Final Evaluation Report for Youth Impact Labs

Executive Summary

Mercy Corps' Youth Impact Labs is a 3-year program that seeks to identify and test creative, technology-enabled solutions to tackle global youths' unemployment, accelerating job creation so every young person has the opportunity for dignified, purposeful work.

In Jordan, the solutions developed are inclusive of Jordanians and Syrians and the program increases demand for youth labour through private sector partnerships and platform development. YIL strengthens the labour market ecosystem and ensures that it facilitates safe, equitable and decent work opportunities.

In this study, three levels of evaluation were conducted: YIL Level, Intervention Domain Level, and Intervention Level. Supported Solutions and Intervention Domains are: Job Matching For Blue Collar Workers, Sharing Economy and Digital Marketplace Support, and Talent Management Solutions.

For data collection, 16 In-depth interviews and 2 focus group discussions were undertaken to identify the factors and its impact. Building on the results of the secondary data review, the focus groups and interviews, 3 surveys engaged YIL Partners and beneficiaries to gather data not available from secondary sources while capturing respondents' views on related research questions.

At the kickoff of the program, to help in developing program scope and services, a research project was initiated by Mercy Corps in Jordan to assess gaps and issues. The study evaluated the demand and related ecosystem (Private sector development, startups programs, NGOs, Government agencies, large employers), and identified 200 key players in Jordan. The research also assessed the supply side using desk research and focus groups.

YIL theory of change included direct impact through helping the partners grow and employ more youth, but also had an indirect component where the partners helped the beneficiaries to establish home-based businesses and employ more people themselves, expanding the program impact and footprint. The approach used in developing program logic was driven by the issues inhibiting youth employment and job creation, and not by pre-determined set of objectives or activities, which contributed to developing a different kind of program.

Executive Summary

Program selection adopted diversification strategy that provided mixed results in terms of risks and value capture. This presented balanced mix of partners covering: Different stages (Inception, Seed, Early Growth, Late/Rapid Growth, Maturity), Different served segments (Youth, Blue Collar, Vulnerable & Marginalized Workers), Different founders experience and team sizes (First-Time Entrepreneurs/Serial Entrepreneurs, Single/Multiple Co-Founders), and Different Business Concept and Implementation Maturity levels.

Overall, Job Matching For Blue Collar Workers domain provided best reach and Sharing Economy and Digital Marketplace Support domain excelled in number of workers generating income and total revenue/net income generated. In terms of funding effectiveness, Job Matching For Blue Collar Workers domain performed better for both revenue/worker and net income/worker.

The program impact on the partners and their beneficiaries fell into 3 categories based on the impact on various dimensions (Business Concept, Implementation, Results): Strong improvement on all dimensions - 6 Partners, Strong improvement on some dimensions - 6 Partners, Limited improvement on some dimensions - 2 Partners.

Early stage companies provided better results compared with Seed and Rapid/Late Stage partners. Female founded teams performed better in terms of overall effectiveness. Sourcing approach, founders experience and pervious track record, the scope of services provided, and contribution level has limited impact on the partners effectiveness.

Key factors that influenced the impact levels are related to: 1) Partner Type: Stage, Segments Served, Team, Business Concept and Implementation Maturity; 2) Support Provided: Grant, Equity Financing & Incubation; 3) Founders Maturity: Learning & Development, Attitude, Skills, Impact orientation. Top related SDGs included: Decent Work (SDGs 8&5), Basic Needs (SDGs 1,2&3), Wellbeing (SDGs 3,4&5)

Best practices identified in the program: Work with different stages to create wider impact and diversify risk, Investment based selection (Business Case) and support process (Tailored services), Indirect impact through beneficiaries starting home based businesses who will employ more people, Using innovation to develop solutions that achieve multiple objectives at the same time, Flexibility in grant related to goal setting and payment process.

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Overview of the Youth Impact Labs Program

Mercy Corps' Youth Impact Labs is a 3-year program that seeks to identify and test creative, technology-enabled solutions to tackle global youths' unemployment, accelerating job creation so every young person has the opportunity for dignified, purposeful work. Focusing on vulnerable youth ages 15-35, Youth Impact Labs (YIL) operates in two strategic regional hubs, serving the Middle East and East Africa and focuses on the three interconnected elements of the labour market:

- Supply: Preparing job seekers for market opportunities
- Demand: Creating work opportunities by engaging employers and supporting job creation platforms
- Ecosystem: Creating an enabling environment that facilitates safe, equitable and decent work opportunities

In Jordan, the solutions developed are inclusive of Jordanians and Syrians, and the program increases demand for youth labour through private sector partnerships and platform development. YIL strengthens the labour market ecosystem and ensures that it facilitates safe, equitable and decent work opportunities. To date, the program has supported 18 innovations.

Impact MENA has been contracted by Mercy Corps to conduct the impact evaluation of the Youth Impact Labs program in Jordan.

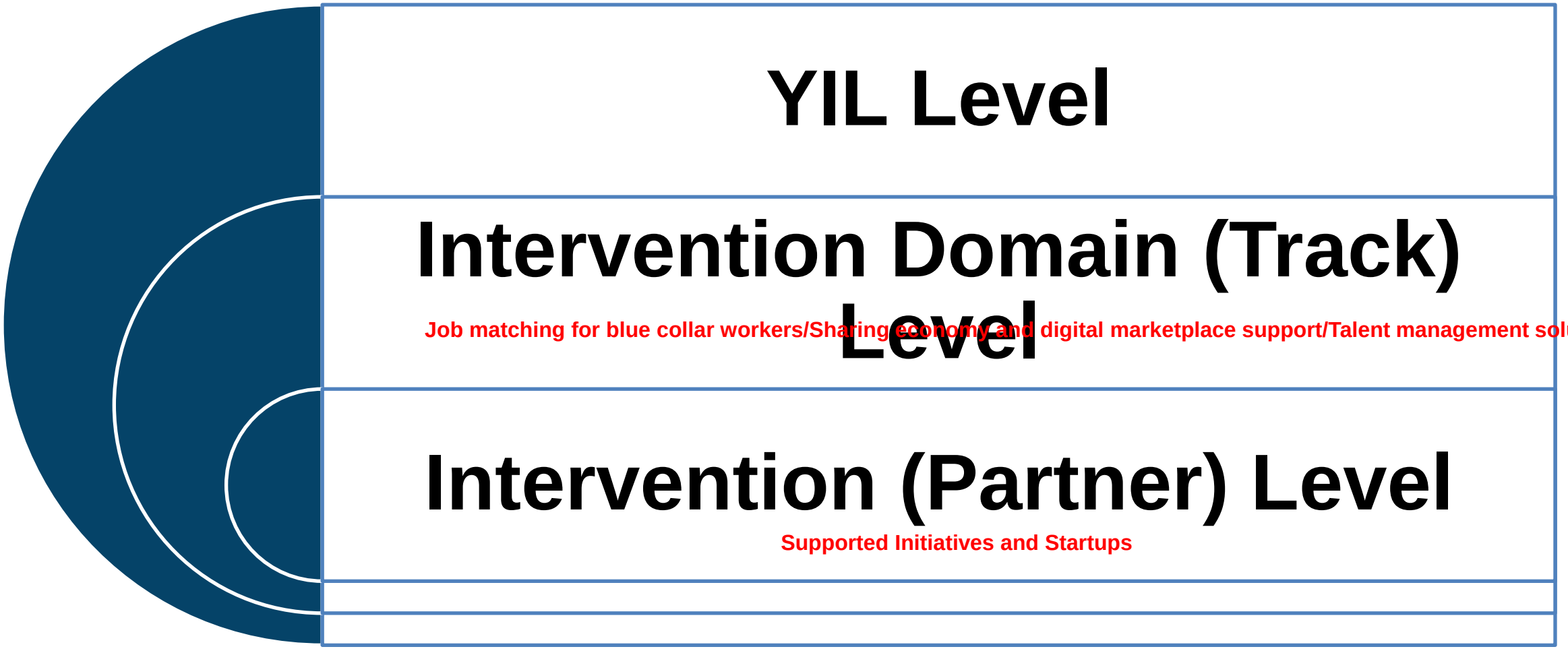
Evaluation Objectives & Scope

Evaluation Objectives - The evaluation will focus on the below areas related to Youth Impact Labs Program activities in Jordan:

- **Results:** Assess achievements against the programme indicators as well as the processes that led to the observed changes, drawing key lessons from overall delivery;
- **Contribution:** Assess the Contribution of the observed outcomes as well as any positive or negative unintended effects to the programme activities;
- **Insights:** Synthesize lessons from the implementation process to maximize the effectiveness and return on investment of future programmes.

Scope of Work - Evaluate Youth Impact Labs creative & technology-enabled solutions to tackle global youth unemployment (vulnerable youth ages 15-35), accelerating job creation so every young person has the opportunity for dignified, purposeful work .

In this evaluation, we focused on three interlinked levels of impact:



Supported Solutions and Intervention Domains

Job Matching For Blue Collar Workers	• A new online job matching platform that focuses on blue collar and basic skills jobs – the first of its kind in the Middle East. The platform addresses a key challenge for blue collar workers – lack of networks and knowledge of job vacancies.
Sharing Economy and Digital Marketplace Support	• Desire for more flexible and decent work from both men and women has led to increased interest in the sharing- or gig-economy. YIL is helping sharing-economy startups innovate, grow and excel through financial, technical and mentoring support.
Talent Management Solutions	• YIL conducted an ideation and entrepreneurship bootcamp with high-potential entrepreneurs that focused on solving talent recruitment, development and management challenges. Based on the bootcamp outcomes, YIL supported two solutions.

SHARE &
DRIVE CHANGE
GROWTH
Always add value. If you're not growing you
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Key Research Questions

Design & Implementation

- **ACTIVITIES**: How effective was the activities mix, and what was the mix that produced best results (Planned and not Planned).
- **FINANCING**: How financing impacted the success of interventions (Grants, Equity Financing, Debt Financing)
- **SELECTION**: Did the selection activities provide a large pool of applicants (partners) to be able to select from and how the selection was done
- **CHANGES**: What kind of changes were done to the program design and activities during implementation.

Results

- **SEGMENTS**: Which targeted segments were better served by the program activities (Gender, Age, Household income, Geography, Education, Nationality)
- **BENCHMARKING**: How does the program results in Jordan compares with similar activities in Jordan and with other countries?

Impact

- **IMPACT AREAS**: What was the primary and secondary impact areas linked to SDGs (SDG8, SDG1, SDG4, SDG5).
- **CONTRIBUTION**: What other factors contributed to intended change and job creation?
- **SUSTAINABILITY**: How the long-term sustainability of the supported initiatives can be achieved and why some will not scale and diminish after the program support is no longer there.
- **REPLICATION**: What went well by design and can be replicated in other programs in Jordan and other countries.

Number of beneficiaries reporting work becoming more decent

Beneficiary total net income

Attribution for beneficiary impact

Data Collection Methodology

Job Matching For Blue Collar Workers

- 2 Surveys (Partner, Beneficiaries)
- 6 Interviews (YIL, Employers, Beneficiaries, Partner)

Sharing Economy and Digital Marketplace Support

- 2 Focus Groups (Partners & Beneficiaries)
- 2 Surveys (Partners, Beneficiaries)
- 7 Interviews (YIL, Partners)

Talent Management Solutions

- 3 Interviews (YIL, Partners)

Job Matching For Blue Collar Workers

- **Shagheel**

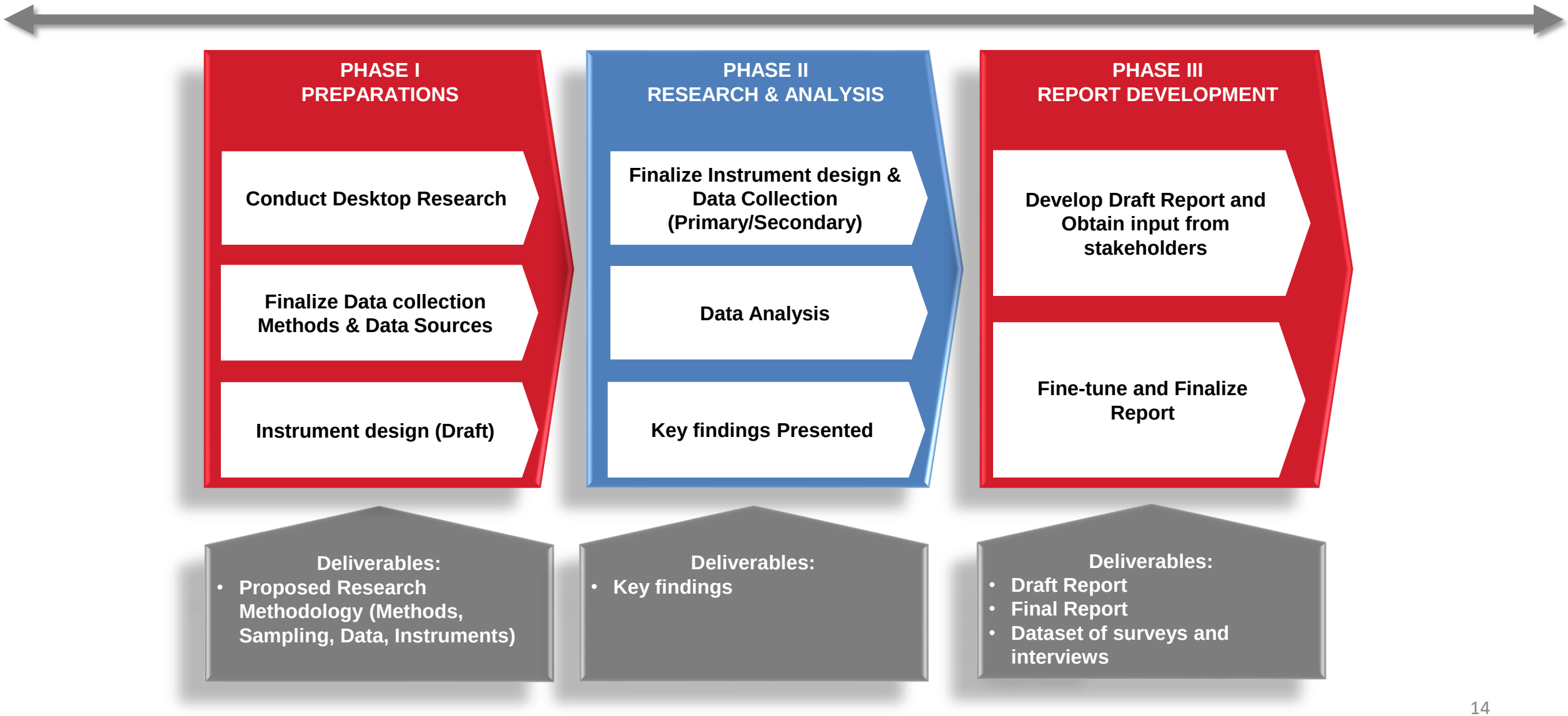
Sharing Economy and Digital Marketplace Support

- Basket
- Bilforon
- Carers
- Salalem
- Sharqi Shop
- Work Around

Talent Management Solutions

- **Manasah**
- **Libra HR**

Project Plan



Project Team

Steering Committee

Project Strategy and Deliverables Approval

- Mercy Corps (Jordan) and Impact MENA Representatives

Project Research Team

Deliverables Development

- Farhan Kalaldeh (Team Leader)
- Noura Shahed (M&E Specialist)
- Nida Algamani (Business Analyst)
- Fouad Rihani (Quality Control)

Project Advisory Group

Advise on Strategic Issues

- Veronique Veyrassat (SDGs & IMP Framework)
- Dr. Khaldoon Tabaza (Strategic)

Project Support Team

Operation & Support

- Hanan Tawil (Admin)

Alignment of frameworks

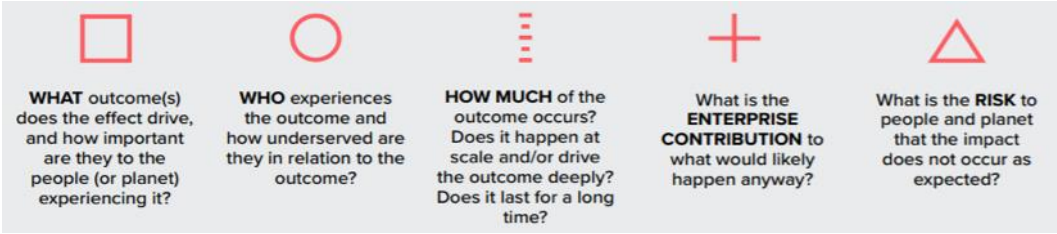
Alignment of frameworks

The assessment was developed using the following frameworks that are aligned and integrated to each other:

- The **Impact Management Project (IMP)** a forum for building global consensus on how to measure and manage impact. It is based on a practitioner community (investment, grant-making, business, and others) of over 2,000 organisations to debate and find consensus on impact measurement and management best practices. IMP defined 5 dimensions of Impact: WHO, WHAT, HOW MUCH, CONTRIBUTION and RISKS to better understand impact at portfolio and company levels.
- The IMP supports and is aligned with the **Sustainable Development Goals (SDGs)**, a 17 point list to change the world by 2030 and challenge all enterprises and investors to measure and manage their impact on people and the planet – positive and negative, intended and unintended.
- The IMP 5-dimensions of impact are aligned to the **DCED Standard** for results measurement and relate particularly to Standard's components related to the **results chain** and the **indicators**.

Impact of the different intervention domains and supported initiatives/start-ups

To determine the impact of each intervention and supported initiatives/start-up, we assessed what data is available across the five dimensions of impact (and sub-impact categories) for each of its effects on people, or the planet, intended, or unintended, then an assessment was be made on the impact of that effect.
The Five dimensions were aligned/linked to the selected SDGs and indicators



Impact contribution made by Youth Impact Labs

Youth Impact Labs itself was then assessed and its contribution to the impact made by the initiatives/start-ups along the following: Signal that impact matters/Engage actively/Grow new or undersupplied capital/ Provide flexible capital. These strategies are used in combination.

Key Impact Data Categories (1/2)

- An **OUTCOME** is the result of an action or event which is an aspect of social, environmental or economic well-being
- An **IMPACT** is the change in outcome (positive or negative) caused by an organisation, directly or indirectly, wholly or partially, intended or unintended (source: Impact Management Project)

Dimension	Impact category (Based on data availability)	Definition
What	i Outcome level in period	The level of outcome experienced by the stakeholder when engaging with the enterprise. The outcome can be positive or negative, intended or unintended.
	Outcome threshold	The level of outcome that the stakeholder considers to be a positive outcome. Anything below this level is considered a negative outcome. The outcome threshold can be a nationally or internationally-agreed standard.
	Importance of the outcome to stakeholder	The stakeholder's view of whether the outcome they experience is important (relevant to other outcomes). Where possible, the people experiencing the outcome provide this data, although third-party research may also be considered. For the environment, scientific research provides this view.
	SDG target or other global goal	The Sustainable Development Goal target or other global goal that the outcome relates to. An outcome might relate to more than one goal.
Who	Stakeholder	The type of stakeholder experiencing the outcome.
	Geographical Boundary	The geographical location where the stakeholder experiences the social and/or environmental outcome
	ii Outcome level at baseline	The level of outcome being experienced by the stakeholder prior to engaging with, or otherwise being affected by, the enterprise
	Stakeholder characteristics	Socio-demographic and/ or behavioral characteristics and/or ecosystem characteristics of the stakeholder to enable segmentation
How Much	Scale	The number of individuals experiencing the outcome. When the planet is the stakeholder, this category is not relevant.
	Depth	The degree of change experienced by the stakeholder. Depth is calculated by analyzing the change that has occurred between the 'Outcome level at baseline' (Who - ii) and the 'Outcome level in period' (What - i).
	Duration	The time period for which the stakeholder experiences the outcome
Contribution	Depth counterfactual	The estimated degree of change that would have happened anyway - without engaging with, or being affected by, the enterprise. Performance of peer enterprises, industry or local benchmarks, and/or stakeholder feedback are examples of counterfactuals that can be used to estimate the degree of change likely to occur anyway for the stakeholder.
	Duration counterfactual	The estimated time period that the outcome would have lasted for anyway - without engaging with, or being affected by, the enterprise. Performance of peer enterprises, industry or local benchmarks, and/or stakeholder feedback are examples of counterfactuals that can be used to estimate the duration likely to occur anyway for the stakeholder.
Risk	Risk type	The type of risk that may undermine the delivery of the expected impact for people and/or the planet. There are nine types of impact risk.
	Risk level	The level of risk, assessed by combining the likelihood of the risk occurring, and the severity of the consequences for people and/or the planet if it does.
Impact classification		The impact of an enterprise can be classified as: 1. Act to avoid harm 2. Benefit stakeholders 3. Contribute to solutions Note that if insufficient data exists for all dimensions for all stakeholders, the enterprise may be causing harm.

Key Impact Data Categories (2/2)

		Impact 1:				Impact 2:				Impact 3:				Impact 4:			
Dimension	Impact category	Indicator	Data	Source	Assessment	Indicator	Data	Source	Assessment	Indicator	Data	Source	Assessment	Indicator	Data	Source	Assessment
What	Outcome level in period																
	Outcome threshold																
	Importance of the outcome to stakeholder																
	SDG target or other global goal																
Who	Stakeholder																
	Geographical Boundary																
	Outcome level at baseline																
	Stakeholder characteristics																
How Much	Scale																
	Depth																
	Duration																
Contribution	Depth counterfactual																
	Duration counterfactual																
Risk	Risk type																
	Risk level																
Impact classification		Impact classification:				Impact classification:				Impact classification:				Effect's impact classification:			
		Enterprise's overall impact classification:															

Number of beneficiaries reporting work becoming more decent

Beneficiary total net income

Supported intervention intentions to be Classified into one of three types of impact: A, B or C:

Does (or may) cause harm

Act to avoid harm

"I have regulatory requirements to meet (e.g. I have to cut my carbon emissions)"

"I want to mitigate risk"

"I want to behave responsibly"

Benefit stakeholders

"I want to have a positive effect on the world to sustain long-term financial performance"

"I want a world where all businesses try to have a positive effect on society"

Contribute to solutions

"We want to help tackle malnutrition in Africa"

"We want to help tackle the education gap"

Dimension	Assessment to look for...				
What	Unknown	Important negative outcomes	Important negative outcome(s)	Important positive outcome(s)	Important positive outcome(s)
Who	Unknown	*Various*	Underserved	*Various*	Underserved
How Much					
Depth	Unknown	*Various*	High degree of positive change	*Various*	High degree of positive change **and/or**
Scale	Unknown	*Various*	*Various*	*Various*	For many **and**
Duration	Unknown	*Various*	*Various*	*Various*	Long-term
Contribution	Unknown	*Various*	Likely the same or better	Likely the same or better	Likely better
Risk	Unknown	*Various*	*Various*	*Various*	*Various*
↓	↓	↓	↓	↓	↓
Classification of impact	**May cause harm**	**Does cause harm**	**Act to avoid harm**	**Benefit stakeholders**	**Contribute to solutions**

Data Collection & Analysis

Data Collection Method

- A cross section design approach in the form of **16 In-depth interviews** and **2 focus group** were undertaken to identify the factors and its impact.
- Semi structured interview approach was employed to provide a balanced control on the discussion, enabling the interviewer to gather necessary information, and at the same, allowing the respondents to enrich the discussion with some first-hand experiences and examples. The unstructured approach might have led the interview to go into unrelated topics, and structured interviews would prevent the respondent from adding more value by enriching the discussion with relevant experiences or case studies.
- Building on the results of the secondary data review, the focus groups and interviews, 3 surveys engaged YIL Partners and beneficiaries to gather data not available from secondary sources while capturing respondents' views on related research questions.
  - **193 Sharing Ecconomy workers** participated in the first survey representing 6 YIL partners (Basket, Bilforon, Carers, Salalem, Sharqi Shop, Work Around)
  - **22 Shagheel workers** participated in the second survey which focused mainly on workers who benefited from the rectuitment platform.
  - **8 YIL partners** participated in third survey focused on capturing the partners input on the program.

Instrument Design

- **Interviewer's Guide:** For In-depth interviews, an Interviewer's guide was developed focusing on key factors related to enterprise creation and growth in Jordan.
- **Moderator's Guide**: The focus was to identify perceptions, opinions, beliefs, and attitudes relevant to the research objectives.
- **Questionnaire**: The Questionnaire started by building the profile of the respondent and then identifying the level of performance, knowledge, skill or interest in the discussed topics.

Data Analysis

- The data from the In-depth interviews and focus groups was summarized and analyzed, and themes developed from responses. Quantitative data was analyzed using excel.

Data Collection Plan (1/3)

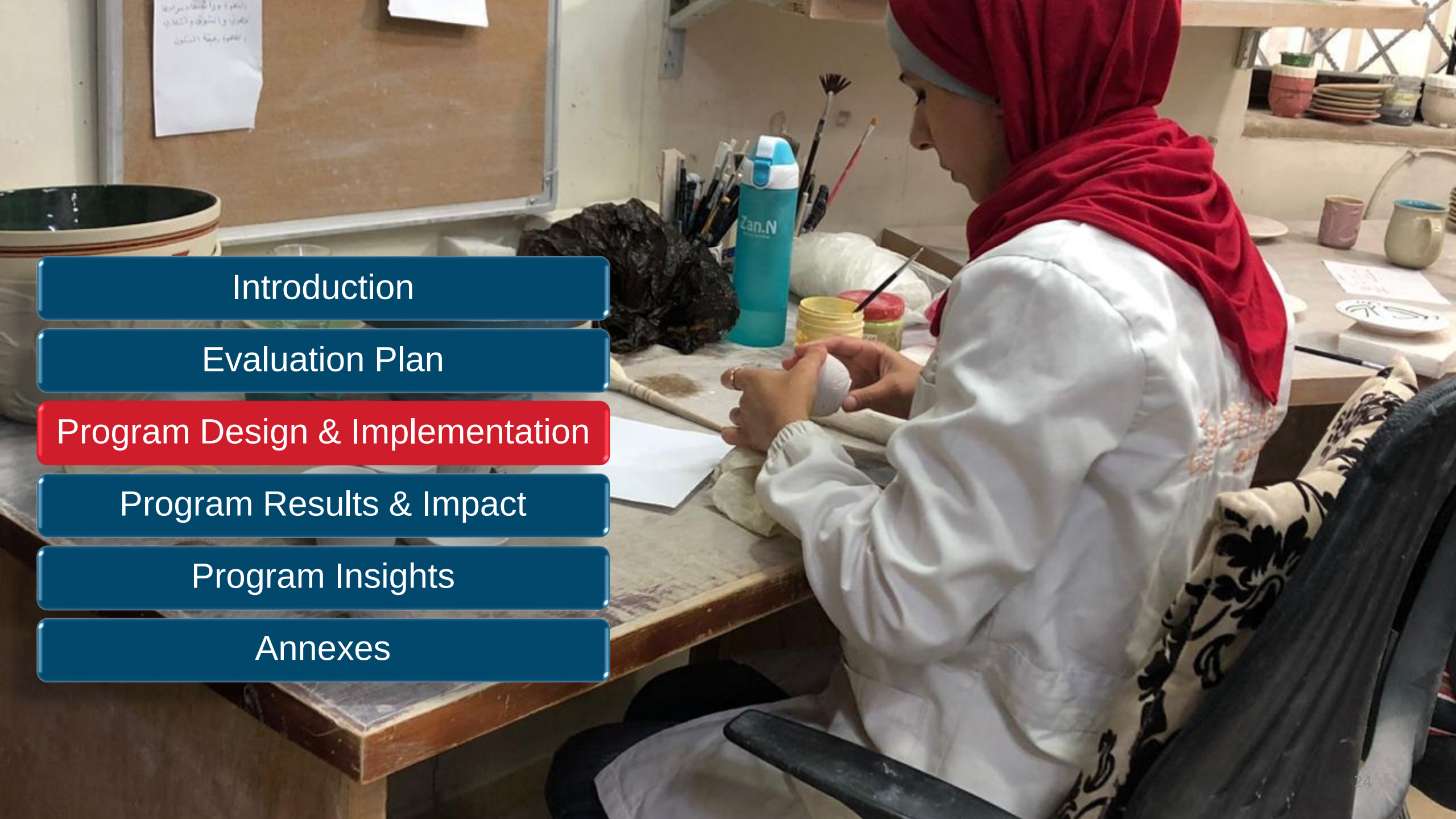
Area	Research Question	Secondary Data	Survey (Beneficiaries)	Focus Groups (Employers & Beneficiaries)	Interviews (YIL, Partners & Employers)
Design & Implementation	To what extent were the targets appropriate?	X			X
	How were these grantees relevant in the context of addressing unemployment in Jordan and other countries?	X		X	X
	What challenges have you faced in meeting your targets?	X			X
	How did the program or grantees adapt to address them?				X
	Looking back, is there anything you would have done differently in implementing the program?				X
	How often do you engage with the grantees/with the YIL team?	X			X
	ACTIVITIES: How effective was the activities mix, and what was the mix that produced best results (Planned and not Planned).	X			X
	FINANCING: How financing impacted the success of interventions (Grants, Equity Financing, Debt Financing)	X			X
	SELECTION: Did the selection activities provide a large pool of applicants (partners) to be able to select from, and how the selection was done	X			X
	CHANGES: What kind of changes were done to the program design and activities during implementation.				X

Data Collection Plan (2/3)

Area	Research Question	Secondary Data	Survey (Beneficiaries)	Focus Groups (Employers & Beneficiaries)	Interviews (YIL, Partners & Employers)
Results	How has the program performed against its targets?	X	X		
	What has enabled you to meet your targets?			X	X
	How have the grantees performed (financially) as part of the program?	X			X
	SEGMENTS: Which targeted segments (Beneficiaries) were better served by the program activities (Gender, Age, Household income, Geography, Education, Nationality, Disability)	X	X	X	X
	BENCHMARKING: How does the program results in Jordan compares with similar activities in Jordan and with other countries?	X			

Data Collection Plan (3/3)

Area	Research Question	Secondary Data	Survey (Beneficiaries)	Focus Groups (Employers & Beneficiaries)	Interviews (YIL, Partners & Employers)
Impact	What benefits/impact have you seen as a result of the YIL programme? Why have you identified these benefits?		X	X	X
	To what extent do you think your organization would have achieved this impact without the support of the YIL?			X	X
	Has the YIL program had an impact on the future prospects of workers of YIL grantees?	X	X	X	X
	Were issues around sustainability considered during planning and implementation at the program and grantee level?			X	X
	What are the challenges to the sustainability of the projects?				X
	What do you consider to be the greatest risks to the sustainability of the projects going forward?				X
	How can these risks/challenges be overcome?				X
	IMPACT AREAS: What was the primary and secondary impact areas linked to SDGs (SDG8, SDG1, SDG4, SDG5).		X	X	X
	CONTRIBUTION: What other factors contributed to intended change and job creation?		X	X	X
	SUSTAINABILITY: How the long-term sustainability of the supported initiatives can be achieved and why some will not scale and diminish after the program support is no longer there.				X
	REPLICATION: What went well by design and can be replicated in other programs in Jordan and other countries.				X



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Program Design Analysis (1/3)

Mercy Corps was granted $3MM by Google.org to support technology driven innovations to reduce unemployment among youth and create new economic opportunities for them. Google.org focused on the importance of utilizing technology to generate the intended impact.

To develop program scope and services, a research project was kicked off by Mercy Corps in Jordan to assess gaps and issues. The study evaluated the demand and related ecosystem (Private sector development, startups programs, NGOs, Government agencies, large employers), and identified 200 key players in Jordan. The research also assessed the supply side using desk research and focus groups.

YIL theory of change included direct impact through helping the partners grow and employ more youth, but also had an indirect component where the partners helped the beneficiaries to establish home-based business and employ more people them selves, expanding the program impact and footprint.

The approach used in developing program logic was driven by the issues inhibiting youth employment and job creation, and not by pre-determined set of objectives or activities, which contributed to developing a different kind of program.

Program Design Analysis (2/3)

Under Sharing economy domain/track, based on market demand research, Mercy Corps identified 9 industries to further investigate for opportunities following a criteria focused on Industry growth potential, Magnitude of industry job creation, Sustainability of jobs, and Applicability to youth and potential for inclusion of Syrians. Partners were invited, assessed and selected using as investment driven process, were few candidates were identified in each industry, were asked to provide additional information and went through due diligence process, and then YIL management prepared a business case identifying proposed partnership for support to a selection committee.

This investment based process (Sourcing, Due Diligence, Investment Committee) was initially designed by Mercy Corps Social Ventures and has helped to increase the Investment Readiness of the supported startups by at least one level as per Village Capital model through helping the startups to go through a light investment similar process at the selection process and through closing the gaps during the support period.

For each startup selected, 2-3 were identified, so in total around 30 potential partners we evaluated initially out of +40 companies reached. The external final committee acting as an investment committee did not include investors, but successful technology entrepreneurs and impact professional. In future, it is strongly recommended to elevate this committee by including angel and institutional investors familiar with dealflow in the country and can better asses the investment and growth potential. Some of these companies that was not selected (limited fit, better alternative, …) became part of YIL community, and collaborated on different project and opportunities.

Program Design Analysis (3/3)

Under ideation track, another research was conducted to identify HR and employment issues in Jordan, and based on the research outcomes, an ideation bootcamp was designed to help solve these issues using design thinking, and 400 HR experts who could be entrepreneurs/intrapreneurs were invited to apply to the program, in which 30 participants were selected. **This was a different approach compared with the other programs that focused on attracting young tech entrepreneurs that had the entrepreneurial thinking but lacked the business and domain experience to support that. An attempt was carried out to add young tech entrepreneurs and encourage team formation to include members from both groups, but this did not materialize in solid proposals.**

Under talent Pipeline, few online platforms were identified to focus on job matching for blue collar jobs, and the approach adopted was based on similar case studies from Egypt and Turkey where white collar recruitment platforms expanded to provide also blue collar job postings. Three potential partners were identified, and after discussions, one partner was selected based on their track record and sustainability model. A 3rd research project was conducted to assess the feasibility and market potential for such platform, and study outcomes were positive, and platform was launched after that.

Program Implementation Analysis (1/5)

Deal sourcing was not easy at the kickoff of the program in 2017 due to the low number of sharing/gig economy startups that existed at that time. Main Criteria in scouring included:

Challenges faced by the tech startups as identified in the research included: small local market potential, limited investment appetite due to bad early stage investments, talent acquisition issues, ideation issues, lack technical or business experience.

To minimize the impact of the challenges on the program outcomes, YIL did thorough assessment activities to ensure that early stage startups are up to a high caliber, and that the support provided is based on their needs and improvement areas.

The logic used in designing the support packages was that private organizations are the best to determine their support needs, and they should be provided with flexibility to identify the support package and procure directly the service providers to achieve their objectives with the cost covered by the grant.

The support was usually delivered through specialized and external service providers hired directly by the partners, or through high level general services provided to all through program partners such as incubation by iPARK. This had a positive impact on the program financials as most of the program budget went to services provided to startups and not program staff overhead.

The maximum program headcount did not exceed four people and 2-3 on average with only one senior resource, whereas another approach would have required double that at least to achieve the same objectives. This came at a cost, where high levels of stress existed among YIL team, and in some cases the startups were hesitant to seek more support from the staff because of the obvious high workload they had.

Program Implementation Analysis (2/5)

The incubation model provided a strong value proposition to the program, and complemented the other services, however the process to launch and communicate the offering to the partners was delayed due a long and difficult approval process and internal resistance initially within Mercy Corps.

Structured capacity building activities were limited by design as the support strategy (Market System Development Approach) was based on the custom support packages to be developed for each partner, so custom capacity building activities were possible based on demand.

One issue faced with some supported startups is the "Know it all" attitude/thinking. This prevented these startups from maximizing their benefit from support and capacity building activities (training and adhoc coaching) and limited the YIL management ability to influence additional positive changes.

Key spending areas for grants were Marketing, Technology Development and Capacity Building. Unfortunately, Capacity Building were the least to be supported due to limited demand from the startups.

The support areas were almost impossible to be changed after the signing of the grant contract due to the inflexible admin process, even if the partners discovered that their plans and assumptions changed overtime.

One improvement area is to permit revisiting the grant areas at a later stage, provided that a ceiling is set for the maximum reallocation or change value (25% for example of total grant). Having said that, the research conducted by YIL and the feedback received from the grantees indicated that grant payment system was easy and smooth compared with other grant programs available in Jordan for similar organizations.

Program Implementation Analysis (3/5)

The best activities mix that that produced best results (Planned and not Planned) was for new or early stage companies that needed and appreciated the support, and obtained the full-service packages (grant, equity financing and incubation). Debt financing as a separate instrument was not considered due the admin and legal challenges involved, although the equity financing included a debt component through the convertible note. The equity financing was only possible because of the partnership with Beyond Capital.

The data showed that the segment that generated less impact was the more developed startups that received large support from YIL and other programs before. These startups were resistant to learning and change, and was seeking only financial support, and did not appreciate any other support.

One lesson learned is not to depend on pervious assessments conducted by other support organizations, and conduct separate due diligence activities, as it is becoming clear with time that some support programs were hungry to any dealflow, and was more interested in quantities than quality, and did not conducted strong assessment activities.

Changing the business model is not adequate only, but also changing the way of thinking and management approach is also needed. Some of the startups supported are making the same mistakes regrading the way they manage and improve their business (For example, adding another co-founder, HR/Marketing practices, dependency on fund raising). The learning and development part is only happening related to external business environment but is not extended to the internal one.

The lack of focus is one issue faced with some of the startups, as they were not focused on one core business or business model, but we trying to do different things not linked together. Also, they are approaching different support programs, with the objective to secure more grants, and this reduced their ability to provide full commitment and focus to a single program.

Program Implementation Analysis (4/5)

Some of the startups are good in pitching (in English even better than Arabic Language) and marketing their businesses although they have limited succuss, traction and impact. They always move from one program to another getting additional support that could have gone to another business that will could have more impact on the ground. It is tempting for many programs to work on startups who received validation from other programs and achieved some traction, compared with working with unknown startups that received no previous support and still at early stages. The impact in the second case could be more as the need and appreciation of support is usually much stronger, reflecting on potentially higher impact level per dollar spent. Also, to invest more time to deal with the pre-existing expectations, perceptions, attitude and opinions at the founder's level related to support approach and working with program partners (Incubation & Investment).

Adhoc coaching sessions helped to minimize these issues but having a more structured (Time-regular and scope-issue focused) advisory and coaching activities is recommended. The original assumption was that the startups did had their own support system (advisors, mentors and coaches), but later it was clear that this support system is not active or ineffective for most startups. Having a structured process for coaching will help the support be more holistic and reduce the bias from both sides (startups and supporters). It also reduces the resistance to change and attitude issues as this is coming a part of well-defined process. The process should not be only led by the startup or current program need, but also based on holistic model and focus areas that covers the priorities for the startup at that specific stage of development.

Program Implementation Analysis (5/5)

Changes on Initial design:

- The change from fixed service providers to startup selected providers to increase flexibility
- The introduction of program level services such as incubation with iPARK.
- The introduction of Equity financing with Beyond Capital instead of doing it internal (Mercy Crops Social Ventures)

Benchmarking

- YIL did benchmarking at the planning stage of the program to compare results compared with similar activities in Jordan, and with other countries. For example, some studies indicated that $1MM is needed to create 80 FTE in agriculture ($12.5k/FTE). Other studies indicated an estimate of the cost per job to be $8,333. In comparison, the program generated +2.5K work opportunities equivalent (Decent income generation opportunities, Part & Full time) using $2.5MM total program budget.

Partners by Stage

Inception → Seed → Early Growth → Late/Rapid Growth → Maturity

Partners by Sourcing

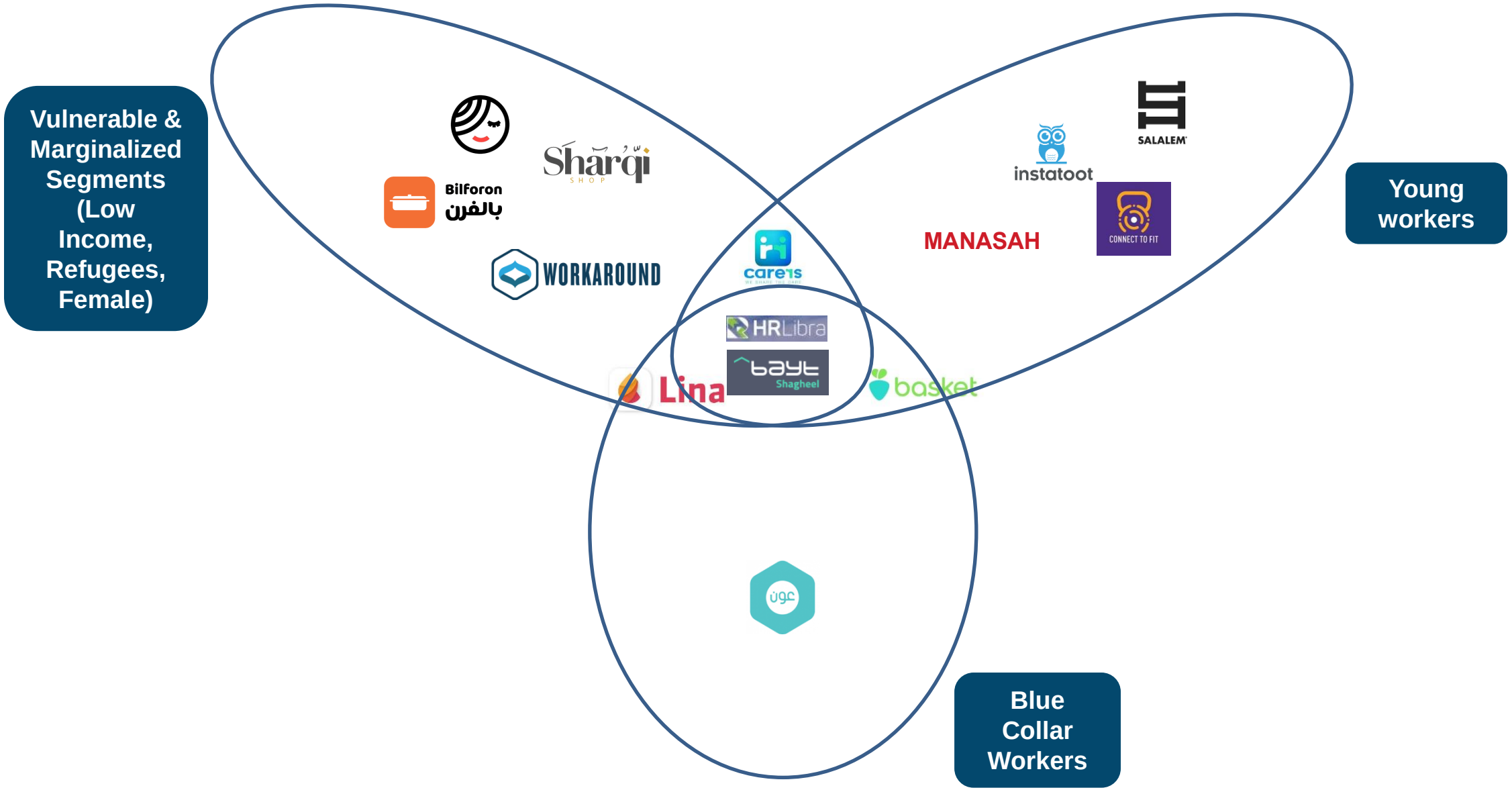
Wave 1 (Research)

Wave 2 (Network)

Wave 3 (Special Cases)

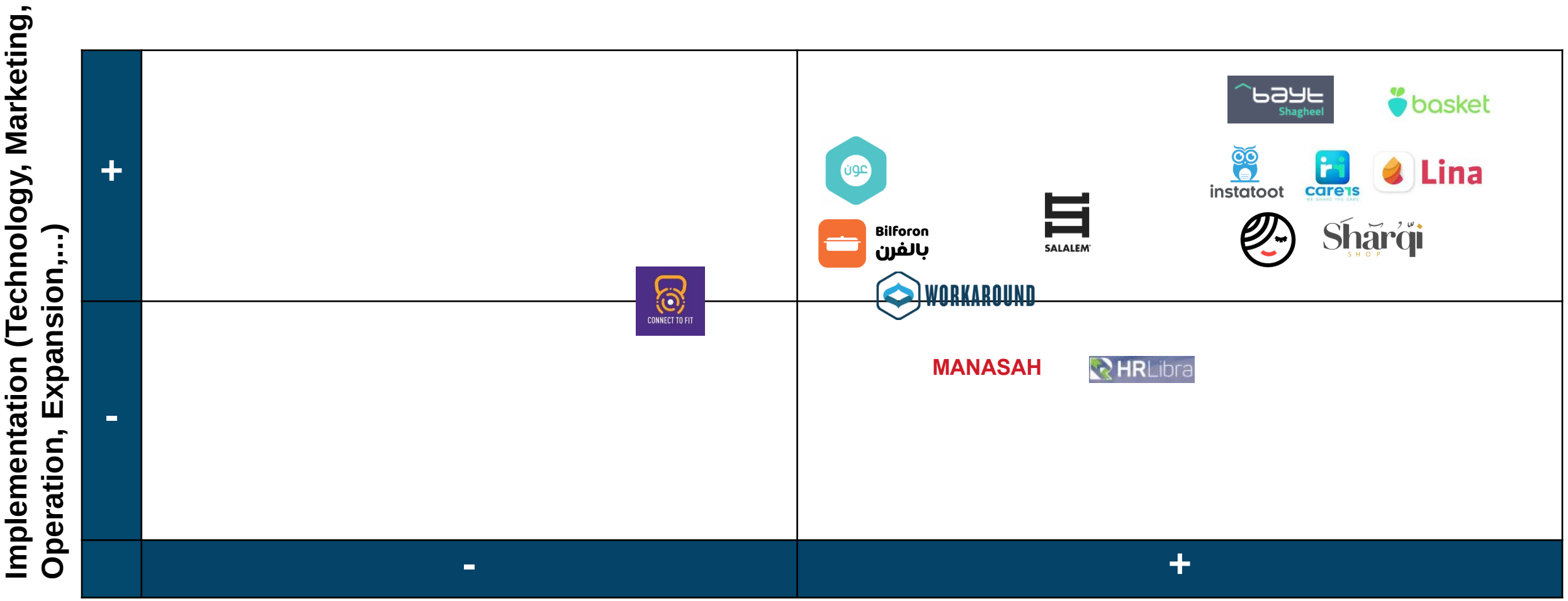
Other (Ideation Bootcamp & Direction discussion)

