

Social Entrepreneurship Ecosystem Mapping

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ILearnJO | INTAJ | Orange



int@j

Information and Communications
Technology Association - Jordan



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يَعرض هذا التقرير نتائج دراسة خريطة بيئة الريادة الاجتماعية في الأردن، والتي سعت إلى مسح النظام البيئي الخاص بشركات الريادة الاجتماعي، حيث توجّه هذا المسح بشكلٍ خاص لتعيين المؤسسات والجهات غير الربحية التي تسعى لتحقيق أثر اجتماعي سواء أكانت مُسجّلة أم غير مُسجّلة. استطاع هذا المسح الوطني على مستوى المملكة من الوصول إلى 1,337 مؤسسة ومبادرة غير ربحية تعمل في الأثر الاجتماعي، ومن ثمّ جرى تحليل البيانات عبر عدّة مراحل من عمليات الانتقاء الممنهج وفق معايير اختيار حدّدها المجلس الاستشاري الخاصّ بالدراسة وفق الأدبيات العالميّة حول شركات الريادة الاجتماعية ومفهوم الريادة الاجتماعية، ومن ثمّ تمّ اختيار 301 مؤسسة ومبادرة تعتبر بحسب المعايير المنهجية الأقرب لمفهوم الريادة الاجتماعية. وقد كانت النتائج كما يلي:

- أكثر من ٦١% من المؤسسات والمبادرات غير الربحية والعاملة في مجال الأثر الاجتماعي تتركّز في ثلاث محافظات فقط، هي العاصمة عمان وإربد والزرقاء، حيث أنّ عمّان هي الأكثر تركّزاً، والطفيلة ومحافظات الجنوب هي الأقل.
- تتركّز معظم جهود الأثر الاجتماعي في قطاع التعليم والتمكين الاقتصادي والثقافة بما يزيد عن، مقارنة بقلّتها بشكل ملحوظ في قطاعات الزراعة والإعلام وتطوير الأعمال.
- بلغت نسبة قيادة المرأة في المؤسسات والمبادرات غير الربحية في قطاع الأثر الاجتماعي، ما مقداره ٤٤% أكثرهن في الجمعيات الخيرية، ويقلّ حضورهن كقيادة في التعاونيات والشركات غير الربحية بشكل ملحوظ.
- تتمركز معظم جهود الأثر الاجتماعي في الأردن في ٤ أهداف أساسية للتنمية المستدامة، هي الهدف الأول القضاء على الفقر، الهدف الثاني القضاء التامّ على الجوع، الهدف الثالث الصحة الجيدة والرفاه، والهدف الرابع التعليم الجيد.
- معظم المؤسسات العاملة في قطاع الأثر الاجتماعي تفتقر لوجود مُنتج كي يدر العائد عليها، ومعظمها لا تتعامل مع الخدمات والأصول التي لديها بوصفها منتجاً مساهماً بالاستدامة.
- بيّنت نتائج المسح الحالي مساهمة المؤسسات العاملة في الأثر الاجتماعي، بتقديم خدماتها وأثرها الاجتماعي لما يزيد عن مليون مستفيد سنوياً، بما معدّله ١٥٠٠ مستفيد لكل مؤسسة سنوياً.
- تُساهم المؤسسات التي تمّ مسحها بتشغيل ما يقارب ١٤٥٠ موظّفاً دائماً أكثرهم من النساء بواقع ٦٠% وتساهم أيضاً بتشغيل غيرهم بشكل جزئي وتطوعي.
- ٨٥% من المبادرات غير المسجّلة تفكّر بتسجيل مبادرتها وتحويلها لشركة مسجّلة، لكنّ معظمها يحتاج لدعم مادي وتوجيه قانوني.

Executive Summary

This report presents the findings of the social entrepreneurship ecosystem mapping in Jordan, which sought to survey the ecosystem of social entrepreneurship. This national survey across the Kingdom was able to reach 1,337 non-profit institutions and initiatives working on social impact. Later, the data was analyzed through several stages of systematic selection processes according to selection criteria set by the mapping's steering committee, according to the global literature on social enterprises and the concept of social entrepreneurship. Accordingly, 301 institutions and initiatives were selected, as considered according to the methodological criteria closest to the concept of social entrepreneurship, which can be identified as the most SE-Spirited enterprises. Key findings were as follows:

- More than 61% of non-profit entities working in the field of social impact are concentrated in only three governorates: Amman, Irbid, and Zarqa. Amman is the most concentrated, Tafila and the southern governorates are the least.
- Most social impact efforts are concentrated in the education, economic empowerment, and culture sectors, with few in the agriculture, media, and business development sectors.
- Women's leadership in non-profit institutions and initiatives operating in the social impact sector is 44%, most in charities. Their presence as leaders in cooperatives and non-profit companies is significantly less.
- Most of the social impact efforts in Jordan are centered on 4 out of 17 SDGs, as follows: GOAL 1: No Poverty, GOAL 2: Zero Hunger, GOAL 3: Good Health and Well-being, and GOAL 4: Quality Education.
- Most organizations operating in the social impact sector lack a product to generate revenue, and most do not treat their services and assets as a product that contributes to sustainability.
- This mapping showed the contribution of mapped entities that work on social impact, by providing their services and social impact to more than one million beneficiaries in Jordan annually, with an average of 1500 beneficiaries for each institution annually.
- Mapped non-profit entities contribute to employing approximately 1,450 permanent employees, 60% of whom are women.
- 85% of unregistered initiatives are considering registering, but most of them require financial support and legal guidance.

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List of acronyms

COOP	Cooperative
CBOs	Community Based Organizations
CPF	Crown Prince Foundation
CSOs	Civil Society Organizations
CSR	Corporate Social Responsibility
ESOs	Entrepreneurship Support Organizations
EU	European Union
INGOs	International Non-Governmental Organizations
int@j	Information and Communications Technology Association
MENA	Middle East and North Africa
MODEE	Ministry of Digital Economy and Entrepreneurship
MSMEs	Micro, Small to Medium Enterprises
NGOs	Non-Governmental Organizations
SE	Social Entrepreneurship
SEs	Social Enterprises
SESOs	Social Entrepreneurship Support Organizations
SMEs	Small to Medium Enterprises
UNDP	United Nations Development Programme
UNICEF	United Nations International Children's Emergency Fund
USAID	United States Agency for International Development



Rationale Behind This Mapping



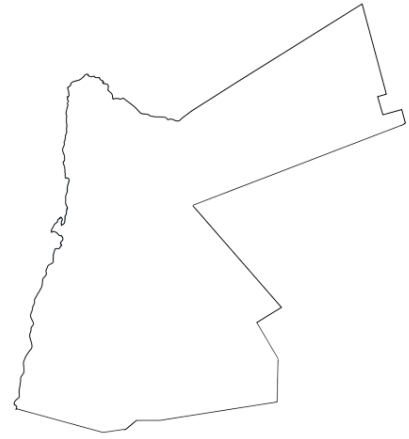
Several previous studies that sought to assess the state of social entrepreneurship in Jordan indicated that there are many challenges facing the social entrepreneurship ecosystem, which can be categorized as contextual and fundamental challenges. There are indications that the lack of clarity of resources for the actors involved in the social entrepreneurship sector is one of the most important determinants that prevent available resources from being invested in the adequate, necessary manner.

It seems that there is a lack of communication and a lack of resources to be identified, shared, and made available publicly, more than there is a problem of scarcity of resources or a real internal need, meaning that local resources and assets are enough to satisfy a significant part of required local needs, but they need to be highlighted and collected, and to provide mechanisms that facilitate access and communication mechanisms between service providers and enterprises that require empowerment, which can be achieved by activating the reciprocal and participatory approach to adjacent assets.

There is always a need to intensify mapping efforts, as it is not accurate to say that any mapping missions are repetitive efforts, considering the changes that the social entrepreneurship sector is exposed to annually are large and numerous. The ecosystem always requires re-examination to bring in new data and exclude obsolete variables. This mapping also explores different practices that can be identified as social entrepreneurship-focused enterprises, especially in the absence of a legal and legislative framework for registration of social enterprises until now.



