants in particular, adapt instruments and procedures to the nature of the intervention, its target beneficiaries and the objectives to be attained.