Partners by Primary Segment Served

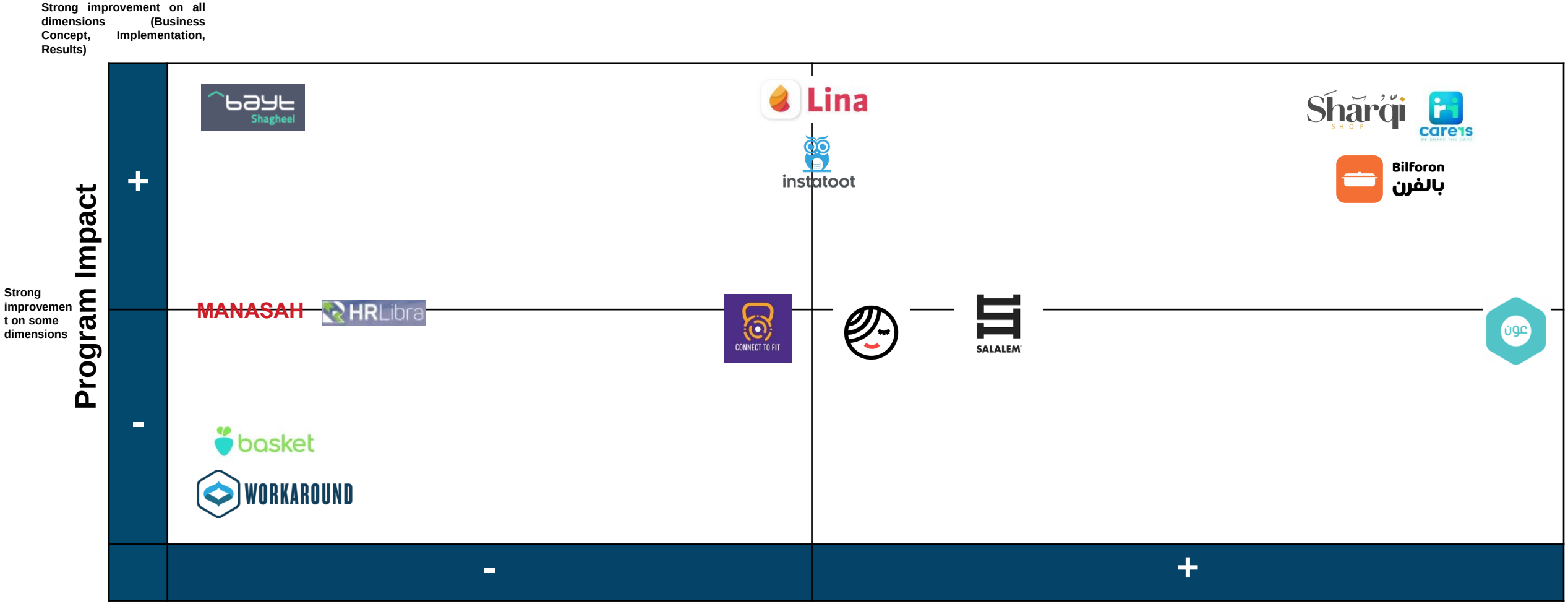


Partners by Founding Team

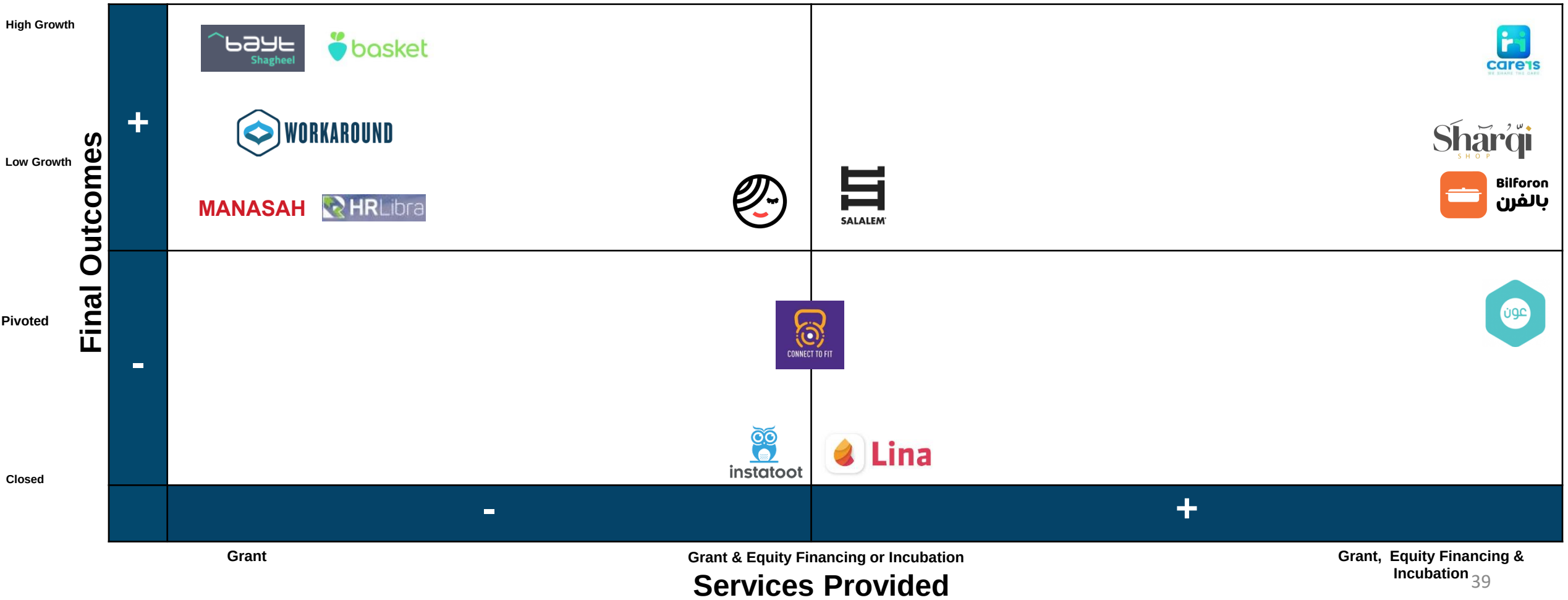
Partners by Maturity



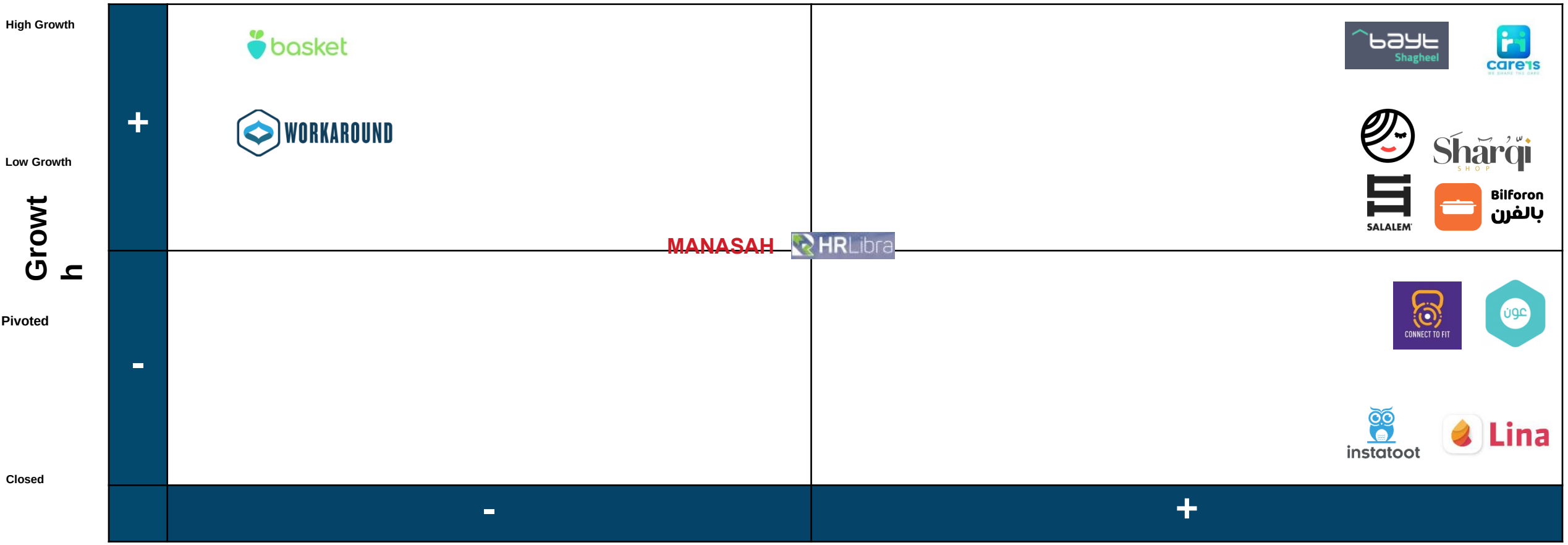
Partners by Program Impact



Partners by Final Outcomes



Partners by Contribution Level



Data Collection Activities

Focus Groups

Surveys

Interviews

Sharing Economy / Partner Focus Group

- **Introduction (Sharing Economy/Gig Economy in Jordan)**
  - Some partners indicated that GIG model is relevant to the country's needs and is it a good job creation tool. Others indicated that Gig/Sharing economy model in Jordan is limited in contribution due to the smaller market size compared with neighboring countries and the limited local spending and consumption/demand. Some partners indicated that additional challenges would surface due to possible government restrictions and control. Another issue is the unstable and fluctuating income that prevents this model from being a full employment model where workers can depend on it as their primary income source. Some models are designed so workers uses the platform only a side job. In other cases, the workers commitment to jobs varies based on their current financial need and time availability, creating high worker turnover for some partners. Some work models that do not need physical proximity or interaction provides excellent way to expand the footprint and introduce high flexibility (timing and location) to both, the platform and workers. To deal with sustainable income issue, some partners developed long term contracts with clients to maintain stable income. The embedded bidding process ensures that workers have equal access to opportunities, and based on their interest, they compete for these opportunities based on their capabilities and availability.
  - Few partners indicated that their Value Proposition to the majority of their independent workers has reached a stage where it is "must have" compared with "nice to have". Some indicated that they are able to provide this to half or less of their workers where the stable income and demand/orders level was achieved. One platform has noticed increased stickiness among some beneficiaries in locations where job creation is limited such female workers in governorates. One key requirement to provide such strong Value Proposition was the ability of the platform to provide continuous flow of work opportunities all the time for the workers. In one example, the workers wanted some guarantee that demand for their services will last for 1 or 2 months so that they pay for internet for that period.
  - Most partners faced issues in collection with customers and payments/digital transactions with workers. Few have already adopted a specific payment solution for workers.
  - Most did not have issues with the technology readiness of their users/workers
  - Limited investors have already invested in sharing /Gig Economy before the pandemic, so investor appetite for sharing /Gig Economy was limited before that, but after the pandemic, interest increased as demand for digital platforms grew, and investors started approaching startups. Before that, mainly impact investors has demonstrated interest to talk to some of these partners. Some partners did not seek investment and they could not assess investor appetite.
  - Cashflow was an issue for some of the sharing/Gig economy startups in Jordan, were reduction in demand and collection delays negatively impacted the companies.
  - No partners faced legal issues or illegal practices with the workers, but refugee workers faced government restrictions in terms of work licences in some job areas.
  - The lockdown due the pandemic impacted some of the partners, also the government restriction impacted the sharing /Gig Economy in Jordan by reducing working hours and limited movement permissions. Most partners indicated that COVID-19 positively impacted sharing Economy/Gig Economy in Jordan in terms of demand, but some other issues surfaced due ability to deliver and sudden changes in operational model and logistics.

Sharing Economy / Partner Focus Group

- **Engagement with YIL/Mercy Corps**

– Most partners were introduced to YIL through personal networks and direct interaction with YIL Management.
– Some had a gap between their initial expectations of the YIL when they joined and what was happened (expectations vs reality). Positive responses included unexpected offering such as incubation, grantee friendly payment process, result orientation, equity financing, and negative responses included limited grant sizes, limited flexibility in changing payment plan.
– Few indicated they received dedicated capacity building (many to one) and technical assistance or coaching (one to one) services, and in case this was provided, the benefit was limited.
– Some challenges faced by the partners that YIL supported to deal with included, funding the new product and service development, increasing the worker base via introductions and activity design.
– Most partners indicated that target setting was done in collaboration with YIL management, and this helped them to achieve such targets, as milestones were not imposed on the partners.
– Most partners indicated that they have not engaged with other programs that are of similar nature, and that significant positive impact can be contributed to YIL program activities, especially for partners who were at their early stage.
– Some partners had strong engagement level with YIL management in terms of frequent interaction and depth, however, some had only one or two meetings with YIL management, and the rest of the engagement was with YIL staff and was focused mainly on reporting and grant follow-up. Most indicated on average 2 interactions per month and that YIL team was very accessible.
– Most indicated that the financial services (grant) was the most useful aspect of YIL engagement, and the impact of the non-financial services (linkages, training, coaching) was less beneficial to the growth of their innovation. One exception was the incubation (Office) that they found more beneficial and important than other non-financial support, especially after few infrastructure issues were fixed in the offices.
– Few indicated that the technical and financial support offered to the partners was not adequate, and they hoped that this to be more.
– Some indicated that they found the milestone-based deployment of financial support was not startup friendly as startups usually have some cashflow issues, and the upfront payments can help to reduce the cashflow issues.
– Most indicated that limited changes were done to the program design and activities during implementation.
– Some indicated that the greatest risks to the sustainability of their innovation going forward was related to the the pandemic, in terms of limited demand and increased logistical issues/costs, increased uncertainty and limited clarity about the future. Others indicated government restrictions, increasing demand, cashflow management.
– Some recommended that Mercy Corps changes the way it is supporting organizations such as changing the model from grant-grantee relationship into partnership model were goals are better aligned and operational capabilities are better utilized. Also to ensure that service providers are better selected based on practical experience, to provide follow-in support for successful partners who demonstrated their ability to deliver intended results instead of supporting new untested ones, also connecting the partners with other programs in Mercy Corps in the same country or other countries is important.

Sharing Economy / Beneficiaries Focus Group

- **Focus Group included 6 participants who are workers (Beneficiaries) on 6 different digital platforms supported by YIL (Basket, Bilforon, Carers, Salalem, Sharqi Shop, Work Around)**
  - 1 Syrian male based in Iraq (30's, University graduate)
  - 1 Jordanian male based in in Jordan (30's, Education unknown)
  - 1 Jordanian female based in Jordan (20's, University graduate)
  - 1 Syrian female based in Jordan (30's, University graduate)
  - 1 Jordanian female based in Jordan (40's, University graduate)
  - 1 Jordanian female based in Jordan (30's, Community graduate)
- Introduction
  - Most indicated that before joining the platform, they were full-time employees, and some were self-employed. None were unemployed.
  - Some indicated that they heard about the platform from personal network who knew about it from advertising, others from social media and internet searches.
  - Some indicated that they chose to use the platform to expand their offline sales that was declining with time, others because they lacked a channel to reach potential customers and did not have offline sales, other were looking for work opportunities from home with flexible working hours.
  - Most indicated that a big gap existed between their expectations of income to be generated and actual results due to many reasons such as limited marketing for the platform, issues in product pricing and design, high fluctuations in demand which caused productions/inventory/waste issues, and high competition from exact or similar products on the same platform, limited profitability due competition and commissions, drastic changes in worker income due increased worker base that caused more internal competition and changes in order pricing/policies, delays in workers payments. Only one worker indicated that demand for their services was higher than internal competition (supply).
  - Most indicated that they faced several challenges to increase sales such as high production volume/readiness requested versus actual sales which increased inventory levels, some has to do with technical skills needed for certain jobs.
  - Some indicated that the platform provided some specialized training to develop their skills and upgrade their job readiness.
  - Some indicated that the platform conducted systematic assessment activities to measure satisfaction and improve workers' performance.
- **Impact**
  - None of the workers indicated that the income generated from the platform covered all their needs and covered only between 10-75% of the needs.
  - All indicated that they have and need other sources of income in addition to the work on the platform. This was for many reasons: Supply is more than demand, the need to explore other channels/markets targeting different customer base, different working conditions (time, flexibility), different work type, higher pricing due to commissions and limited economies of scale.
  - Most indicated that since joining the platform, their income stayed the same or had slight increase (10-30%).
  - Most indicated that they worked with the the platform for 1-2 years.
  - Workers recommended to expand customer base to other segments, increase income generated by existing workers to reduce workers turnover instead of continuously recruiting new workers, increase differentiation between workers to reduce internal competition, better demand management by reducing on demand orders to specific time slots to reduce waste and increase interest at availability time, evaluate and rate customer interaction.
- **Sustainability**
  - Most indicated that the greatest risks to the sustainability of the platforms going forward is related to its ability to adapt the business model based on the market changes and limited interest from customers and workers.

Data Collection Activities

Focus Groups

Surveys

Interviews

Sharing Economy Workers Survey Highlights (1/2)

Workers Motivation to Join YIL Partner

Data demonstrates that the majority of male participants chose to join the YIL Partner because it allowed them to take on flexible work. The majority of females on the other hand joined as an opportunity to learn.

In terms of age groups, the majority of survey participants who were 18-24 years joined as an opportunity to learn, while survey participants from 25-34 years joined because they wanted to grow their customer base. Finally, the majority of survey participants who were 35-49 years joined in order to make more money.

Meeting Basic Needs

Analysis reveals that females outweigh their male counterparts in perceiving that what they earn with YIL partner is enough to meet all their basic needs.

Analysis reveals that survey participants who are 50+ years, and followed by those who are 18-24 years perceive that what they earn with YIL partner is enough to meet all their basic needs.

Analysis reveals that Jordanian survey participants comprise the majority who perceive that what they earn with YIL partner is enough to meet all their basic needs.

Sharing Economy Workers Survey Highlights (2/2)

Income Increase

The majority of female and male survey participants reported that since joining YIL Partner their income has increased.

The majority of survey participants across age groups reported that since joining YIL Partner their income has increased.

The majority of survey participants across nationalities reported that since joining YIL Partner their income has increased.

Decent Work

The majority of survey participants across sex, age groups and nationalities rated having work which is more decent for them as very important.

The majority of male survey participants rated the level of decency of the work they did with YIL Partner as extremely decent, while the majority of female survey participants rated it as somewhat decent.

The majority of survey participants 18-24 years rated the level of decency of the work they did with YIL Partner as decent, while the majority of 25-49 years survey participants rated it as extremely decent.

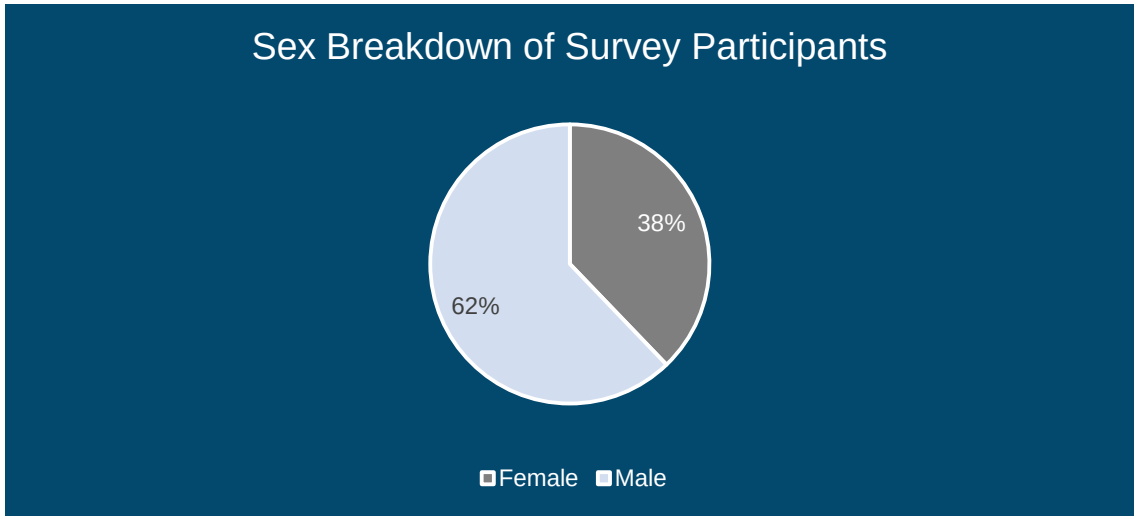
The majority of Jordanian and Palestinian survey participants rated the level of decency of the work they did with YIL Partner as extremely decent while the majority of Syrian and survey participants from other nationalities rated it as somewhat decent.

The majority of male and female survey participants rated that they experienced a little improvement related to work becoming more decent.

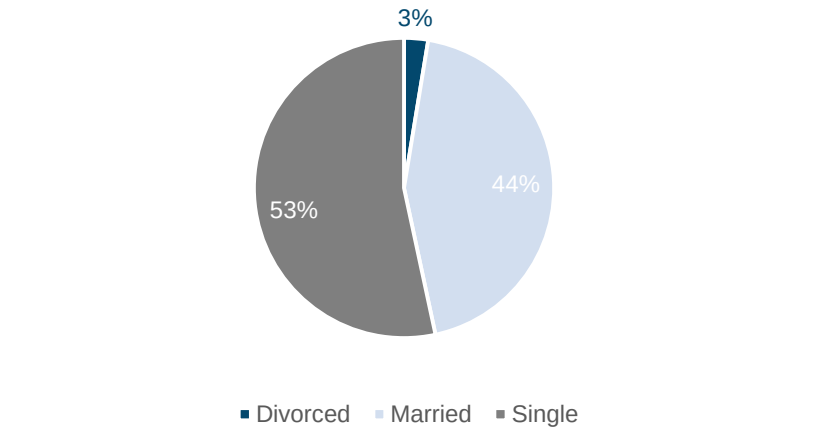
The majority of survey participants 18-49 years rated that they experienced a little improvement related to work becoming more decent. The majority of 50+ years survey participants rated it as have been improved a lot.

The majority of Jordanian and survey participants from other nationalities rated that they experienced a little improvement related to work becoming more decent. The majority of Syrian and Palestinian survey participants reported no change.

Shared economy beneficiaries' demographic background



The majority of the shared economy survey participants were males.



The majority of the shared economy survey participants were single and the least were divorced.

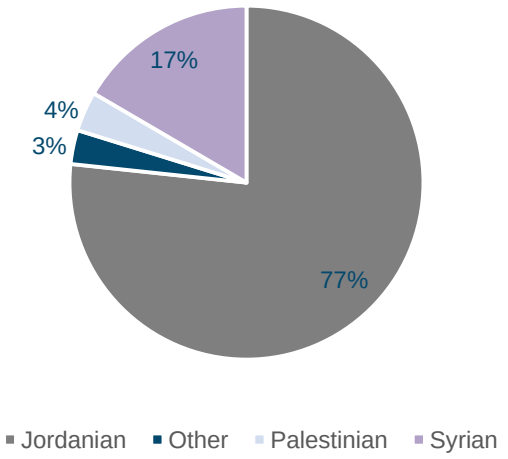
Shared economy beneficiaries' demographic background

The majority of the shared economy survey participants were Jordanian and only 4% were from nationalities other than Palestinian and Syrian.

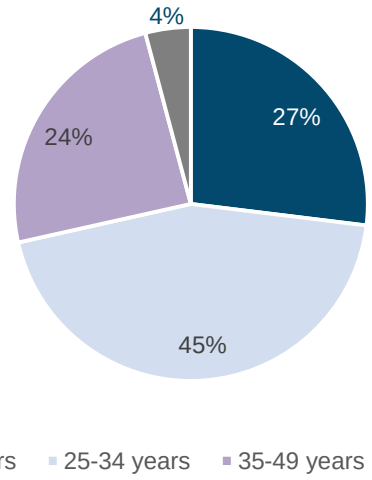
The majority of the shared economy survey participants were youth between the age of 25 to 34 years. The least participants were 50+ years.

The majority of the shared economy survey participants resided in Amman, followed by participants residing in locations other than Aqaba, Balqa, Irbid, Jarash, Mafraq and Zarqa.

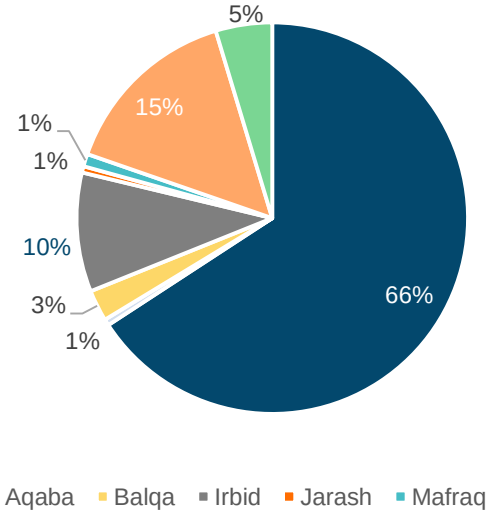
Nationality Breakdown of Survey Participants



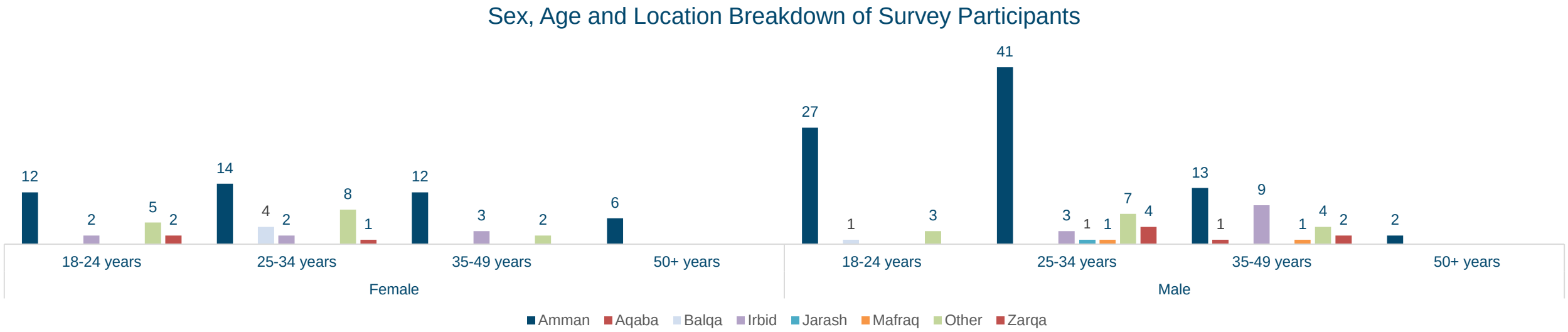
Age Breakdown of Survey Participants



Location Breakdown of Survey Participants



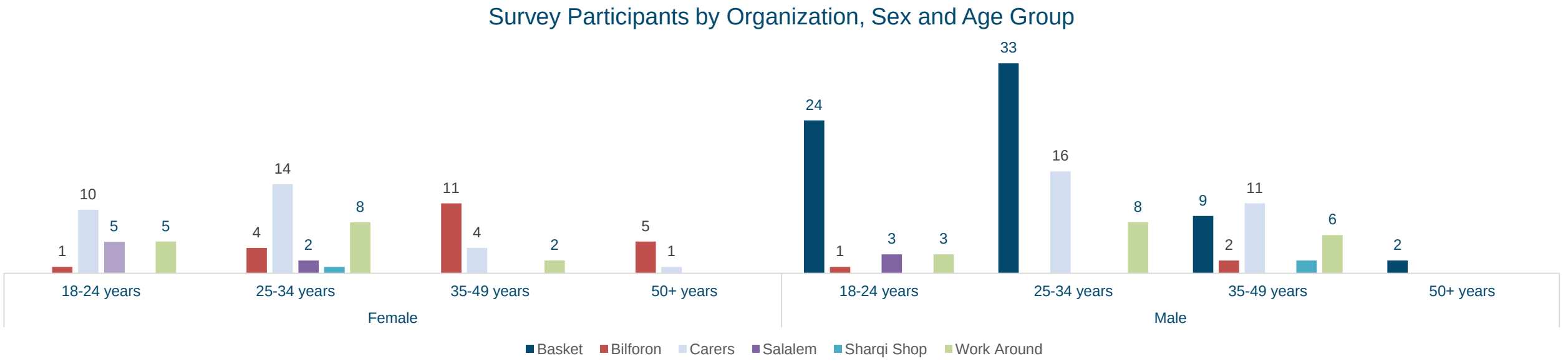
Shared economy beneficiaries' demographic background – cont'd



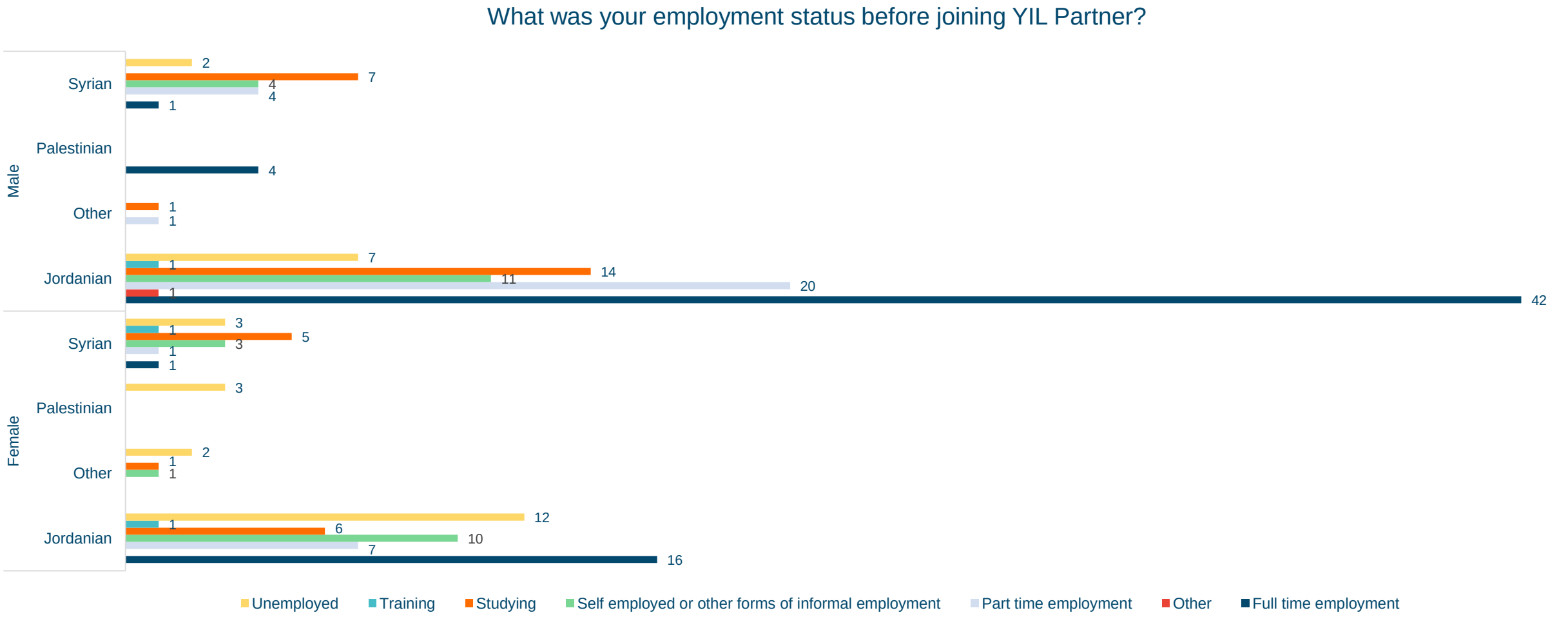
The majority of the shared economy survey participants were youth (males) between the age of 25 to 34 years who reside in Amman, followed by participants between the age of 18 to 24 who also reside in Amman.

Shared economy beneficiaries' demographic background – cont'd

The majority of the shared economy survey participants were youth (Males) between the age of 25 to 34 years who worked with Basket, followed by participants between the age of 18 to 24 who also worked with Basket.

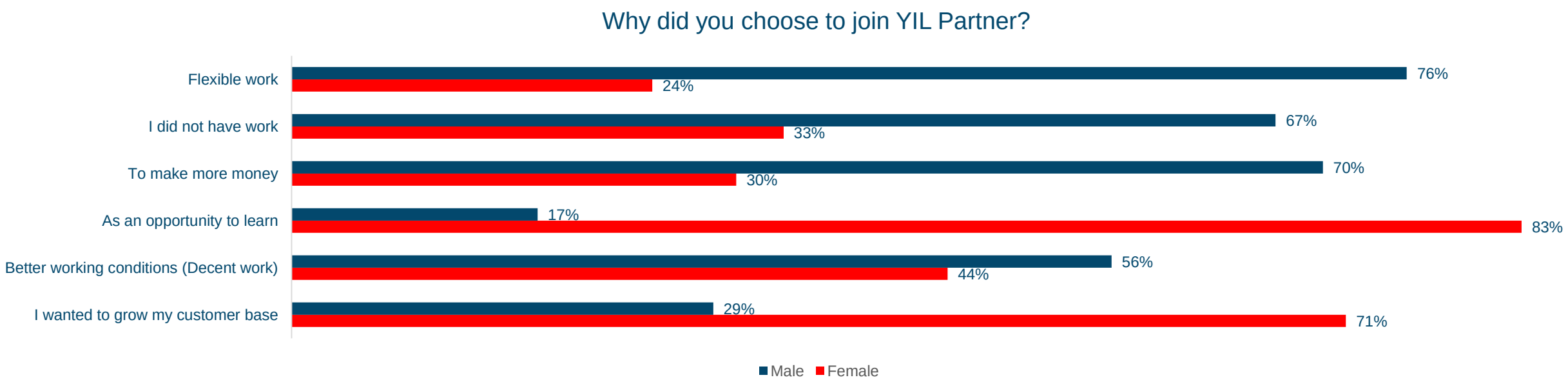


Shared economy beneficiaries' demographic background – cont'd



Data demonstrates that survey participants from the Jordanian nationality were full time employed in comparison with participants from other nationalities.

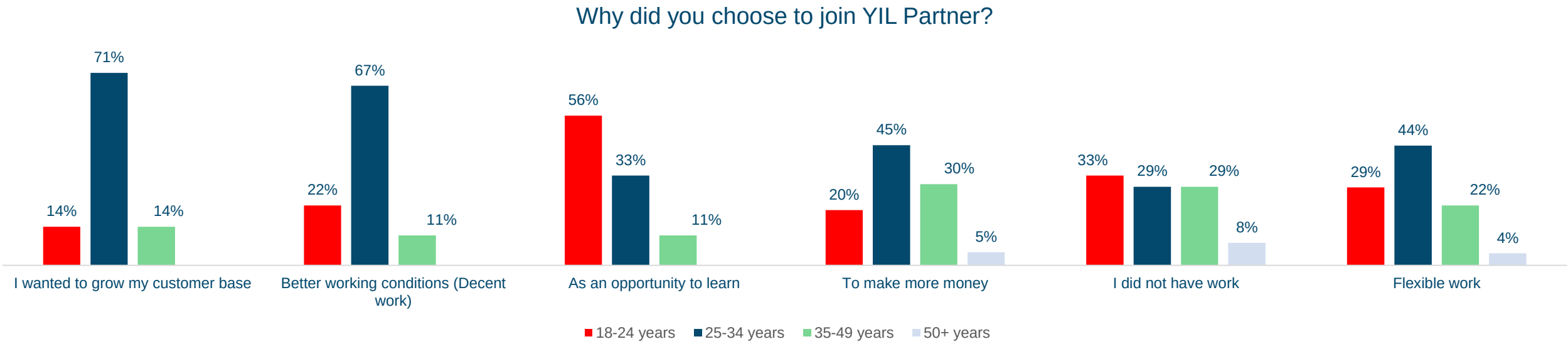
Shared economy beneficiaries' demographic background – cont'd



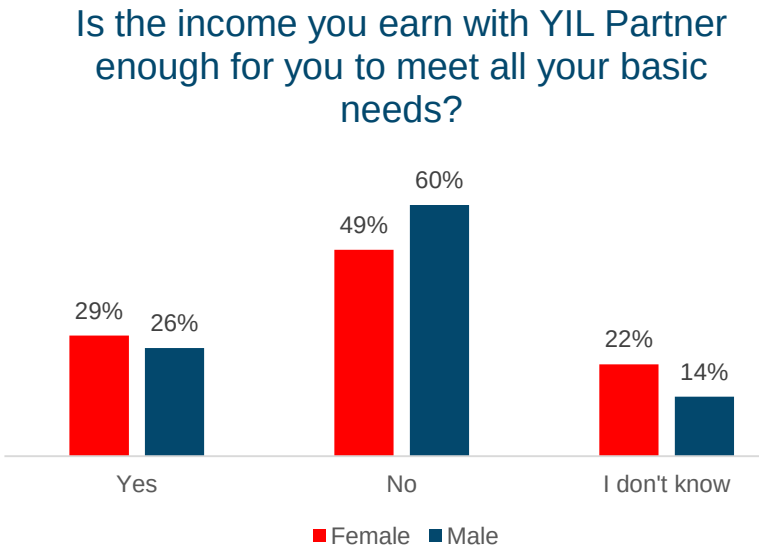
Data demonstrates that the majority of male participants chose to join the YIL Partner because it allowed them to take on flexible work. The majority of females on the other hand joined as an opportunity to learn.

Shared economy beneficiaries' demographic background – cont'd

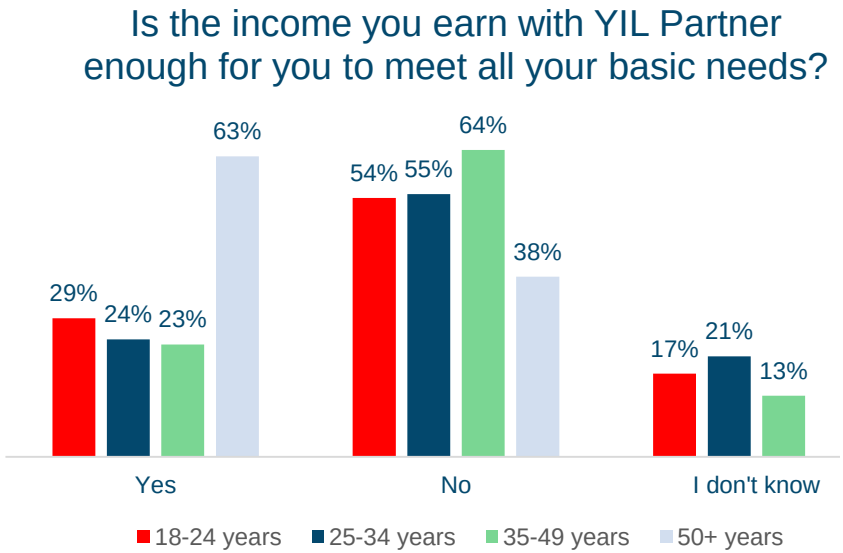
In terms of age groups, the majority of survey participants who were 18-24 years joined as an opportunity to learn, while survey participants from 25-34 years joined because they wanted to grow their customer base. Finally, the majority of survey participants who were 35-49 years joined in order to make more money.



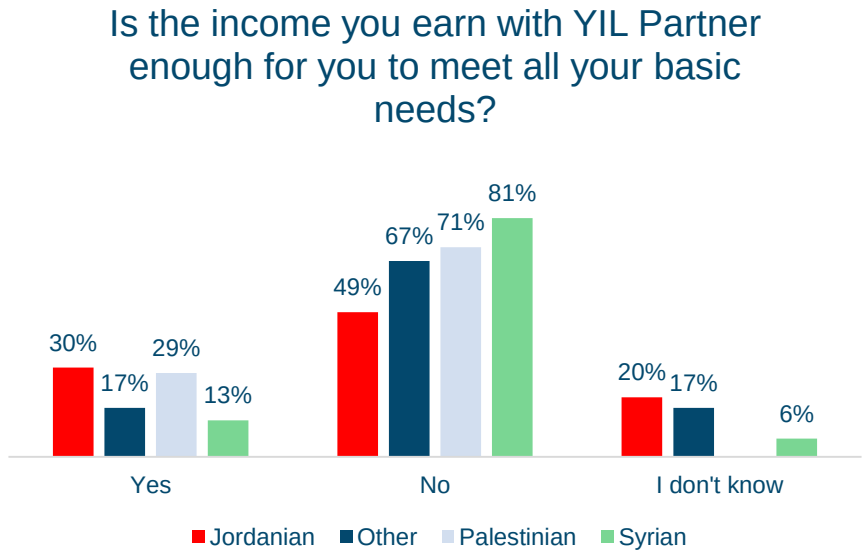
Shared economy beneficiaries' experience with partners – cont'd



Analysis reveals that females outweigh their male counterparts in perceiving that what they earn with YIL partner is enough to meet all their basic needs.



Analysis reveals that survey participants who are 50+ years, and followed by those who are 18-24 years perceive that what they earn with YIL partner is enough to meet all their basic needs.



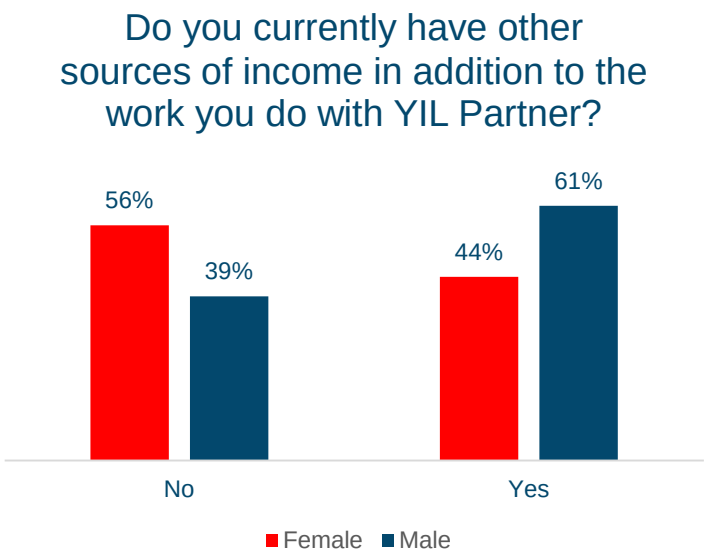
Analysis reveals that Jordanian survey participants comprise the majority who perceive that what they earn with YIL partner is enough to meet all their basic needs.

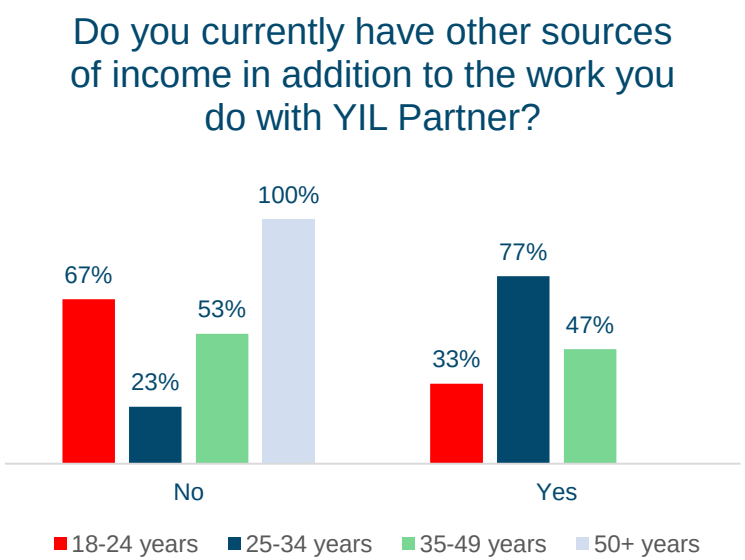
Shared economy beneficiaries' experience with partners – cont'd

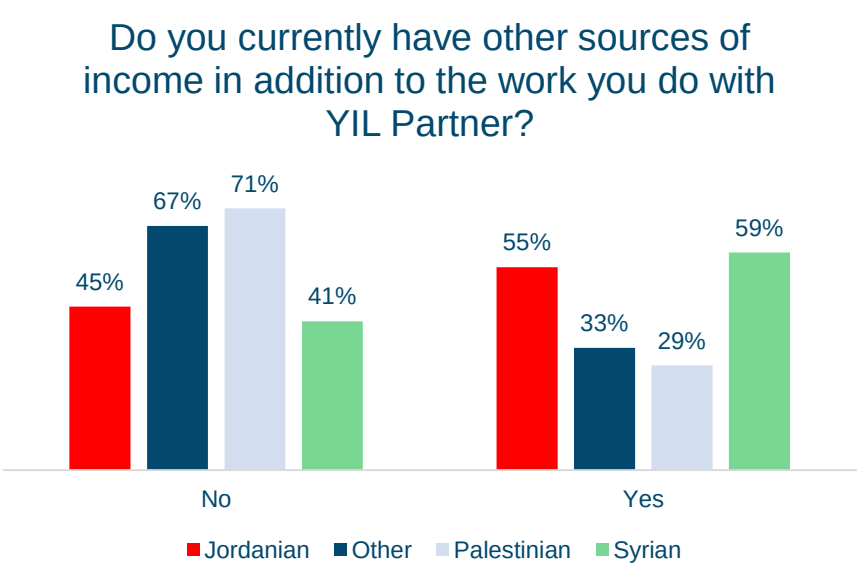
Analysis reveals that males outweigh females that they have other sources of income in addition to the work they do with YIL Partner.

Analysis reveals that survey participants falling within the 25-34 years age bracket report the highest responses in reporting that they have other sources of income in addition to the work they do with YIL Partner.

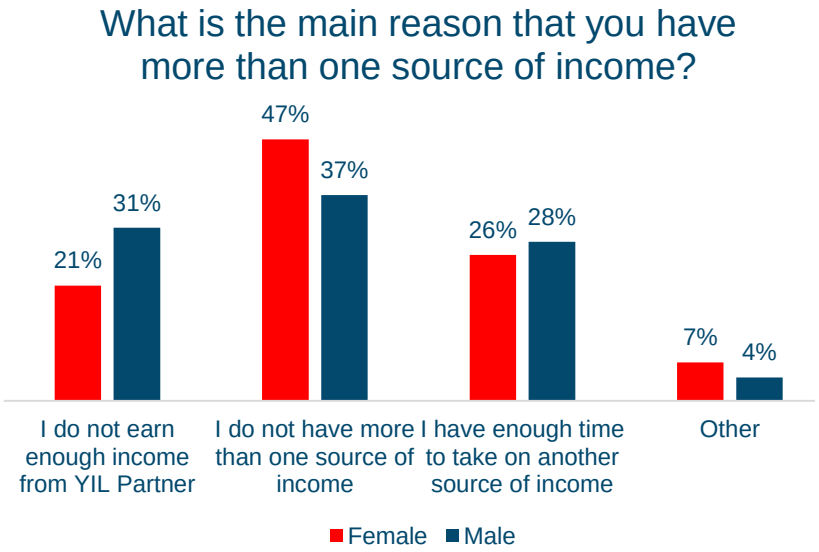
Analysis reveals that Syrian survey participants comprise the majority of participants who reported having other sources of income in addition to the work they do with YIL Partner.



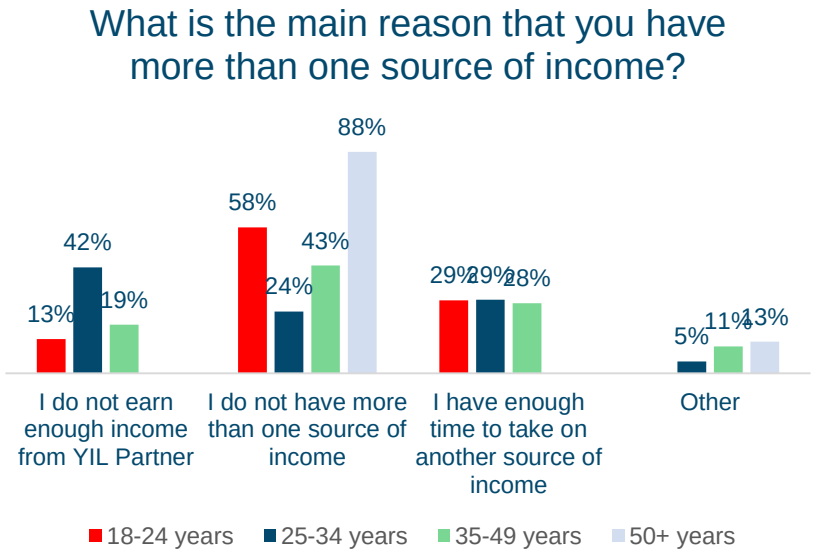




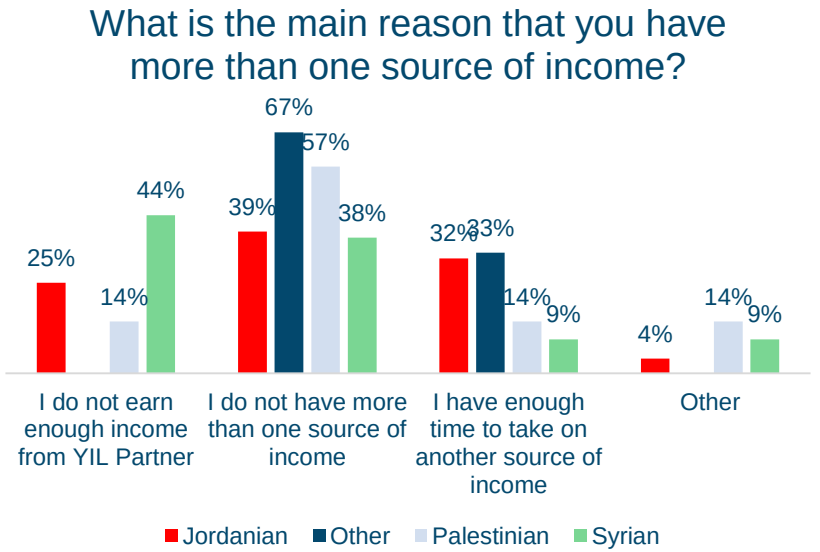
Shared economy beneficiaries' experience with partners – cont'd



The majority of female and male survey participants reported not having more than one source of income.