Introduction



Background and Context

Jordan has a population of nearly 11 million people (2022), with 53% males and 47% females. The country has a young population with 70% of the population under the age of 34. The country's demographic structure has also been shaped by receiving multiple waves of refugees over the years, including the recent Syrian crisis in which Jordan was one of the most impacted countries and became host to 1.36 million Syrian refugees (Ministry of Planning and International Cooperation, 2019), as well as 131,000 Iraqis, 15,000 Yemenis, 6,000 Sudanese and 2,500 refugees from a total of 57 other nationalities. Jordan is the second country in the world in terms of the number of refugees-to-citizens ratio (UNHCR, 2019).

According to recent data from Jordan's Department of Statistics, the major age group for job seekers is (25-39) consisting of 50.1% of all job seekers' ages, with a males ratio of (40.4%) vs. females (59.6%) for Jordanians. In alignment with the population density, the geographic distribution of unemployed persons' age 15+ years by governorate for (2021) is as follows: Amman (39.6%), Irbid (20.2%) and Zarqa (12.9%).

Less than half of Jordanian job seekers (41.5%) have a bachelor's degree or higher. It is worth noting that (81.2%) of female job seekers have a bachelor's degree or higher, while just (27.5%) of male job seekers have a bachelor's degree and above. According to UNICEF Jordan's recent report, 40% of young Jordanian men proceed to higher education, in comparison to 60% of young women.

Even when educated, the chances of young Jordanian women finding formal employment are substantially lower. Gender disadvantages continue to impede female higher education; just 35% of Jordanian women with a higher degree have secure employment. Jordanian women attain a peak employment rate of 17% while they are between the ages of 25 and 30.

Despite solid economic and social progress in previous decades, Jordan continues to face challenges that have been amplified by the Syrian refugee crisis and the country's location in the center of one of the most volatile regions in the world. Unfortunately, the economy was eventually affected by the financial crisis, followed by a number of external factors that negatively impacted the economy including the Syrian refugee crisis, the rise in oil and food prices, general instability in the region, and the spillover effects on investment, trade, tourism, and finally the tremendous population growth due to the refugee crisis.

All the above-mentioned circumstances put increased pressure on Jordan's limited resources and imposed severe stress upon its public services, including health, education, energy, infrastructure, transportation, municipal services, and solid waste management (Jordan's way to sustainable development, first national voluntary review on the implementation of the 2030 agenda, high-level political forum on sustainable development, NY, 2017).

These factors have affected economic growth, trade, exports, tourism, and investment, leading to an increase in the budget deficit and public debt. Economic growth has slowed to a yearly 2.5% over the years 2009 – 2018 (Hausmann et al., 2019). Jordan currently faces two key strategic risks to all previous efforts, 1) unemployment, and 2) education. Those two risks stand to threaten all of Jordan's investments in human capital development.

Unemployment remains one of the biggest challenges in Jordan. As mentioned earlier, the regional situation has led to an influx of refugees, causing a net population increase of 50.4% between 2008 and 2017 (Hausmann et al., 2019). These drivers resulted in an increase in unemployment which has risen to 24.8% in Q2-2021, and it is even higher for youth and women.

It is worth mentioning that youth between the ages of 10-24 make up around 30.4% of the population per the Department of Statistics 2020 figures. The country had increasing unemployment levels (24.8% - Q2 2021), especially among youth aged between 15-24 (48.5% - young women: 71.6% vs. young men: 43.6%) and women (33.1%)*. Additionally, Jordan has one of the lowest women participation rates in the labor market in the world (14%).



Jordan has always prioritized investment in education and skills development, given its lack of mineral resources and natural advantages. Despite increased pressure on its limited resources, the government of Jordan has committed 1.6 billion USD to the education sector, equivalent to 12.54% of the estimated total government expenditure in 2019 (UNICEF, 2019). Continuous investments in efforts in the education sector have resulted in Jordan achieving almost universal enrollment in primary education (97.8% for males and 97.9% for females in the academic year 2019/2020), and an average secondary education enrolment rate of 77.9% in the academic year 2019/2020.

Nonetheless, the historical investments in the educational sector and its expansion are currently at risk. While the number of expected years of schooling rose dramatically from 1970 (3.4 years) to 2017 (11.6 years), the adjusted years of schooling according to the Human Capital Index (HCI) equal 7.6 years – a gap of 4 years compared to the actual schooling time. The World Bank's learning poverty measure indicates that 52% of children in the country are unable to read and understand a short age-appropriate text by the age of 10.

The HCI shows that a child born in Jordan in 2020 will be 55% as productive when s/he grows up as s/he could be if s/he enjoyed complete education and health. This figure is slightly lower than the average for the Middle East and North Africa region and upper middle-income countries. Between 2010 and 2020, the HCI value for Jordan decreased from 0.56 to 0.55. Moreover, in both PISA 2015 and 2018, Jordan has one of the biggest reverse gender gaps in the world.

The Jordanian National Strategy for Entrepreneurship and Micro, Small and Medium Enterprises 2016-2020 assessed Jordan's entrepreneurship position and concluded that the Kingdom's entrepreneurial culture is weak, and that this weakness is one of the most significant barriers to Jordan's development in businesses and emerging entrepreneurs who seek technical assistance from government institutions in developing their projects.

Jordan's government has taken significant initiatives to assist the country's economic prosperity, led by ambitious and attainable goals outlined in "Jordan 2025," a blueprint for the country's economic future. Given that the economy of Small and Medium-sized Enterprises (SMEs) accounts for 96% of Jordan's total corporate economy, the success of "Jordan 2025" is dependent on the performance of this crucial economic sector. Jordan placed 34th globally in the early-stage entrepreneurial activity index in 2019, with a score of roughly 9.1 percent, compared to 8.2 percent in 2017 and a score of 46th globally.

The country, according to World Bank indicators, is required to encourage entrepreneurship among young people coming into the labor market, especially considering the difficulty of finding a job in the public and private sectors and due to the increase in the number of graduates at a level that greatly exceeds what can be absorbed by these two sectors (The Higher Population Council report, 2018).

Social Entrepreneurship Definition

Business-oriented entrepreneurship includes key characteristics such as innovation, risk and/or uncertainty acceptance, autonomy in leadership and decision-making, and capital management and investment. As a nation's civilization is defined by the degree of per capita income, it is far from developing its features, advantages, and human contributions.

In fundamental social processes, social enterprises create innovations that replace old norms with new norms. In times of enormous change, the chances for social entrepreneurs are even larger, since they use obstacles to create social benefit (Drucker 2010). As a result, social businesses evaluate prospects differently than their business sector counterparts since they prioritize mission-related impact over income development. 'Social impact is the measure of value generation for social entrepreneurs,' says one (Dees 2001).

According to (Mason and Brown, 2014), the entrepreneurial ecosystem can be defined as a set of interconnected entrepreneurial actors (whether potential or existing), entrepreneurial organizations (e.g. firms, venture capitalists, business angels, banks), institutions (universities, public sector agencies, financial bodies), and entrepreneurial processes (e.g. the business birth rate, numbers of high growth firms, social impact, number of serial entrepreneurs, degree of sellout mentality within firms and levels of entrepreneurial ambition) which formally and informally coalesce to connect, mediate and govern the performance within the local entrepreneurial environment. Figure 1 shows key services provided by SESOs in Jordan, according to (Jarrar, A. 2022) providing one single service.

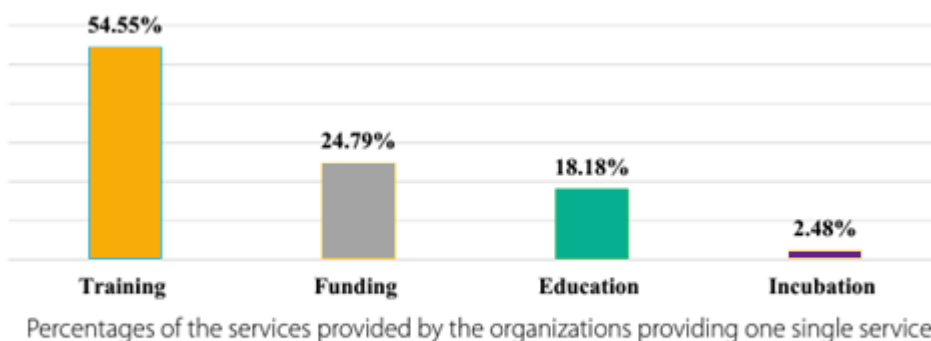


Figure 1

Jarrar, A. Entrepreneurship in Jordan: the eco-system of the Social Entrepreneurship Support Organizations (SESOs) - (2022).