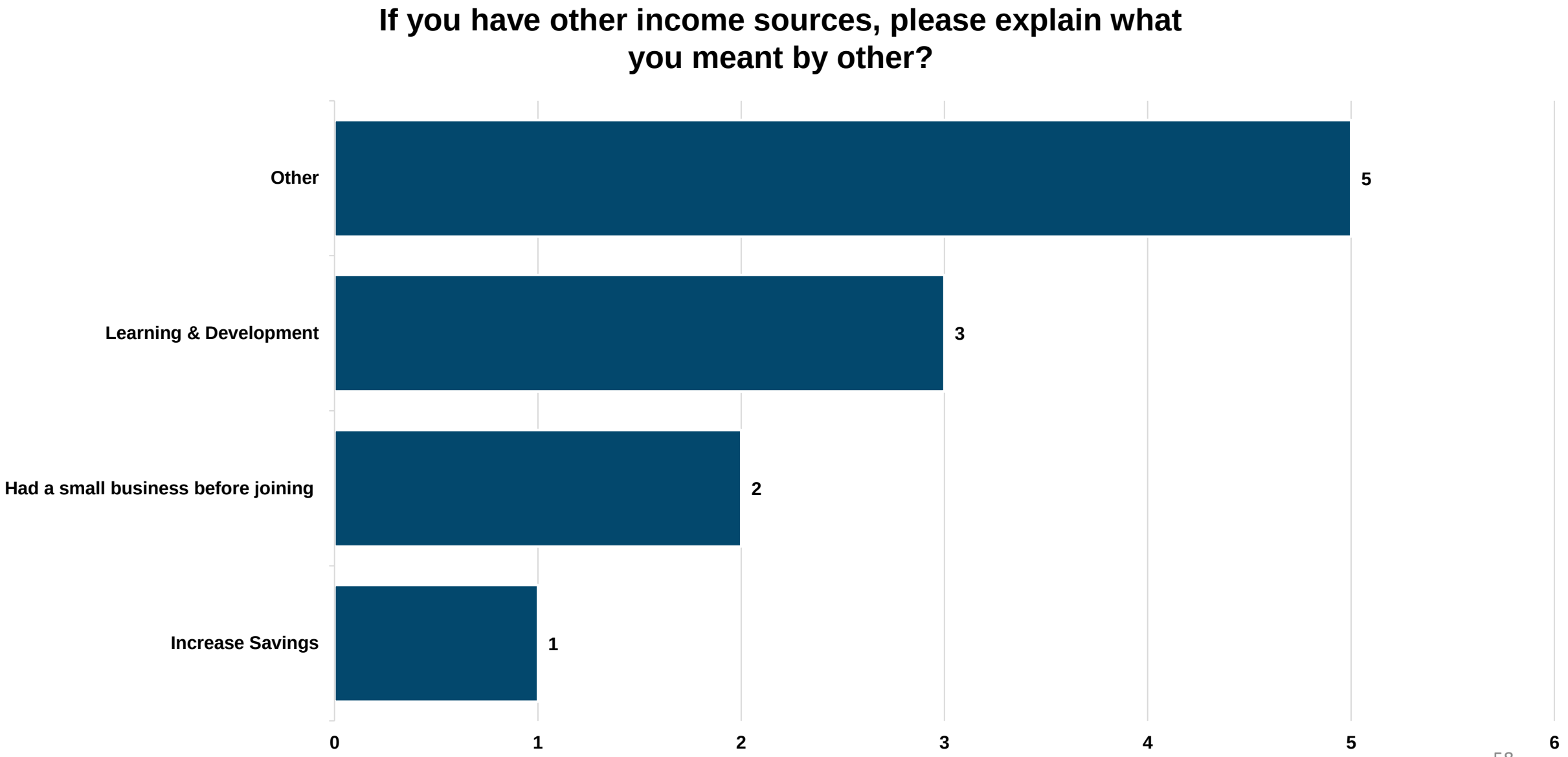


The majority of survey participants who are 18-24 years and 50+ years reported not having more than one source of income. On the other hand, the majority of survey participants who are 25-34 years reported not earning enough income from YIL Partner.



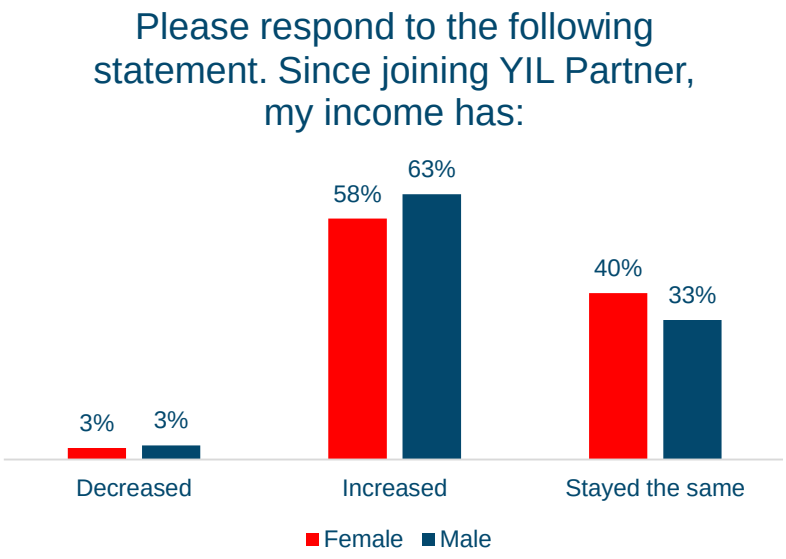
The majority of Syrian survey participants reported not earning enough income from YIL Partner.

Shared economy beneficiaries' experience with partners – cont'd

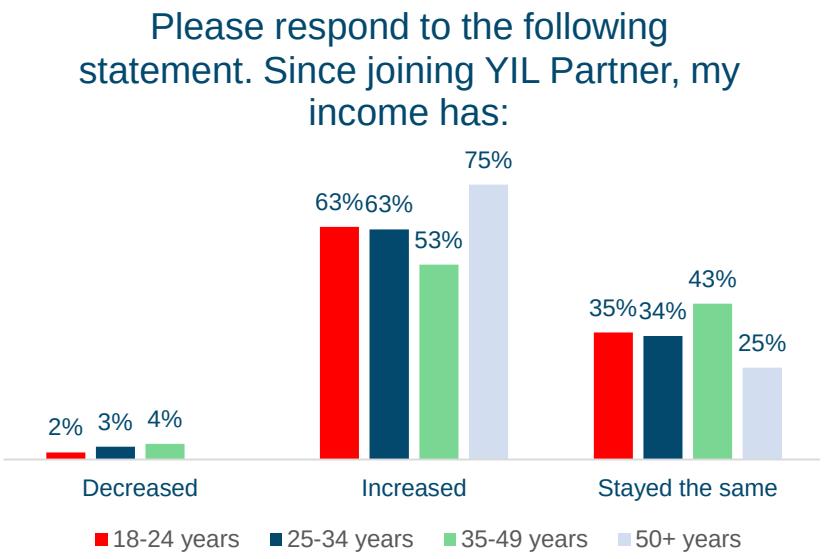


Shared economy beneficiaries' experience with partners – cont'd

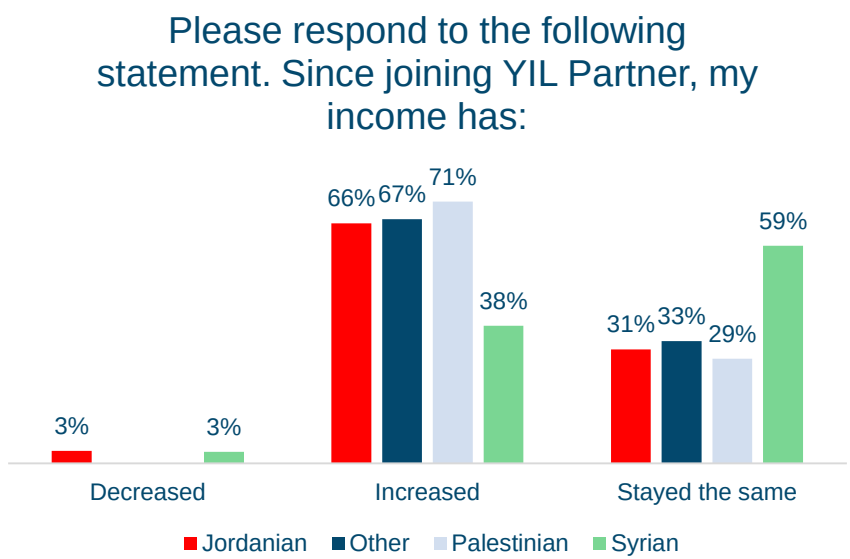
The majority of female and male survey participants reported that since joining YIL Partner their income has increased.



The majority of survey participants across age groups reported that since joining YIL Partner their income has increased.

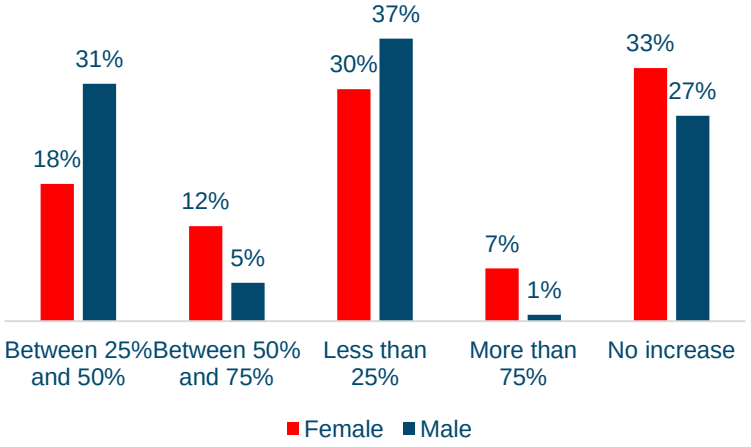


The majority of survey participants across nationalities reported that since joining YIL Partner their income has increased.

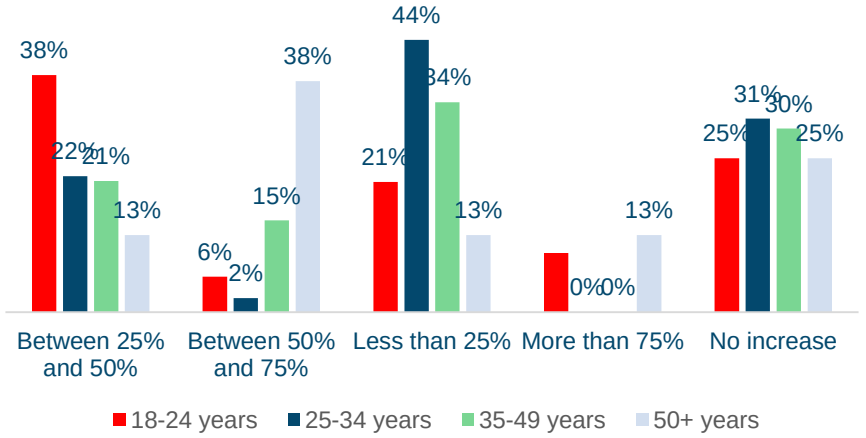


Shared economy beneficiaries' experience with partners – cont'd

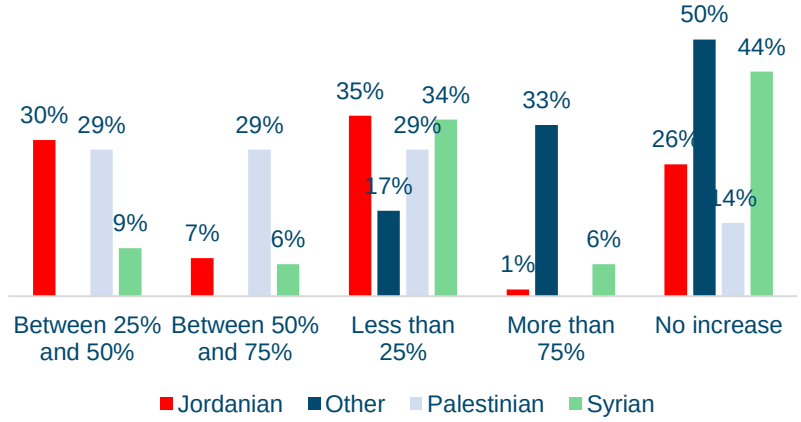
By what percent did your income increase since joining YIL Partner?



By what percent did your income increase since joining YIL Partner?



By what percent did your income increase since joining YIL Partner?



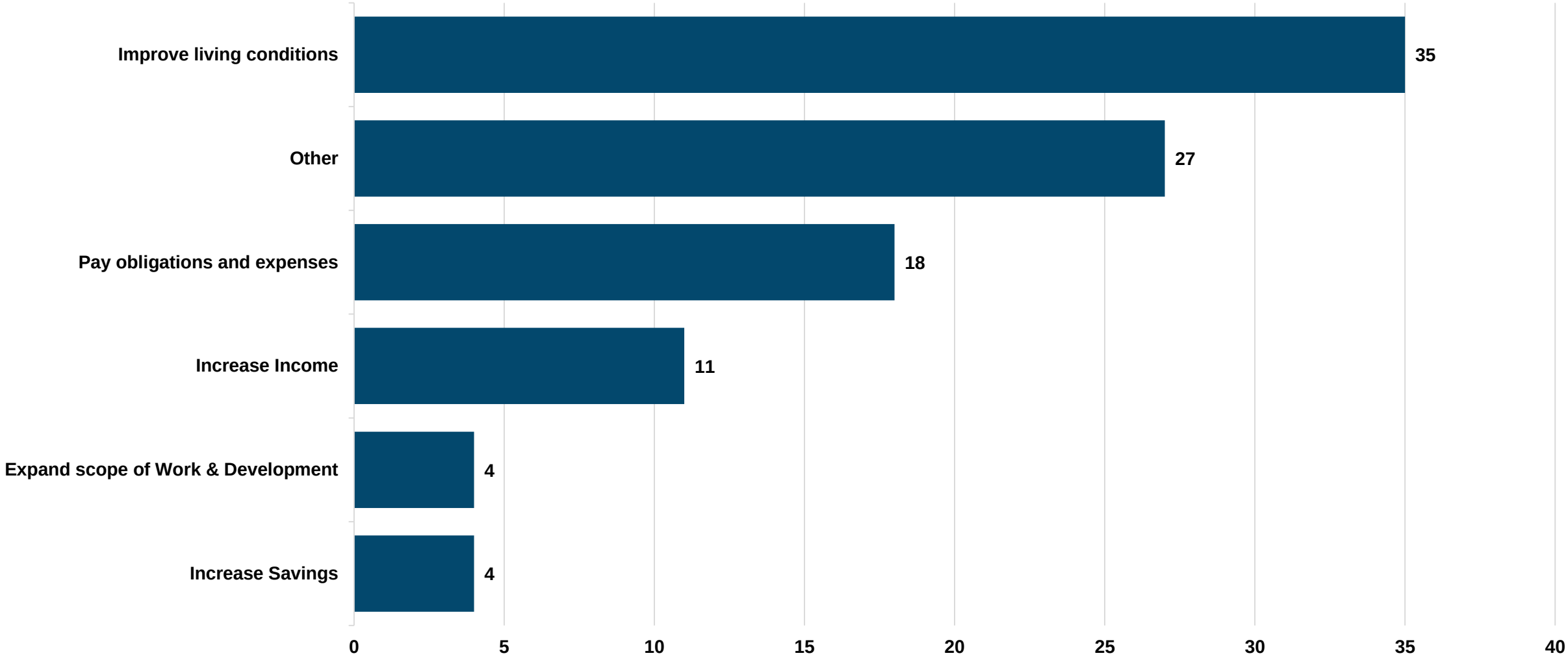
The majority of male survey participants reported that since joining YIL Partner their income has increased by less than 25%. More Female survey participants on the other hand reported that since joining YIL Partner their income has not increased.

The majority of survey participants 18-24 years reported a 25%-50% increase in their income since joining YIL Partner. The majority of those falling within the 25-34 years age bracket witnessed a less than 25% increase in their income.

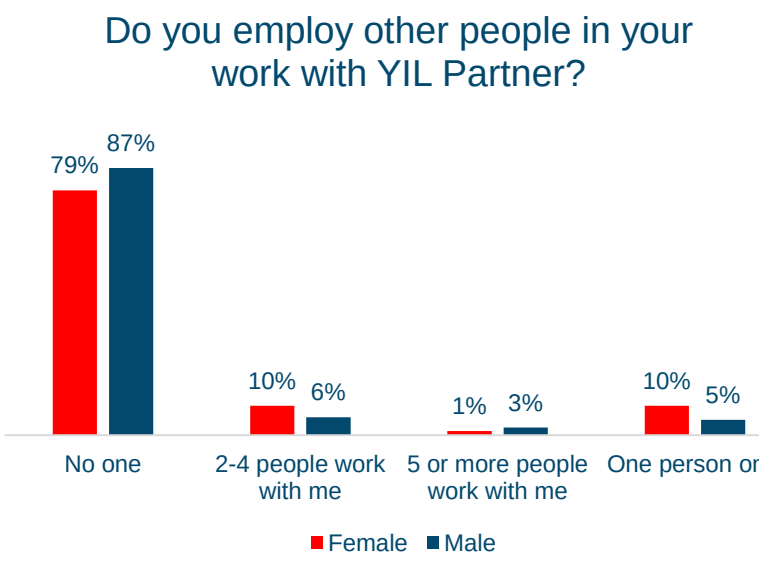
The majority of Jordanian survey participants witnessed a less than 25% increase in their income since joining YIL Partner. The majority of Syrian survey participants reported that their income has not increased since joining YIL Partner.

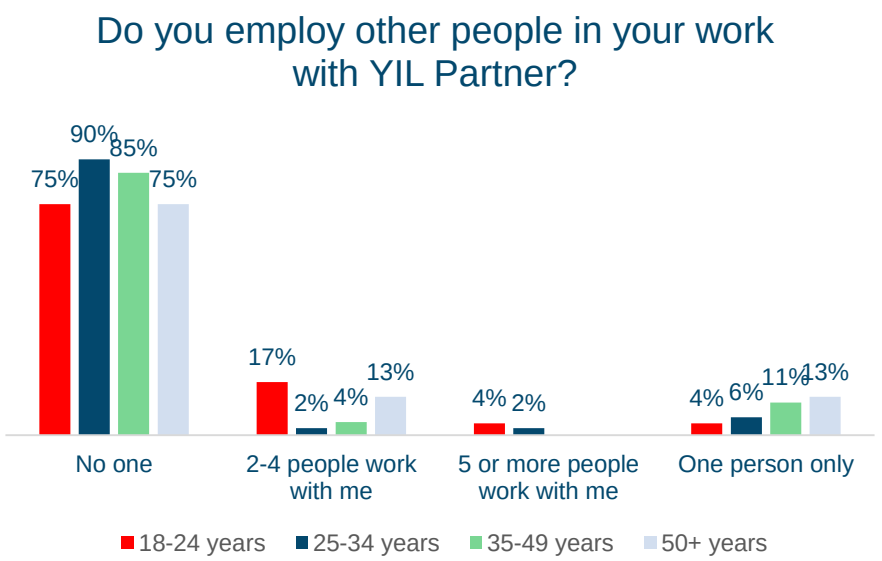
Shared economy beneficiaries' experience with partners – cont'd

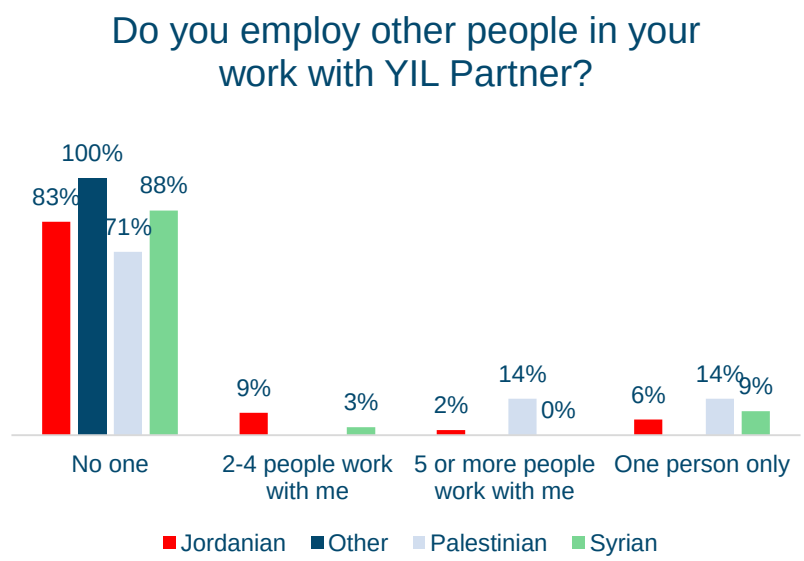
If you increased your income by working on the platform, how did you use the additional income?



Shared economy beneficiaries' experience with partners – cont'd



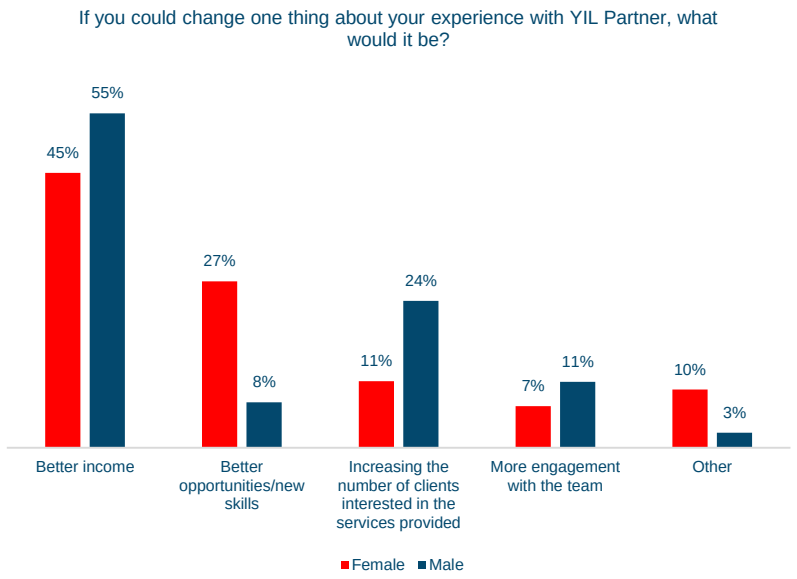


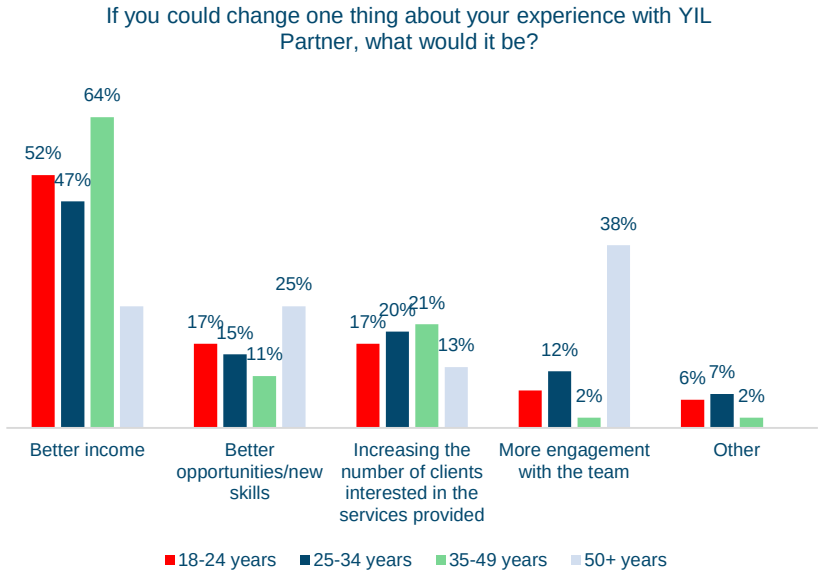


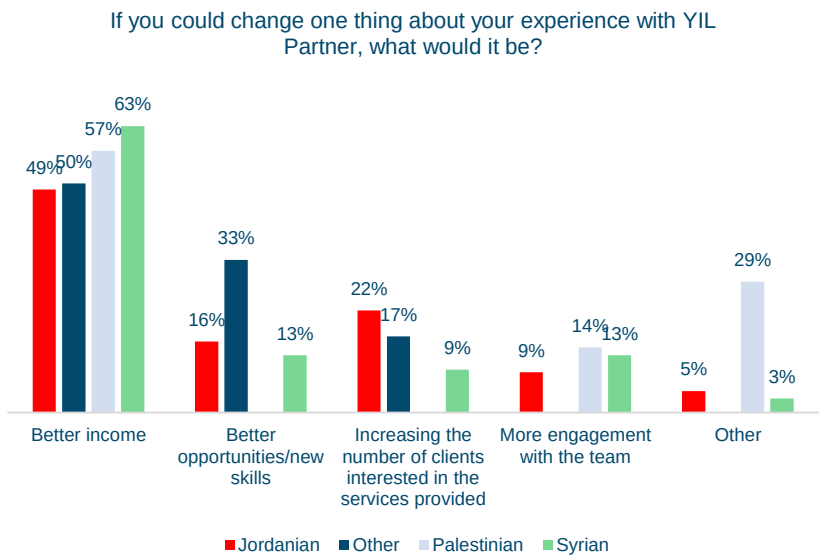
The majority of survey participants across sex, age groups and nationalities reported that they do not employ other people in their work with YIL Partner.

Shared economy beneficiaries' experience with partners – cont'd

The majority of survey participants across sex, age groups and nationalities reported that they would look forward to receiving better income through the YIL Partner.

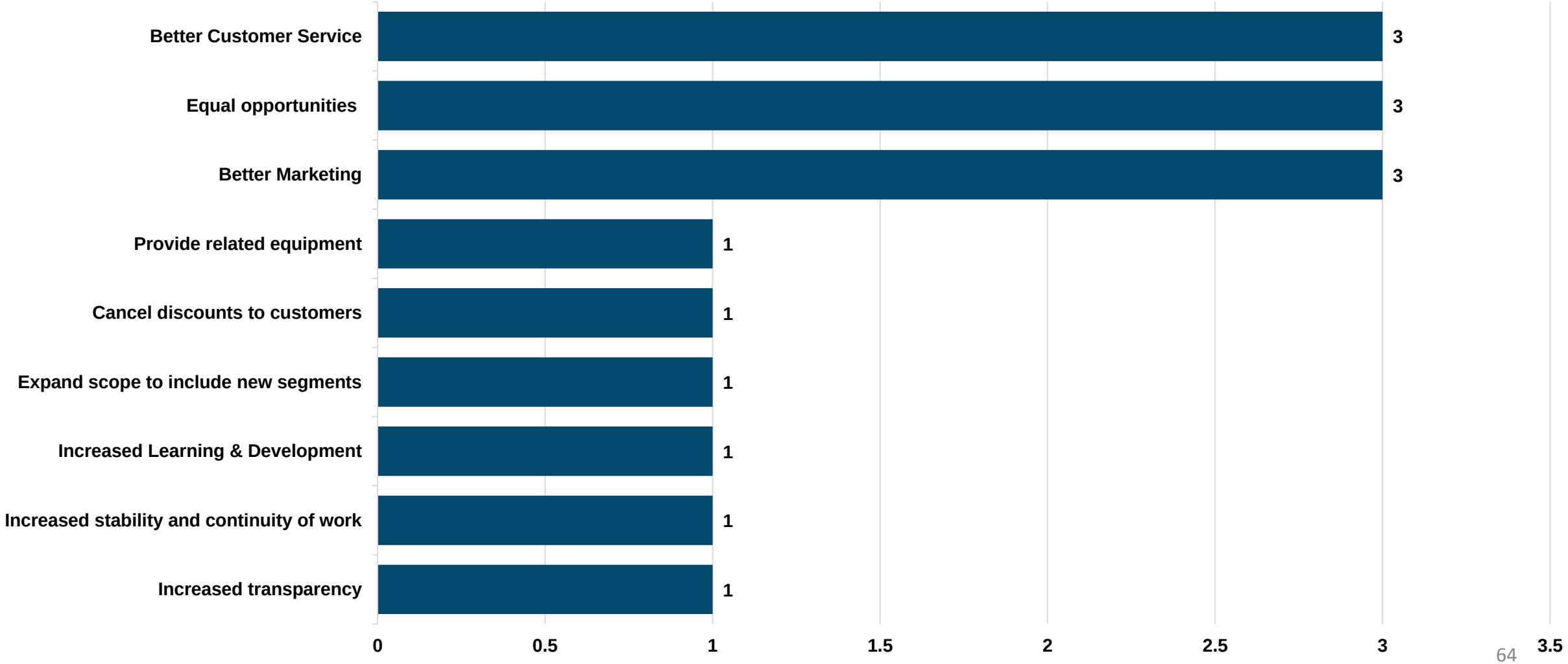






Shared economy beneficiaries' experience with partners – cont'd

Regarding the changes you would like to see in your partner, please explain what you meant by other?

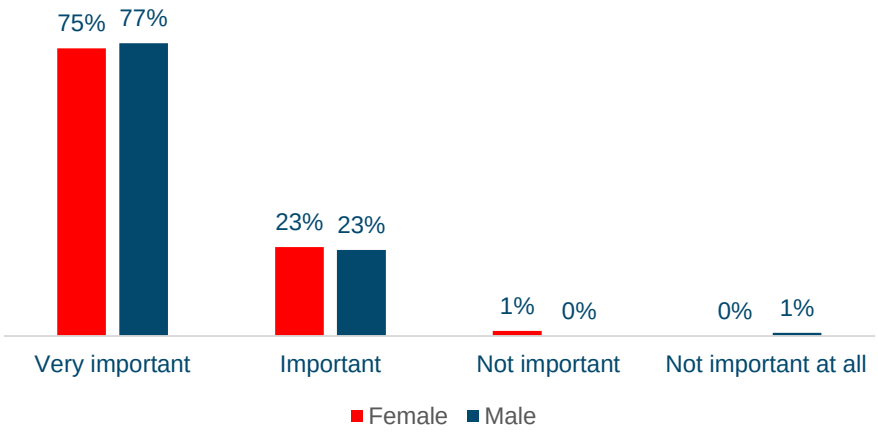


Shared economy beneficiaries' experience with partners – cont'd

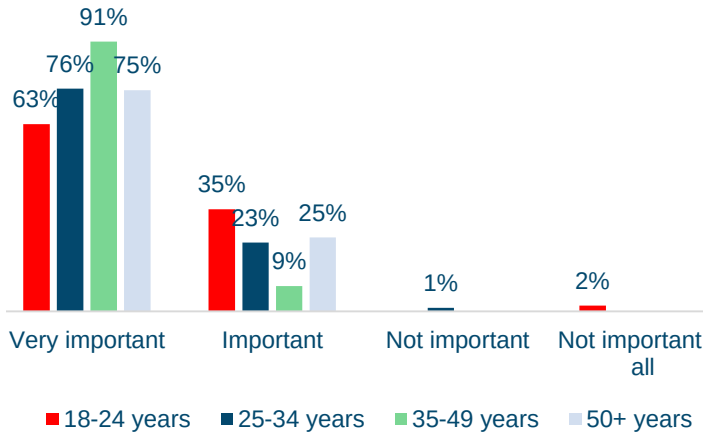
On average, participants used to make 329 JODs prior to working with the organization. After joining the organizations, participants reported receiving an average of 314 JODs.

Shared economy beneficiaries' perception of decent work – cont'd

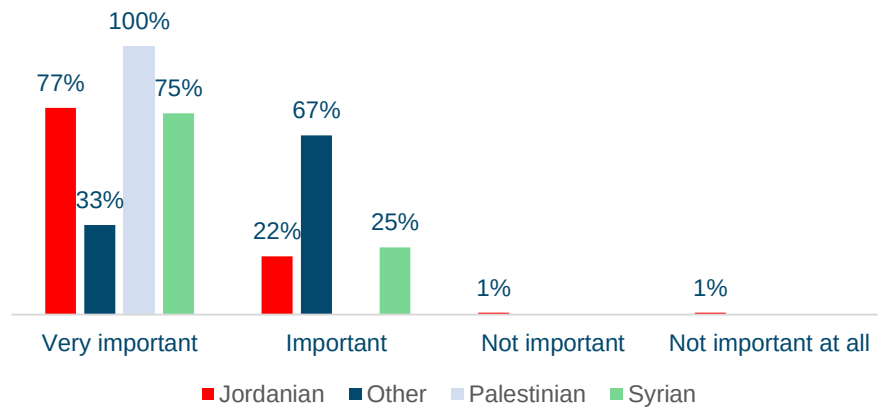
How important for work to become more decent for you?



How important for work to become more decent for you?



How important for work to become more decent for you?



The majority of survey participants across sex, age groups and nationalities rated having work which is more decent for them as very important.

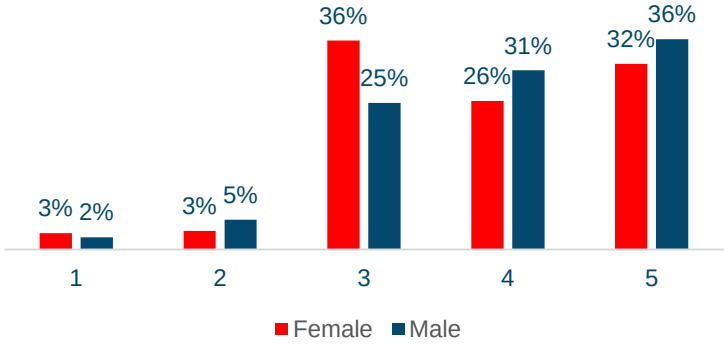
Shared economy beneficiaries' perception of decent work – cont'd

The majority of male survey participants rated the level of decency of the work they did with YIL Partner as extremely decent, while the majority of female survey participants rated it as somewhat decent.

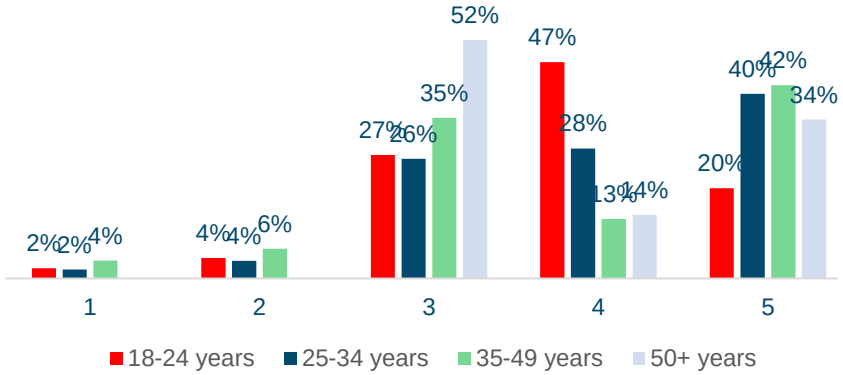
The majority of survey participants 18-24 years rated the level of decency of the work they did with YIL Partner as decent, while the majority of 25-49 years survey participants rated it as extremely decent.

The majority of Jordanian and Palestinian survey participants rated the level of decency of the work they did with YIL Partner as extremely decent while the majority of Syrian and survey participants from other nationalities rated it as somewhat decent.

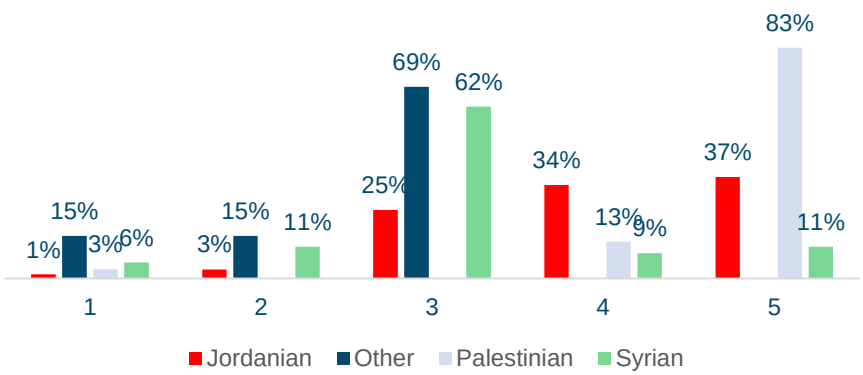
On a scale of 1 to 5 (where 1 is not decent at all and 5 is extremely decent), how would you rate the level of decency of the work you did with YIL partner?



On a scale of 1 to 5 (where 1 is not decent at all and 5 is extremely decent), how would you rate the level of decency of the work you did with YIL partner?

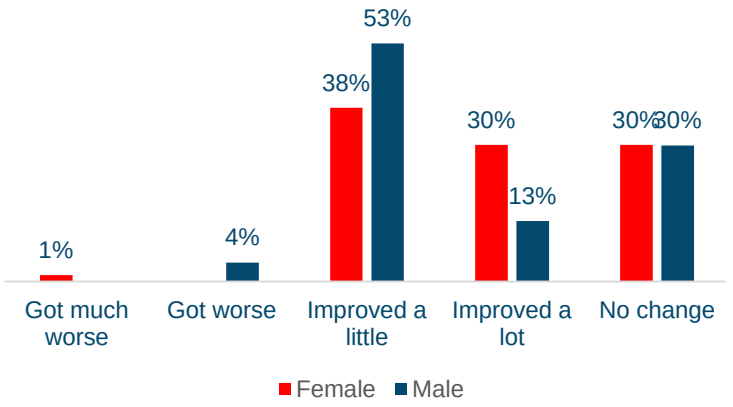


On a scale of 1 to 5 (where 1 is not decent at all and 5 is extremely decent), how would you rate the level of decency of the work you did with YIL partner?

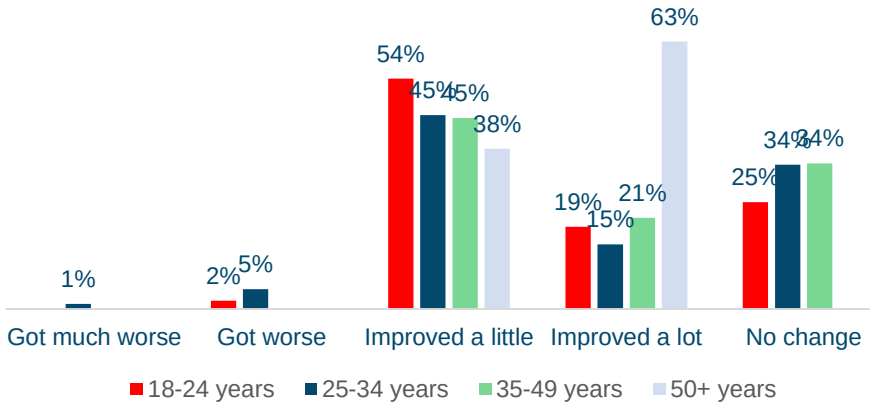


Shared economy beneficiaries' perception of decent work – cont'd

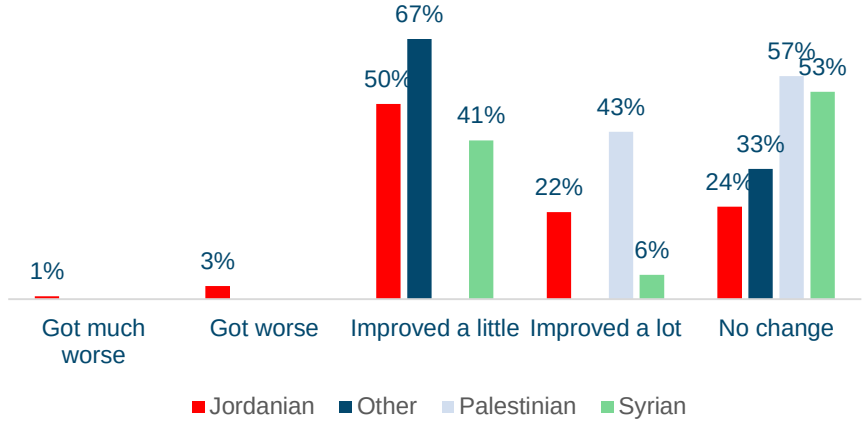
To what degree have you experienced a change related to work becoming more decent?



To what degree have you experienced a change related to work becoming more decent?



To what degree have you experienced a change related to work becoming more decent?



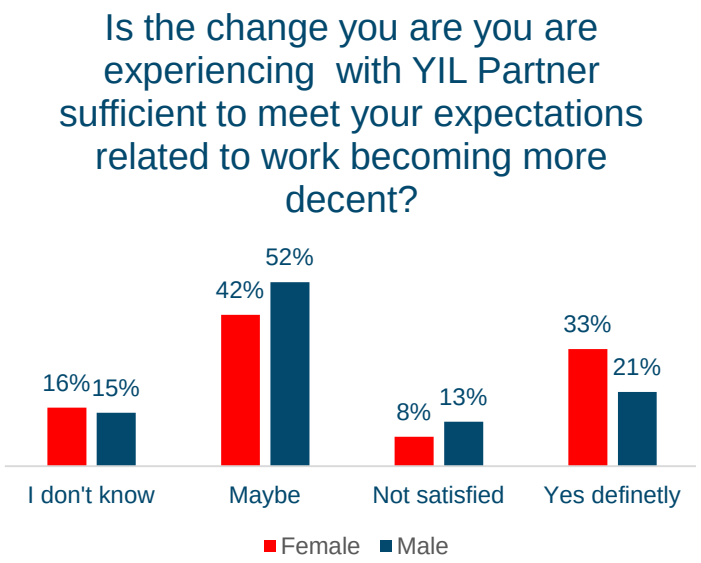
The majority of male and female survey participants rated that they experienced a little improvement related to work becoming more decent.

The majority of survey participants 18-49 years rated that they experienced a little improvement related to work becoming more decent. The majority of 50+ years survey participants rated it as have been improved a lot.

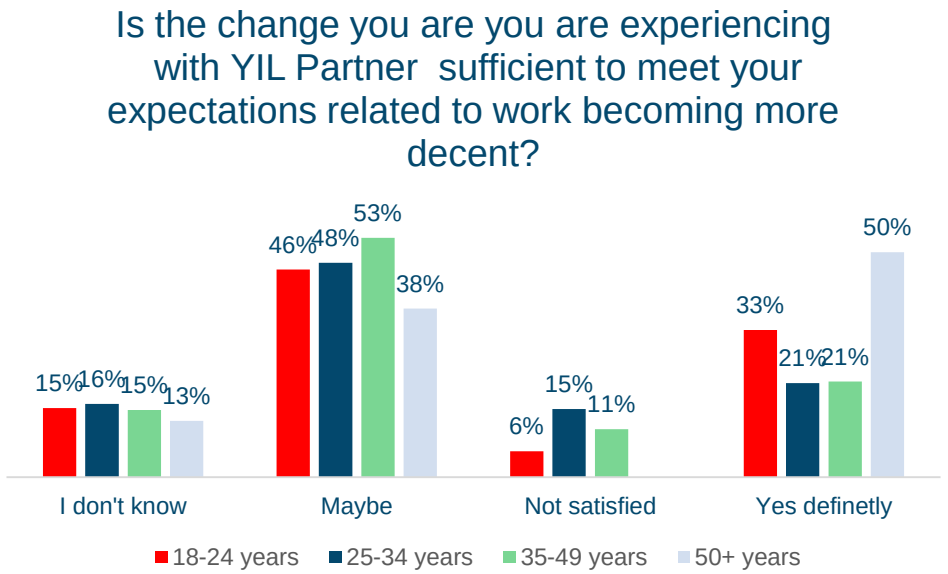
The majority of Jordanian and survey participants from other nationalities rated that they experienced a little improvement related to work becoming more decent. The majority of Syrian and Palestinian survey participants reported no change.

Shared economy beneficiaries' perception of decent work – cont'd

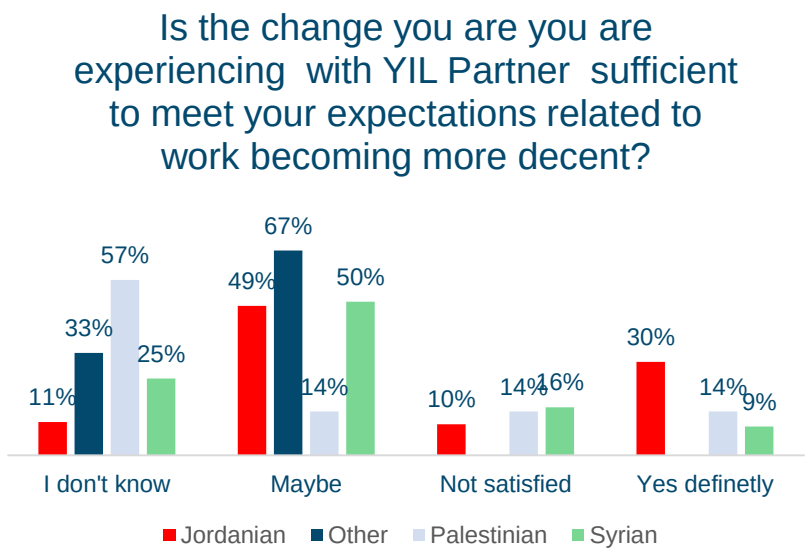
The majority of male and female survey participants rated the question as maybe.



The majority of survey participants across age groups (except for those were 50+ years) rated the question as maybe.

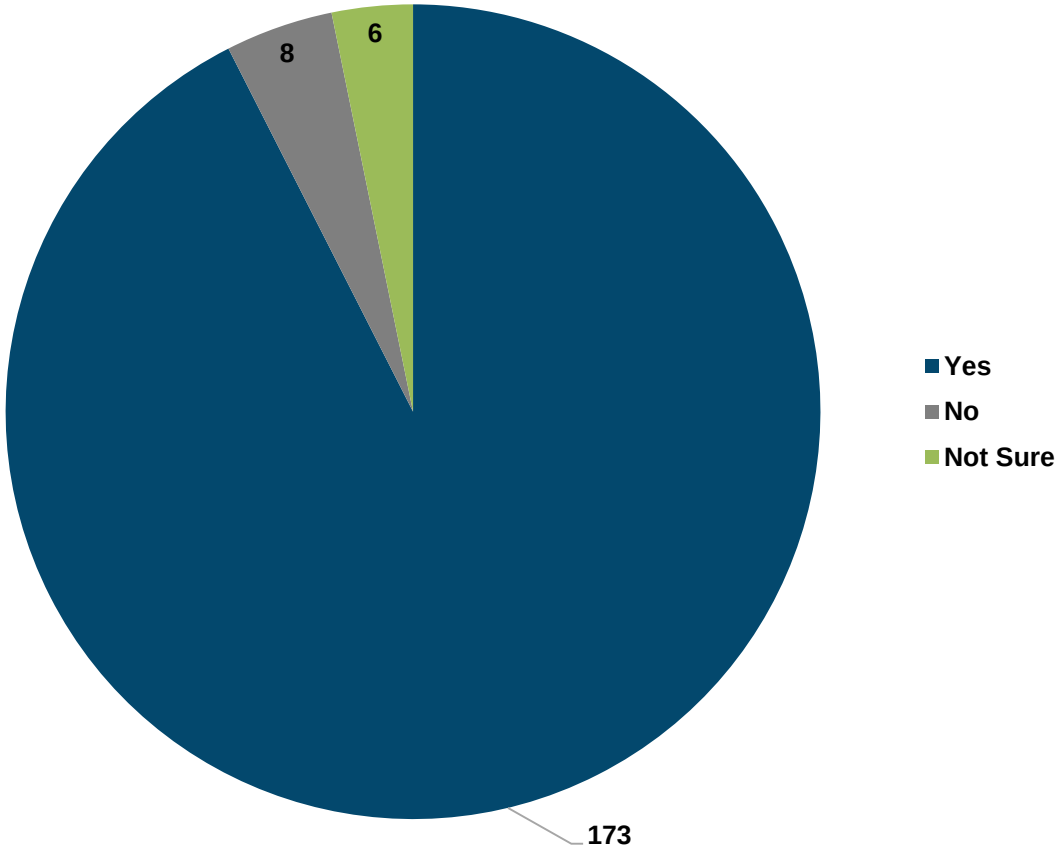


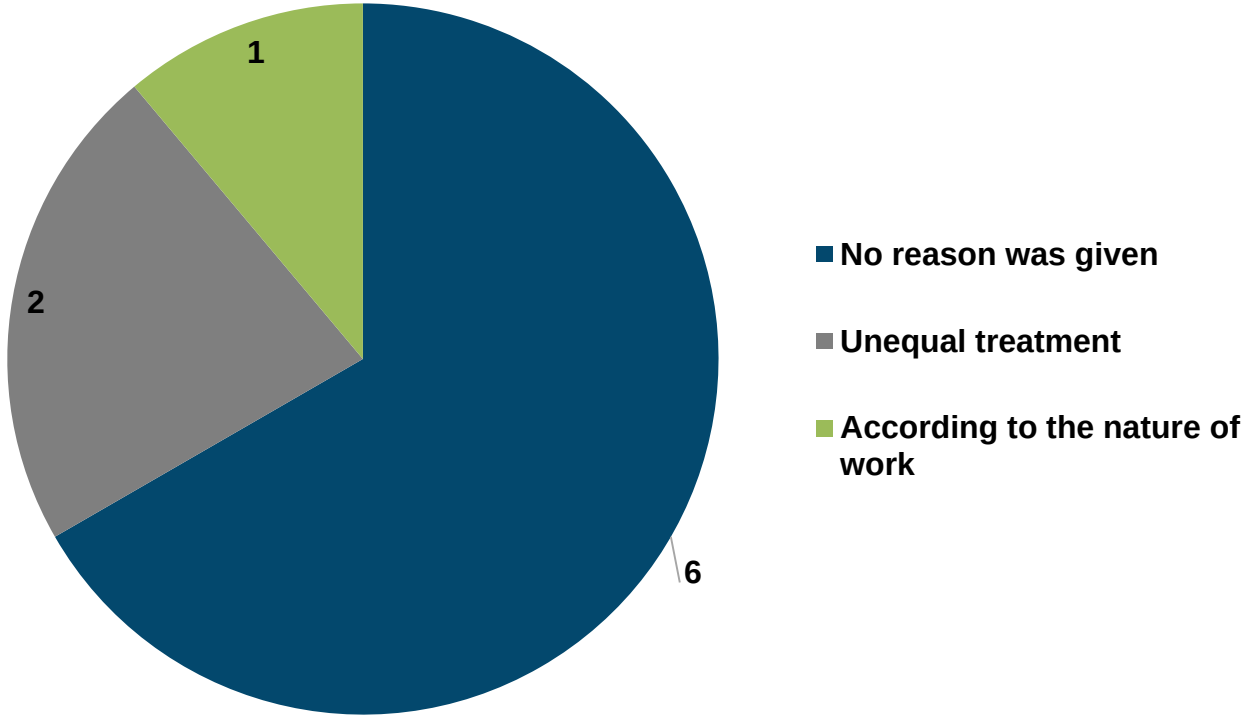
The majority of Jordanian, Syrian and survey participants from other nationalities rated the question as maybe while Palestinians rated it as I don't know.



Shared economy beneficiaries' perception of decent work – cont'd

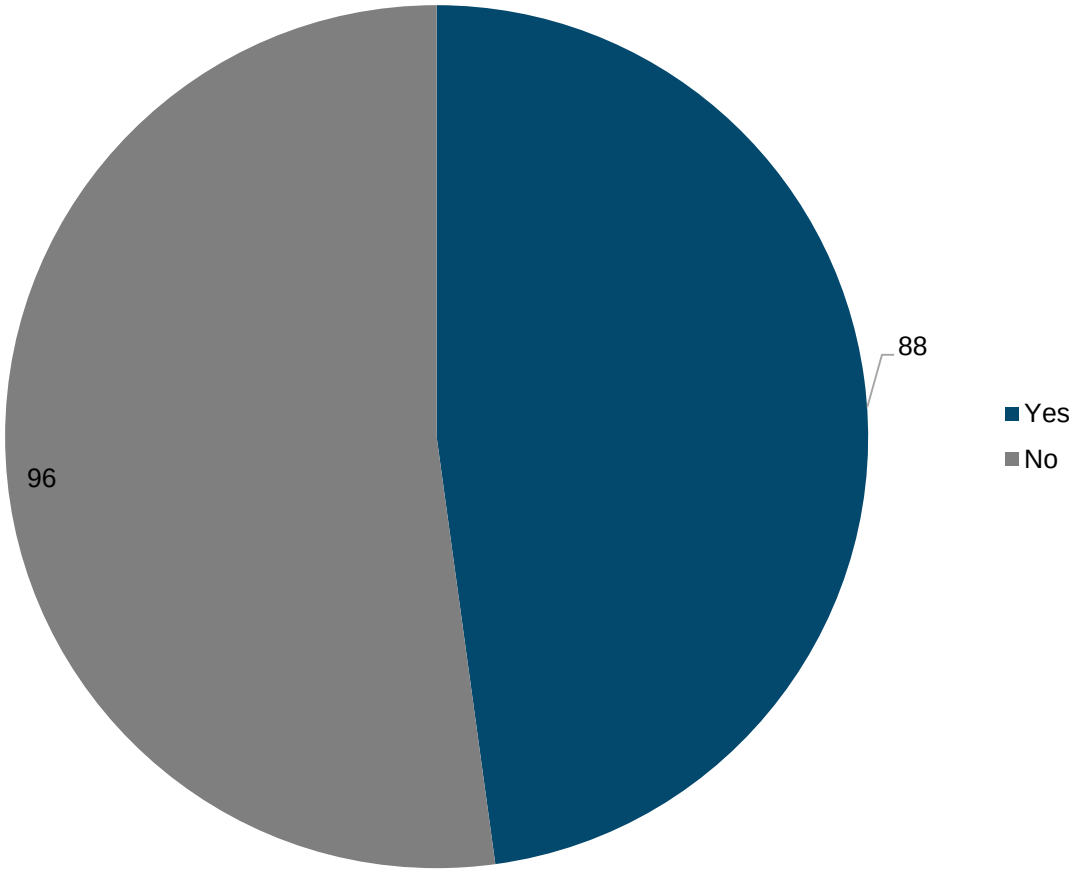
Do male and female workers get equal treatment on the platform, if not why?

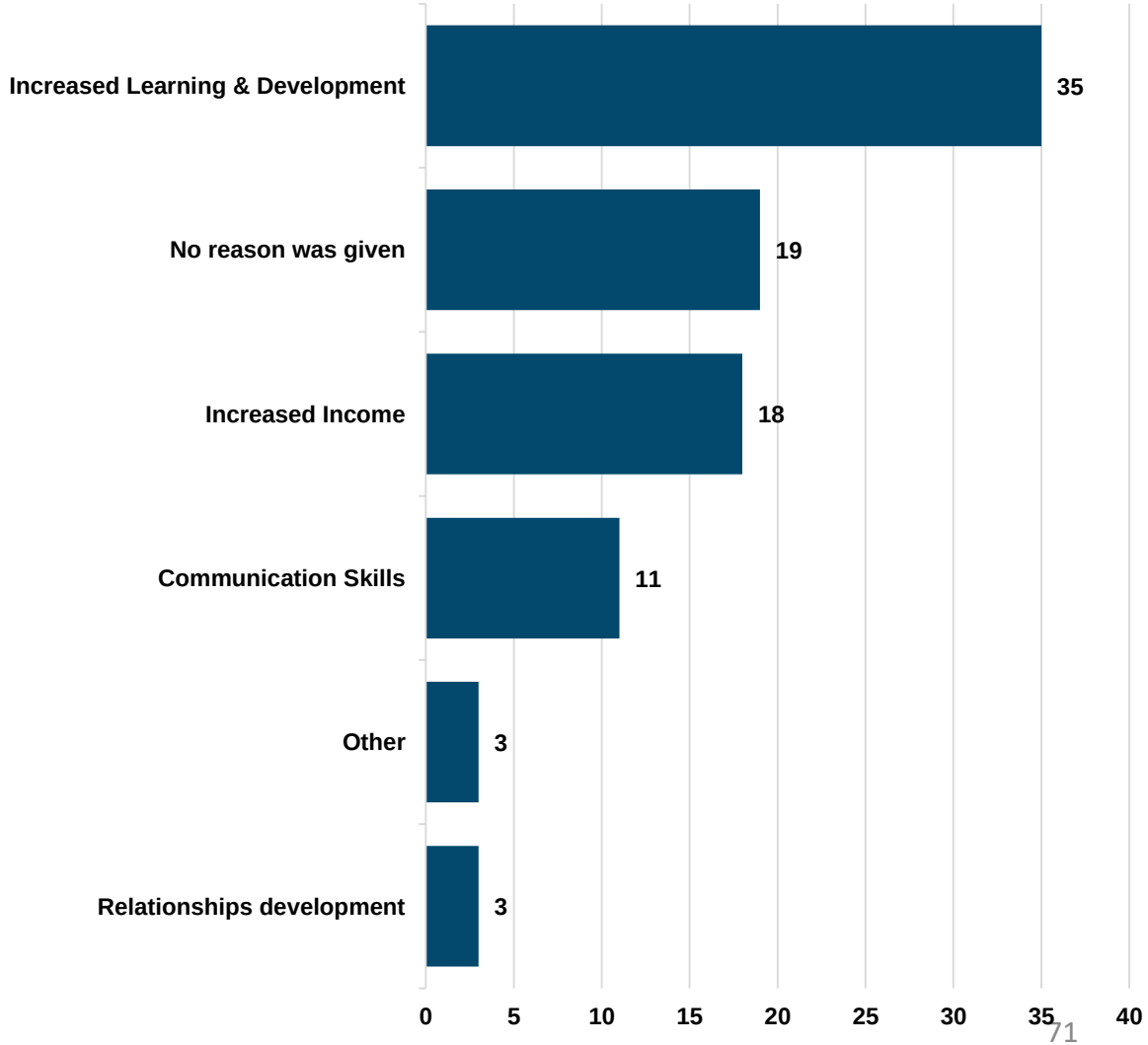




Shared economy beneficiaries' perception of decent work – cont'd

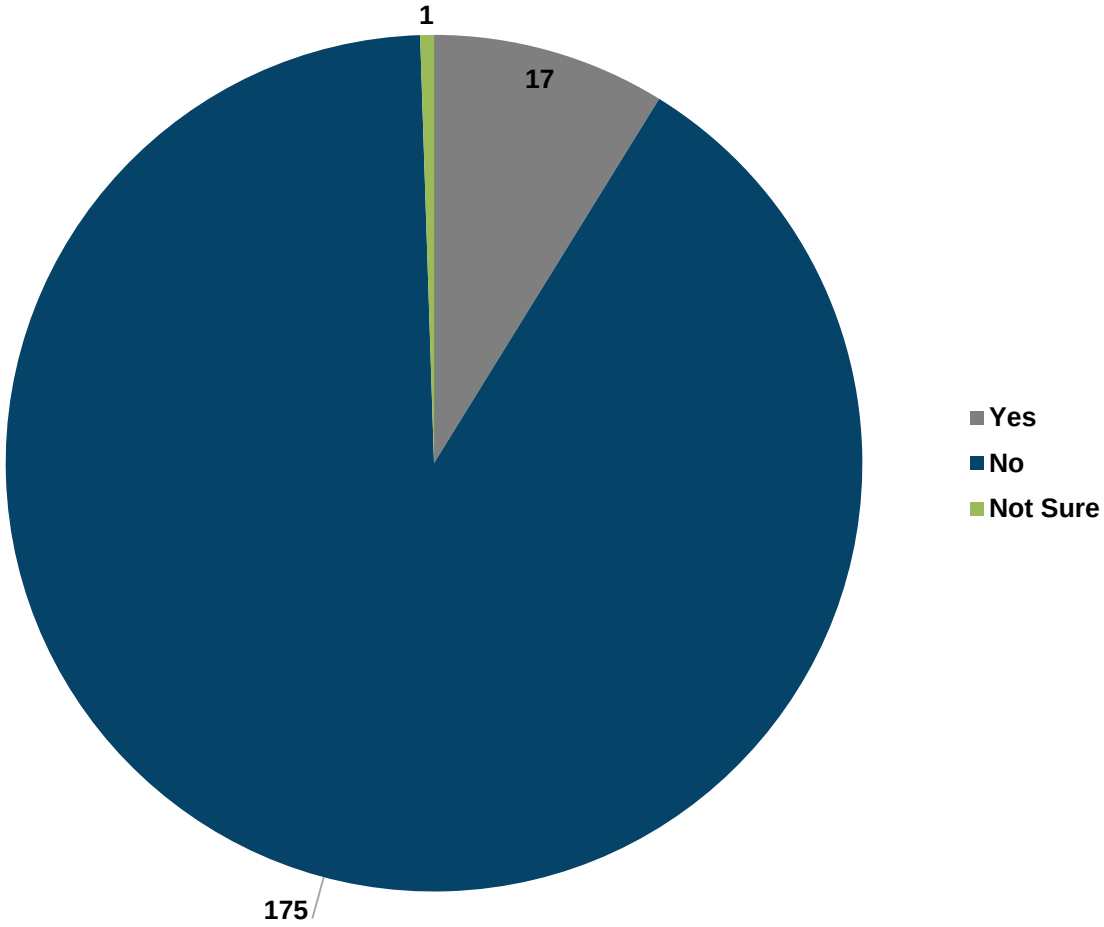
Any improvement you have seen since joining the platform related to work decency, if yes, what?

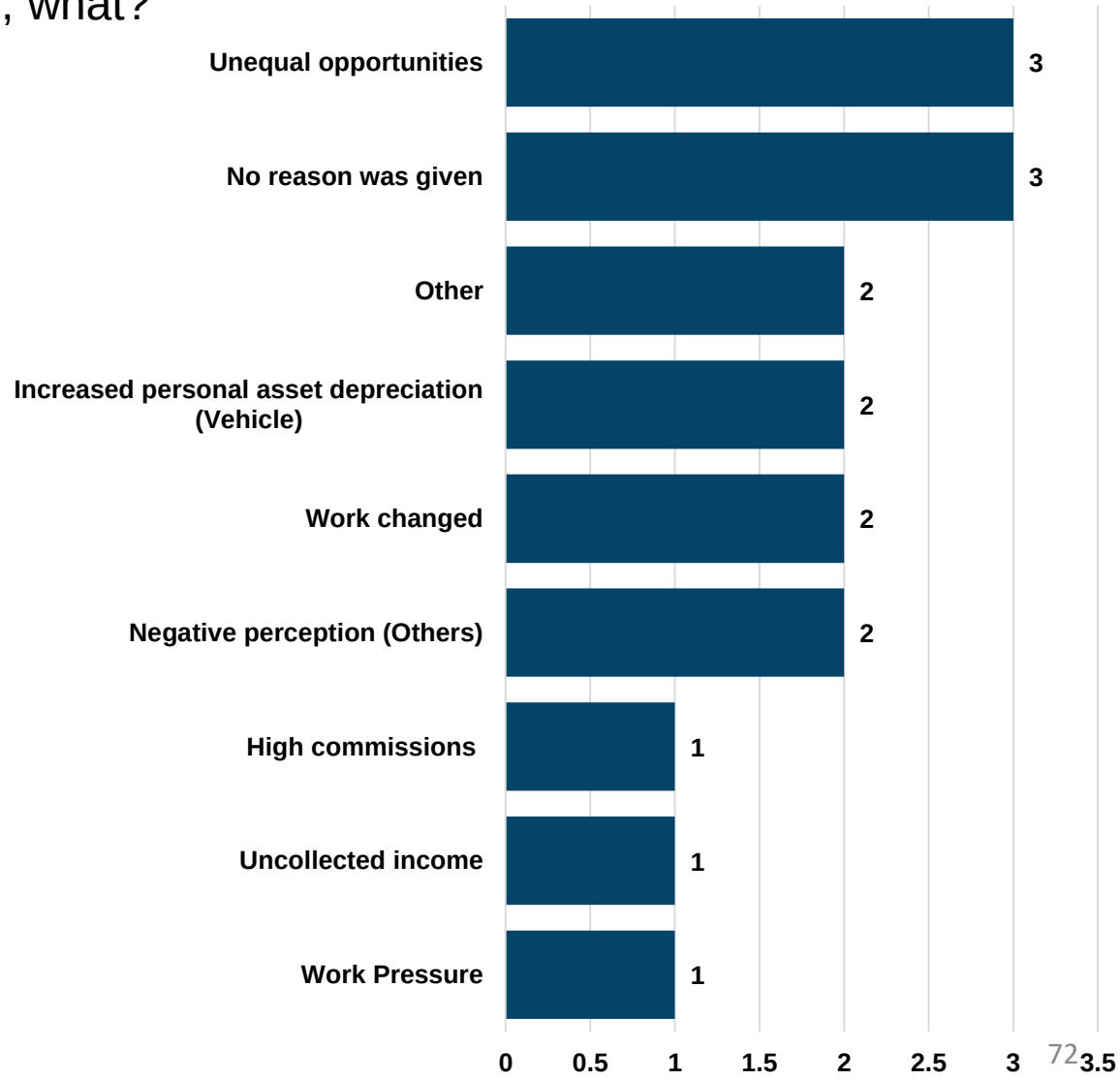




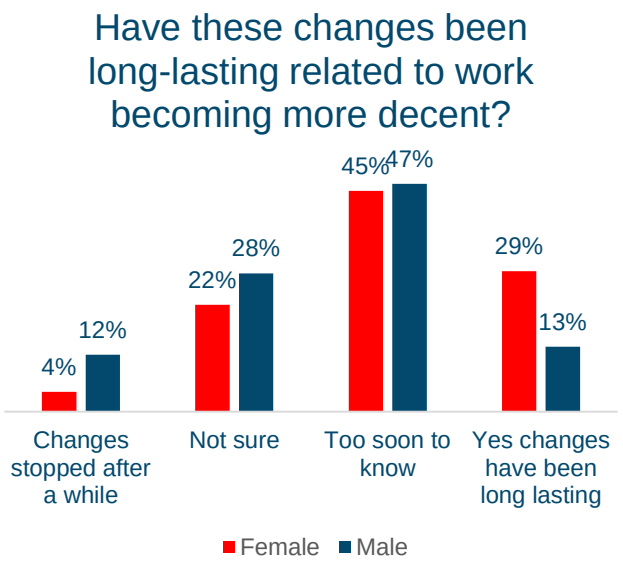
Shared economy beneficiaries' perception of decent work – cont'd

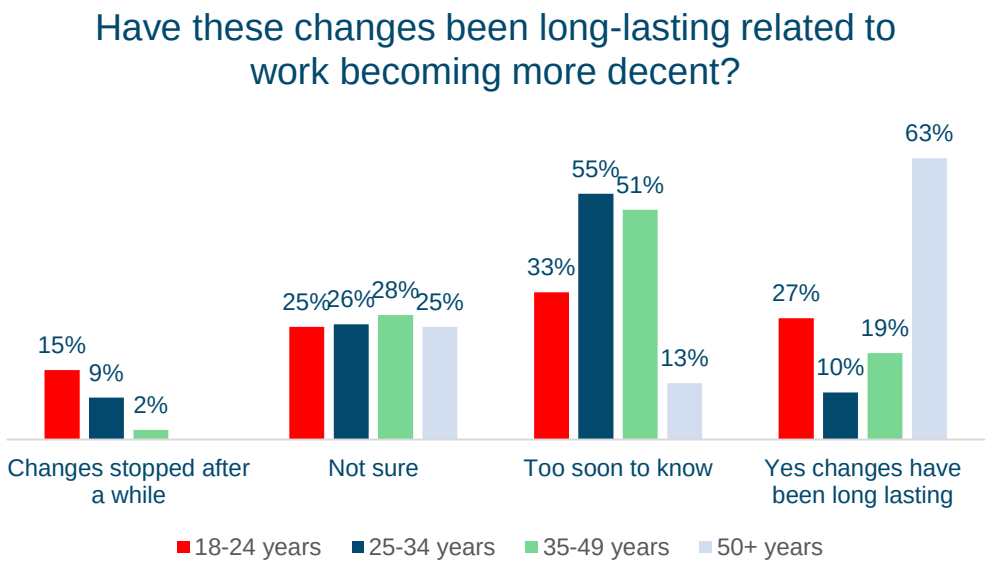
Anything negative happened after you joined the platform related to work decency, if yes, what?

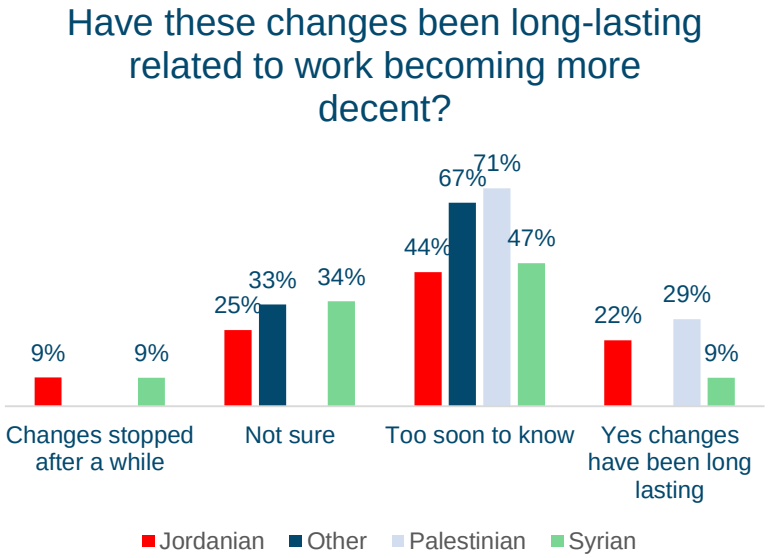




Shared economy beneficiaries' perception of decent work – cont'd







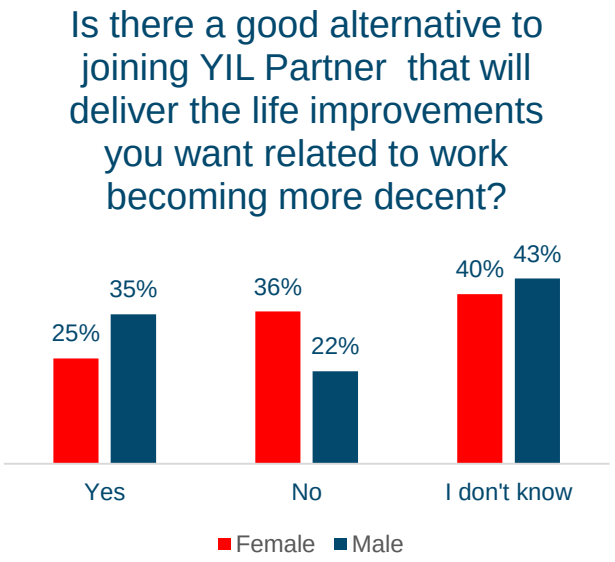
The majority of male and female survey participants reported that it was too soon to tell if the changes have been long-lasting related to work becoming more decent.

The majority of survey participants across age groups (except for those were 50+ years) reported that it was too soon to tell if the changes have been long-lasting related to work becoming more decent.

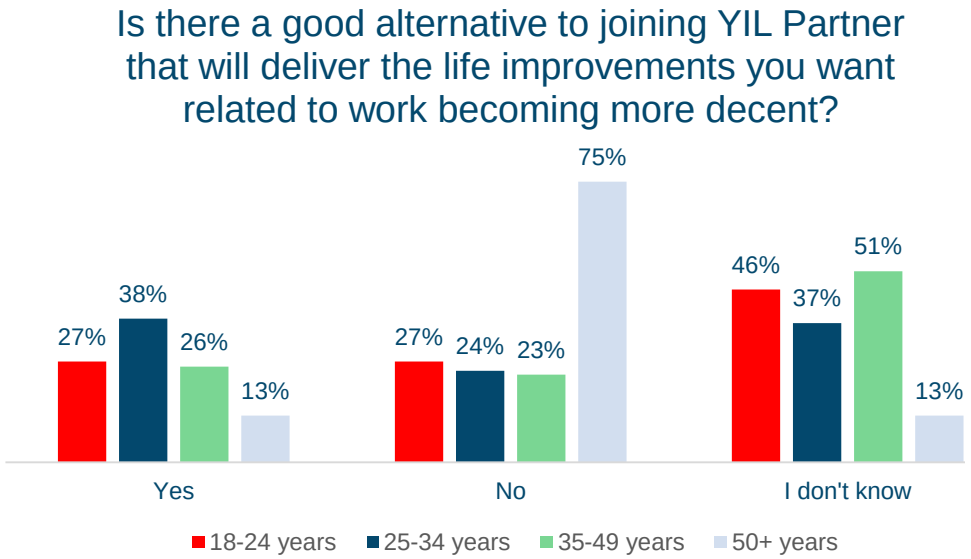
The majority of survey participants across nationalities reported that it was too soon to tell if the changes have been long-lasting related to work becoming more decent.

Shared economy beneficiaries' perception of decent work – cont'd

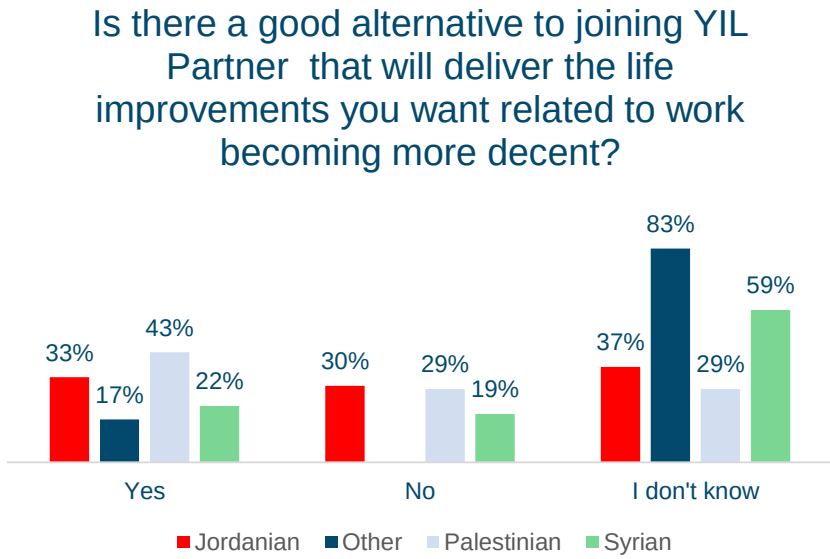
The majority of male and female survey participants reported they did not know of a good alternative to joining YIL Partner.



The majority of survey participants across age groups (except for those were 50+ years) reported they did not know of a good alternative to joining YIL Partner.

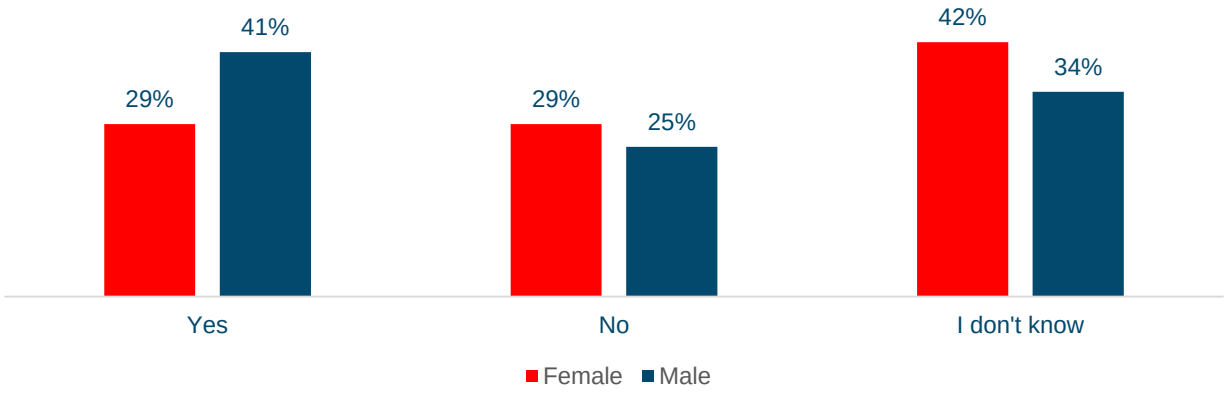


The majority of survey participants across nationalities (with the exception of Palestinians) reported they did not know of a good alternative to joining YIL Partner.



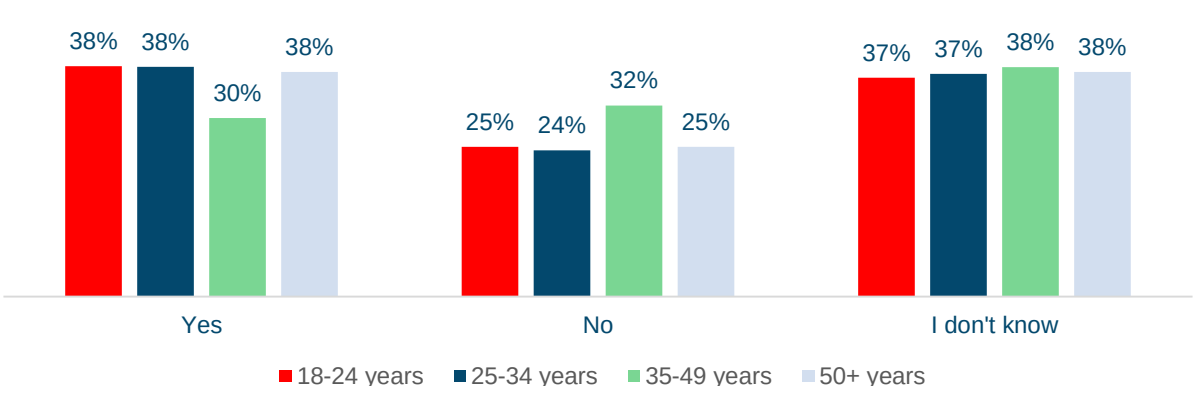
Shared economy beneficiaries' perception of decent work – cont'd

Apart from joining YIL Partner, did anything else contribute to the changes you mentioned related to work becoming more decent?



The majority of male survey participants reported that something else, apart from joining YIL Partner, contributed to the changes they mentioned related to work becoming more decent. The majority of female survey participants responded they didn't know.

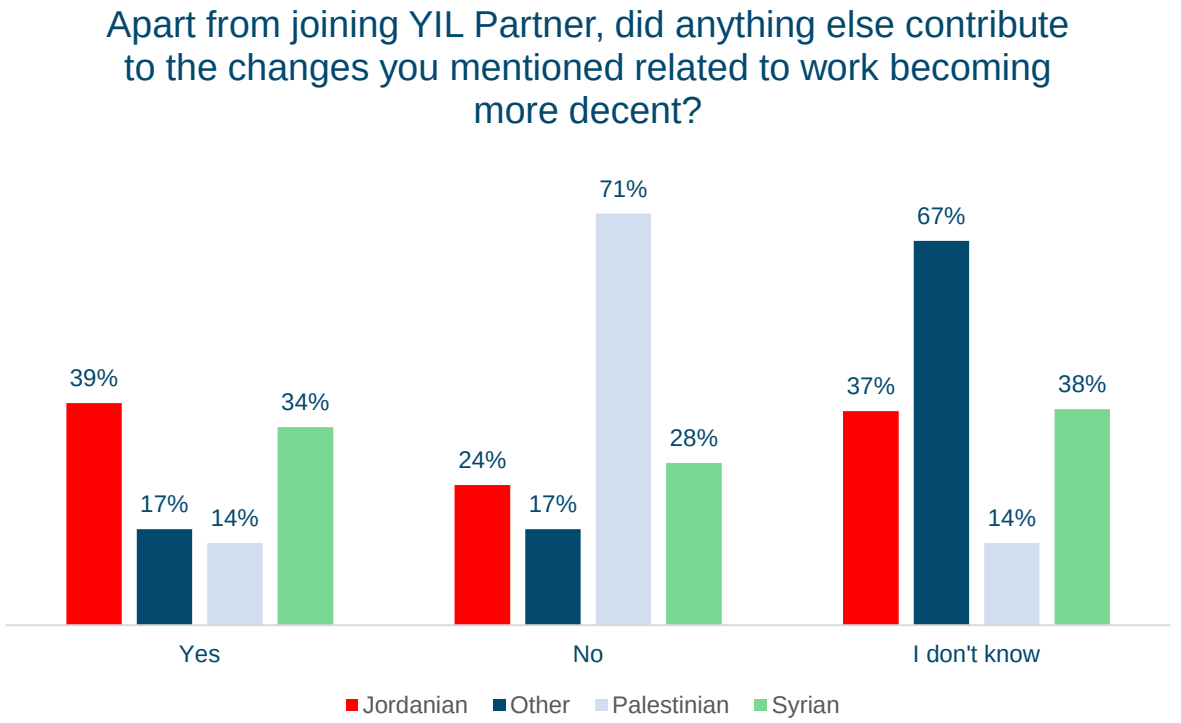
Apart from joining YIL Partner, did anything else contribute to the changes you mentioned related to work becoming more decent?



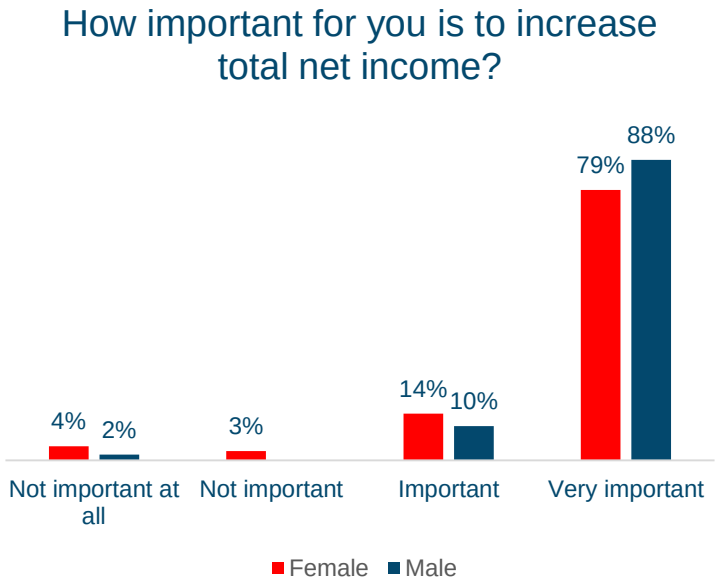
The majority of survey participants across age groups (except for those 35-49 years) reported that something else, apart from joining YIL Partner, contributed to the changes they mentioned related to work becoming more decent.

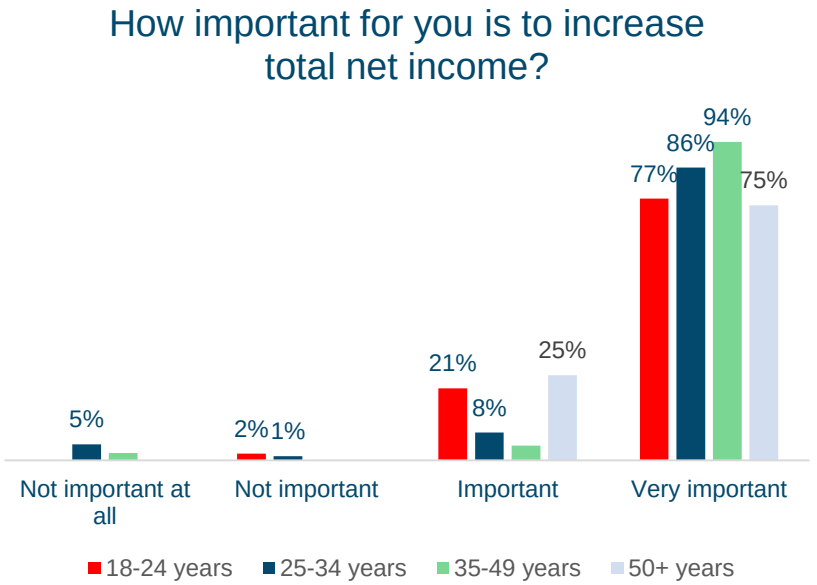
Shared economy beneficiaries' perception of decent work – cont'd

The majority of Jordanian survey participants reported that something else, apart from joining YIL Partner, contributed to the changes they mentioned related to work becoming more decent. The majority of Palestinian survey participants said no and survey participants from other nationalities reported not knowing.



Shared economy beneficiaries' perception of increased total net income

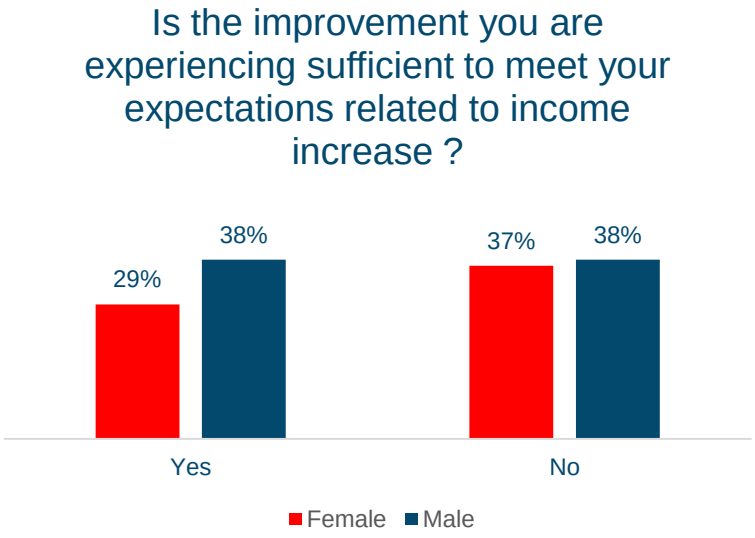




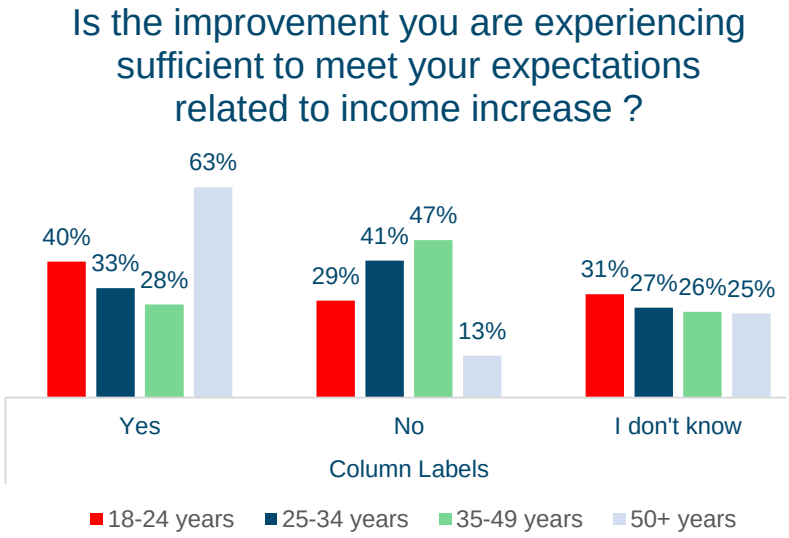
The majority of survey participants across sex, age groups and nationalities rated that increasing their total net income is very important to them.

Shared economy beneficiaries' perception of increased total net income – cont'd

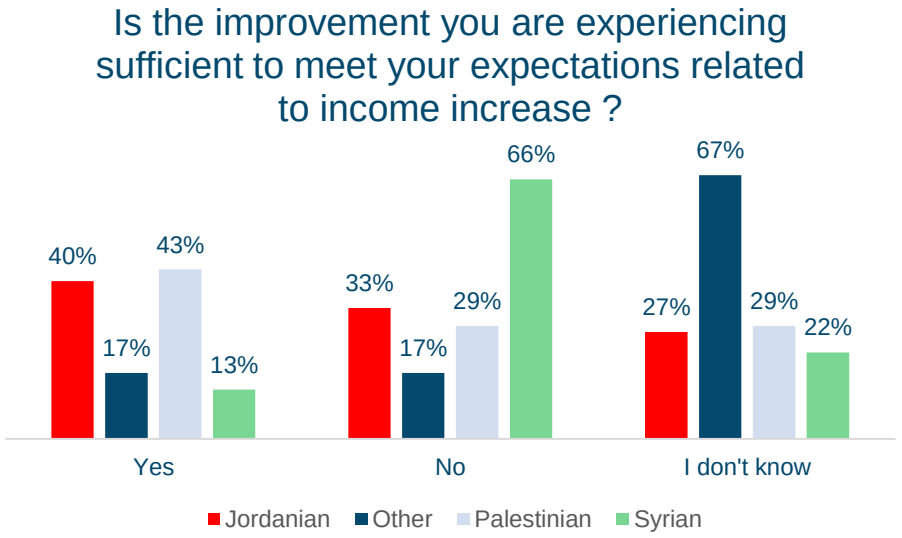
The majority of male and female survey participants reported that the improvement they are experiencing is not sufficient to meeting their expectations related to income increase.



The majority of survey participants across age groups (except for those were 18-24 years or 50+ years) participants reported that the improvement they are experiencing is not sufficient to meeting their expectations related to income increase.

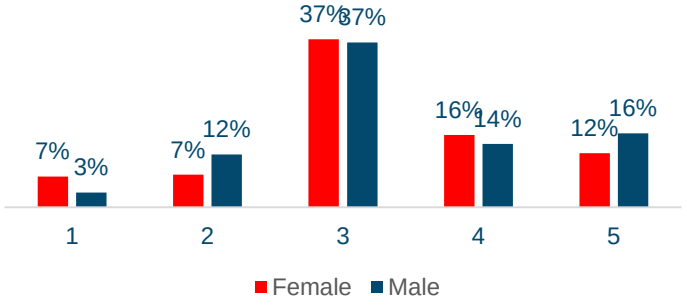


The majority of Jordanian and Palestinian survey participants reported that the improvement they are experiencing is sufficient to meeting their expectations related to income increase.

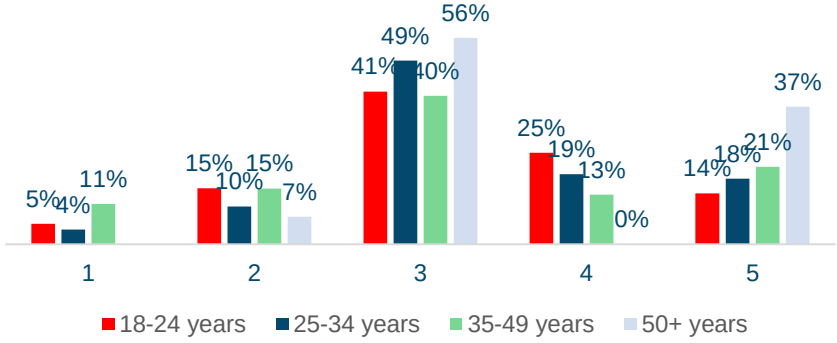


Shared economy beneficiaries' perception of increased total net income – cont'd

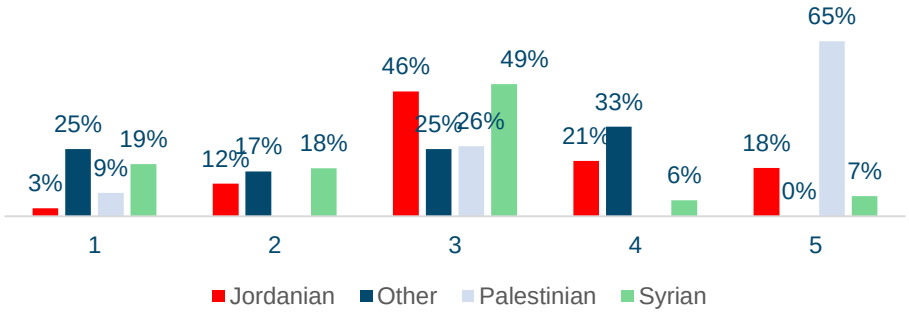
On a scale of 1 to 5 (where 5 is much better), how would you say you were doing (economic) before joining YIL Partner compared to people around you related to income increase ?



On a scale of 1 to 5 (where 5 is much better), how would you say you were doing (economic) before joining YIL Partner compared to people around you related to income increase ?



On a scale of 1 to 5 (where 5 is much better), how would you say you were doing (economic) before joining YIL Partner compared to people around you related to income increase ?

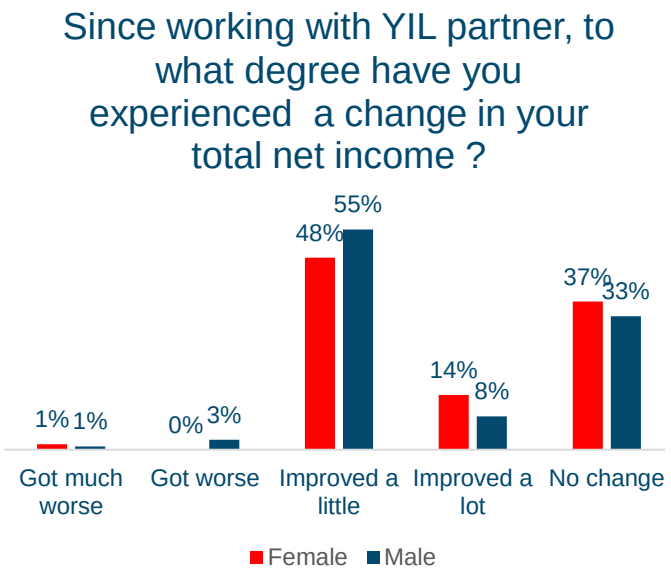


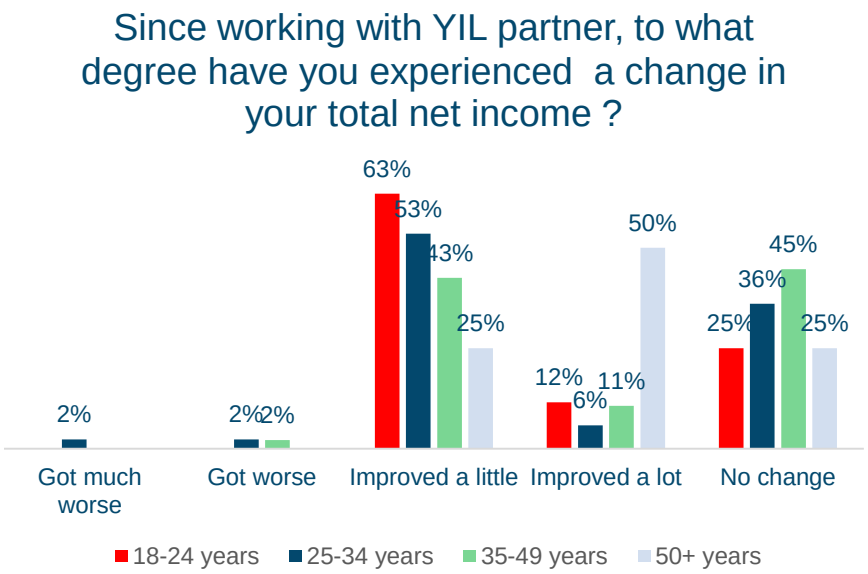
The majority of survey participants across sex and age groups rated that they were doing alright before joining YIL Partner in comparison to people around them in relation to income increase.