Politics, money, culture, institutional support, people, and markets are all part of the entrepreneurial ecosystem. Based on experiences throughout the world, entrepreneurs are more likely to succeed if they have access to the human, financial, and professional resources they require in an environment where government laws support and protect entrepreneurs.

Government, schools, universities, the private sector, family businesses, investors, banks, businessmen, social leaders, research centers, worker representatives, students, lawyers, multinational companies, private institutions, and international aid agencies are examples of entrepreneurship stakeholders.

The most essential aspect of social entrepreneurship is the creation of a clear framework to assist all parts of society, the creation of a successful and sustainable future, and the development of a strong economy capable of growth in order to alleviate poverty and unemployment. In addition to meeting many of the requirements of local communities, the sectors of education, health, and infrastructure are primarily concerned with the basic needs of society. Figure 2 shows key services provided by SESOs in Jordan (Jarrar, A. 2022) providing multiple services.



Distributions of the services' percentages provided by the organizations providing multiple services

Figure 2

Jarrar, A. Entrepreneurship in Jordan: the eco-system of the Social Entrepreneurship Support Organizations (SESOs) - (2022).

Despite all this, social entrepreneurship and the great opportunities it offers, however, face a set of challenges and obstacles that would significantly limit its growth and expansion, which will be reflected in the number of jobs that the sector will create, and the most prominent of these challenges lies in the absence of a legislative framework that organizes the relationship and fulfills the interests of all parties, which is the responsibility of the government to implement.

Societal entrepreneurship has the ability to mobilize the young in initiatives to accomplish key social goals such as job creation, poverty reduction, inclusion, and integration. Social businesses founded by young people that are dedicated to serving the common good can directly contribute to the attainment of a number of Sustainable Development Goals. Figure 3 shows key sources of finance for SESOs in Jordan, according to (Jarrar, A. 2022).

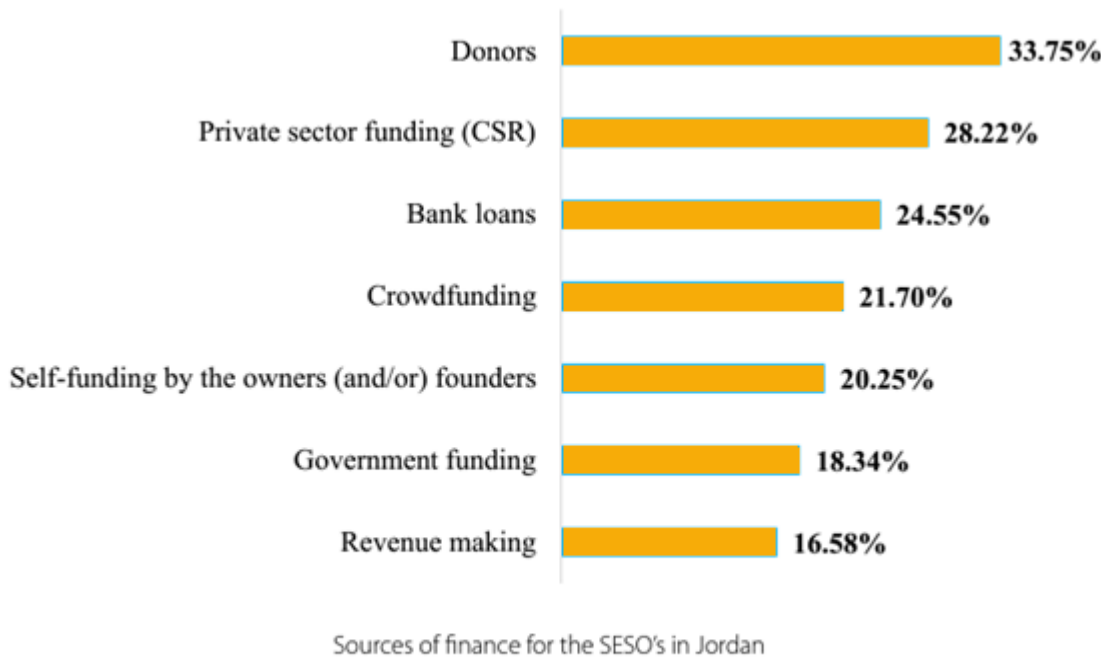


Figure 3

Jarrar, A. Entrepreneurship in Jordan: the eco-system of the Social Entrepreneurship Support Organizations (SESOs) - (2022).

Social entrepreneurship is the solution to raising challenges of sustainable development, which requires improving living conditions for all individuals without an increase in the use of natural resources in effective sustainability capable of preserving resources for future generations, as the civilizations of nations have become measured by the individual's income level, far from developing his characteristics, advantages and human contributions (Azmat, 2013).

Finally, as addressed in previous reports (Jarrar, 2022), the most important effects of social entrepreneurship on the development of any society can be measured sustainably according to the following levels:

Short-term

- Tangible changes in the society's economy (creating jobs, generating outputs, or increasing savings).

Medium-term

- The value of social entrepreneurship is reflected in being a potential model that works on the well-being of society and improving its conditions, and then the success of social entrepreneurship is measured by its ability to increase productivity and development projects.

Long-term

- The most significant contribution of social entrepreneurship occurs in the long run, and is measured by its ability to create and invest social capital.

Methodology



Research Objectives

Several [reports](#) and a [recent analysis](#) of social entrepreneurship status in Jordan showed that one of the major obstacles preventing the social entrepreneurship ecosystem from making the most use of its available resources is the "lack of communication networks" and the fact that social entrepreneurship in Jordan lacks a unified framework for SEs that can be tailored to the local scene due to the scattered efforts of many stakeholders. Therefore, several interpretations of social entrepreneurship's potential meanings and applications have come as a result.

One of the well-known techniques of technical research is [mapping](#), an approach that focuses on highlighting particular entities, stakeholders, actors, assets, or characteristics, such as where interventions take place, what kinds of interventions are currently available, and their geographic distribution, or sorting resources according to predetermined criteria.

It was hypothesized that mapping the landscape of social enterprises in Jordan will help in capturing current resources and potential opportunities and enhance communication among the social entrepreneurship ecosystem actors in the local context.

In collaboration with Orange Jordan and int@j, ILearnJO believes this mapping is going to pave the way to activate and enable networking opportunities to employ the entrepreneurship sector resources more effectively, utilizing an Asset Mapping methodology, widening the available and analyzed qualitative data of the social entrepreneurship ecosystem in Jordan.

Consequently, this research is aimed to serve several objectives:

- Offering a glimpse of the current status of SEs in Jordan, in relation to the demographics, geographic distribution, and forms of registration.
- Mapping non-for-profit entities with a social impact focus, whether registered or unregistered.
- Identifying extensively current resources, assets, social impact, and sustainability of social enterprises.
- Capturing various forms of practices that can be identified as SE-spirited entities whether registered or unregistered.
- Contributing to the database by either validation of preexisted data or highlighting new perspectives and insights.
- Referencing database for prospective research, reports, and potential interventions.



Research Phases

A multistage adaptive approach has been employed to fulfill the study goals, beginning with a desk review of prior studies and literature on social entrepreneurship, social businesses, and the state of the SE Ecosystem in Jordan. Desk research was useful in conceptualizing social entrepreneurship, identifying obstacles, and defining social enterprise definition criteria. The design of the research had multiple phases, as shown in the graph below:

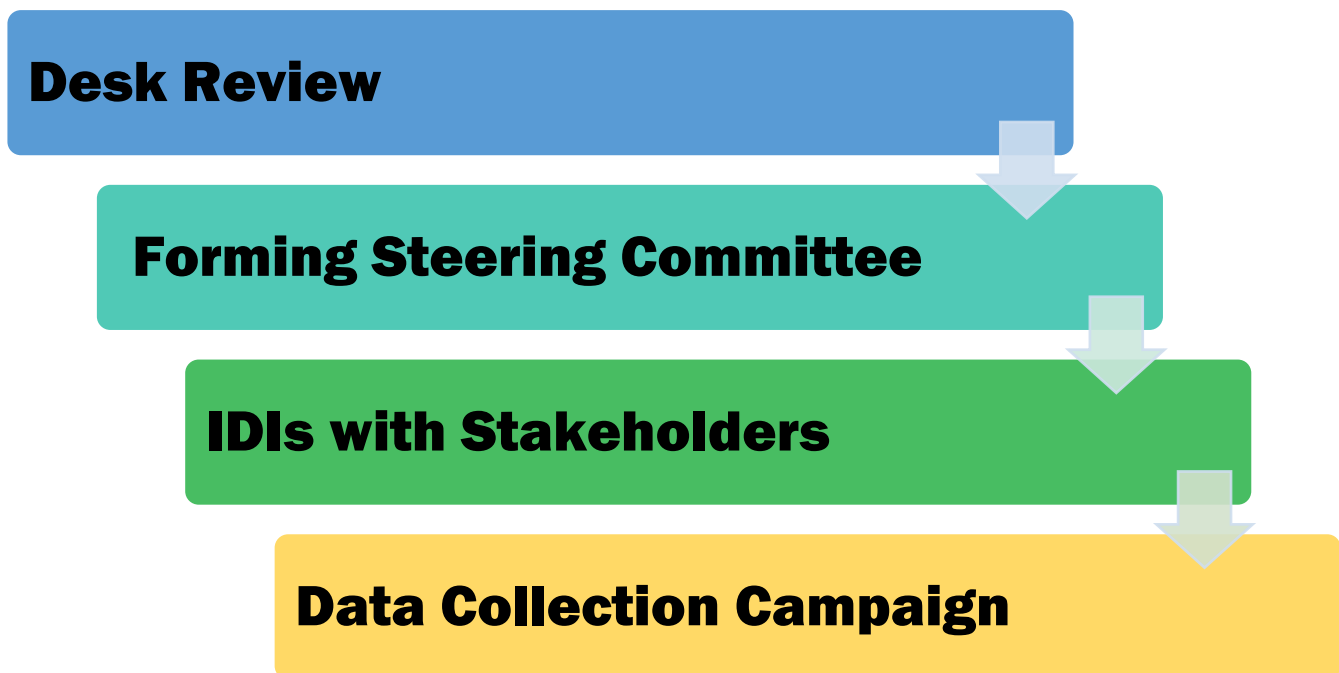


Figure 4 Research phases

Project's Journey

Following the Desk Review Phase, the mapping project comprised several steps to guarantee the optimal outcome, such as forming a steering committee and primary research with key stakeholders of Jordan's SE Ecosystem to develop the selection criteria for mapping.

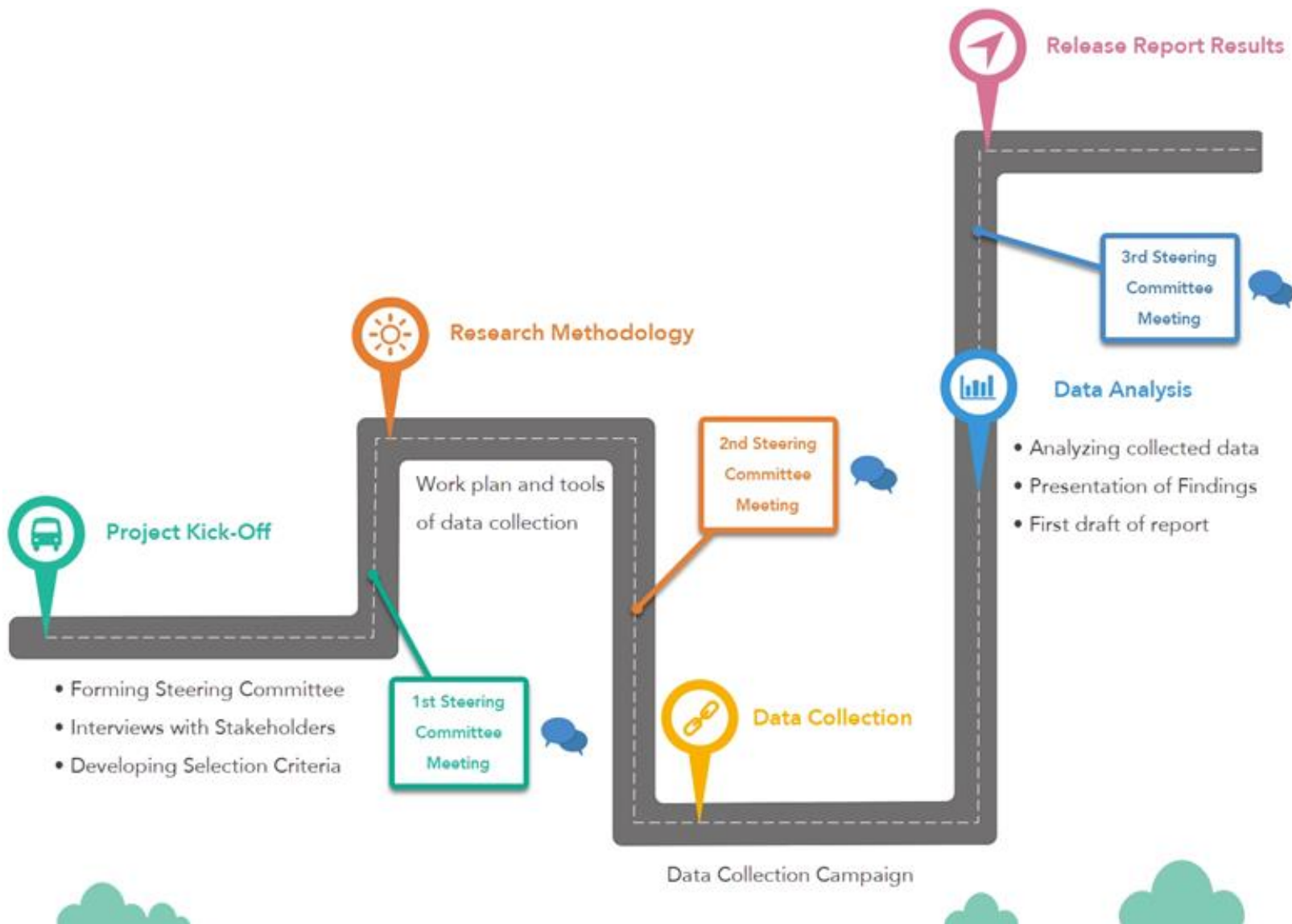


Figure 5 Mapping Journey

Steering Committee

A steering committee has been formed by high-level actors in the social entrepreneurial ecosystem in Jordan, to guide, advise, and supervise the mapping process. The steering committee members are listed in the table below:



Steering Committee Members							
MODEE	UNDP	UNICEF	CARE	CPF	Orange	GFA	int@j
H.E. Ahmad Al-Hanandeh	Ramzi Al Ma'ayta	Giorgia Varisco	Ammar Abu Zayyad	Mais Daoud	Rana Dababneh	George Catinis	Nidal Al-Bitar

List of Key Informants / Stakeholders

Name of Interviewee	Name of Organization
Samar Dudin	Ruwwad
Muna Abbass	Plan International
Ahmad Al-Zoubi	Crown Prince Foundation
Rasha Manna	Flat6Labs
Luma Fawaz	Oasis500
Kayed Sagalla	GIZ
Areej Al-Yousef	JRF
Deema Bibi	Injaz
Mary Nazza	17 Ventures
Suha Abdul Rahim	Alfanar
Khaled Daoud	Daoud Law
Omar Altaweel	Taweel Law
Ibrahim Faza	Shamal Start
Hanin Khatib	Spark
Bilal Raslan	TTi



Data Collection

After identifying the selection criteria of what can be considered a social enterprise using primary and secondary research, the project moved to its next phase of designing the research methodology, with its data collection tools. The process of data collection was started by gathering any available database and contact information for organizations engaged in the social impact field through official government departments and ministries, in addition to the contact information for partners and organizations who work closely with different social impact networks.

Two primary data collection mechanisms were used, the first was a one-on-one telephone survey using the contact data that was collected and filled in with all respondents about their organization's data and the social impact they seek to achieve. The second mechanism was through the launch of an online registration form with an invitation to register through social networks, using the data collection tool that was developed under the supervision of the project's steering committee.

Nearly 2,500 non-profit entities were outreached using contact information lists provided by several resources such as the Ministry of Social Development and other lists from partners and stakeholders. However, considering how outdated data was, the response rate was 48% resulting in 1,337 entities being outreached via phone or online by filling out the data collection tool.