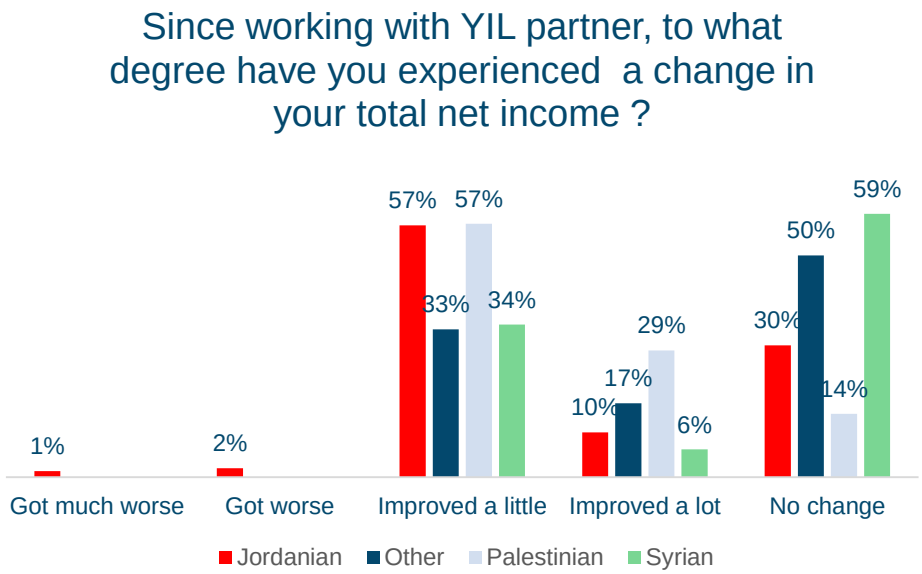
The majority of Jordanian, Syrian and survey participants from other nationalities rated that they were doing alright before joining YIL Partner in comparison to people around them in relation to income increase.

Shared economy beneficiaries' perception of increased total net income – cont'd

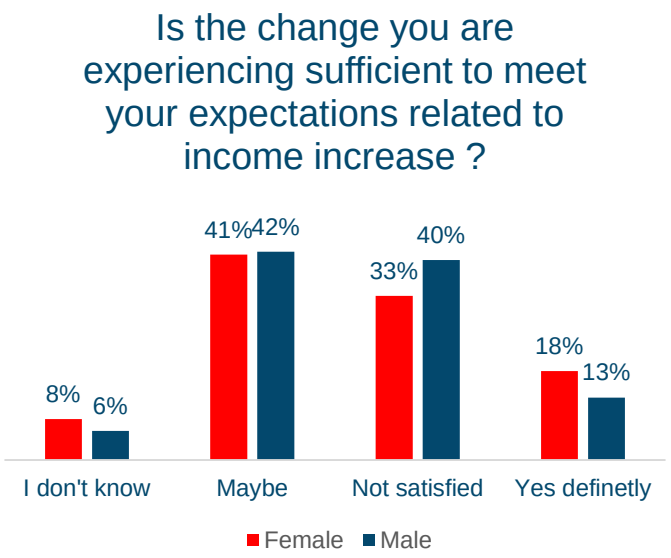
The majority of survey participants across sex, age groups and nationalities (with the exception of those who were 50+ years or Syrian and survey participants from other nationalities) witnessed a little improvement in their total net income since working with YIL Partner.

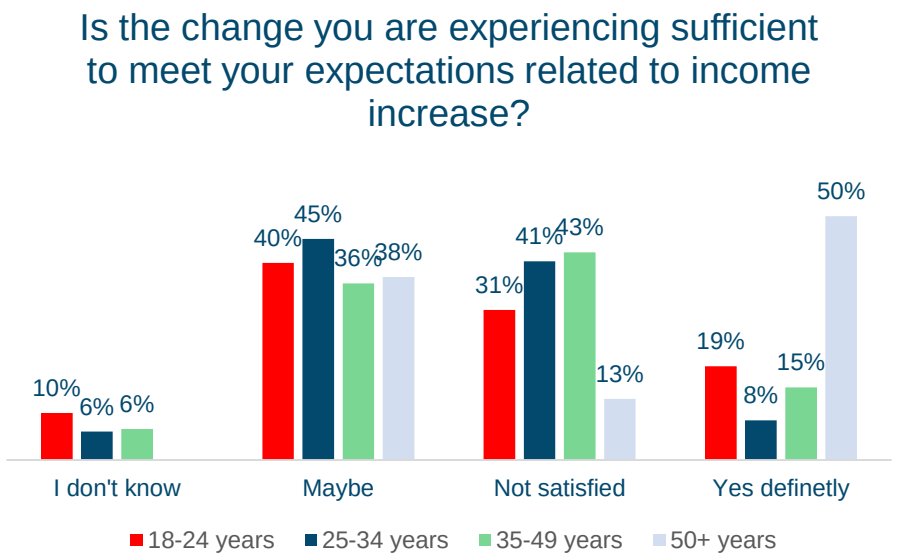


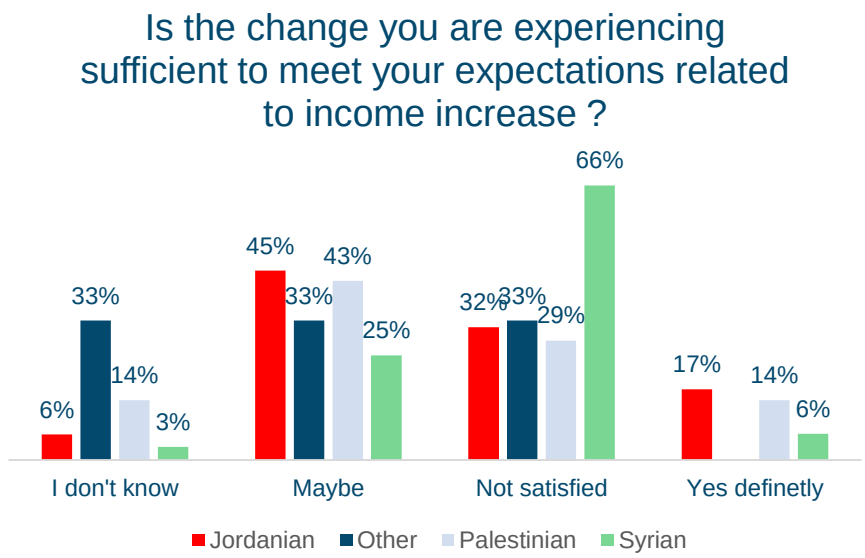




Shared economy beneficiaries' perception of increased total net income – cont'd







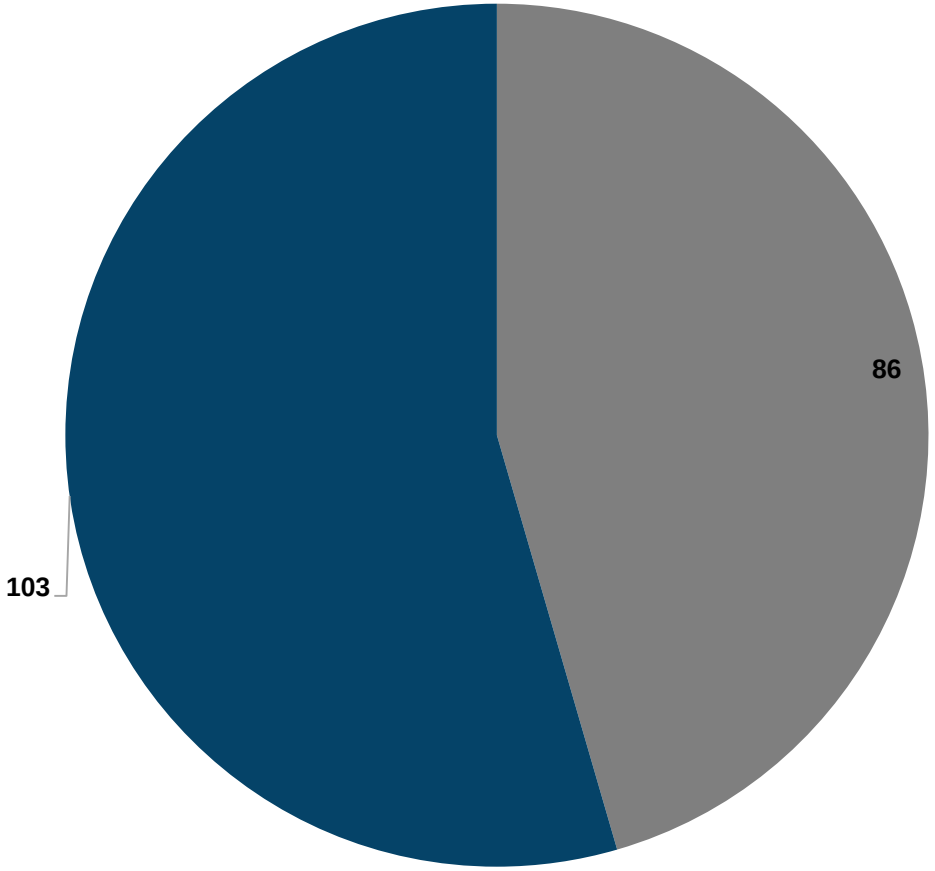
The majority of male and female survey participants responded to this question as maybe or not satisfied.

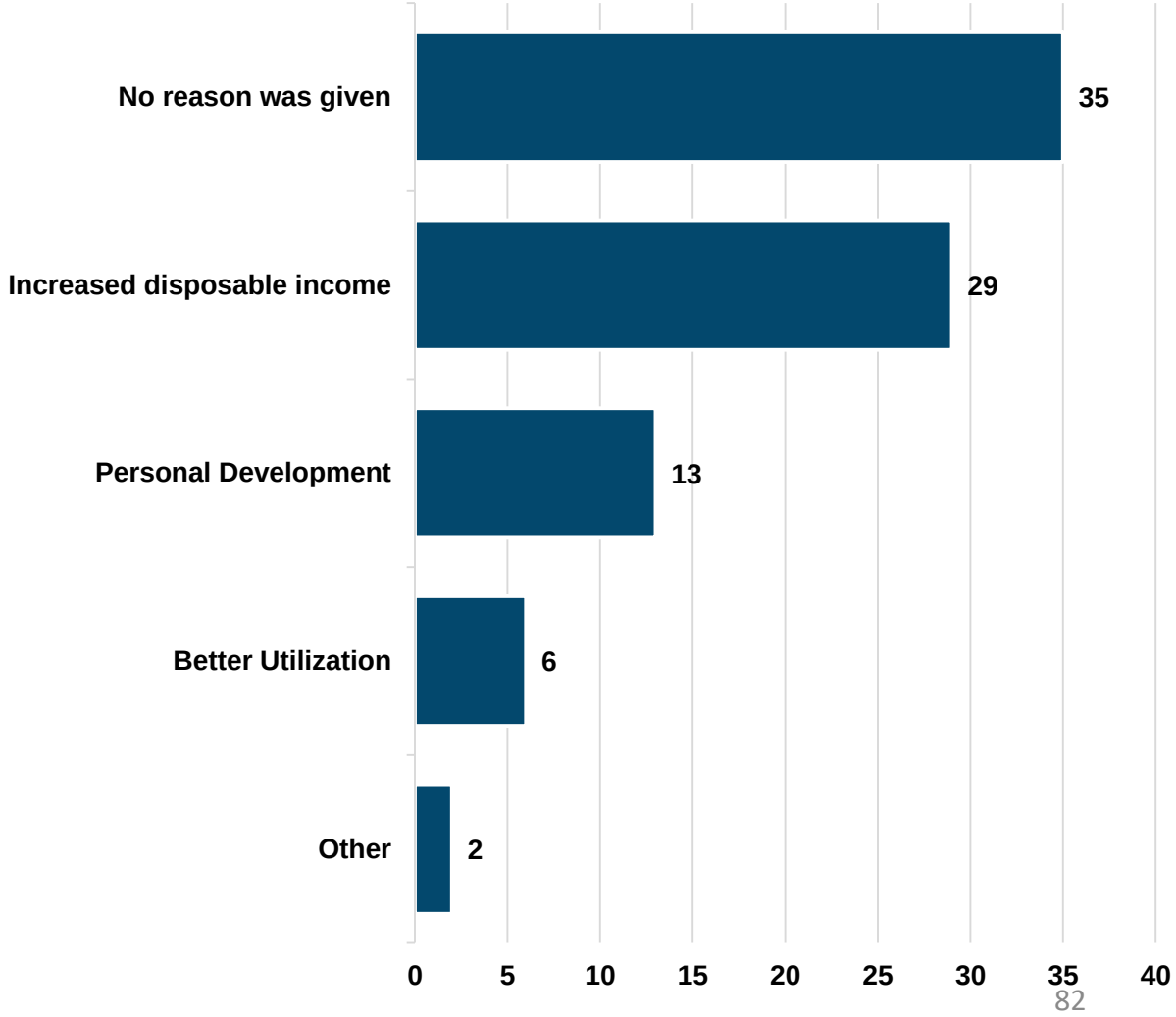
The majority of survey participants across age groups (except for those were 35+ years) responded to this question as maybe.

The majority of Jordanian and Palestinian survey participants responded to this question as maybe.

Shared economy beneficiaries' perception of increased total net income – cont'd

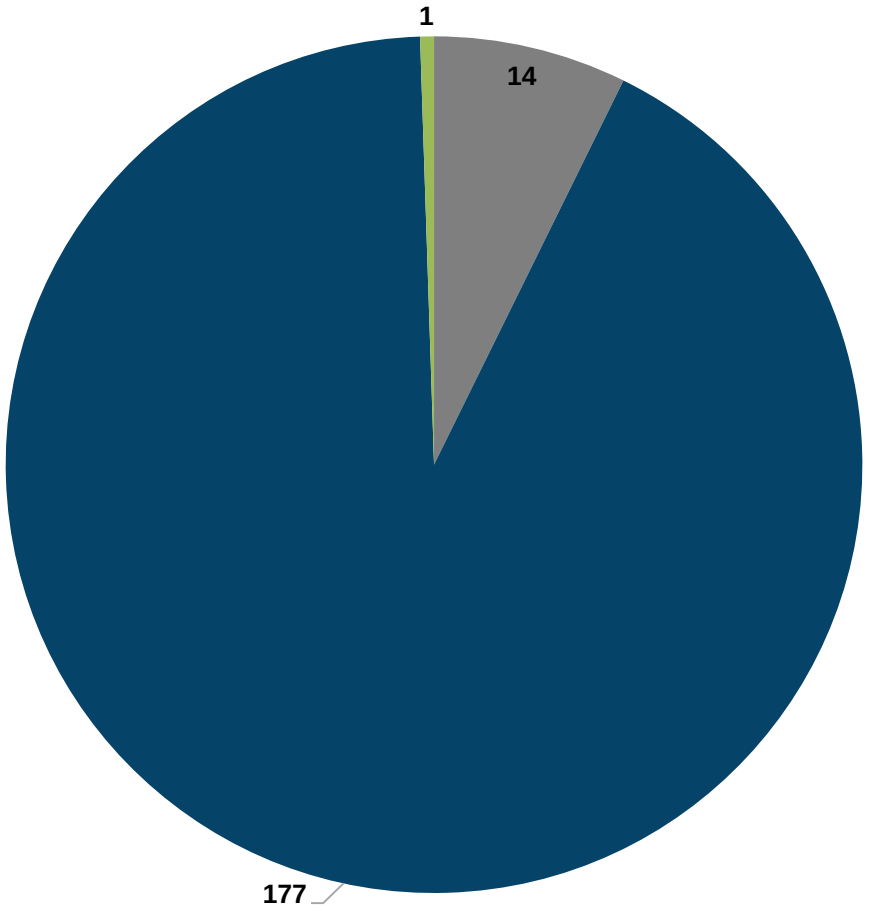
Anything important improved after you joined the platform related to income increase, if yes, what?

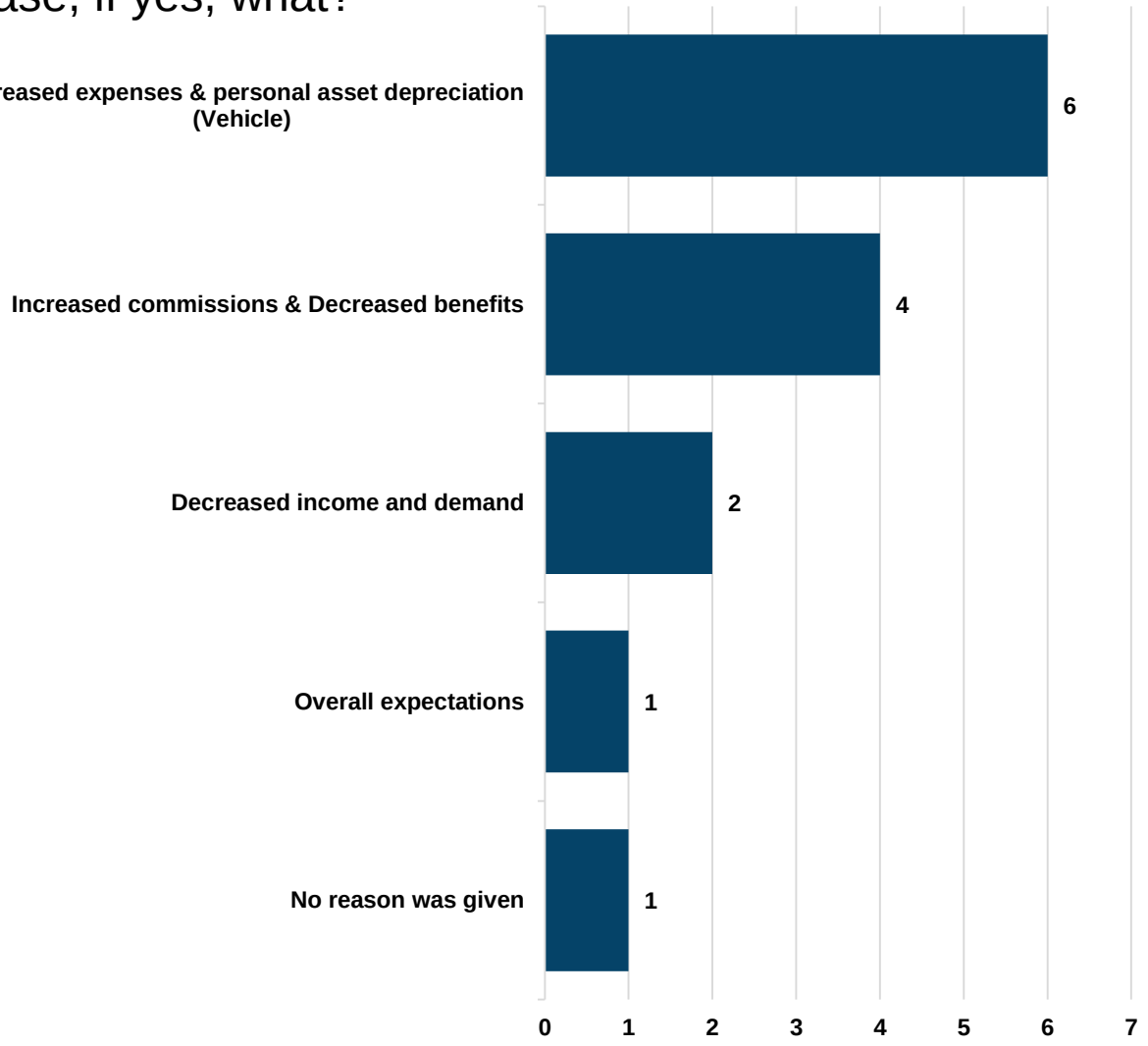




Shared economy beneficiaries' perception of increased total net income – cont'd

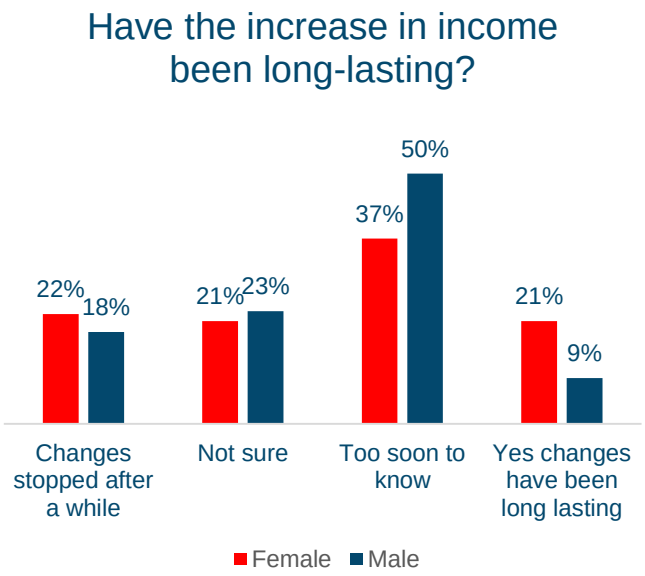
Anything negative happened later after you joined the platform related to income increase, if yes, what?

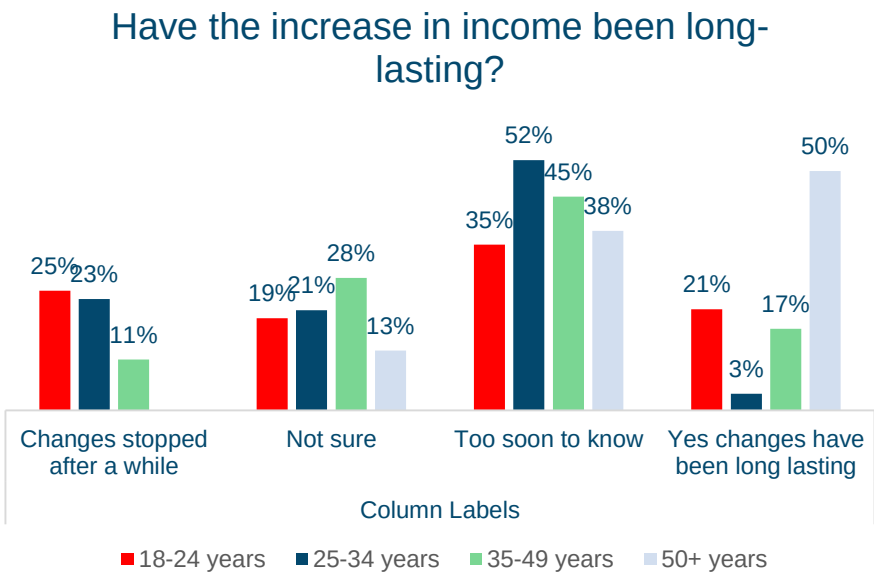


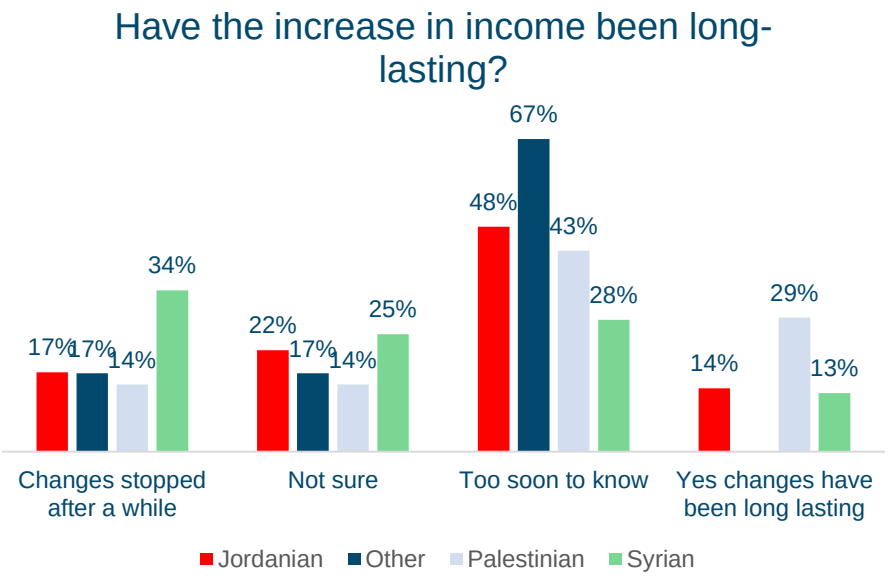


Shared economy beneficiaries' perception of increased total net income – cont'd

The majority of survey participants across sex, age groups and nationalities (with the exception of 50+ years and Syrians) responded that it was too soon to know if the increase in income has been long-lasting.

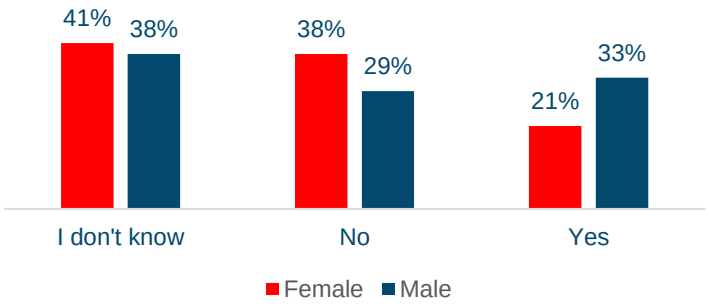




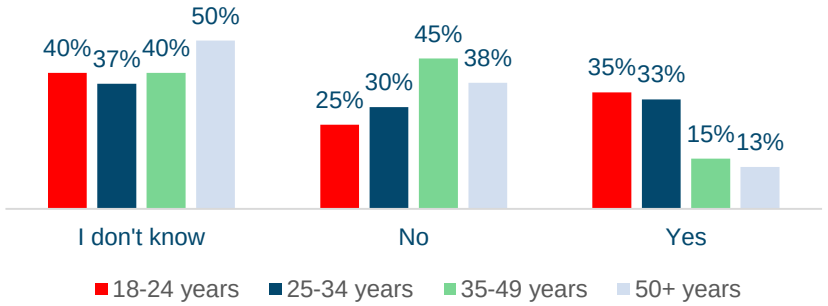


Shared economy beneficiaries' perception of increased total net income – cont'd

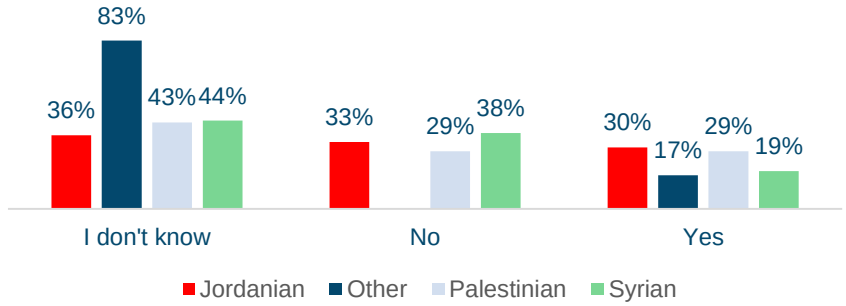
Is there a good alternative to joining YIL Partner that will deliver the life improvements you want related to income increase ?



Is there a good alternative to joining YIL Partner that will deliver the life improvements you want related to income increase ?



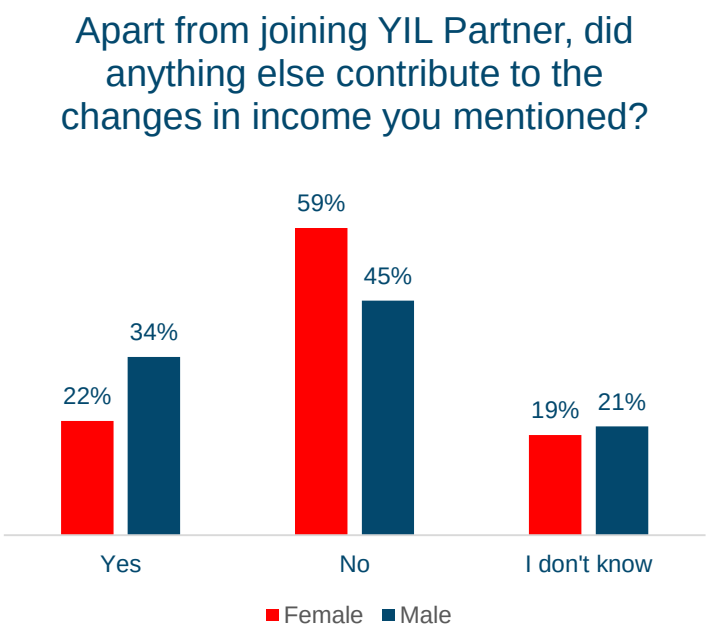
Is there a good alternative to joining YIL Partner that will deliver the life improvements you want related to income increase ?

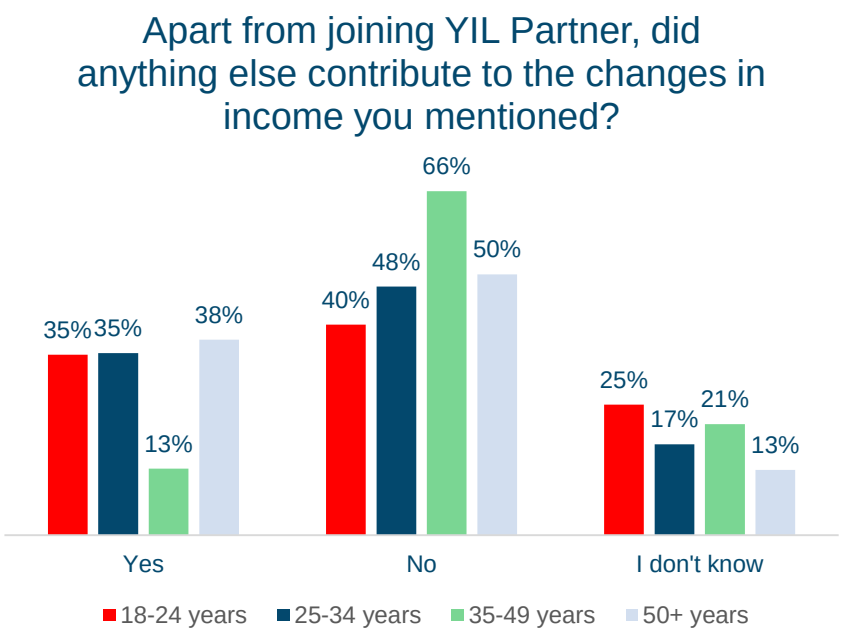


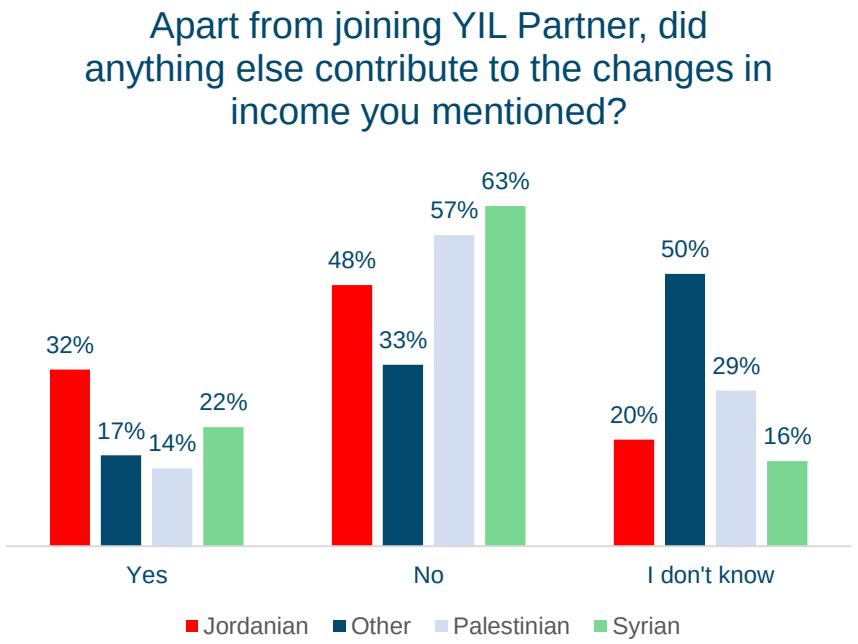
The majority of survey participants across sex, age and nationality (with the exception of those who are 35-49 years) reported that they didn't know if there is a good alternative to joining YIL Partner that will deliver improvements needed related to income increase.

Shared economy beneficiaries' perception of increased total net income – cont'd

The majority of survey participants across sex, age and nationality (with the exception of those who are from other nationalities) reported that nothing else contributed to the changes in income that they mentioned.







Shagheel Workers Survey Highlights

Workers Motivation to use Shagheel

All Jordanian survey participants, 25-34 years, chose to use Shagheel as an opportunity to learn and develop their career.

Shagheel Overall Impact

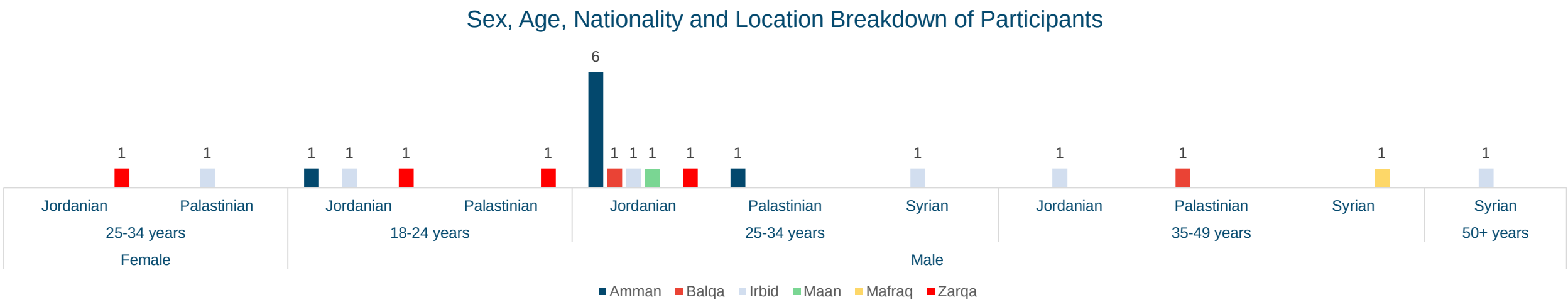
The majority of survey participants received 1 to 3 calls, interviews and job offers.

The majority of survey participants (25-34 years) either secured full time or part time employment with Shagheel.

The majority of survey participants indicated that the income they earned after securing a job using SHAGHEEL is enough for them to meet their basic needs and that their income has increased.

Half of survey participants indicated that the change they are experiencing is sufficient to meet their expectations and needs related to work becoming more decent

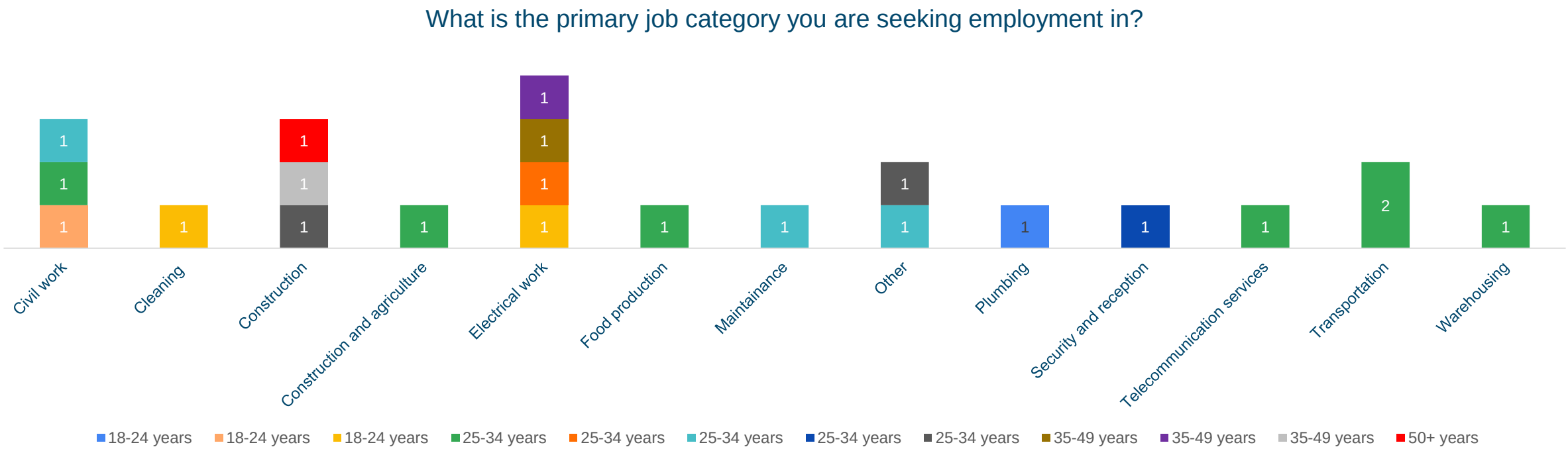
Shagheel beneficiaries' demographic background



The majority of survey participants are Jordanian who reside in Amman.

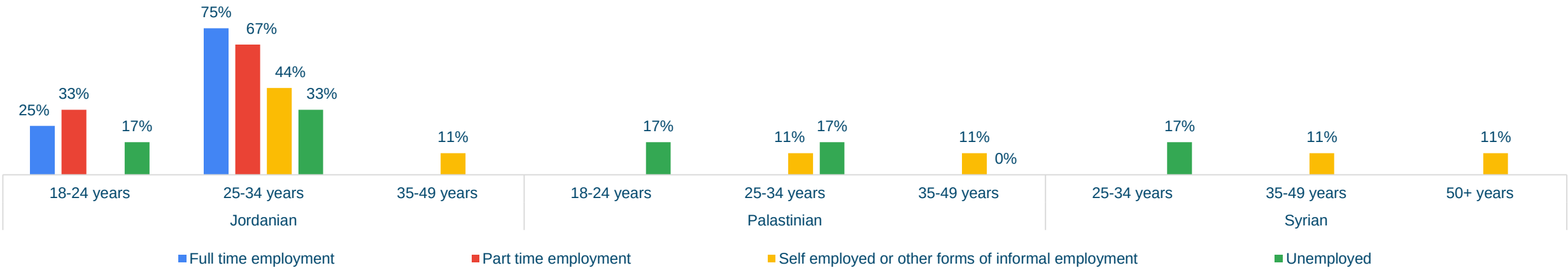
Shagheel beneficiaries' demographic background

The majority of survey participants take on electrical work with Shagheel.



Shagheel beneficiaries' demographic background – cont'd

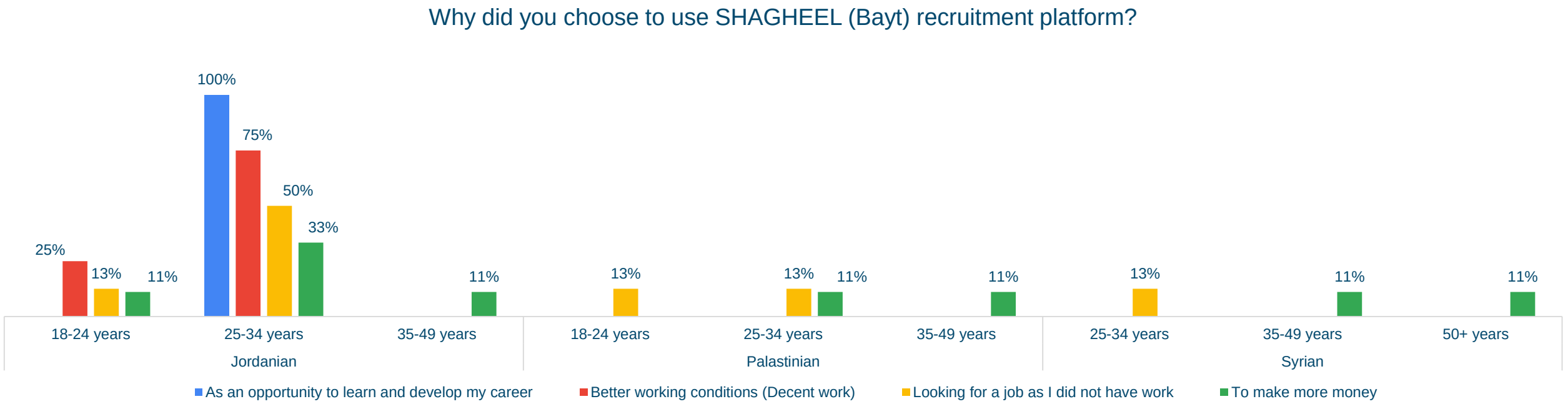
What was your employment status before using SHAGHEEL (Bayt) recruitment platform?



The majority of survey participants are Jordanian who are 25-34 years old with all various employment conditions.

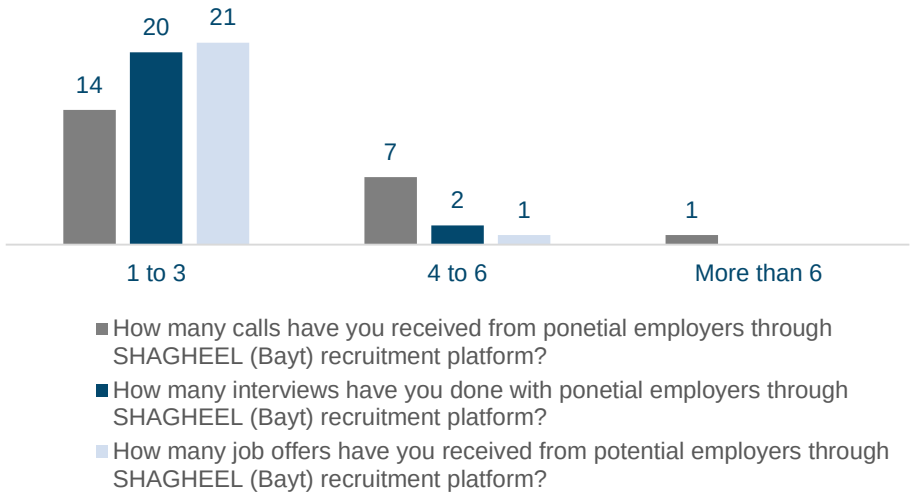
Shagheel beneficiaries' demographic background – cont'd

All Jordanian survey participants, 25-34 years, chose to use Shagheel as an opportunity to learn and develop their career.

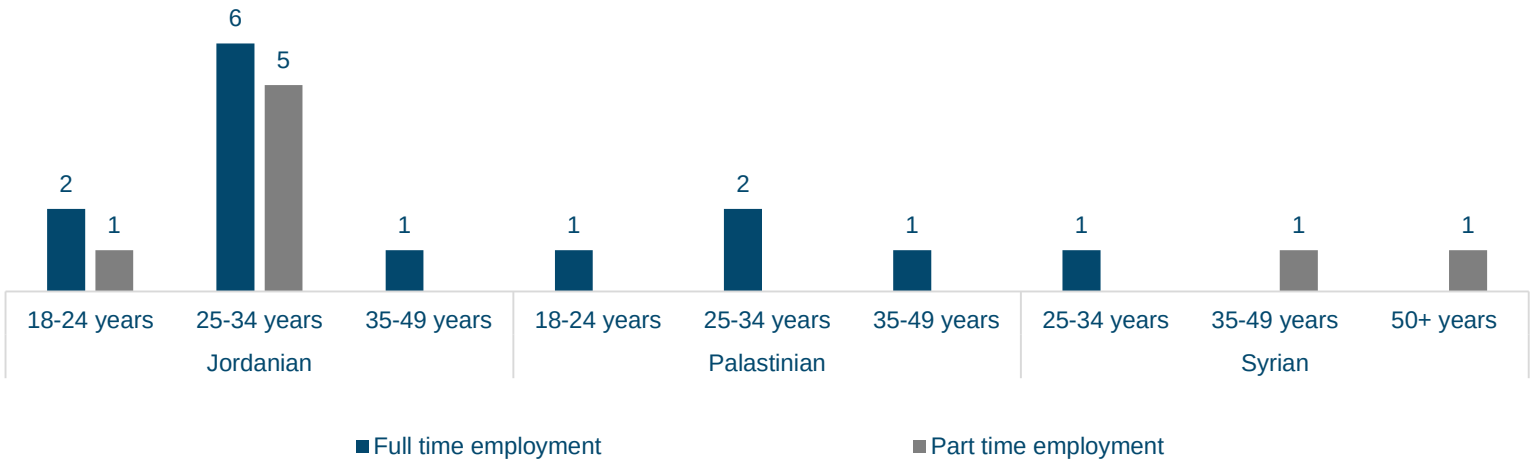


Shagheel beneficiaries' experience with Bayt

Frequency of receiving calls, interviews and job offers



Did you secure a job through SHAGHEEL (Bayt) recruitment platform? If yes, part time or full time?

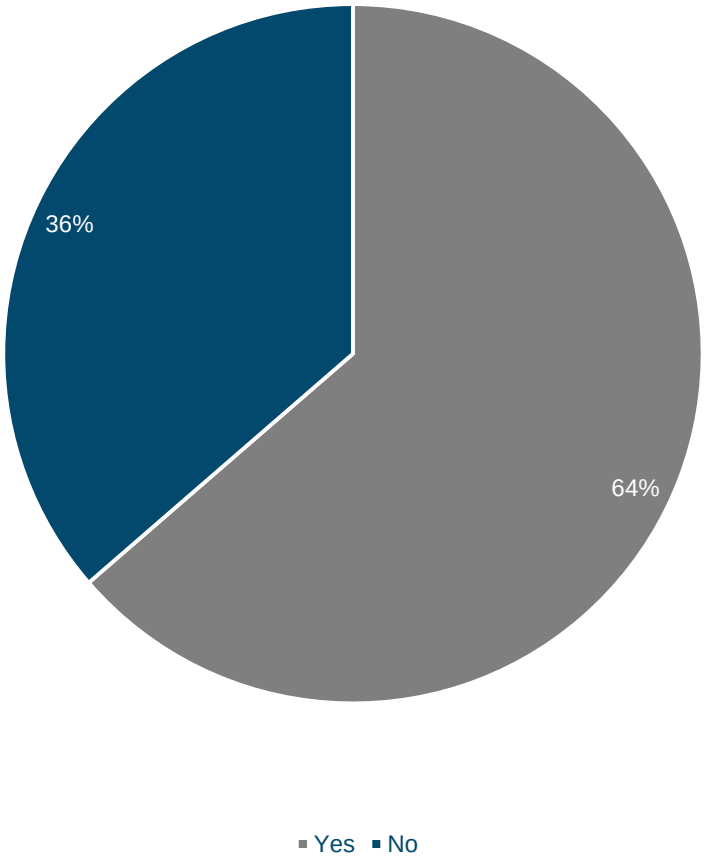


The majority of survey participants received 1 to 3 calls, interviews and job offers.

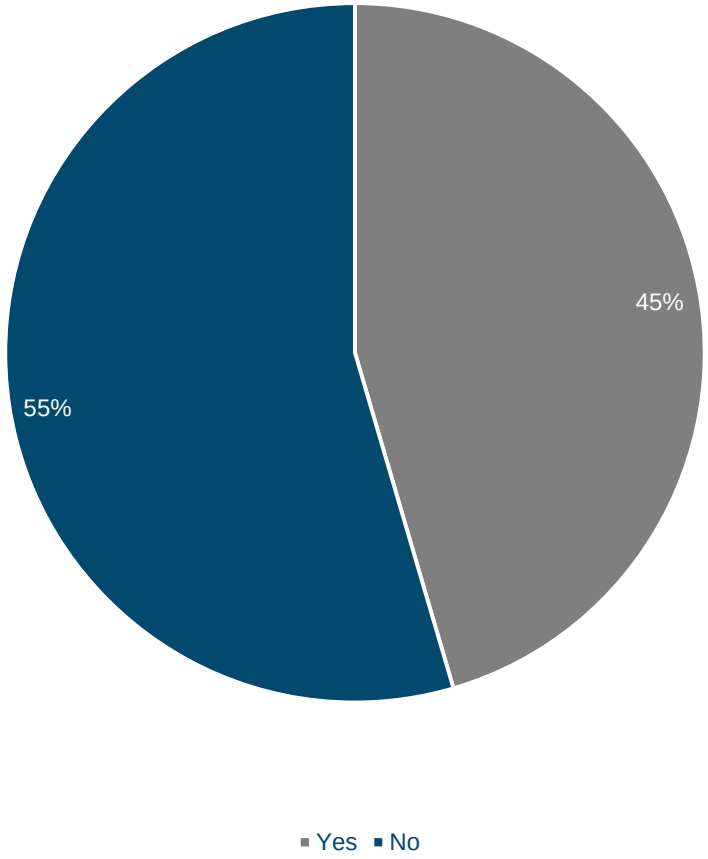
The majority of survey participants (25-34 years) either secured full time or part time employment with Shagheel.

Shagheel beneficiaries' experience with Bayt

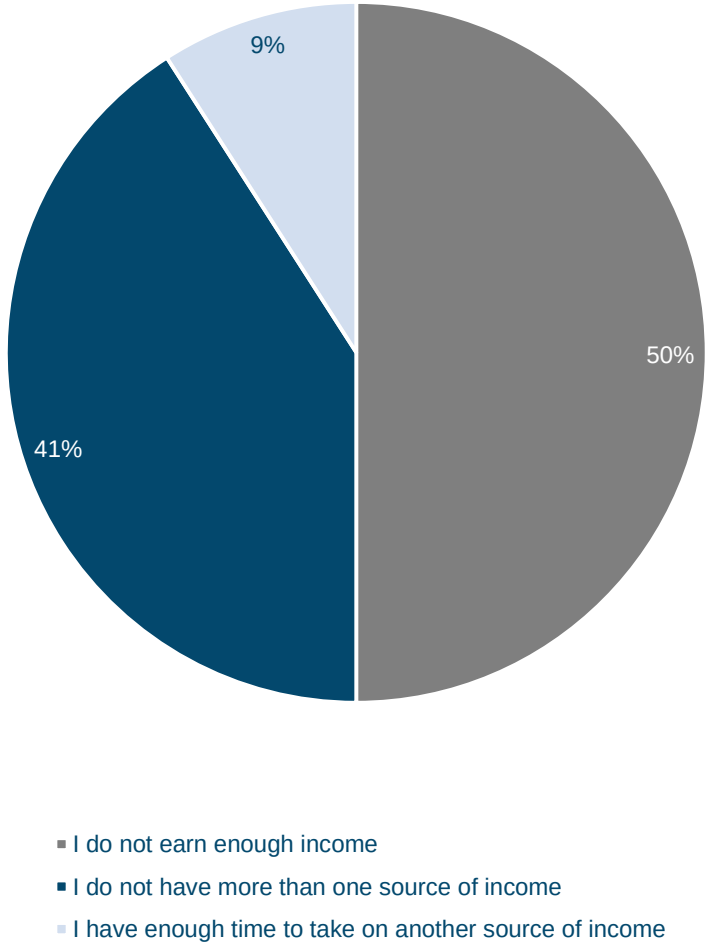
Is the income you earn after securing a job using SHAGHEEL (Bayt) recruitment platform enough for you to meet all your basic needs?



Do you currently have other sources of income in addition to the work you secured through SHAGHEEL (Bayt) recruitment platform?

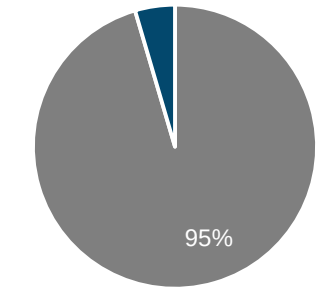


What is the main reason that you have more than one source of income?



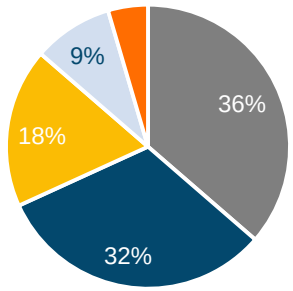
Shagheel beneficiaries' experience with Bayt – cont'd

Since securing a new job through SHAGHEEL (Bayt) recruitment platform my income has:



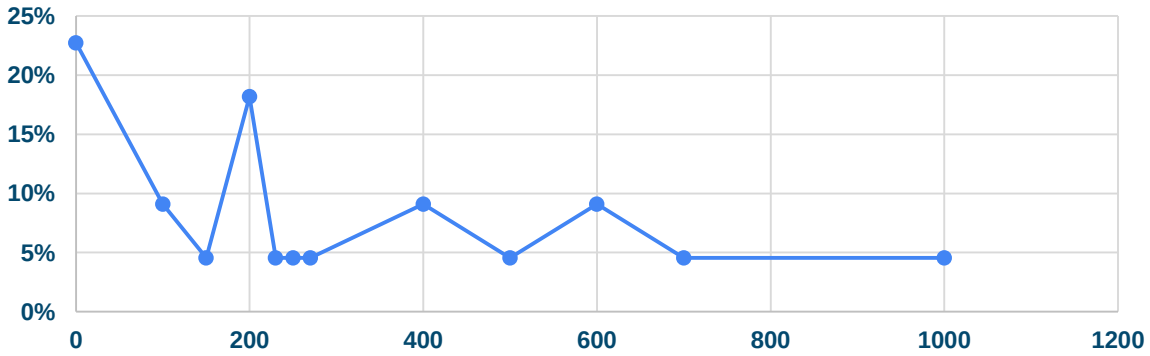
Increased Stayed the same

By what percent did your income increase since you secured a new job through SHAGHEEL (Bayt) recruitment platform?

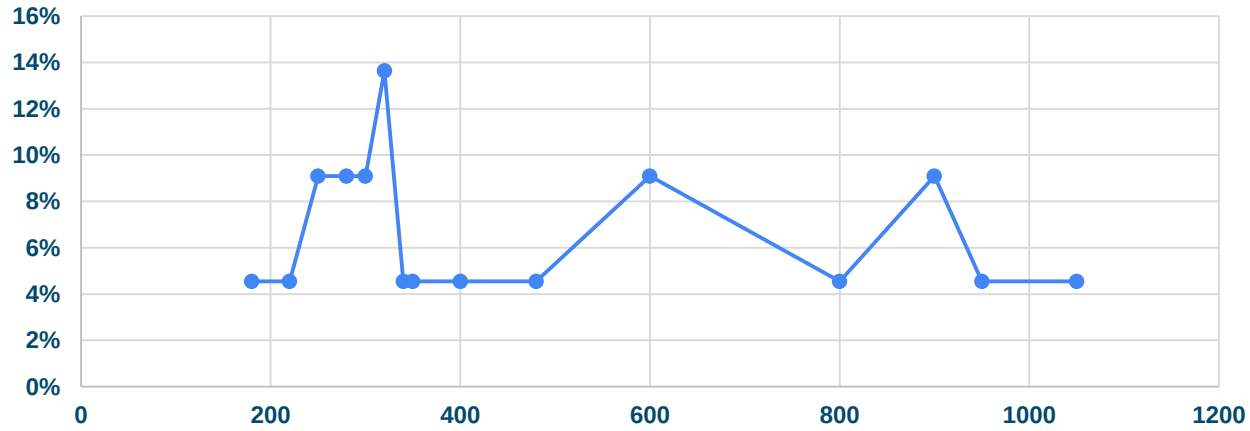


Between 1% and 25% Between 26% and 50% Between 51% and 75% More than 75% No increase

Approximately how much in Jordanian Dinars did you earn in monthly income before securing a new job through SHAGHEEL (Bayt) recruitment platform?

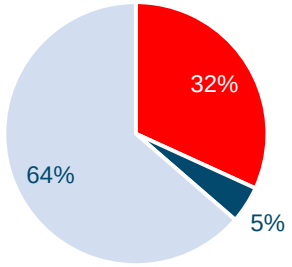


Approximately how much in Jordanian Dinars do you now earn in monthly income after securing a new job through SHAGHEEL (Bayt) recruitment platform?



Shagheel beneficiaries' perception of decent work

How important for you is for work to become more decent?

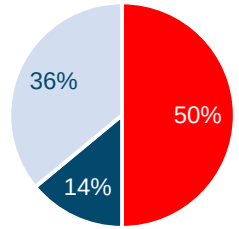


Important Not very important Very important

Since joining SHAGHEEL (Bayt) recruitment platform, did anything negative happen that is important related to work becoming more decent?

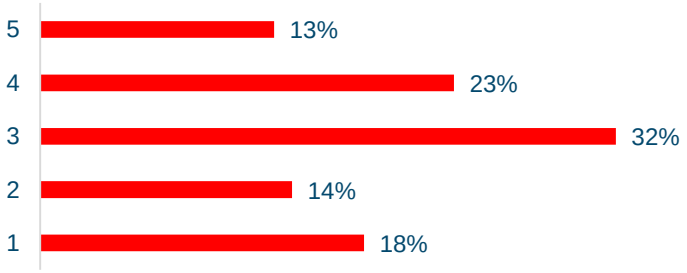
No

Is the change you are experiencing sufficient to meet your expectations related to work becoming more decent?

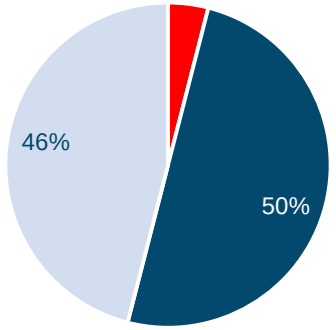


Yes No I don't know

On a scale of 1 to 5 (where 5 is much better), how would you say you were doing (economic/social/health) before joining SHAGHEEL (Bayt) recruitment platform compared to people around you related to work becoming more decent?

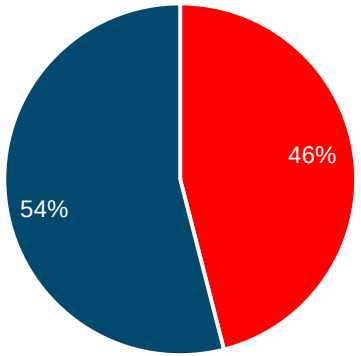


To what degree have you experienced a change related to work becoming more decent?



No change Improved a little Improved a lot

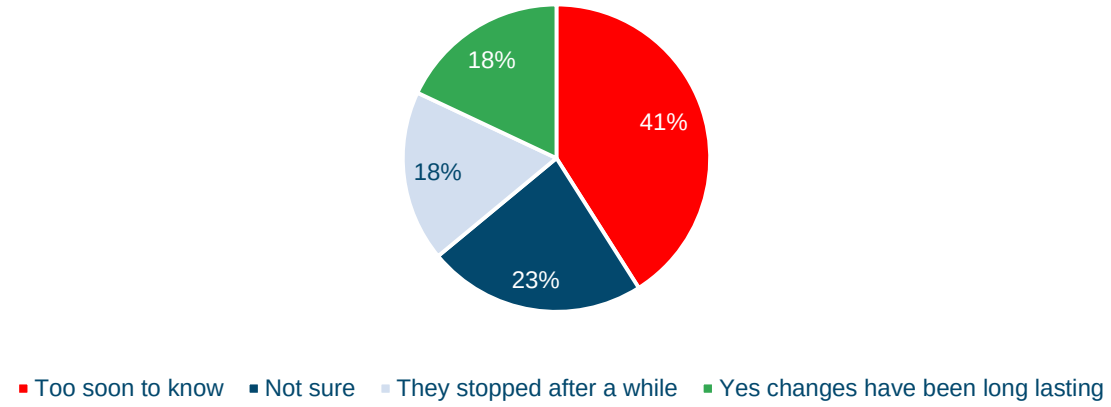
Is the change you are experiencing sufficient to meet your needs related to work becoming more decent?



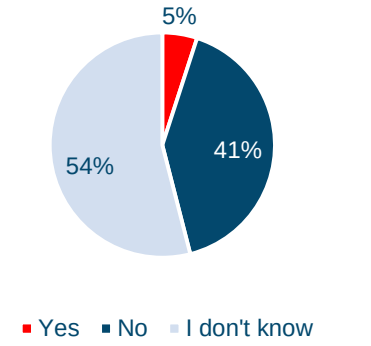
Yes definetly Maybe

Shagheel beneficiaries' perception of decent work – cont'd

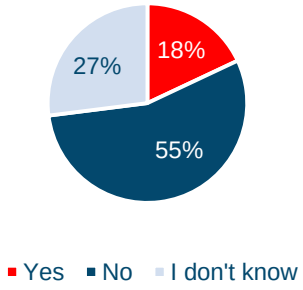
Have these changes been long-lasting related to work becoming more decent?



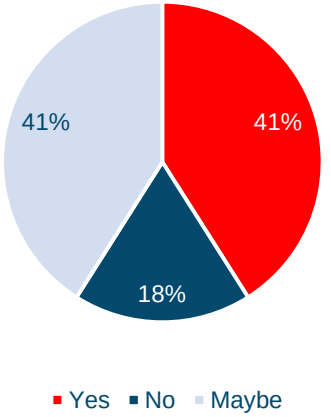
Is there a good alternative to joining SHAGHEEL (Bayt) recruitment platform that will deliver the life improvements you want related to work becoming more decent?



Apart from joining SHAGHEEL (Bayt) recruitment platform, did anything else contribute to the changes you mentioned related to work becoming more decent?

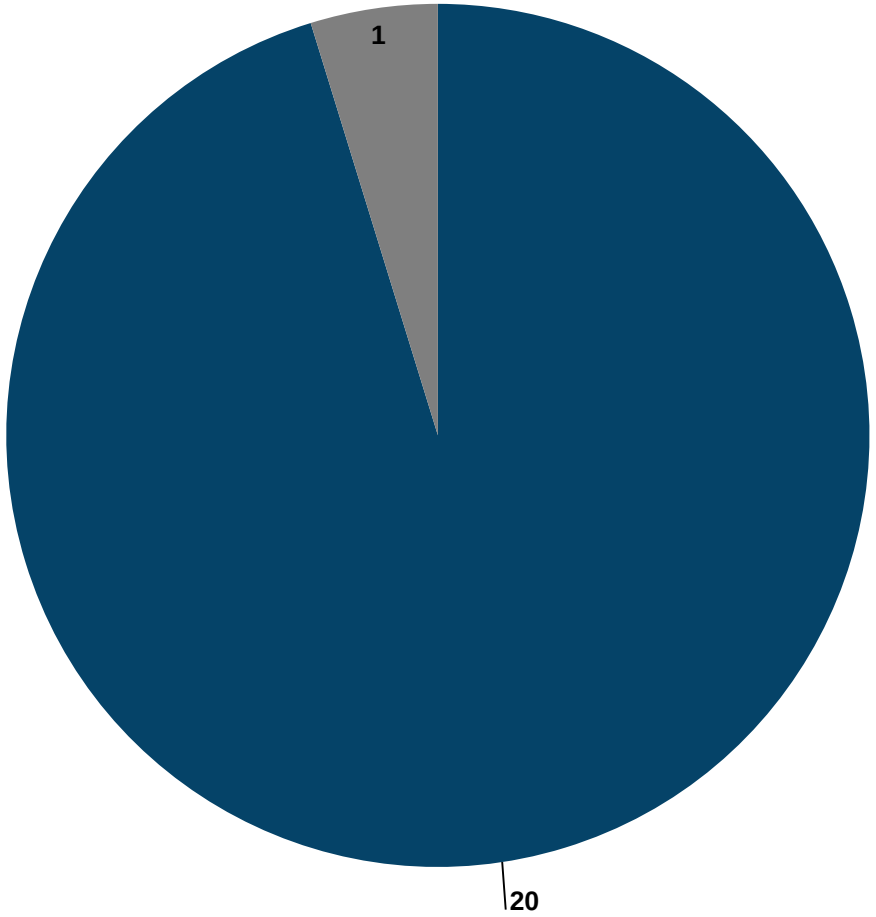


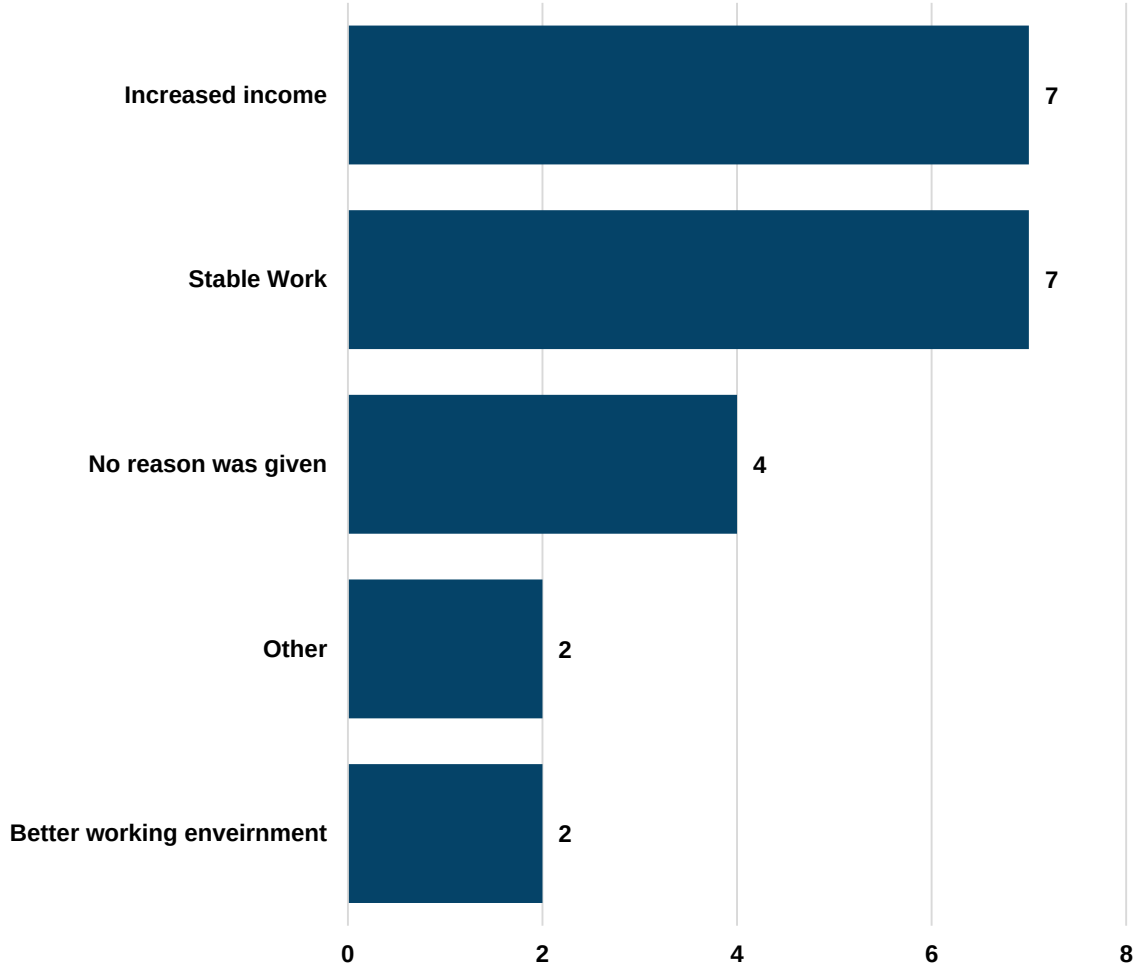
Do you consider the working environment in Jordan is suitable for women?



Shagheel beneficiaries' perception of decent work – cont'd

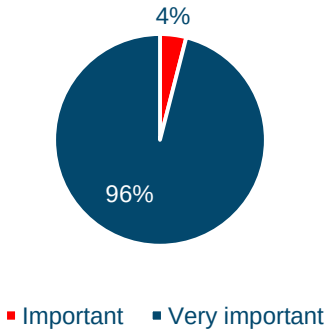
After securing a job from Shagheel, did you see any important changes in your work becoming more decent, if yes, what?



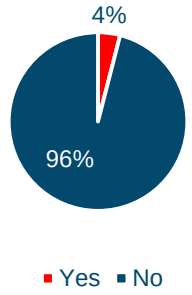


Shagheel beneficiaries' perception of increased total net income

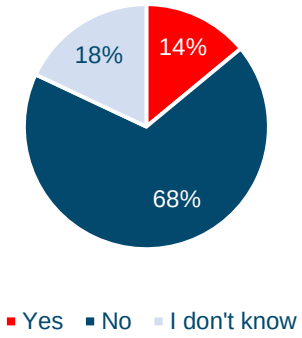
How important for you is to increase total net income?



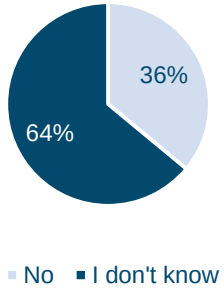
Since joining with SHAGHEEL (Bayt) recruitment platform, did anything negative happen that is important related to increase in total net income?



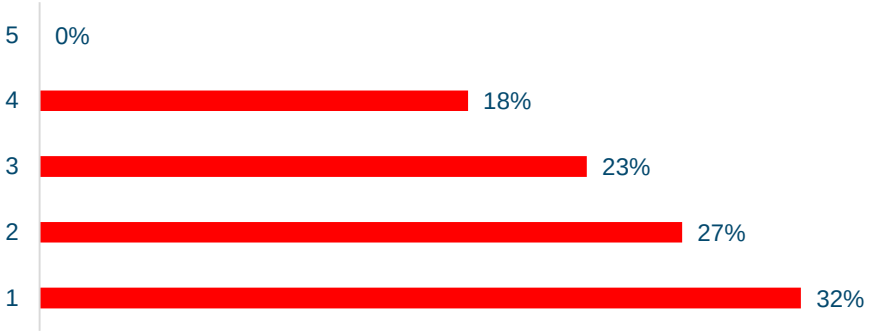
Apart from joining SHAGHEEL (Bayt) recruitment platform, did anything else contribute to the change in total net income you mentioned?



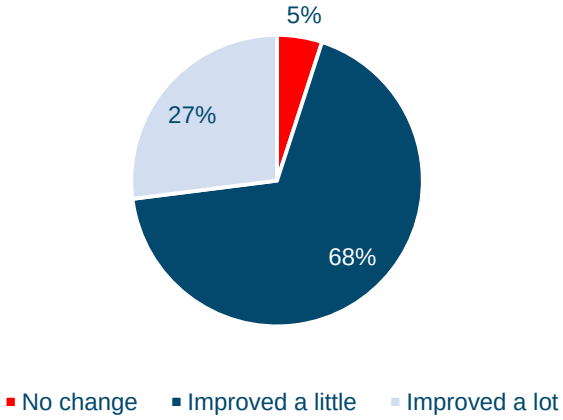
Is there a good alternative to joining SHAGHEEL (Bayt) recruitment platform that will deliver the life improvements you want related to increase in total net income?



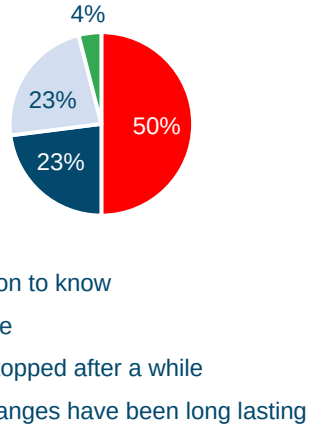
On a scale of 1 to 5 (where 5 is much better), how would you say you were doing (economic/social/health) before joining SHAGHEEL (Bayt) recruitment platform compared to people around you related to increase in total net income?



To what degree have you experienced a change in your total net income?

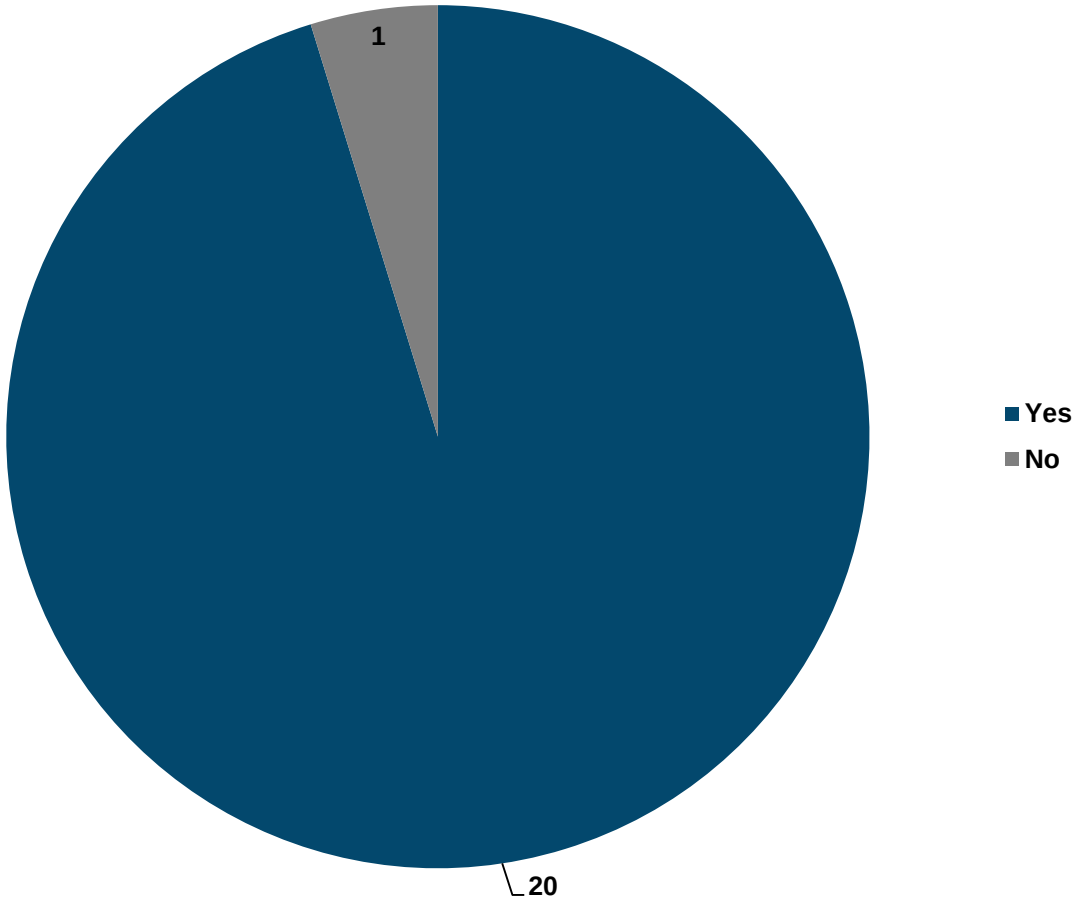


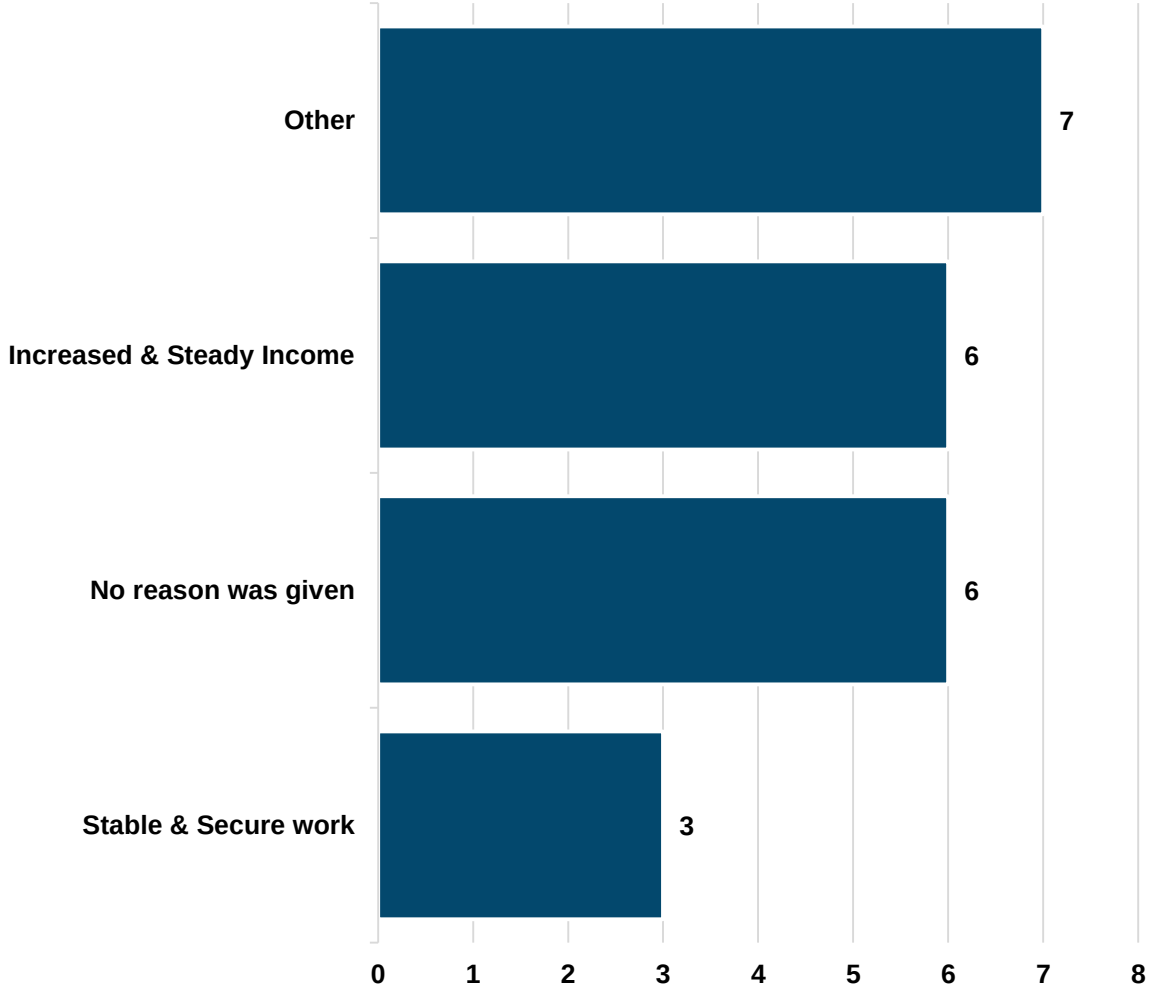
Have the changes in income been long-lasting?



Shagheel beneficiaries' perception of increased total net income – cont'd

Because you have secured a job from Shagheel, anything negative happened related to income increase, if yes, what?





Data Collection Activities

Focus Groups

Surveys

Interviews

Ideation Bootcamp / Partners Interviews (1/2)

- **Two interviews conducted with the two founders of the winning projects in the ideation and entrepreneurship boot camps.**

- The founder for the first project was working with a startup that was supported by YIL. Later, he left the startup and started working on a new product. He knew about the bootcamp through a friend and applied to the program. The second founder was introduced to the program through LinkedIn message sent by YIL.

- The first product is focused on solving SMEs (commercial sector composed of 16K firms) challenges in managing human resources such as the lack of HR manager/function (firms with 15-20 employees or less), complex manual payroll process, primitive technology infrastructure, high cost of solutions (hardware and software), weak performance evaluation and management, reporting and documentation issues. The first product did exist before YIL program, but it was part of an outdated desktop software package. The second product is focused on interactive and microlearning for Arabic speakers ages 23-55 in sales/Customer Service and management positions, with more focus on entry level jobs and early career stages. Before the program, the second founder has a concept that needed further development, and the program helped to develop and fine-tune the business model. The second partner had to establish a company to get the grant. Both partners are unique in their offering and face limited competition.

- One partner indicated that the expectation for the program was low and mainly related to improving the idea. The venue of the training was not appropriate for the activity. The large number of participants reduced the ability to interact with trainer. The ideation trainers were not good enough in the delivery and had limited experience in implementing the concepts discussed. The ideation process they followed was basic and limited in value for people who have some knowledge about ideation, and the process took longer than needed in terms of time. The 2nd bootcamp focused on entrepreneurship was better as it brought different experts from the various domains and the value created was better for the participants. Coaching activities are not needed at this early stage. The benefit level for ideation bootcamp was 2-3/10, for entrepreneurship bootcamp 6-7/10. The other partner indicated that the training content is good, and the founder did not face issues understanding what was discussed, but the founder noticed that other participants faced issues understanding what was presented, and they were not able to apply what discussed after the sessions. Part of the problem was related to the language as the trainer did not speak Arabic language. The other part was due to selection of the participants as most (~90%) had no entrepreneurial or technical background, and most are mid level HR/Operation managers and professionals who are functional in their experience. The trainer sensed that and started adding more activities during the sessions to improve the learning process, however ideation and business model development are dependent on iterations and customer development concepts that is not well understood by people coming from general corporate functions. The benefit generated for the founder was mainly the interaction with HR experts, and for the rest of the program was the introduction of new management and startups concepts through short workshops under the entrepreneurship bootcamp.

- One partner indicated that they benefited more from the ideation bootcamp as someone who had some startup experience, the Ideation bootcamp was rated as 8/10 in terms of benefit compared with 7/10 for the entrepreneurship bootcamp. One challenge faced with the ideation training was to apply the concepts discussed in the training in the final pitching activities, as few was able to do that, and there was some discontinuity between both activities. The knowledge captured in the training was not translated into the business plan, and the selection process at the end was not driven by the same.

- Same partner indicated that group formation and pitching activity was helpful, but many considered it an academic activity to fulfill the program requirements and not as an ideation or startup creation tool. The majority of the groups did not have team members who could take the concepts further and make it a reality. They lacked either the skillset, interest or both to do that. The selection committee lacked HR experts. Some teams also faced some challenges to present in English.

Ideation Bootcamp / Partners Interviews (2/2)

- **The financial support was more important than the non-financial services for both partners. The grant was used to employ technical resources for product development and marketing activities for one partner. For the other partner, it focused on content and app development. One of the partners needed incubation, but the incubator was full, and support was not feasible.**
- **COVID19 has impacted the launch of the product for both partners, and in case of one of the partners, some interested leads decided to defer the purchase decision to 2021. More information was requested from one of the founders on the product and related marketing resources, but this was not provided for validation. Limited validation was also conducted by YIL team. For the other partner, the app development was a challenge due issues in the delivery of IT development services from the outsourcing company.**
- For the first product, the linkages with unemployment is indirect as the product helped SME business owners to manage their businesses in a better way, helping the businesses to grow, reducing layoffs and creating new jobs. The target setting was more related to reach and marketing, and less of sales. No major changes on the business model since joining the program.
- **For both partners, limited participation in other programs and activities, so high level of attribution existed. Engagement with YIL team was regular for both partners, but less interaction with YIL program manager.**
- **The first product supported helped to improve work decency by improving evaluation process that can increase the worker income, better time management, less work disputes, improve motivation by better HR management. Due to the lack of good performance evaluation and management, employee turnover in retail sector for example is high compared with other sectors, and the usage of the solution should help to reduce that. 2nd product improved work decency by helping to setup online orientation programs , providing continuous learning opportunities without disrupting work-life balance, improving performance for new workers and people switching careers.**
- Related SDGs are: 4, 8,9, 12.
- Key benefits from the SMEs HR solution included payroll management, customized evaluation process, full reporting for all HR related operational areas, all helping business owners to take better decisions based on facts and not perceptions or personal opinions. The mobile app provided a technology tool that is fully integrated with HR system to help employees communicate through mobile devices. Cloud hosting will enable the companies to quickly deploy the solution with minimum hardware investment. For other product, the technology enabled self-paced learning anywhere anytime using mobile devices.
- **Key recommendations included brining trainers who speak Arabic language, careful selection of training venue, better selection activities at the start and end of the program, more guidance on the product selection during ideation.**

Shagheel / Employer Interview 1

- **2 Interviews conducted with two businesses, one SME in the food services based in Irbid, and another large corporation in retail covering the country in over 40 different locations.**
- For SMEs, demand for new employment opportunities is negatively impacted by the decreased consumption on different levels due to COVID 19 effect on the economy. In this case, the small business interviewed employed 5 blue collar workers before the pandemic, and this dropped to only one job after 6 months of that. The SME was introduced to Shagheel through personal connections and has not used an online recruitment platform before.
- **The initial expectations were negative as the viability of the new online recruitment tools were questionable for small business owners, as they view such tools as ineffective and not suitable for their needs, and already traditional way (walk-in interviews or personal connections) was adequate in their assessment. The overall perception for all online platforms before the pandemic was simply it is not for SMEs but for large organizations and applied to white collar recruitment.**
- One blue collar worker was hired before the pandemic, but this job opportunity was lost due the pandemic.
- **The online platform provided a good screening and filtration benefit, as it ensured the blue collar job applicant has the minimum basic skills such as computer, communication or writing. The applicants coming from online sources such Shagheel were better customer service oriented and were able to interact with people from different backgrounds. The offline recruitment process was difficult due the inability to find the right people to fill in the job. The business owner mentioned he had to go through many interviews and job trails over 6 months to find one good candidate for one job opening.**
- As a small business, the time/effort/cost savings was not significant as limited hiring activities occur in SMEs compared with larger companies.

Shagheel / Employer Interview 2

- For the retailer, the blue-collar hiring is competency based and less driven by education, and the business had to establish an educational arm at the business to train blue collar workers in specific jobs where supply of good workers is low compared with demand, which has been a big issue for Jordan's educational system : The mismatch between the output of the educational programs and private sector needs. The annual recruitment need for blue collar hiring is high at this company, can be estimated to be 700 new jobs for 2021 in over 10 job areas.
- The retailer has been using Bayt online recruitment platform for white collar hiring (Office/Degree based jobs in Marketing, Sales, Accounting, admin), and was introduced to Shagheel through Bayt team.
- **The initial expectations were partially negative as previous experiences showed that job applicants coming from similar donor driven initiatives are less interested in blue collar hiring and were seeking other opportunities. Also, some of these donor driven initiatives were focused more on creating a perception of permanent employment that was not there, and less focused on dealing with the challenges faced by the employers.**
- As an international retailer, it has a well-established recruitment process, and been using online tools for recruitment and for internal hiring, where for example, candidates moving from one location to another had to do online interviews with management and HR staff , but this was for white collar hiring.
- When it came to blue collar hiring, the limited access to basic digital tools such email and online video calls reduced the dependency on these tools for this segment. The majority of blue collar workers preferred paper based job applications and were not exposed to other ways, and the business accepted job applicants from several non-online channels. To encourage online applications, the business even provided data input devices (laptops or tablets) at various locations to help applicants submit online applications. The shift from the business was faced by strong resistance from blue collar job seekers, but this decreased with time, especially with the pandemic that forced people to start using digital tools as social distancing was becoming the norm, and in-person paper-based option was not a good option any more.
- **Before the pandemic, the recruitment from Shagheel averaged around 10-15% of blue collar hiring, and the quality of applicants has improved in terms of skills (such as English Language and Computer skills) and attitude. It eliminated almost half of the irrelevant and unserious job applicants, as many applicants were not applying for a specific job, but was looking for any job, without being familiar with job requirements or scope, and some changed their minds at different stage of the process due to the lack clarity or alignment. Using Shagheel resulted in saving up to 60% of the time, effort and cost to complete the recruitment process for the business by reducing the mentioned issues.**
- **The business also saw significant improvement in the quality of the job candidates in terms of skills, knowledge, and in particular attitude/ work ethics compared with applicants from walk-in applicants, as these applicants were more motivated, driven, goal oriented, prepared, and problem solvers . Shagheel also contributed to around 20% reduction in employee's turnover.**
- Workers from a young age segment were less interested in blue collar jobs, but things are changing due to the difficult economic situation facing the average Jordanian household, where one or even two income generators is not adequate to cover the growing needs for these households. Young female workers are also more interested now in blue collar jobs compared with their male peers.
- **Key recommendations included more investment and shift towards competency-based hiring compared with degree-based jobs. Also, creating better clarity for job seekers on the job openings in terms of need and scope (Job description). Preparing the candidates to the recruitment process including the interviewing process. A need to increase the awareness on Shagheel among other segments as Community Colleges and University students as unemployment is increasing, and interest in blue collar hiring is more among this segment.**

Shagheel / Worker Interview 1

- **2 Interviews conducted with two job seekers focusing on disadvantaged young job seekers , one young Syrian male (28 years) based in Irbid and young Palestinian male (28 years also) based in Irbid.**

- The first worker is a Syrian male with a diploma in accounting.
- Started his careers in coffeehouses and desserts preparing and worked for 6 years. Finding a job in accounting was not possible due his nationality (closed profession for non-Jordanians).
- The person just lost his job at a coffeehouse due pandemic (lockdown impacted coffeehouses).
- First time to hear about Shagheel was through an advertising campaign (billboard in Irbid). Before this, he has never used an online recruitment platform, and used to look for jobs through personal network and walk-in interviews and did not use his CV as employers he targeted were not used to reviewing CVs and preferred getting information through interviews . One job was secured in the last 6 months, but the job seeker was not sure that job came through Shagheel.

- **The job seeker indicated that most jobs available in his domain do not elevate to good jobs or decent work as the income is low compared with the long working hours that can reach 10-16 for 7 days sometimes. For instance, he worked for 6 months for 10-12 hours daily for 300 JDs/~$420 (~1 JD/hour). Another job was 12 hours for 15 JD/~$21 daily rate. 3rd job was 16 hours (2 shifts) for 10 JD/~$14 daily rate. This forced him to sometimes work at multiple places at the same time to increase income.**

and at that time, no jobs appeared. After several months, he updated his account and saw more jobs that did not appear before, mainly outside Jordan (UAE and other countries).

- **One value identified by the job seeker was the automated matching with related jobs without the need to search and look for jobs. Another value was expanding the search scope to multiple cities and sharing the CV with hundreds of employers compared with visiting them and providing paper-based CVs to each. It was very easy to use with simple clear interface. It took less than 5 minutes to generate the CV, and it generated many related jobs in seconds. He used another search engine before (Akhtabot) and it was difficult to use even for a community college graduate.**

- Over the last 6 years, income varied between 200 JDs to 600 JDs monthly. The high cost of living and limited income forced the job seeker to think about immigrating to Europe. If the income increased to higher levels to cover all his needs, he was interested to stay in Jordan. In all previous jobs, no contract was signed, and no benefits such as health insurance or social security were provided.

- **The job seeker reported that the limited awareness of Shagheel among Smaller employers and job seekers in Jordan persist.. He indicated that he never seen any ads on social media. He also indicated that the general perception was these platforms are less effective than traditional tools.**

Shagheel / Worker Interview 2

- The 2nd worker missed the initial interview as he was not able to download and use zoom for the interview, and interviewer had to do the interview over phone. The job seeker explained that he is not good with technology and was not able to improve this although he agrees it is important for him to develop his skills as a young person looking for a job in Jordan.

- The job seekers is a resident of Irbid, completed only high school (Tawjihi), and trained as an electrician with his brother. He was looking for a job at a local company, and this was not possible due the lack of national ID number (From Palestine, Gaza).

- **He was introduced to Shagheel through a friend 6-7 months before the interview. He was not able to secure a job through Shagheel. He did not apply directly over Shagheel, but his friend applied on his behalf. When asked why he did not apply himself, he mentioned he is not interested in using digital tools as he does not believe this will produce needed results. He has used email before and hiring facebook pages to apply for jobs.**

- The average income ranged from 500-600 JDs when temp jobs where available and considered this income as good for a single male (bachelor). For him, the income is only one small part in the assessment of work decency. For him, most work opportunities do not provide long term job security, do not value good performance, and layoffs are increasing.

- He has negative view of life in general and does not see any improvement in the future on the professional and personal levels, and most of his friends are also unemployed and looking for jobs.

- He is working now in temp jobs (2-4 weeks) with his brother in construction and home improvement projects. The reason this is not translating to a full-time job is due the lower economic activities in this domain now, and the competition from Syrian workers who are hard workers and cost less to hire.

- **Most of his good work opportunities came through personal connections from his brother and not from customer visits or any sharing economy or employment platform.** He is only interested now to look for full time jobs and not looking for temp jobs, and not open to the idea to use any sharing economy platform to find such jobs as he prefers to work with his brother. When asked about local platforms such as AOUN, he was not aware they existed. His options was to change his career to something else such as painting or even immigrate.

- **When the key value proposition related to expanding the search scope to multiple cities and sharing the CV with hundreds of employers without the need to physically visit any was discussed, it was clear that the essence of the service was not understood, and there is a strong need to communicate the benefits of the platform to the potential users. When this was explained, the job seeker became more interested to use and try the service, so even though he was aware of Shagheel, he was not aware of the benefits of using it, and this increased his lack of confidence in these digital tools.**

Shagheel / Partner Interview

- The partner was introduced to YIL through a networking event and discussed during the event collaboration ideas related to blue collar jobs with YIL program manager. The idea to expand Bayt offering to include blue collar jobs and help more people improve their lives. This required funding and linkages. This ended by developing a complete plan on how to move forward. Another company was discussing a similar concept with YIL, and Bayt ended up as the partner based on their long-term commitment to expand the concept to the whole region. This process took 6 months to finalize the concept and contractual relationship.
- Some blue collar workers already used Bayt engine to build their profiles and look for jobs. Later, Bayt built Shagheel as dedicated platform for blue collars workers through simple and easy to use engine, without the need for an email, and bringing all blue collars jobs to one location.
- The platform was launched at a big event that had high visibility and strong media coverage. The relationship developed as a long-term partnership that extended to several projects. Shagheel being a private sector led program improved the sustainability model for the platform. YIL management understood the benefits of that and provided flexibility for Bayt.
- Support provided included grant that covered technical development and marketing activities, supporting the outreach activities through YIL network and relations with relevant NGOs and government organizations, assistance in program design/ management/ monitoring/ reporting, and finally conducting the feasibility study.
- **With a limited marketing campaign, over 3400 jobs posted from 1800 employers; majority outside Jordan. What helped to increase the traction is that exiting Bayt users (international such as PepsiCo, regional such as Futtaim group, and local such as Arab Potash Company) started using Shagheel as separate platform only for Blue collars jobs. Some companies doubled their job posting by adding blue collar jobs to their posting (white collar jobs).**
- In Jordan, leading companies started using Shagheel to expand the pool of applicants from the same area/city and attracted applications from job seekers from the whole country who are willing to relocate to another city provided a good paying job is provided. This might have some negative impact on local resident workers seeking jobs as competition is increasing due to having applicants from other area, however this effect is limited as many of these jobs are highly technical jobs that is lacking in these areas.

each other. Another feature added was to allow for confidential job postings where the employer wanted to stay anonymous to reduce unwanted third-party interferences.

One challenge faced is increasing the demand by convincing SME owners to use online recruitment platforms as they are more traditional in their hiring process compared with larger companies. Another one is to increase the supply by creating more awareness on Shagheel and its benefits and encouraging blue collar workers to apply online. One way to attract employers was to provide limited free job postings and allow them to try the services for free. Also, creative ad campaigns were launched using local cartoon characters (Abu Mahjoob) to bring the new concept closer to blue collars workers who perceive all digital platforms to be targeted to white collar workers and not them.

YIL contributed to dealing with these challenges by supporting research activities to understand the issues and working together to produce solutions. The targets set were achieved and beyond in terms of number of applicants and number of posts, however this could have been more without the negative effects due the pandemic where hiring was stopped at most companies. Shagheel is expecting to have over new 6 thousand posts in the coming few months. As for number of people being hired, the data is not fully captured as employers do not have to provide feedback on the hiring results and that is why the estimated numbers are 2-3 times higher than reported ones, supported by the large number of applicants and postings and estimated high conversion rate. Only a limited number of companies confirmed the hiring through "Marked as hired", and Shagheel is trying to provide incentives for employers to indicate the hiring results. Out of over 700 hiring confirmed, only 20% was for local jobs in Jordan.

The easy to use interface and strong technology backend enabled achieving the results. The business model has not changed since the start and remained focused on monthly subscriptions for job posting and CV search.

The engagement level with YIL management was high and included weekly reports and updates. It also included sharing information on related events and activities.

The grant was valuable , but the non-financial support was more important as it allowed better utilization of the funds, and reduced any issues or risks related to the implementation. Payments were done on time and through a smooth process.

One recommendation was to provide more financial support to expand the partnership and increase the marketing and overall results.