705 organizations were excluded using data cleaning techniques and an additional layer of data validation, leaving 632 net non-profit organizations with a focus on social impact and related to this mapping scope.

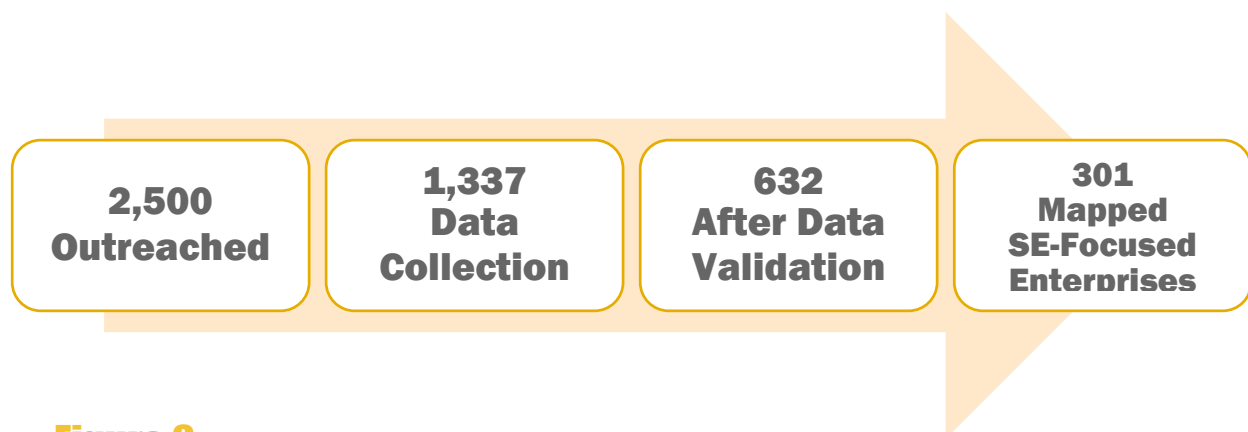


Figure 6

Outreach and Filtration Process

Research Limitations

The data collection process was limited by a number of technical and social factors, most notably the lack of unified and consistent documentation of organizations functioning in the social impact sector, as well as the low quality of pre-existing data and its inability to update it. Furthermore, some of institutions had a few concerns and social stigmas, such as not being convinced of the importance of including their institutions and documenting their work in databases and reports, as well as fears that their inclusion in the maps will contribute to increasing bureaucratic or official control over their work and institutions; thus, their participation will negatively reflect on them.



Figure 7 Data Collection Challenges and Limitations

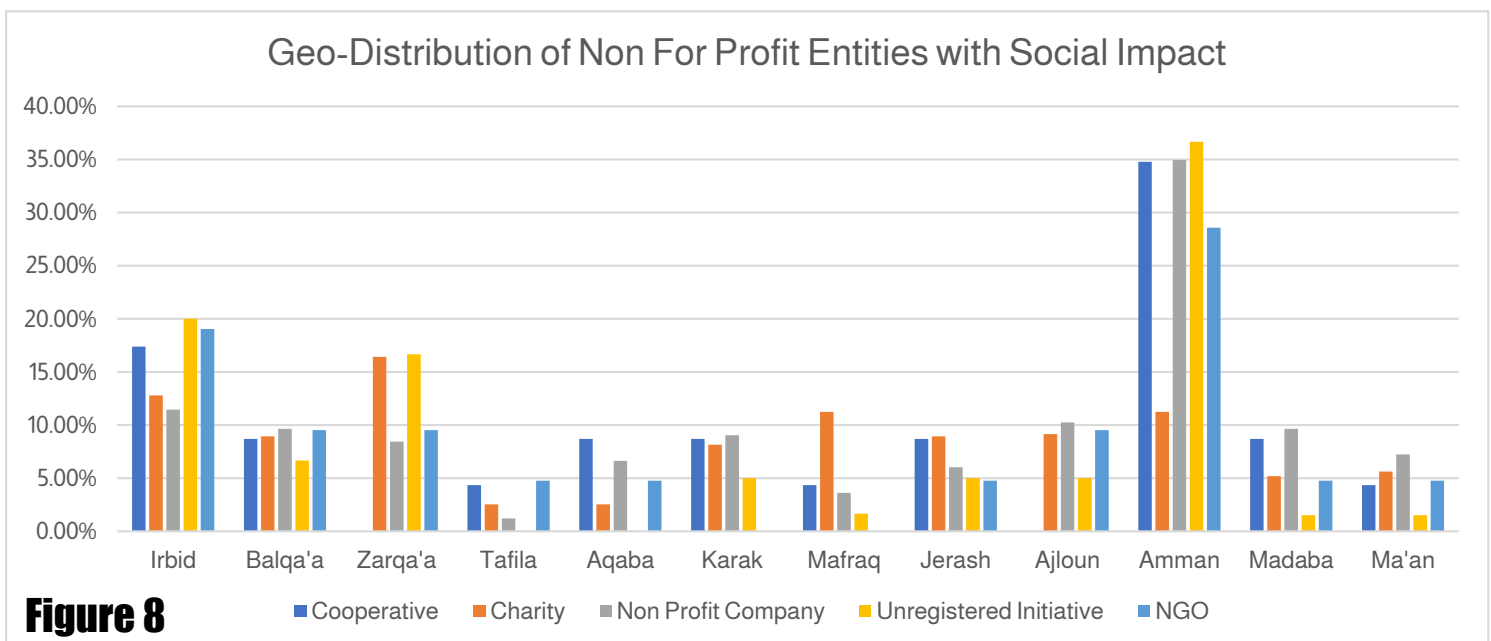
SE Ecosystem



Key Findings

By analyzing validated data of non-for-profit entities with a social impact focus, several layers of finding were found, on multiple levels: geographic distribution, gender participation ratios, social impact, and sustainability aspects.

Geographic Distribution



As indicated by many previous studies, we found during this research that most institutions working in the field of social impact are in fact centered around the capital city Amman, and the cities of Irbid and Zarqa follow respectively, which is theoretically consistent with the distribution of population density in the governorates in Jordan.

As stated in previous reports, southern governorates usually have the lowest number of registered forms of non-for-profit entities. Our research found that Tafilah is the lowest, led by Aqaba and Ma'an.