Sharing Economy / Partner Interview 1

- The partner was introduced to the program through personal network (a friend).
- **The understanding of the opportunities and offering become better after joining the program. Key value was the support at the kickoff stage and the exposure to the social impact concept.**
- **No initial expectations existed other than the grant (grant to cover app development). Non-financial services provided were focused on the incubation which provided good and presentable offices. YIL helped in the selection and onboarding process for early workers and outreach activities among disadvantaged groups. Additionally, support fund raising activities through Beyond Capital and create linkages with Mercy Corps in Kenya to expand offering to other countries.**
- **The Non-Financial services were as important as the grant.**
- Indicators were focused on number of workers to be reached, trained, and business growth .
- Engagement with YIL Management was high (2-3 times a month, Updates on business, fund raising) and support exceeded expectations.
- **Payment process can be improved as it requires the startup to invest and get reimbursed later as no upfront payment was offered.**
- The net income varies a lot between workers, and could be $200/month and $2000/month
- Worker segment is females (27-40 years) looking for extra income.
- Related SDGs from founder perspective:1,3, 5, 8 , 9.
- Decent work from founder perspective: Flexibility, income increase.
- Success factors: Ecosystem support, better technology adoption due to COVID19.
- Other support provided from other programs (Shoman, Mercy Corps, Mobadroon), but YIL support came at a critical time for the partner.
- The key risks and challenges expected in the future are related to government regulations and taxation.
- **The partner recommends upfront payments with clear KPIs and good follow-up processes, create more clarity of the benefits and opportunities, even if some did not materialize, and help startups to expand to other countries using Mercy Corps network and partnerships.**

Sharing Economy / Partner Interview 2

- The founder is a serial entrepreneur.
- The partner was introduced to the program through an email sent by YIL to the partner to invite the founder to participate in the program.
- **The expectations were met (grant to be used to procure equipment and supplies). No Non-financial services were provided as they joined the program at a late stage.**
- **The grant size is very limited compared with their monthly spending (Total grant size was around quarter of their monthly spending), thus the contribution of YIL to the growth of the partner is limited.**
- **YIL program helped to increase the interest within the partner to improve the worker income and work decency in general.**
- **The partner indicated a complex payment process that required upfront investment and due diligence process to assess purchasing choices.**
- Barriers to growth is high Cost of acquisition, complex operational model, and attracting right investors.
- Indicators were focused on increasing number of workers.
- The partner indicated that the engagement with YIL Management was moderate and the program was well organized.
- Worker segment is males with good physical condition and driving license/vehicle, looking for extra income.
- Related SDGs from founder perspective: 3, 8 , 12.
- Decent work from founder perspective: Flexibility, income increase.
- Success factors: Excellent understanding of the metrics, strong marketing, optimize operation.
- No support provided other than YIL and investors (Angels & VCs).
- The key risks and challenges expected in the future are related to scalability and having operation in multiple countries.
- **The partner recommends having phase 2 where partners who had good performance are provided with additional support with specific and new objectives.**

Sharing Economy / Partner Interview 3

- The partner was introduced to the program through an invitation sent directly from YIL management.
- The understanding of the challenges, economic impact angle and solutions become better after joining the program.
- **The expectations were met through the grant (grant to develop and test other new services, legal advice regarding IP and new products). The Equity financing provided through Beyond Capital offered some cushion that reduced the negative impact of COVID19.**
- **No targets set as part of the project. Justification provided was this is a new product, and it was difficult to put some projections.**
- **No Non-Financial services were provided. Only the grant.**
- Indicators were focused on number of workers to be reached, income and net income.
- Engagement with YIL Management was high (regular updates).
- Payment process was good.
- Worker segment is females (18-24 years) looking for extra income. Its starts with education products, then startups, then banking, providing career development opportunities and different work opportunities for workers.
- Related SDGs from founder perspective:4, 5, 8 , 10.
- Decent work from founder perspective: Safety (working from home), Flexibility, skill development, income increase, motivation.
- Success factors: Better technology adoption due to COVID19 (workers and customers).
- Other support provided from other programs (iPARK, Mercy Corps, Beyond Capital), but YIL support came at a critical time for the partner.
- The key risks and challenges expected in the future are reduced demand for services.
- **The partner recommends to link companies together between different countries within the YIL program, create linkages with Mercy Corps offices in other countries to expand offering in other markets, and establish better clarity on the program reporting requirements and managing expectations.**

Sharing Economy / Partner Interview 4

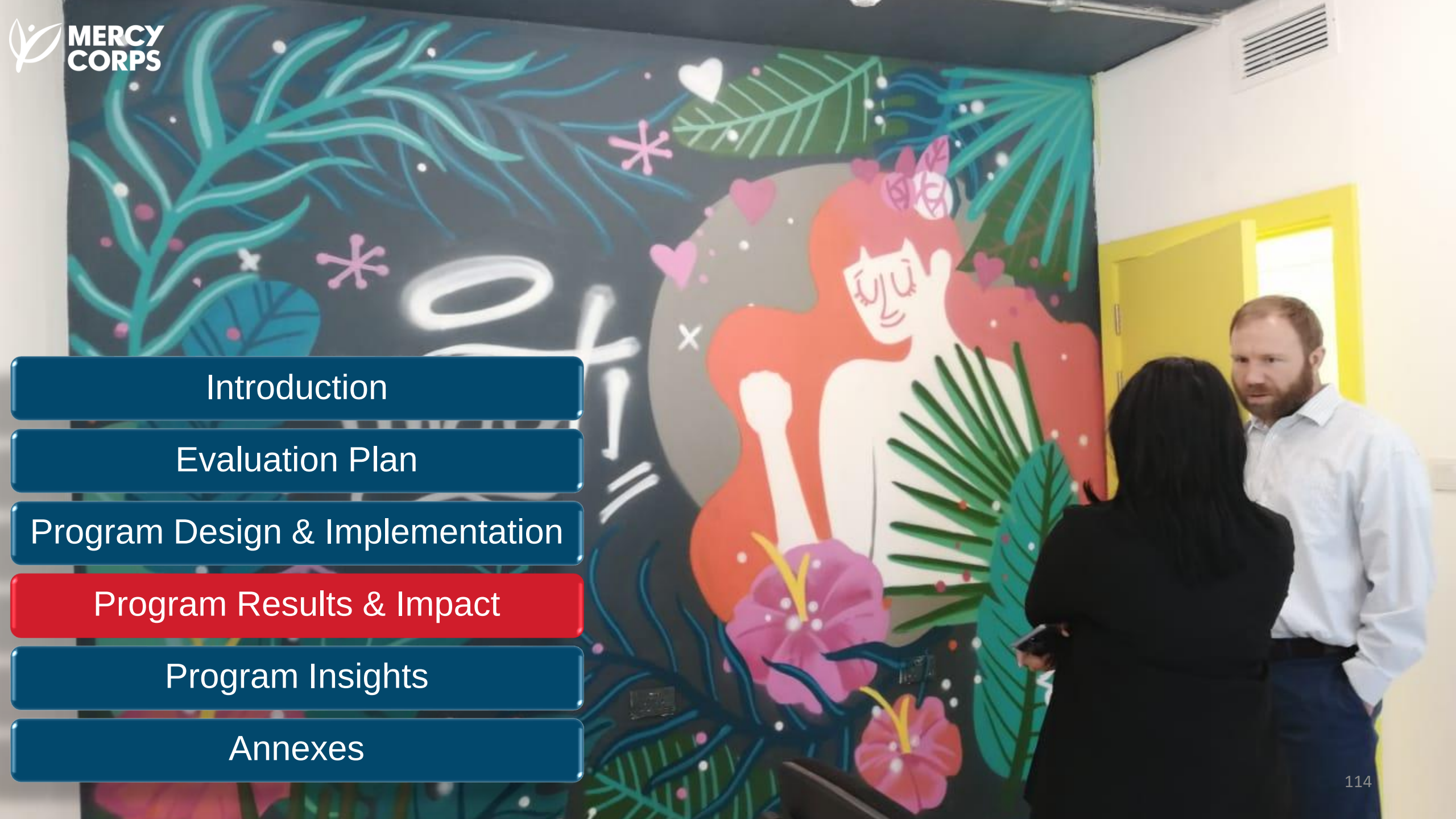
- The partner was introduced to the program through a connection from a previous job.
- **The expectations were met (grant to cover legal agreements, software development, building QA capabilities). Non-financial services provided were focused on the incubation which provided good facilities, sense of community (same industry) and reduced rent. Other included some training activities, linkages, brainstorming activities.**
- **YIL program helped to develop better target setting and monitoring capabilities at the partner. The support provided also helped the business to more than double in revenue and raise funds from multiple investors.**
- **The Non-Financial services were more important than the grant.**
- Barriers to growth is government regulations /taxation and funding raising.
- Indicators were focused on increasing number of workers and their income.
- Engagement with YIL Management was high (Updates on business, fund raising) and support exceeded expectations.
- Excellent payment process that is flexible and startup friendly.
- Worker segment is females (Jordanian & Syrians) working from home and looking for extra income.
- Related SDGs from founder perspective: 1, 2, 5, 8 , 9.
- Decent work from founder perspective: Flexibility, income increase.
- Additional support provided from other programs (EBRD, NAFES, USAID).
- The key risks and challenges expected in the future are related to major drop on demand due to pandemic which reduces corporate events and meals.
- **The partner recommends reducing the reporting requirements as it covered many areas.**

Sharing Economy / Partner Interview 5

- The partner was introduced to the program through another Mercy Corps global program.
- **The expectations were met through the grant (Some Salaries, Marketing campaign and HR cost) and good overall experience.**
- No Non-Financial services were provided.
- Income for workers was lower than expected due to fluctuations in contracts.
- Engagement with YIL Management was very limited.
- **There were issues in the payment process, as the plans changed with time, and YIL was not flexible to accept the changes due to contract, so the impact was limited.**
- Worker segment is disadvantaged youth and refugees. Males are more driven and committed.
- SDGs from founder perspective:1, 2, 4, 5, 8 , 9.
- Decent work from founder perspective: Safety (working from home), Flexibility, skill development, income increase, motivation.
- Additional support provided from other programs (acceleration programs).
- The key risks and challenges expected in the future are limited growth (saturation), limited interest from non-impact driven VCs and reduced demand for products due to COVID19.
- **The partner recommends to set the expectations regarding data collection and impact assessment, as the startup was not aware of the requirements. Also, supporting the companies in setting better grant objectives as enacting change later is difficult. Also, reduce program HR changes as multiple changes in contact person created difficulties as the process changed.**

Sharing Economy / Partner Interview 6

- The partner was introduced to the program through invitation sent directly from YIL.
- **The expectations was partially met through the grant (grant used to fuel the changes in the business model). The impact of the Non-Financial services was limited except the incubator. Equity financing through Beyond Capital provided additional funding to support developing the business model further. Some partnerships were discussed, but unfortunately did not materialize, and the grant size was reduced significantly. Several introductions and business linkages were organized, but without results.**
- **YIL team was overutilized and seemed to be busy all the time, which reduced startup willingness to proactively seek additional support.**
- Limited Non-Financial services were provided except incubation that had some positive financial impact (around 300 JDs in monthly savings).
- **Training activities were not customized to the needs of the startups and some trainers had limited startup practical experience. Equity financing through Beyond Capital faced several legal issues related to registration and agreement, and the legal process and investment execution took long time that negatively impacted the startup. This was only resolved after YIL Management stepped in.**
- Indicators were realistic and reasonable. Focused on number of workers to be reached, income and net income.
- Income for workers was lower than expected due to delay in investment which delayed digital marketing activities. Net income was less than expected because of the high cost of new product development and new raw material (reduced profitability by 50%).
- **Engagement with YIL Management was high (regular updates). There was a need for a dedicated additional senior resource to provide advanced support and align with related activities inside and outside Mercy Corps. There was need also for more structured support process.**
- Excellent payment process was good and without delay. First payment was difficult, but then the process became easier.
- Worker segment is males and females, mainly Syrians. Females Syrians are more driven and committed.
- Related SDGs from founder perspective:1, 2, 4, 5, 8 , 9.
- Decent work from founder perspective: income increase, motivation.
- Other support provided from other programs (Word Bank, UNICEF, Beyond Capital).
- The key risks and challenges expected in the future are limited growth (saturation), limited interest from non-impact driven VCs and reduced demand for products due to COVID19 .
- **The partner recommends to hire an additional full-time senior resource and changing the concept from support to partnership.**



- Introduction
- Evaluation Plan
- Program Design & Implementation
- Program Results & Impact
- Program Insights
- Annexes

YIL Level Impact using Key Program Indicators

The number of beneficiaries directly or indirectly impacted in some way by program activities. This could be for example the number of beneficiaries who have created profiles on online platforms or attended a training.

- 93,475

1- Total Beneficiaries Reached

- 2,591

2- Total Beneficiaries Generating Additional Income

Number of beneficiaries making sales due to the new product or service created by supported businesses in partnership with the program.

Revenue accrued by beneficiary directly related to the new product or service developed by supported businesses in partnership with the program.

- $1,835,857

3- Total Beneficiaries' Revenue (USD)

- $931,100

4- Total Beneficiaries' Net Income (USD)

The amount of net income change indicates the value of the total amount of revenue accrued by individuals relative to a base period and can be calculated based on the total amount of revenue minus any costs incurred during the reporting period minus the total amount of revenue minus any costs in the base period.

YIL Level Impact using SDGs Themes

Decent Work

Creation of secure and socially inclusive jobs. In developing countries, vulnerable employment affects three out of four workers (ILO). Eradicating poverty is only possible through stable and well-paid jobs.

Basic Needs

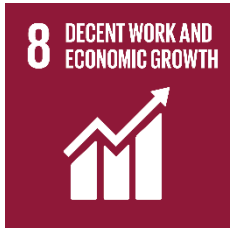
Provision of critical services to low income communities which helps them to escape poverty. According to the World Bank, in 2015 10% of the population lived on less than US 1.9 per day and this has been exacerbated by the current COVID 19 sanitary crisis.

Wellbeing

Enhanced health, education and equal opportunities are contributing to provide wellbeing for low income communities. Efficient, good quality and affordable delivery of such services lead to a direct improvement in quality of life.

YIL Level Impact using SDGs Themes

Primary Impact



SDG 8: Promote decent work for all and sustainable economic growth
SDG 8 Targets: 8.5, 8.6
Key impact themes: Employment, economic inclusion and capacity building
✓ Access to productive employment and decent work for youth
✓ SME access to financial services

SDG 5: Achieve gender equality and empower all women and girls
SDG 5 Target: 5.1, 5.b
Key impact themes: Diversity and equal opportunity
✓ Access to services for women

SDG 1: End poverty in all its forms everywhere
SDG 1 Targets: 1.1, 1.2, 1.4
Key impact themes: Availability of services for those of low income
✓ Access to basic goods and services

Secondary Impact

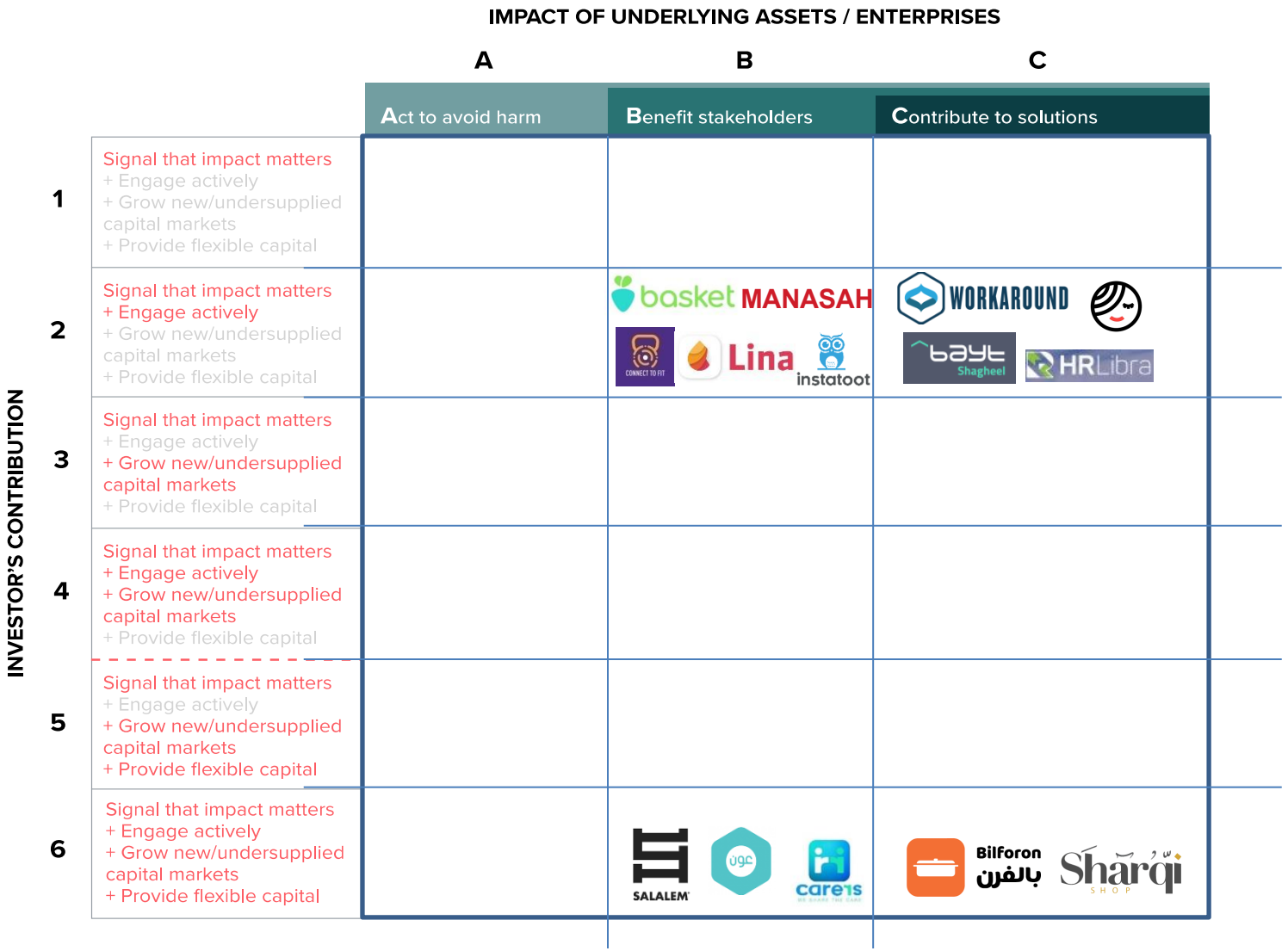
SDG 4: Ensure quality education for all
SDG 4 Targets: 4.3, 4.4, 4.5
Key impact themes: Capacity building and availability of a skilled workforce
✓ Access to vocational training

SDG 3: Ensure healthy lives and promote well-being for all at all ages
SDG 3 Target: 3c
Key impact themes: Access to quality essential health care services
✓ Access to healthcare services

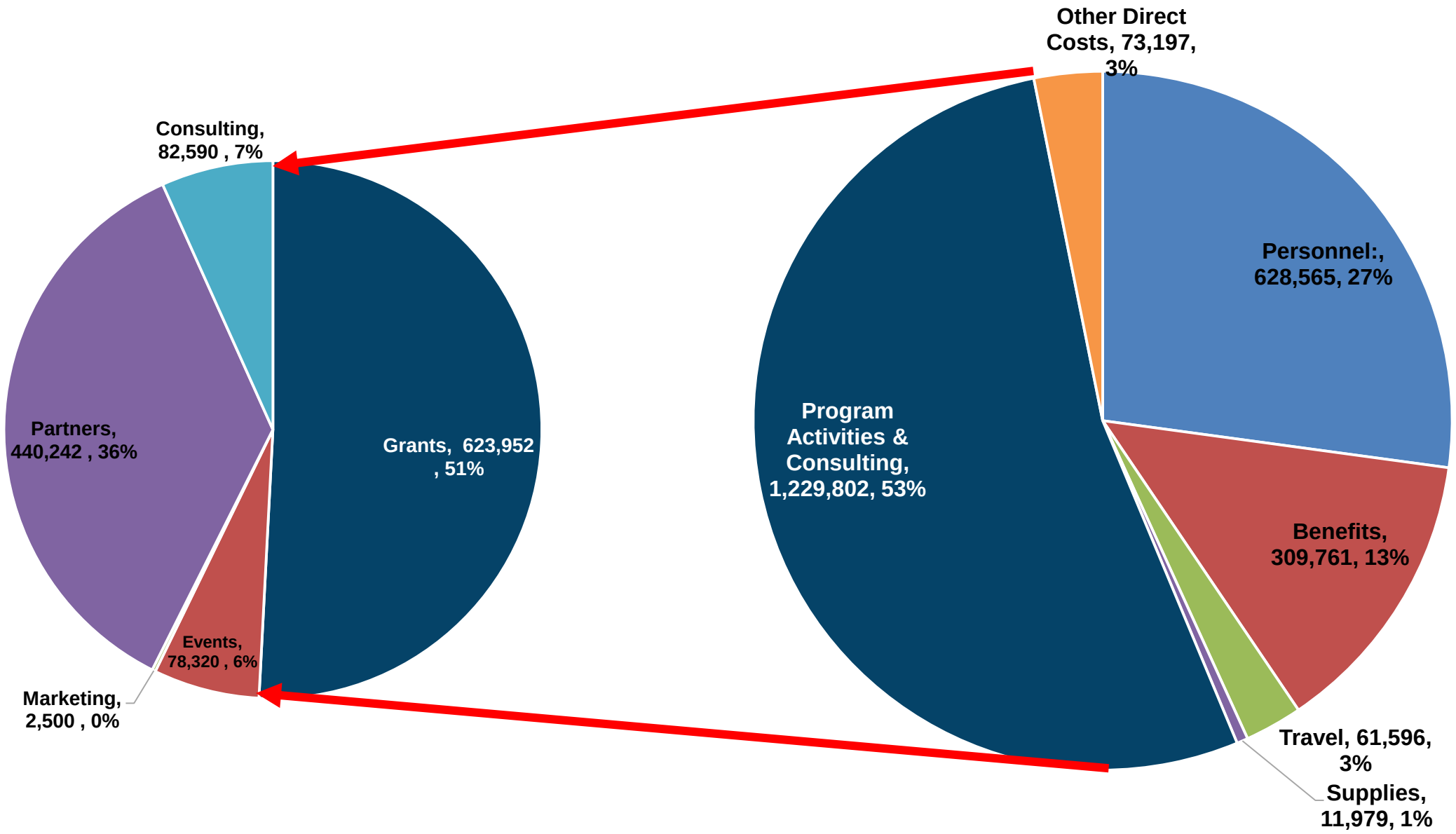
SDG 2: End hunger, achieve food security and improved nutrition
SDG 2 Target: 2.1
Key impact themes: Healthy and affordable food, food security
✓ Access to safe food

SDG 12: Ensure sustainable consumption and production patterns
SDG 12 Targets: 12.2, 12.4
Key impact themes: Sustainable sourcing
✓ Access to sustainable products

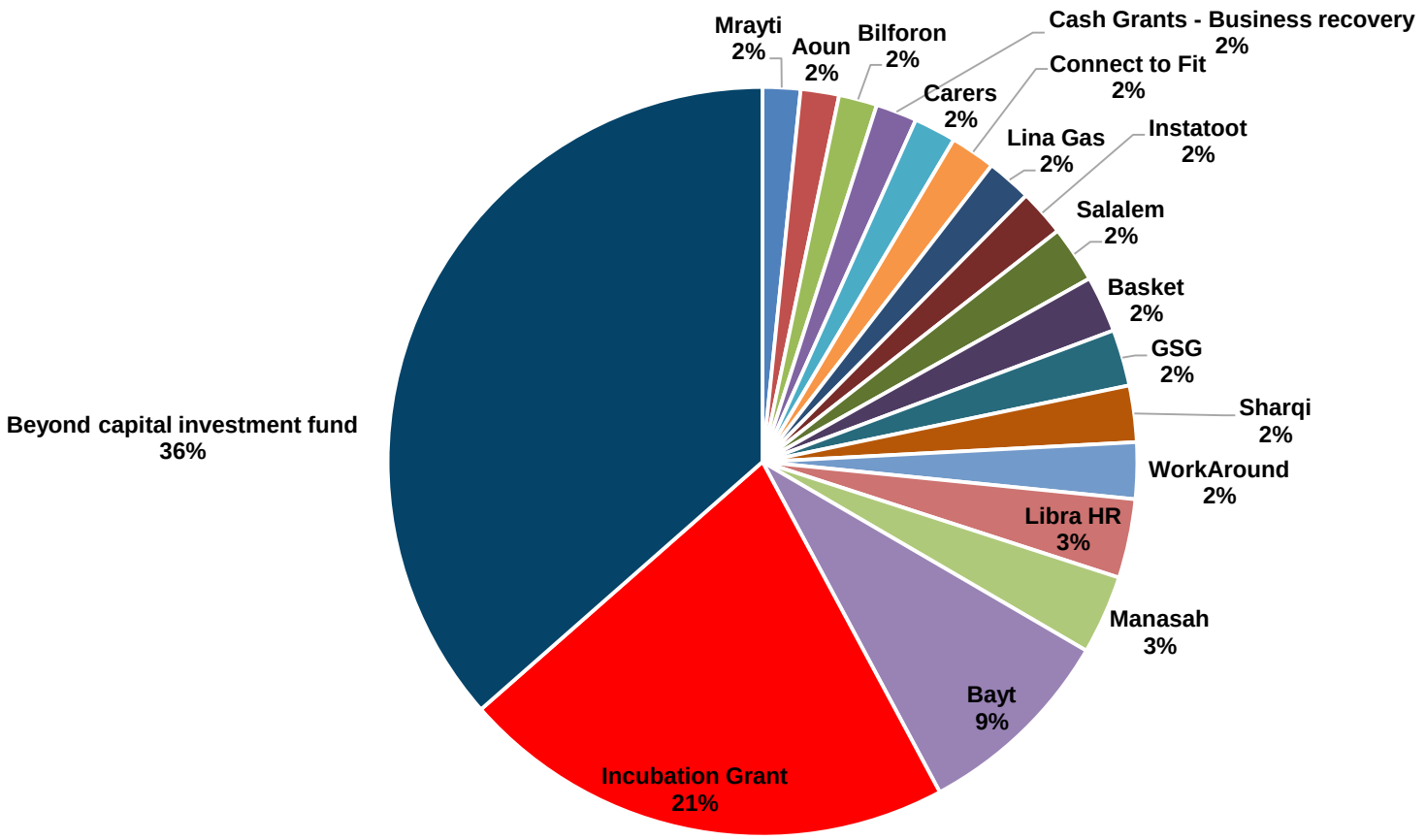
YIL Level Impact using IMP Impact Matrix



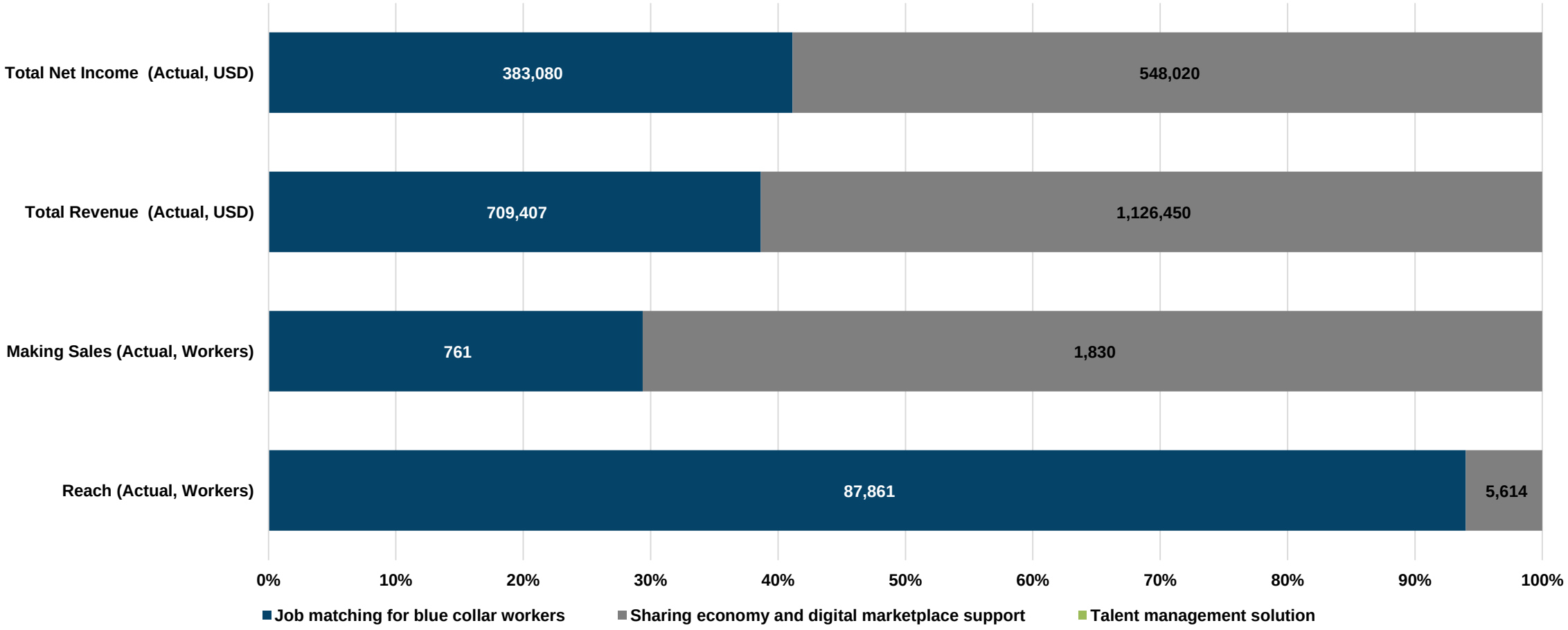
YIL Financial Summary (USD)



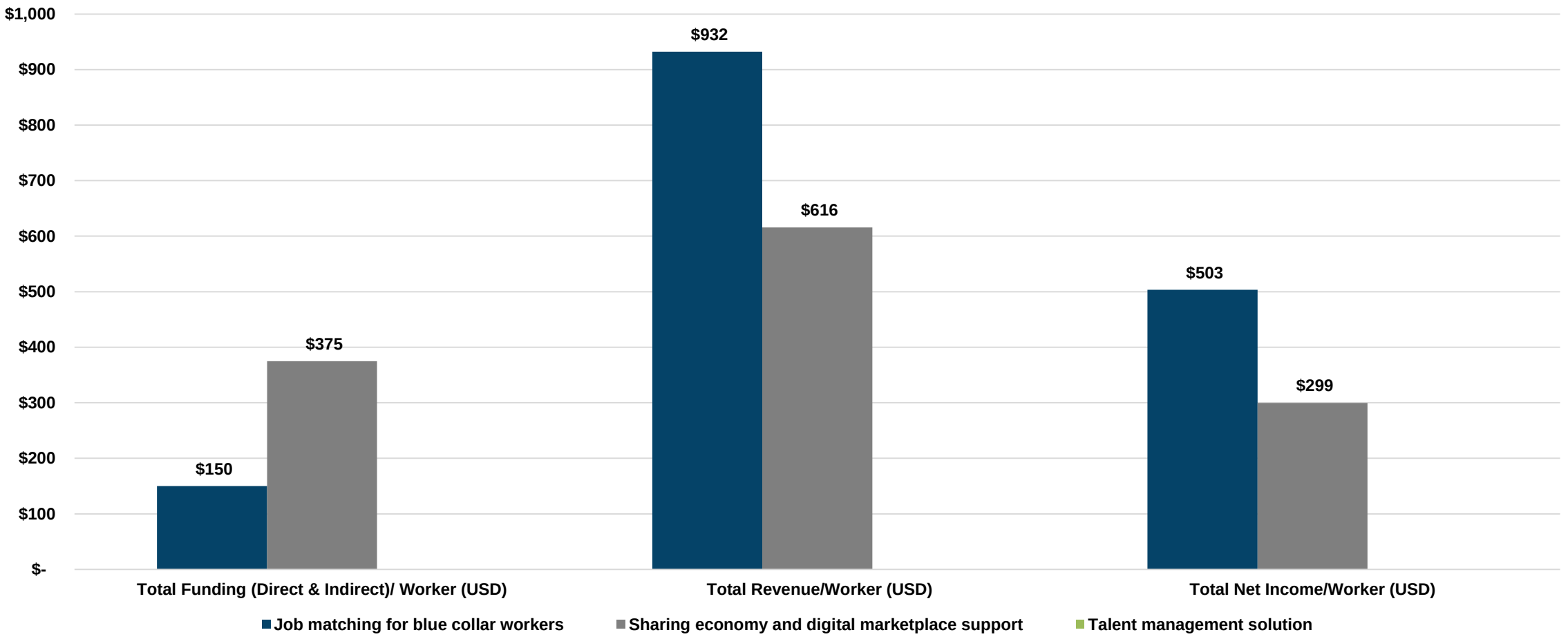
YIL Grants Summary (USD)



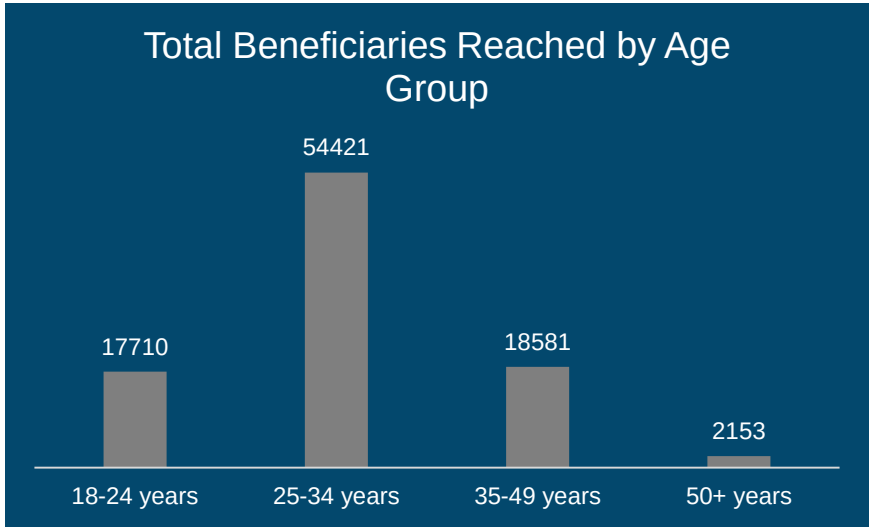
Intervention Domain Level Impact using Key Program Indicators (1/2)

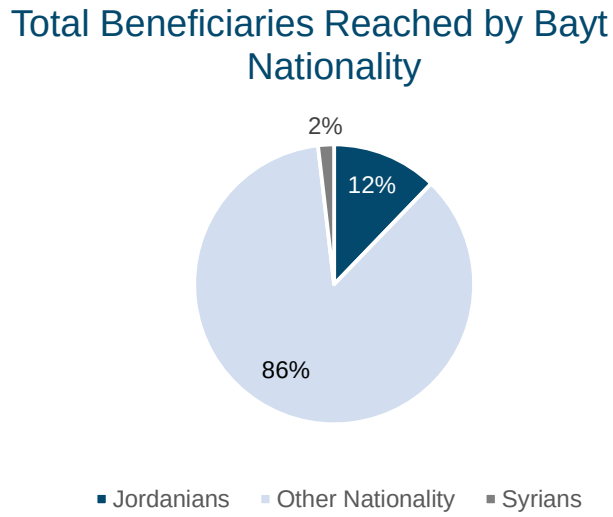


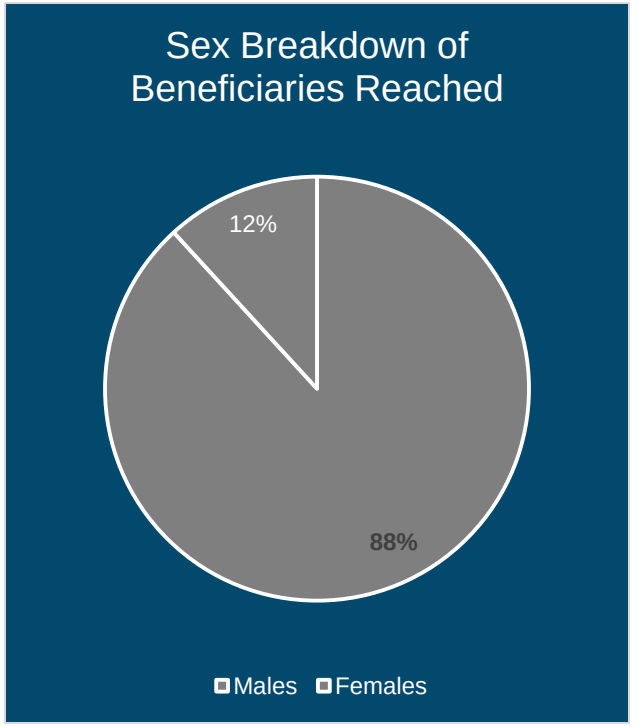
Intervention Domain Level Impact using Key Program Indicators (2/2)

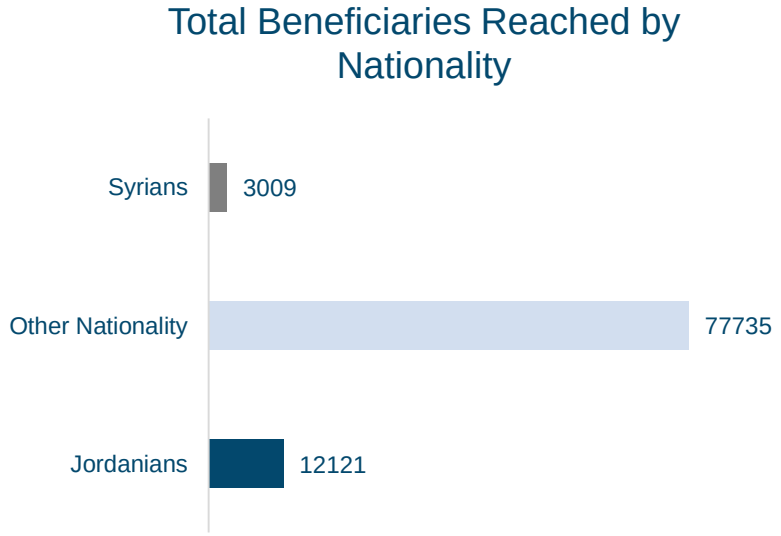


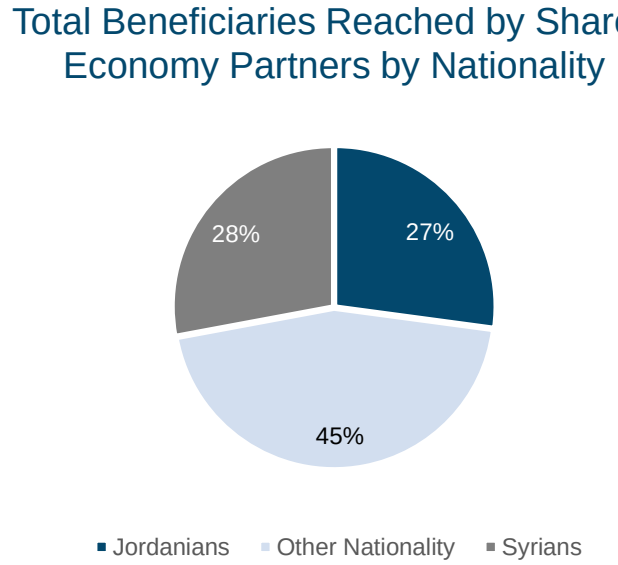
Number of male and female beneficiaries reached through program activities – cont'd





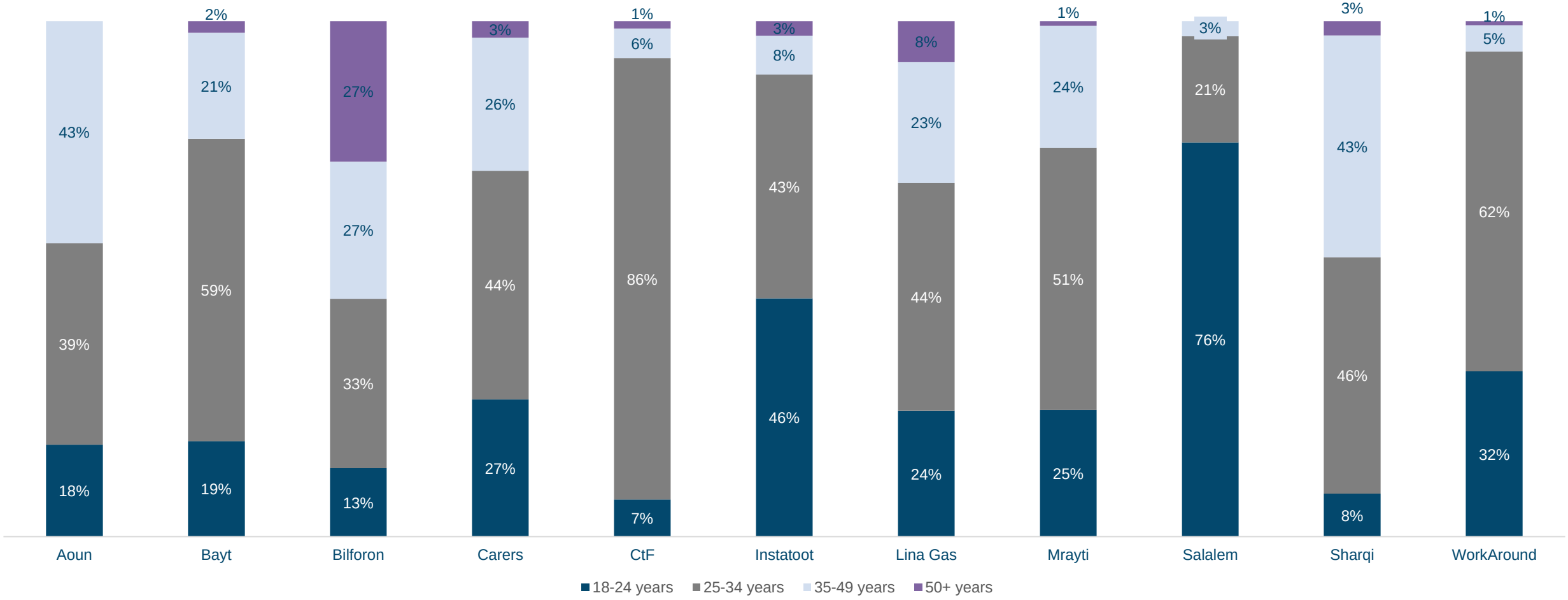




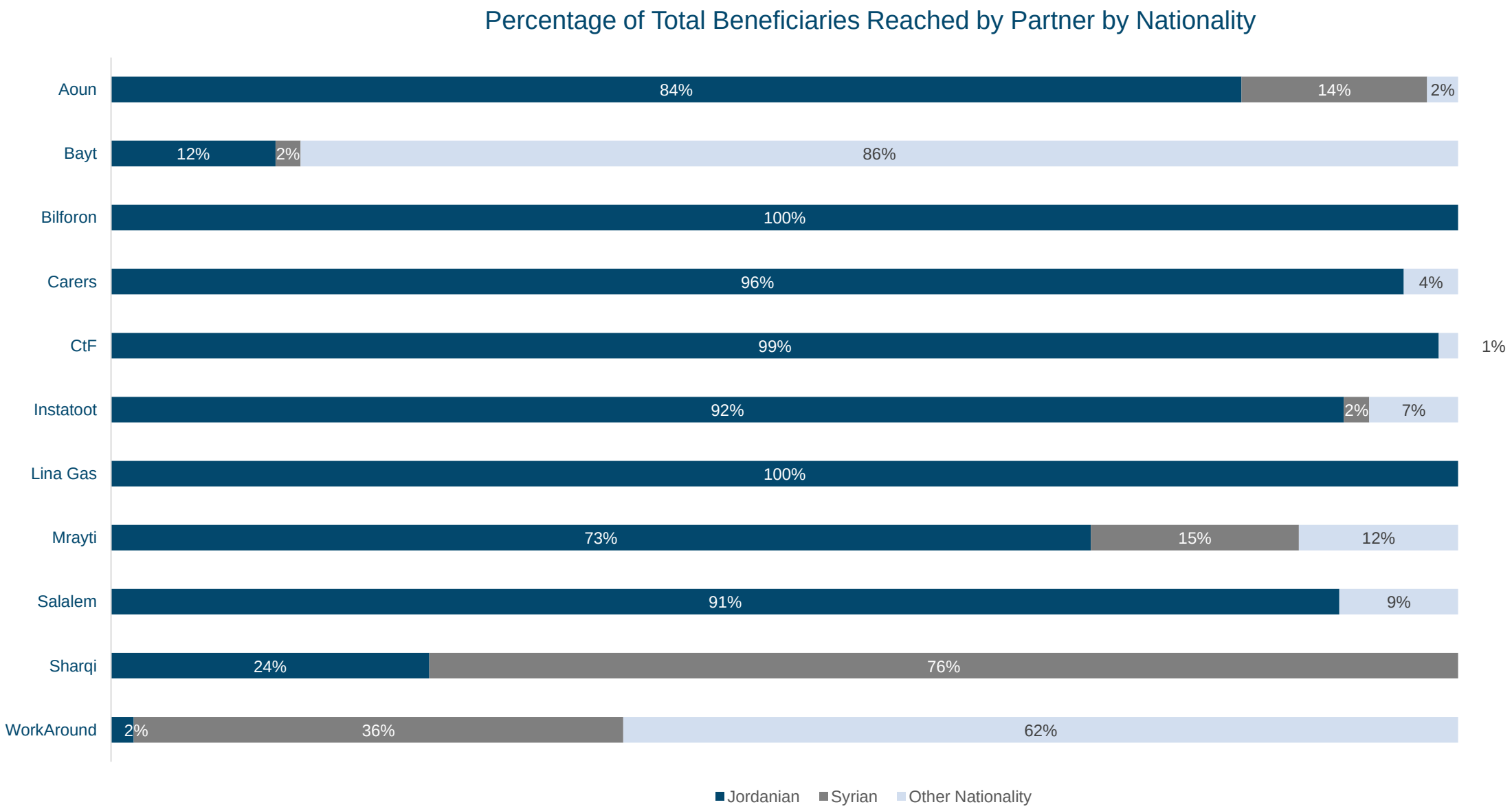


Number of male and female beneficiaries reached through program activities – cont'd

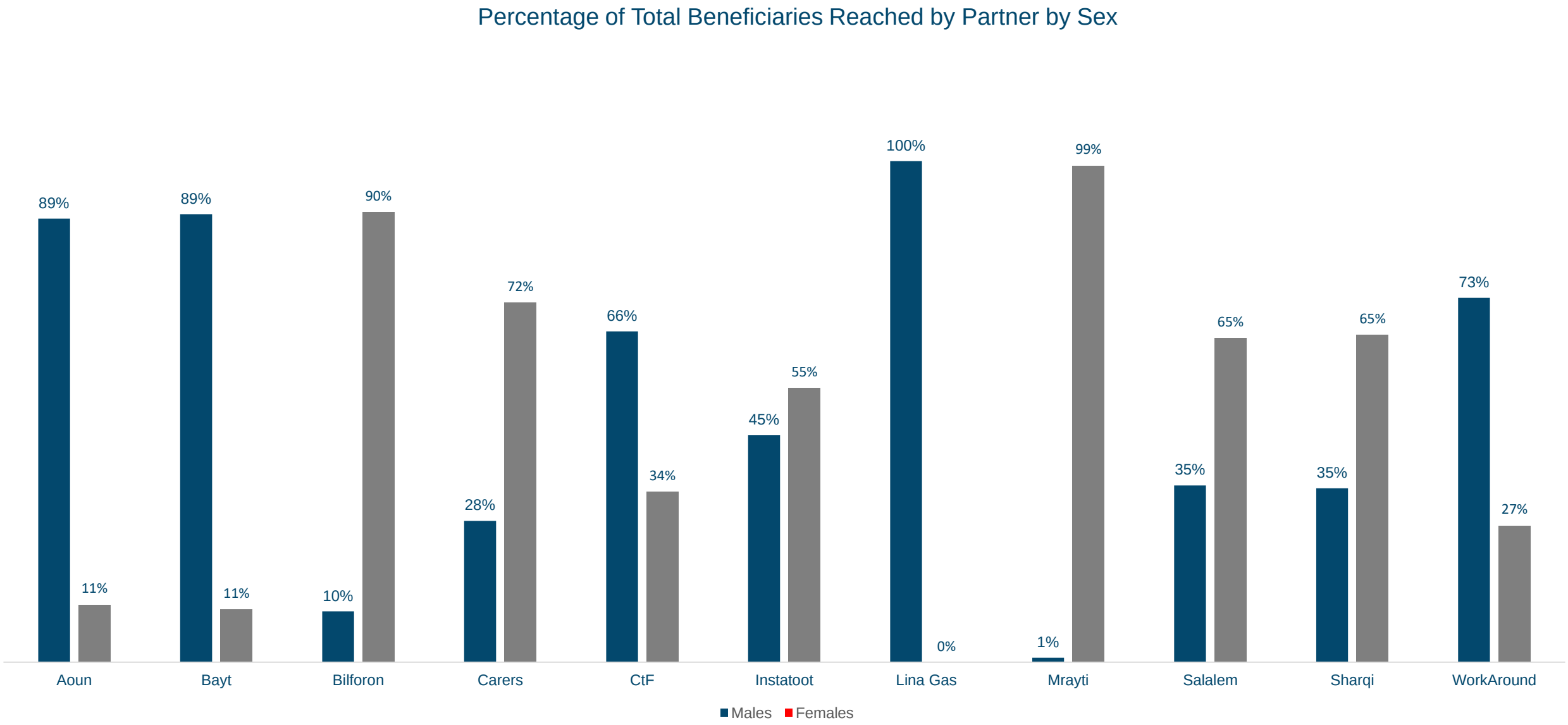
Percentage of Total Beneficiaries Reached by Partner by Age Group