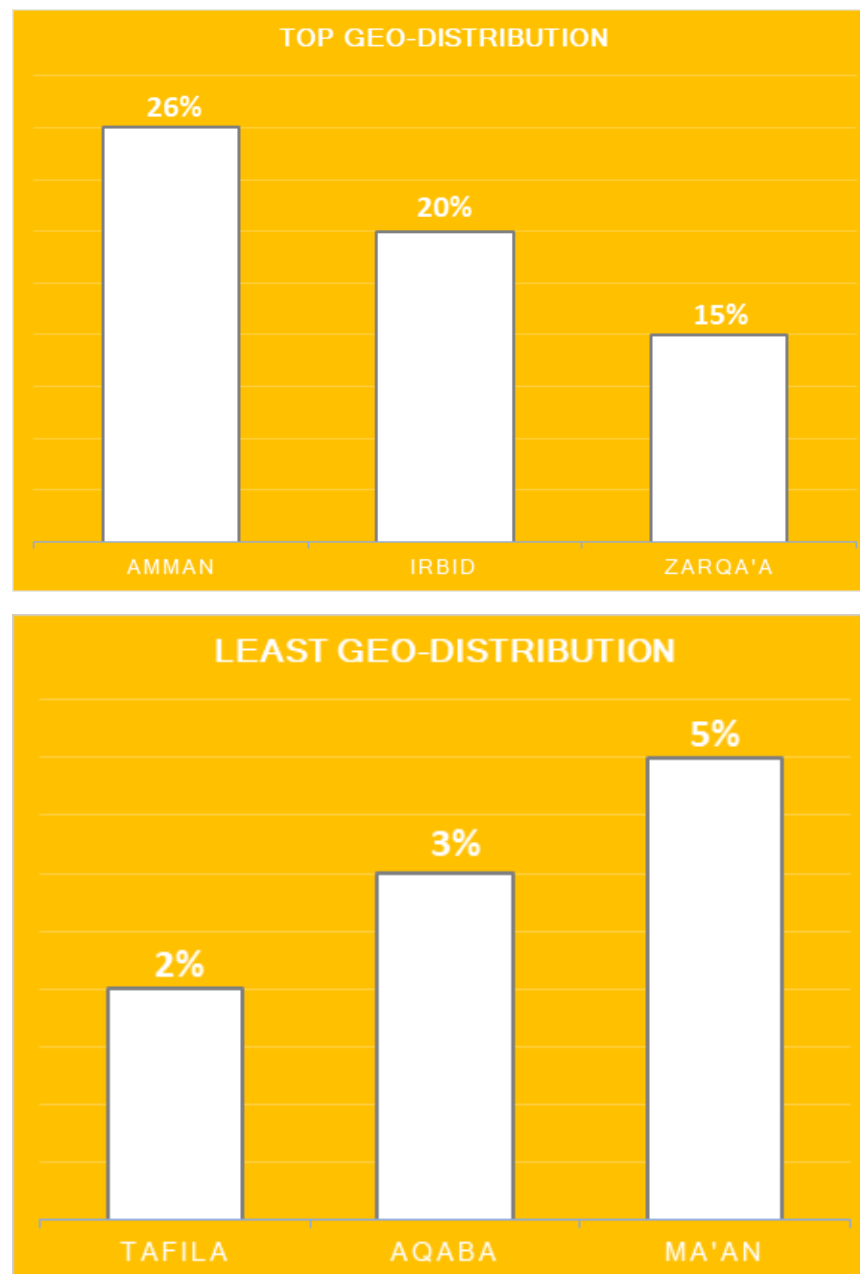
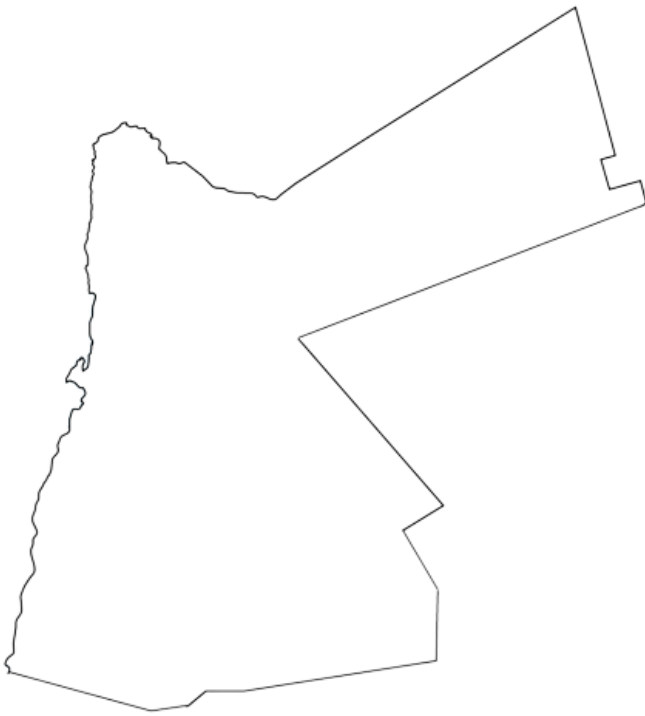


Figure 9

Considering the location of where each non-profit entity operates and make its social impact, the geographic distribution shows that Amman, Irbid, Ma'raq, Madaba, and Karak have the highest percentages among all other governorates.

Areas of Impact

In the analysis of areas of impact of mapped non-for-profit entities, it's found that the four main tracks that form the highest work sectors are as follows:

- Education **32%**
- Economic Empowerment **24%**
- Civic Engagement **22%**
- Culture **22%**

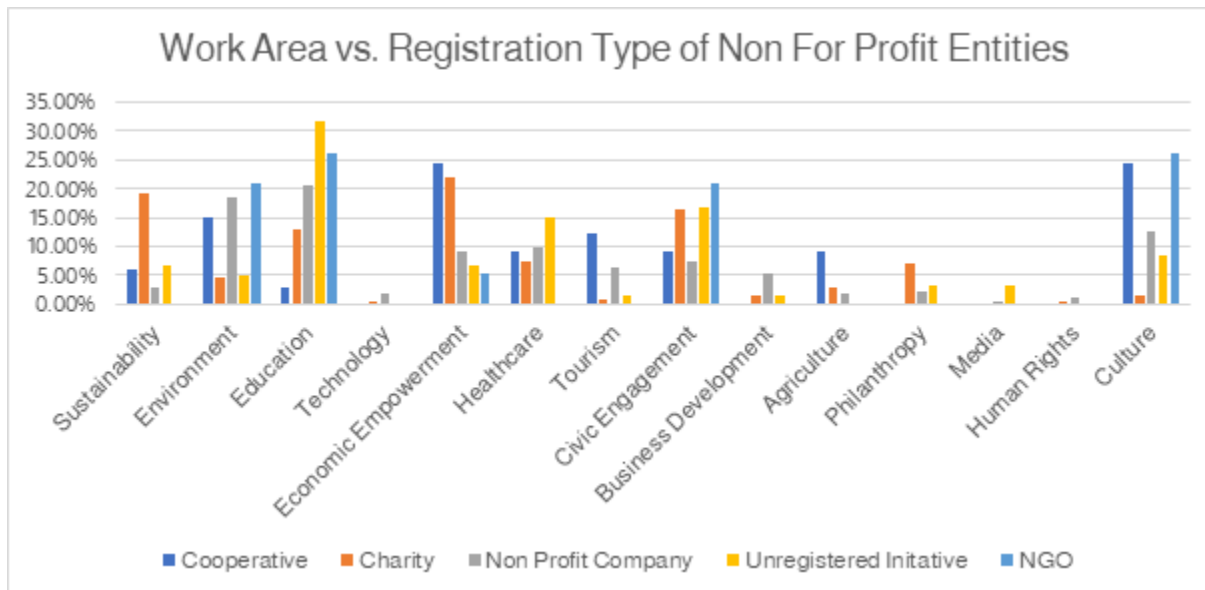


Figure 10

But when we consider the different forms of registration for nonprofits, we can see that NGOs often focus their efforts on civic engagement, culture, education, and the environment. While the efforts of unregistered initiatives are concentrated in the field of education; charity cooperatives are characterized by promoting economic empowerment, culture, and supporting the community in terms of economic empowerment and sustainable development.

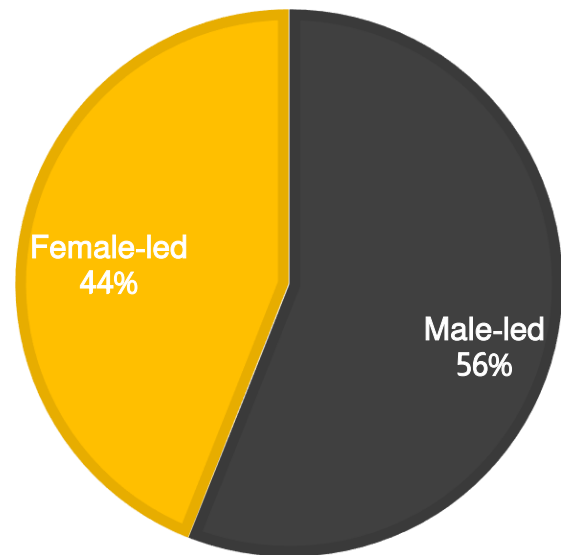
Gender Aspect

This mapping also surveyed the gender distribution of leadership in non-for-profit entities, as shown in the graph, women-led entities form an average of 44% of all types of registrations, and women have a lower participation ratio in leadership.

However, in a more specific analysis, we see a lower gender ratio on a real-life basis. This hypothesis comes from the fact that the number of mapped charities has formed nearly half (53%) of the mapped non-for-profit entities, and it already addressed that 46% of mapped charities are women-led.

Considering that the weight of charities may pull the normal distribution towards the highest weight of charities and make a higher deviation than the actual ratio of women-led non-for-profit entities.

GENDER DISTRIBUTION OF THE LEADERSHIP OF NON FOR PROFIT ENTITIES



HIGHEST WOMEN-LED RATIO BASED ON REGISTRATION TYPE

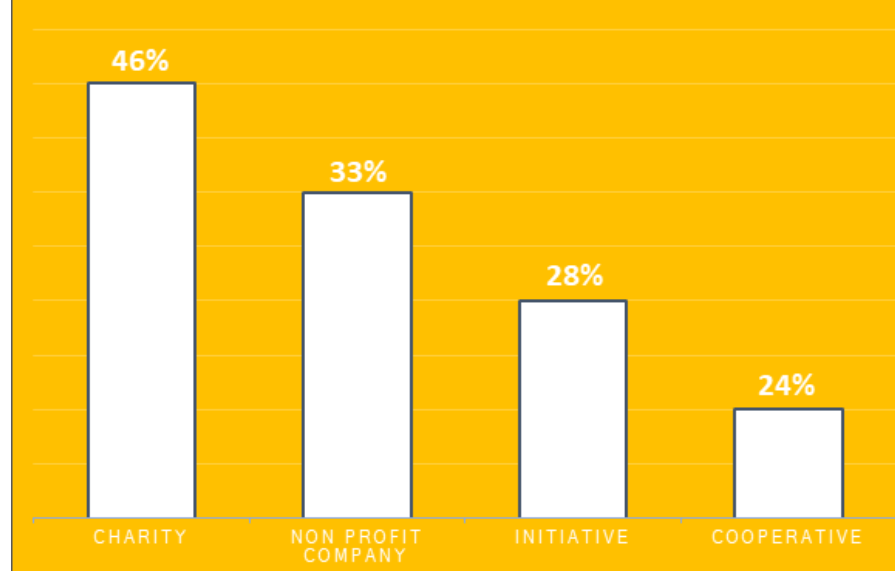


Figure 11

Sustainable Development Goals (SDGs)

The analysis of SDGs identification of non-for-profit mapped entities showed that each type of registration usually focused differently on achieving different SDGs.

Charity	Cooperative	Non-Profit Company	NGO
SDG 1 No Poverty (17%)	SDG 2 Zero Hunger (8%)	SDG 4 Quality Education (14%)	SDG 17 Partnerships For The Goals (17%)
SDG 2 Zero Hunger (16%)	SDG3 Good Health and Well-Being (7%)	SDG 17 Partnerships For The Goals (12%)	SDG 5 Gender Equality (15%)
SDG 3 Good Health and Well-Being (15%)	SDG 4 Quality Education (7%)	SDG 5 Gender Equality (12%)	SDG 8 Decent Work and Economic Growth (15%)
SDG 4 Quality Education (10%)	SDG 8 Decent Work and Economic Growth (6%)	SDG 1 No Poverty (17%)	SDG 4 Quality Education (15%)

Figure 12

However, the same analysis showed that most non-for-profit entities usually work on a 7 out of 17 SDGs, and gives a small portion of interventions for the remaining SDGs. Those mainly focused SDGs by non-for-profit entities are SDG (1) No Poverty, SDG (2) Zero Hunger, SDG (3) Good Health and Well-Being, SDG (4) Quality Education, SDG (5) Gender Equality, SDG (8) Decent Work And Economic Growth and SDG (17) Partnerships For The Goals.



Top Highest Targeted Sustainable Development Goals in Jordan:

- SDG 1 No Poverty
- SDG 2 No Hunger
- SDG 3 Good Health and Wellbeing
- SDG 4 Quality Education

Sustainability

The mapping of sustainable sources of non for profit entities beyond donors' funds, has investigated two sorts of potential sources, first products by the organization, and/or the services that each provides. It was found that the majority of non-profit entities had no product to provide. In contrast, handicraft was identified as the second most prevalent product on which non-profit entities rely, alongside food-related items.

In the aspect of services, most non for profit entities offer to raise awareness campaigns, volunteering opportunities, education programs, and psychosocial support programs, in addition to knowledge and co-working spaces.

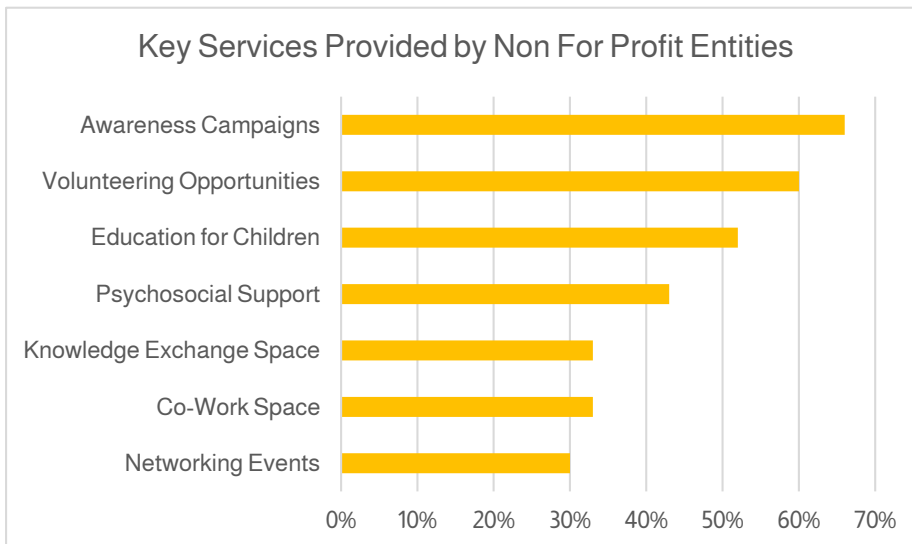
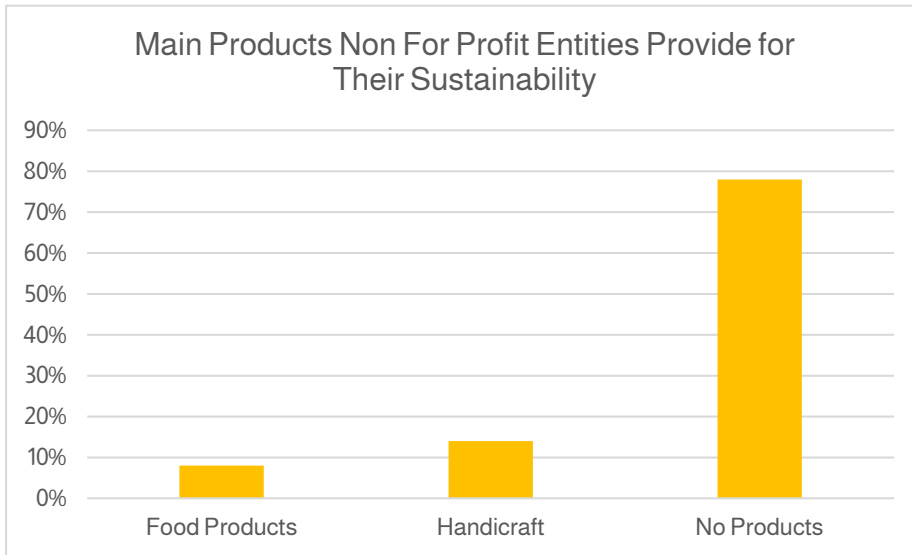


Figure 13

Workforce and Human Resources Aspects

Social entrepreneurship ecosystem mapping has also investigated how the social impact sector contributes to the national workforce, considering a margin of inaccuracy due to rough estimation for several entities, that used a range of beneficiaries, participants, and employees rather than stating a specific documented number, it was estimated that there are nearly 632 contributors with 1452 full-time employees, with an average of 3 full-time employees per entity.

Gender distribution of workforce in non-for-profit entities that work in social impact also has its own insights, for example, full-time female employees usually form 60% versus 40% of males, this ratio can be explained by lower standards of wages and job insecurity. However, a higher gender difference can be seen in part-time employees and volunteering, as can be prospected.

Full-Time Employees	Part-Time Employees	Volunteers (annual)	Beneficiaries (annual)
Total: 1,452	Total: 861	Total: 97,100	Total: 1,099,067
Females: 871 (60%)	Females: 570 (66%)	Females: 71,954 (74%)	On Avg. each entity has a social impact of 1,500 beneficiaries annually
Males: 581 (40%)	Males: 291 (34%)	Males: 25,146 (26%)	

Figure 14

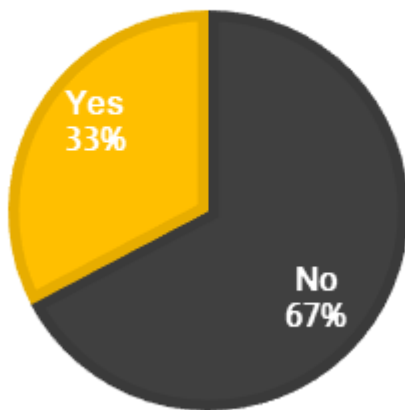
It is estimated within the limitations of this mapping, that annually, **one million Jordanians and refugees get the benefit of nonprofit entities that work on social impact**, with an average of annual beneficiaries of 1600 per entity.



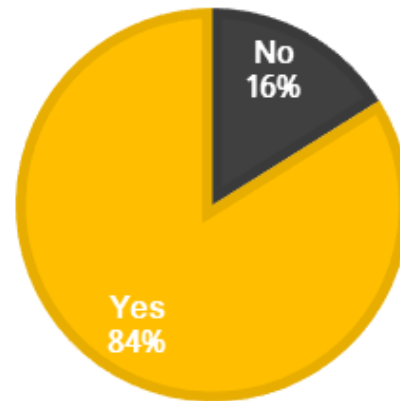
Unregistered Initiatives Status

Further analysis of unregistered initiatives has been made through this mapping to identify the in-depth status of the challenges that initiatives face. Several questions were surveyed such as receiving previous financial aid, whether the leadership of the initiative considers registration, and what kind of support it needs to be registered.

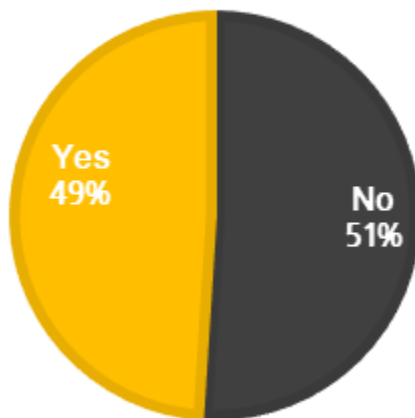
HAVE YOU EVER RECIEVED
A FINANICAL SUPPORT?



AS FOR UN-REGISTERED, DO YOU
CONSIDER REGISTERING YOUR
INITIATIVE?



DO YOU HAVE AN ADVISORY
COMMITTEE TO YOUR ENTITY?



DO YOU HAVE A BUISNESS
MODEL FOR YOUR INITIATIVE?

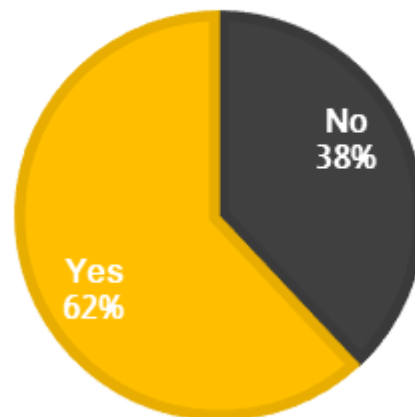


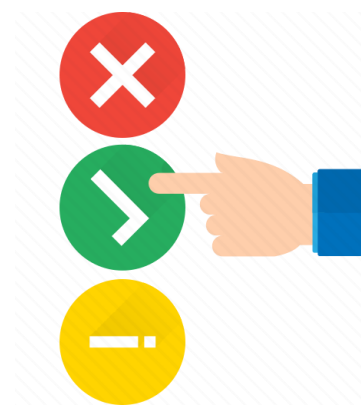
Figure 15

As addressed in previous reports and research most unregistered initiatives that work on social impact, have financial support issues as the main barrier for not registering their own initiatives, in second place comes the need for legal advice, followed lastly by technical advice needs.



Figure 16

Mapping SEs



Selection Criteria

In this mapping, we collected 1,337 different not-for-profit entities and then collected data subjected to data cleaning and validation, in which 705 entities were filtered out based on several factors such as the irrelevancy of scope of work, and non-consenting to share data.

As a result, 632 entities were identified to be the most potential social enterprises spirited entities; the 632 entities were subjected to another stage of filtration using the selection criteria of the selectiveness of SDGs and how specific each entity is regarding its social impact. In addition, the selection criteria included structure level such as the availability of advisory board, business model, documenting impact. Moreover, another layer of filtration was added consisting of years of registration and previous funding opportunities as indicators of the sustainability dimension. **This resulted in mapping 301 entities to be the most potential social enterprise spirited.**

Mapping Top SEs

Selection Process and Filtration Procedures



Figure 17

Mapping Social Enterprises

The institutions and initiatives that have been subject to secondary analysis and referred to as most potential SEs according to this mapping research, are included in a separate file that serves as a reference database for institutions according to the SDGs that each entity tries to work on and contribute to. It consists of 394 non-for-profit entity that works on social impact, 301 mapped entities with SE-Focused, each have several SDGs that work on a total sum of 675 overlapped between goals for the 301 mapped entity.



301 Mapped SE-Focused Entities vs. SDG Focus	
70	SDG1 - No Poverty
27	SDG2 - Zero Hunger
70	SDG3 - Good Health and Well-Being
131	SDG4 - Quality Education
39	SDG5 - Gender Equality
14	SDG6 - Clean Water and Sanitation
10	SDG7 - Affordable and Clean Energy
142	SDG8 - Decent Work and Economic Growth
31	SDG9 - Industry, Innovation, and Infrastructure
25	SDG10 - Reduced Inequalities
57	SDG11 - Sustainable Cities and Communities
3	SDG12 - Responsible Consumption and Production
19	SDG13 - Climate Action
0	SDG14 - Life Below Water
4	SDG15 - Life on Land
17	SDG16 - Peace, Justice, and Strong Institutions
76	SDG17 - Partnership for the Goals

Figure 18

The mapping file can be accessed through the QR below, which will redirect you to the SE-Focused Entities [Mapping List](#) in Jordan.



SE-Focused Entities - Mapping List

Recommendations



Recommendation 1: There is an essential need for a comprehensive and up-to-date database that gathers and documents effective institutions in the field of social impact since studies have revealed that 52% of the existing data is missing or out of date.

Recommendation 2: The study's findings demonstrate that there are substantial gender inequalities in institutional leadership, as well as a larger engagement of females in volunteer or part-time work. As a result, more female empowerment should be considered in order to manage companies and institutions.

Recommendation 3: Digital empowerment of institutions working in the social impact sector should be strengthened, especially in the marketing, advertising, and technical aspect of many institutions. The survey showed the absence of social media platforms for many operating institutions, and the lack of a logo, for example.

Recommendation 4: The results of the survey show that most institutions and organizations operating in the social impact sector lack the availability of a real product capable of providing a financial return for the institution that helps in its sustainability.

Recommendation 5: It is recommended to increase the visibility of institutions supporting social entrepreneurship companies and initiatives with social impact, as it appears that most of the unregistered initiatives desire to register their institutions, but they lack legal and technical guidance and have many financial concerns that can be reduced by providing financial and legal advice.

Recommendation 6: There is a focus and exaggeration on specific sustainable development goals more than on the rest of the goals, as social impact work in Jordan is concentrated on only seven of the seventeen sustainable development goals, there is a need to expand the scope of action and prospects for social impact in Jordan.

References



	Resource	Year
1	Managing Social-Business Tensions: A Review and Research Agenda for Social Enterprise	2015
2	NEEDS ASSESSMENT OF SOCIAL ENTERPRISES IN JORDAN - OXFAM MedUP	2018
3	Promoting the Economic Resilience of Young People through Social Enterprises	2019
4	Entrepreneurship in Jordan: the Eco-system of the Social Entrepreneurship Support Organizations (SESOs)	2021
5	MEDUP! JORDAN SOCIAL ENTERPRISE STUDY	2018
6	Investing in Jordan Through Support for Social Enterprises - Lilian Tauber	2021
7	Global Entrepreneurship Monitor: Jordan National Report 2019/2020	2020
8	Social Entrepreneurs' Responses to the Refugee Crisis in Jordan and Lebanon	2019
9	ENTREPRENEURIAL ECOSYSTEMS AND GROWTH ORIENTED ENTREPRENEURSHIP	2014
10	Global Entrepreneurship Monitor 2021/2022 Global Report Opportunity Amid Disruption	2022
11	Social Entrepreneurship Research: Past Achievements and Future Promises	2018
12	Social Entrepreneurship: The Case for Definition - Stanford Social Innovation Review	2007
13	Social entrepreneurship and social enterprise phenomenon: toward a collective approach to social innovation in Tunisia	2021
14	Entrepreneurial ecosystem elements	2019
15	Entrepreneurial orientation in firms with a social mission - a mixed-methods approach	2019