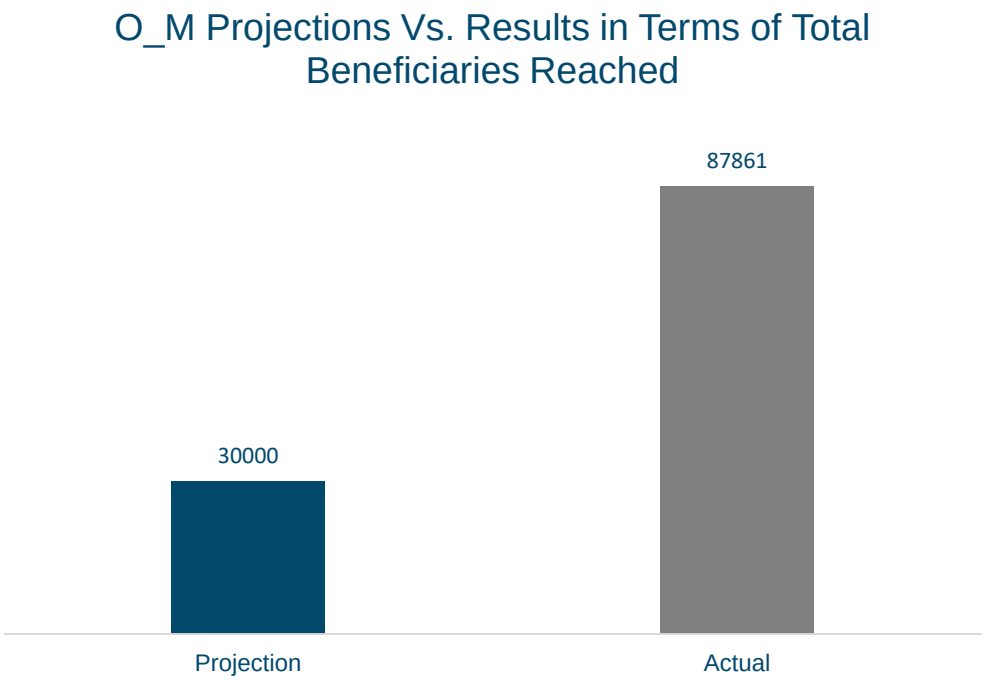
Number of male and female beneficiaries reached through program activities – cont'd

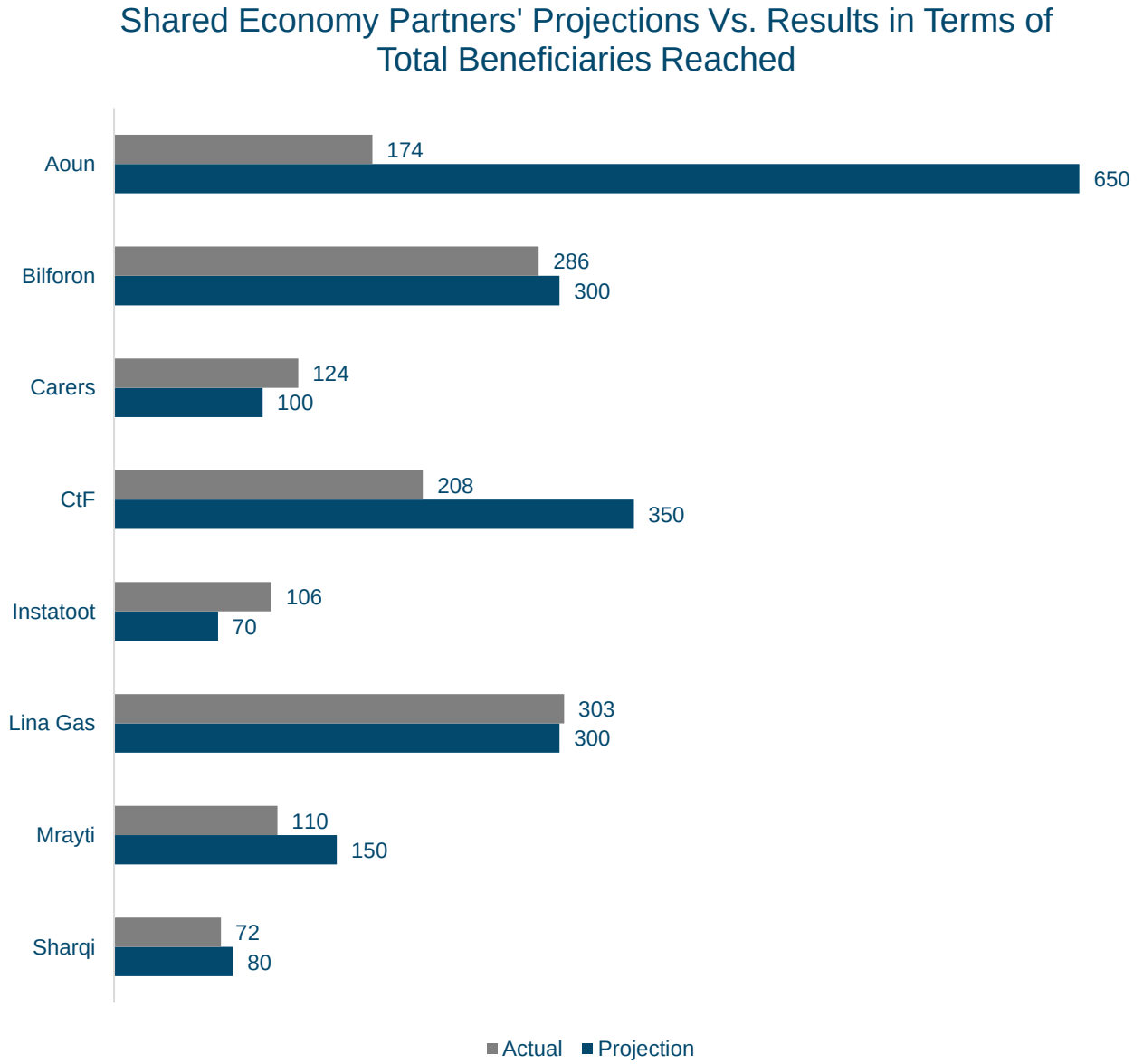


Number of male and female beneficiaries reached through program activities – cont'd

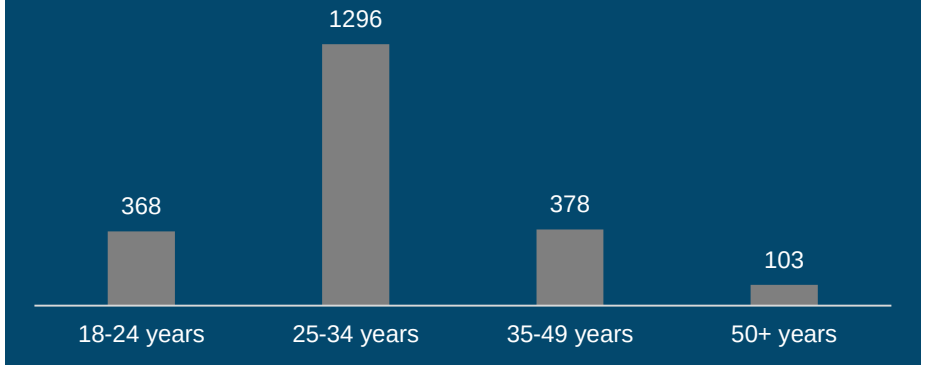


Number of male and female beneficiaries reached through program activities – cont'd

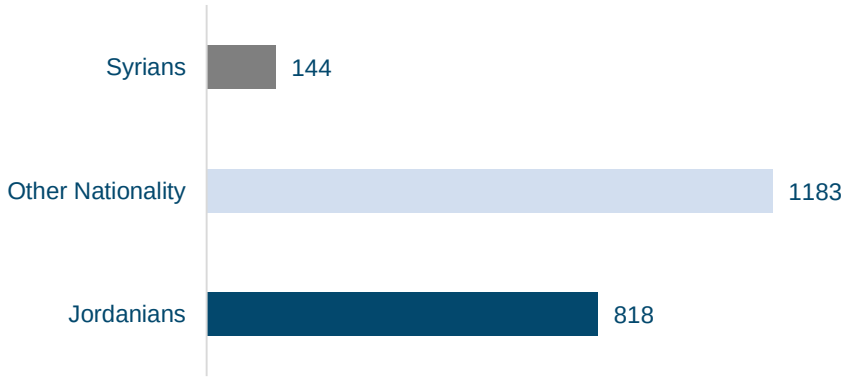




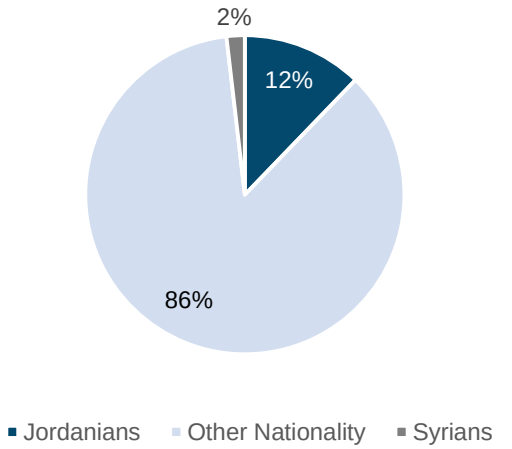
Total Beneficiaries Making Sales and Who Gain Additional Work Opportunities by Age Group



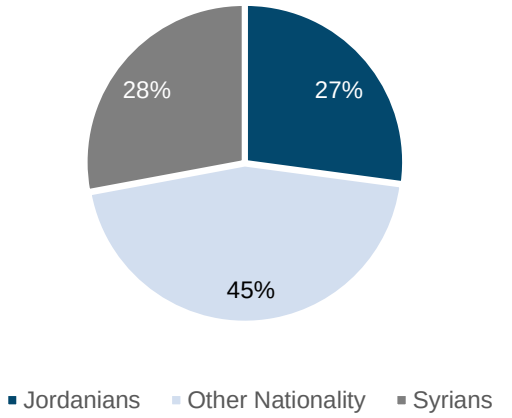
Total Beneficiaries Making Sales and Who Gain Additional Work Opportunities by Nationality



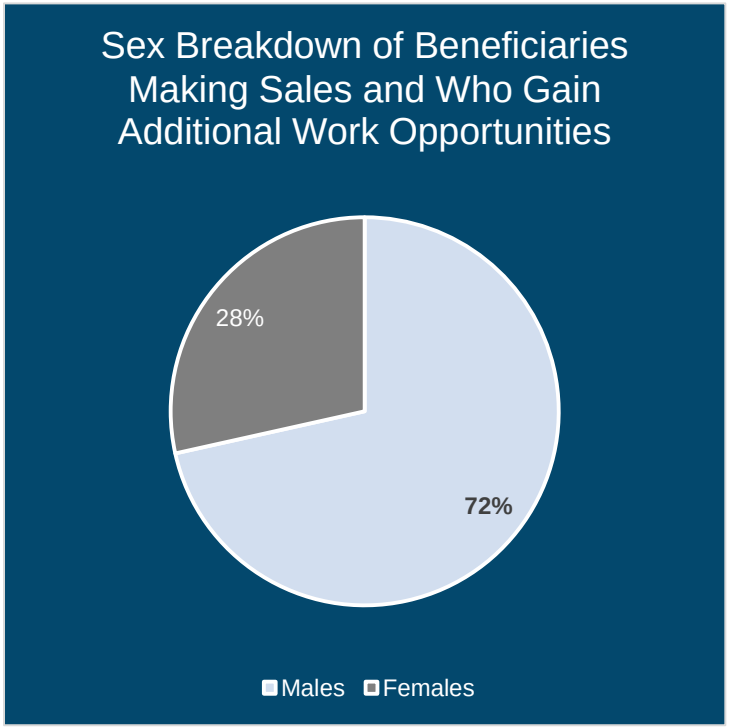
Total Beneficiaries Reached by Bayt by Nationality



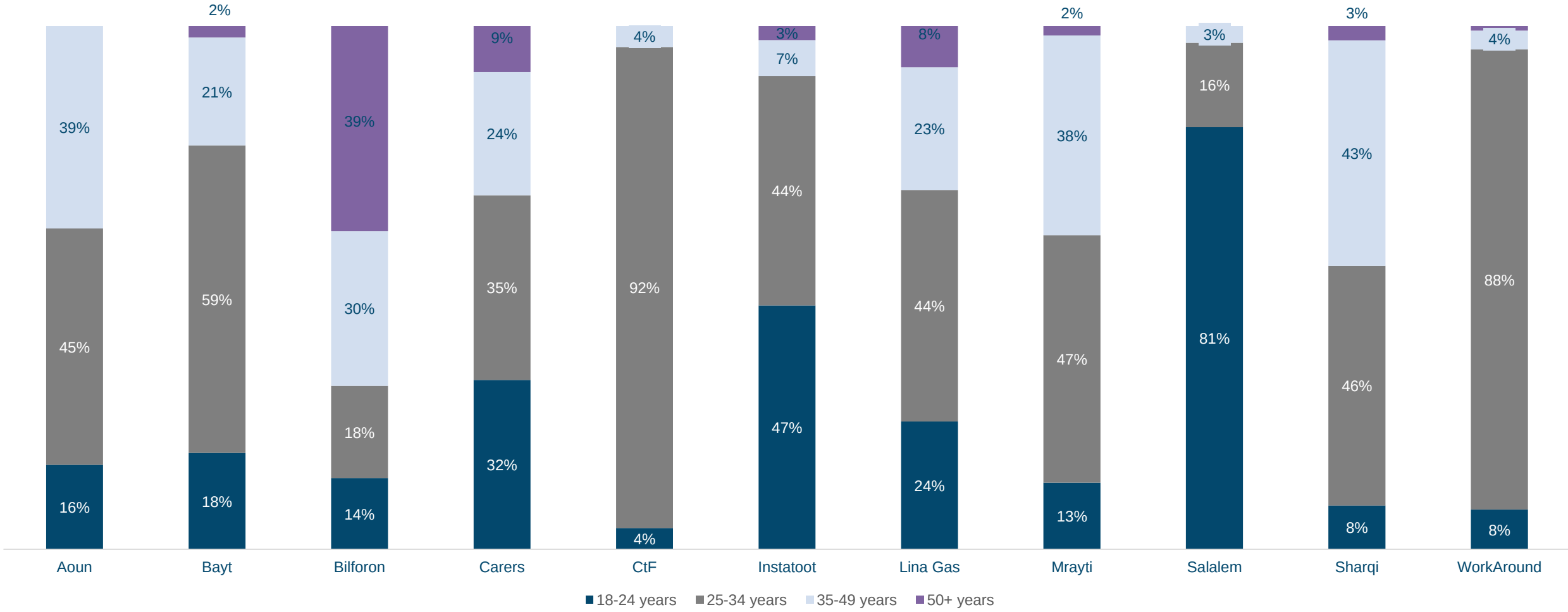
Total Beneficiaries Reached by Shared Economy Partners by Nationality



Sex Breakdown of Beneficiaries Making Sales and Who Gain Additional Work Opportunities

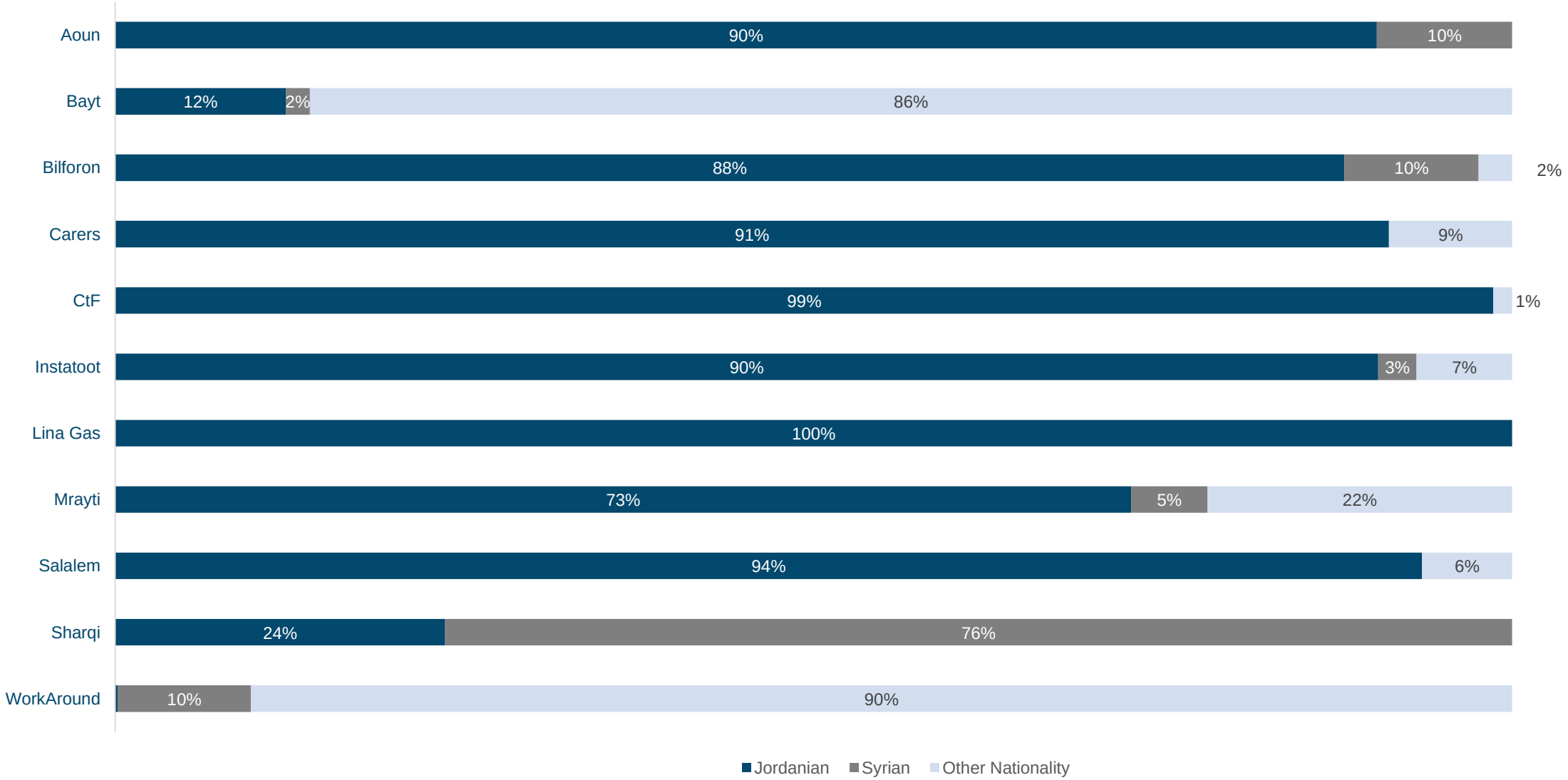


Percentage of Beneficiaries Making Sales and Who Gain Additional Work Opportunities by Partner by Age Group

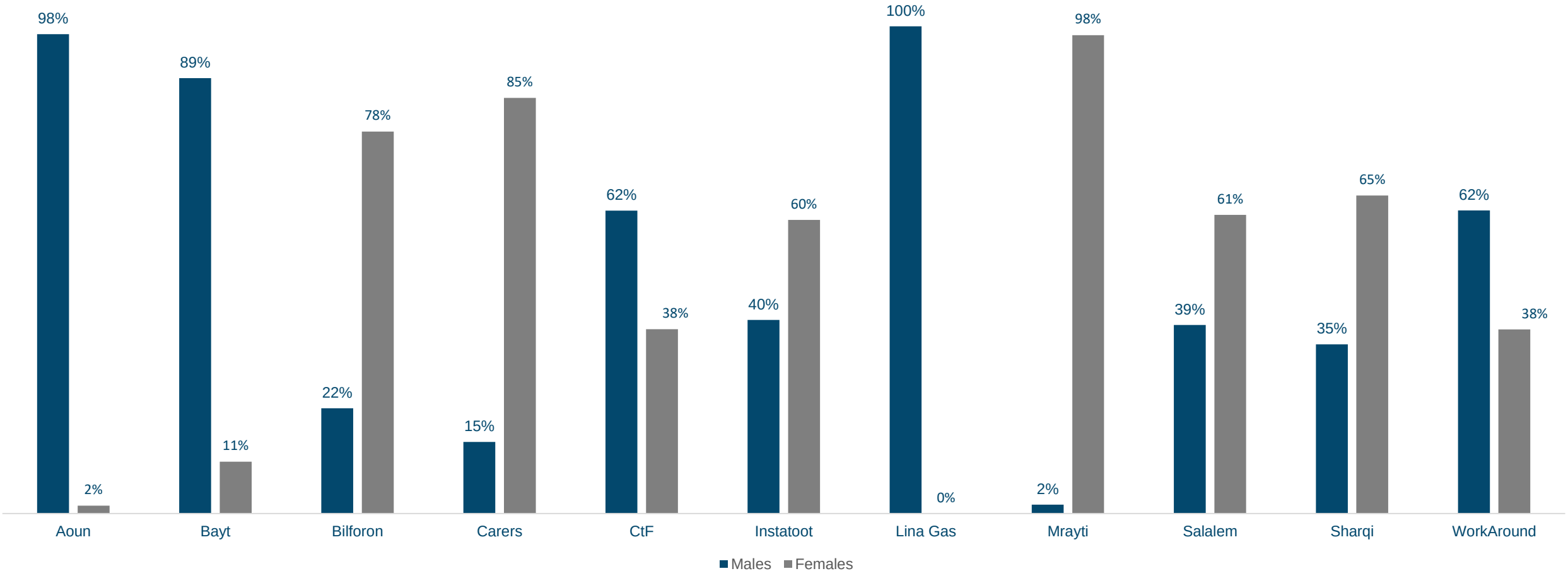


Number of beneficiaries making sales & Number of beneficiaries who gain additional work opportunities – cont'd

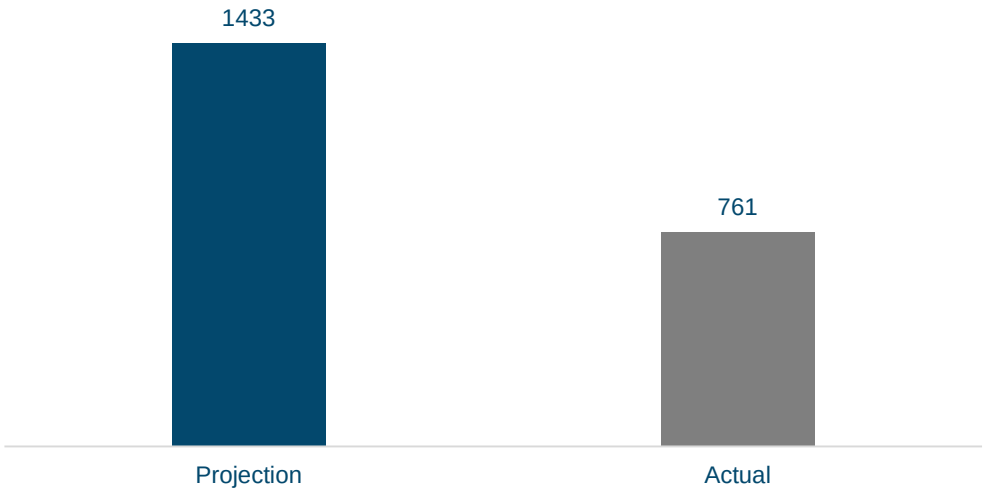
Percentage of Beneficiaries Making Sales and Who Gain Additional Work Opportunities by Partner by Nationality



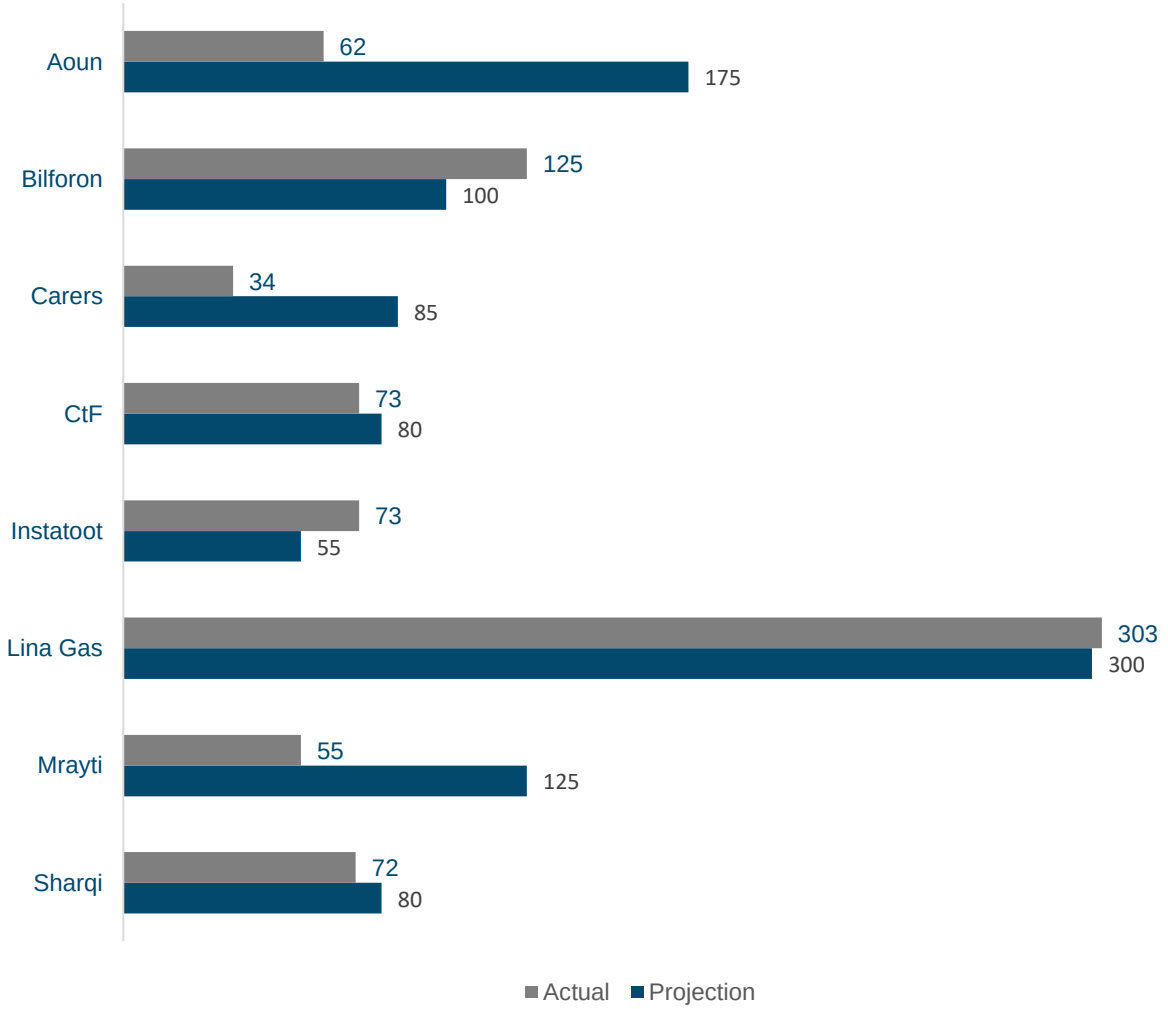
Percentage of Beneficiaries Making Sales and Who Gain Additional Work Opportunities by Partner by Sex



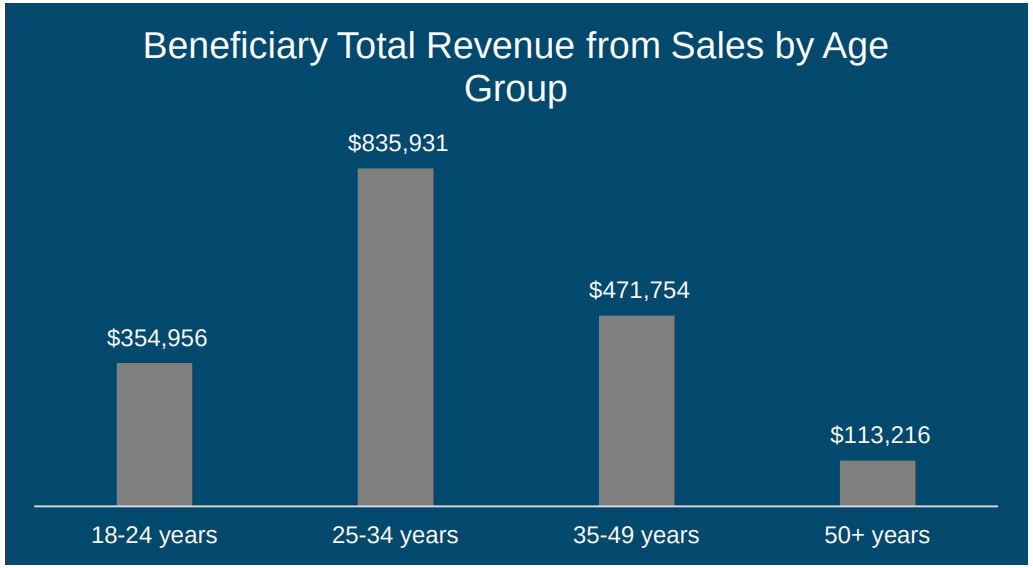
O_M Projections Vs. Results in Terms of Beneficiaries Making Sales and Who Gain Additional Work Opportunities

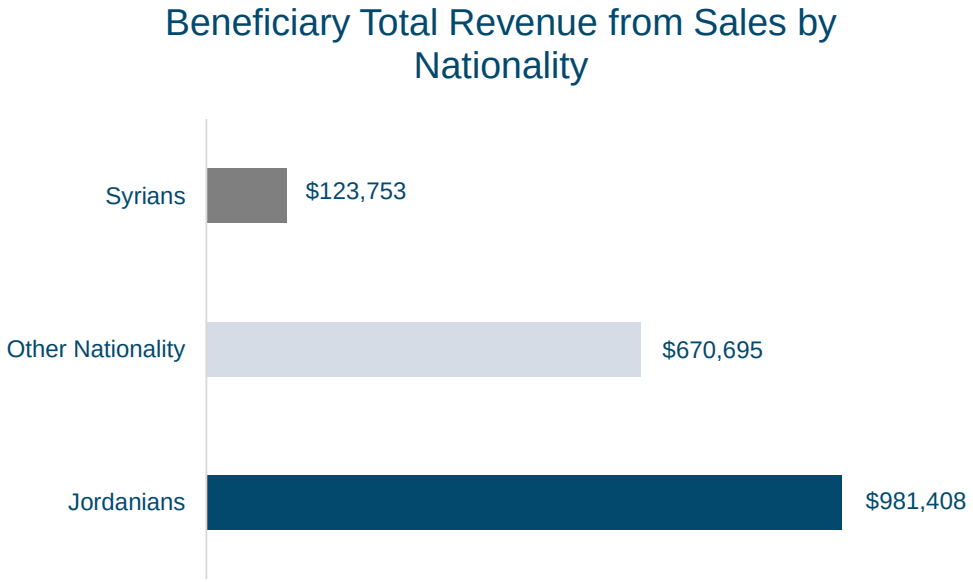


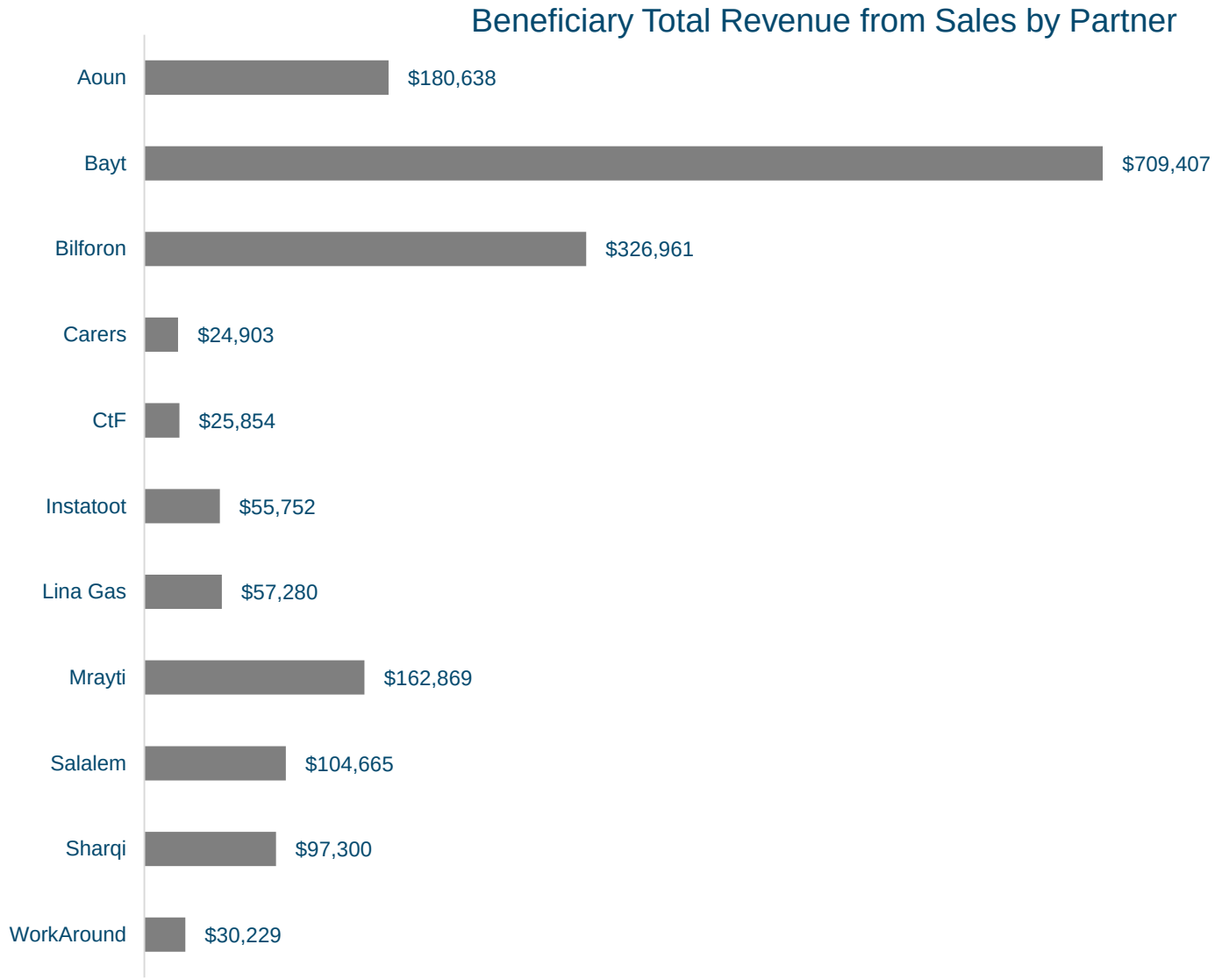
Shared Economy Partners' Projections Vs. Results in Terms of Beneficiaries Making Sales and Who Gain Additional Work Opportunities



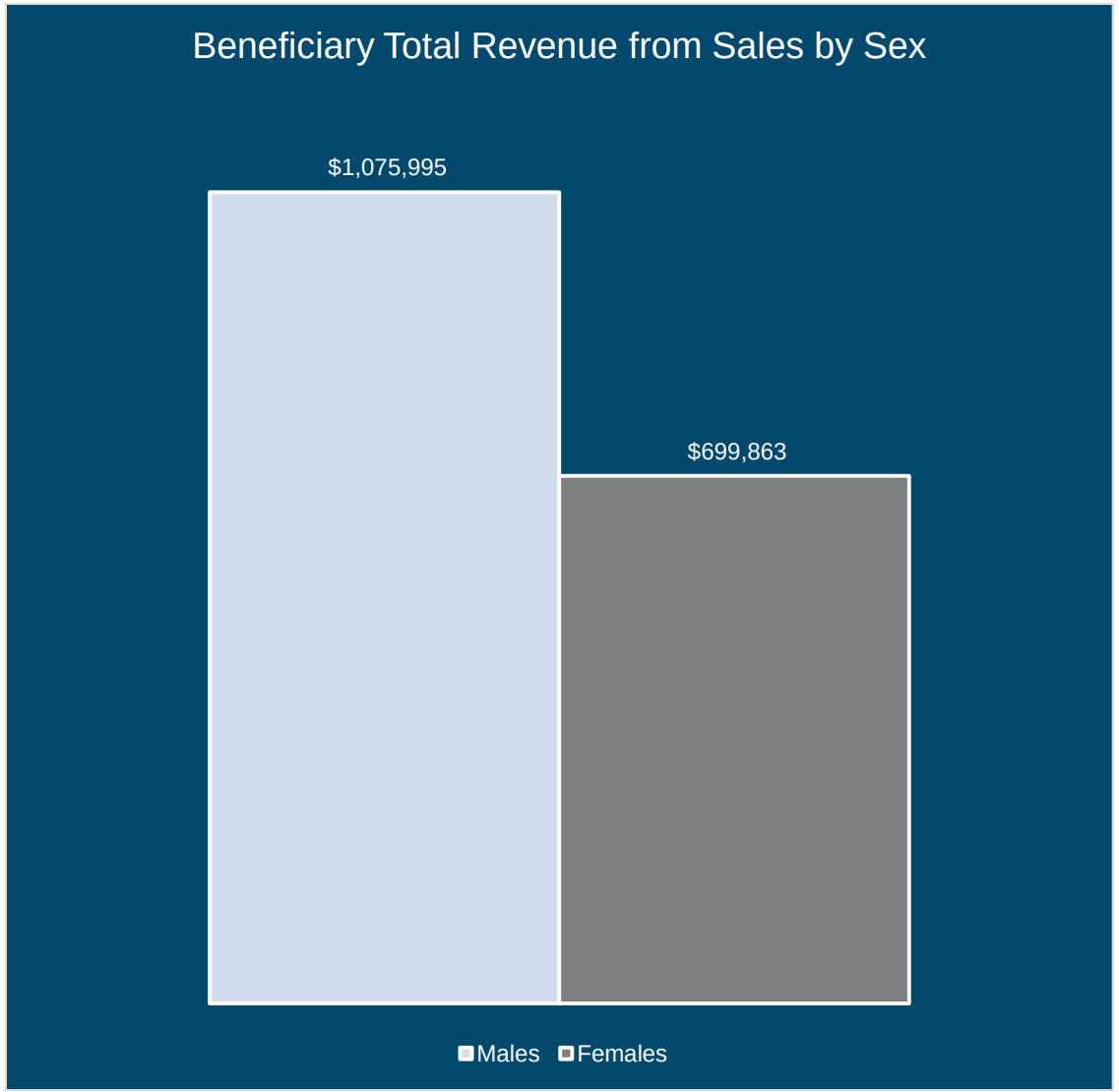
Beneficiary total revenue from sales

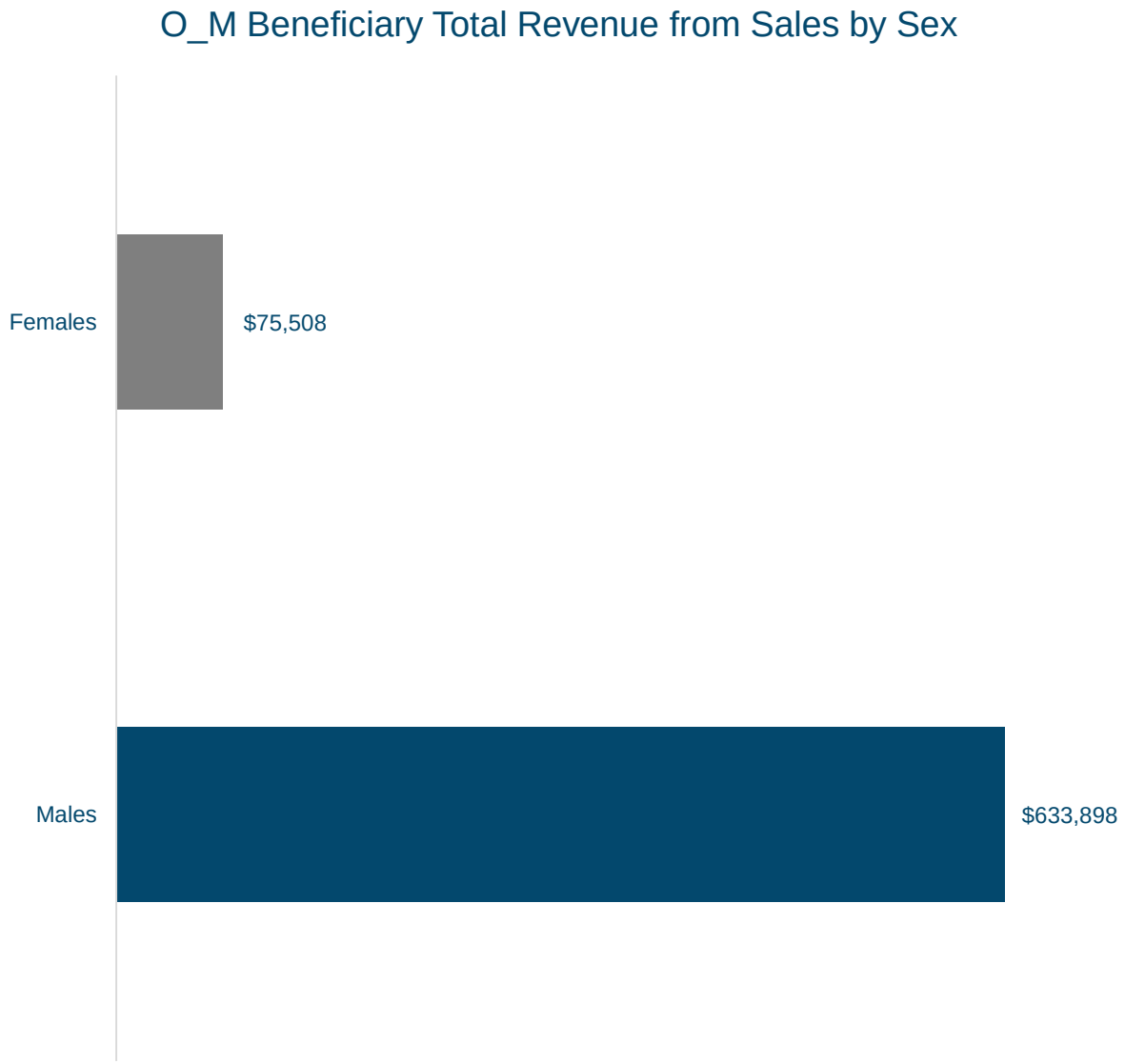




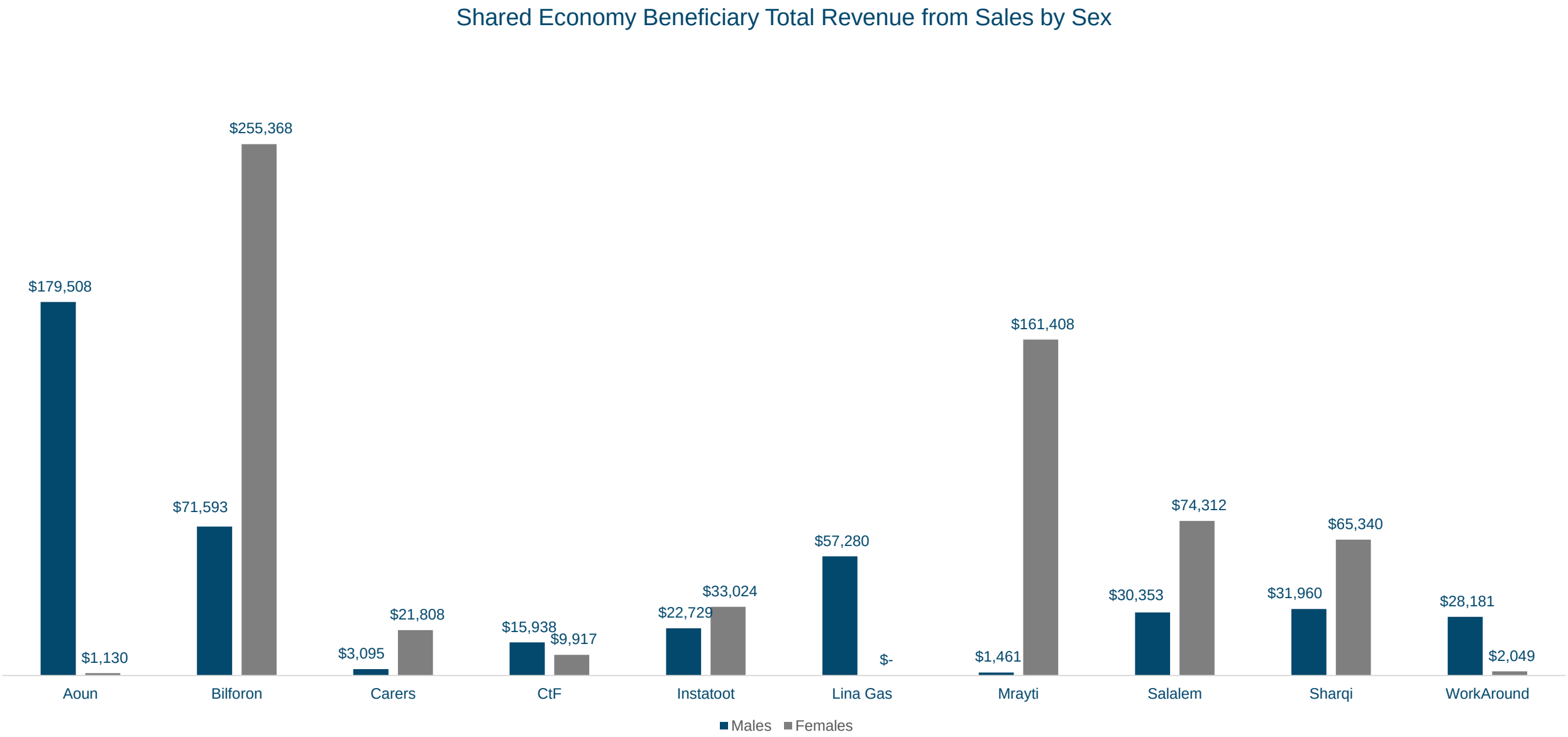


Beneficiary total revenue from sales – cont'd

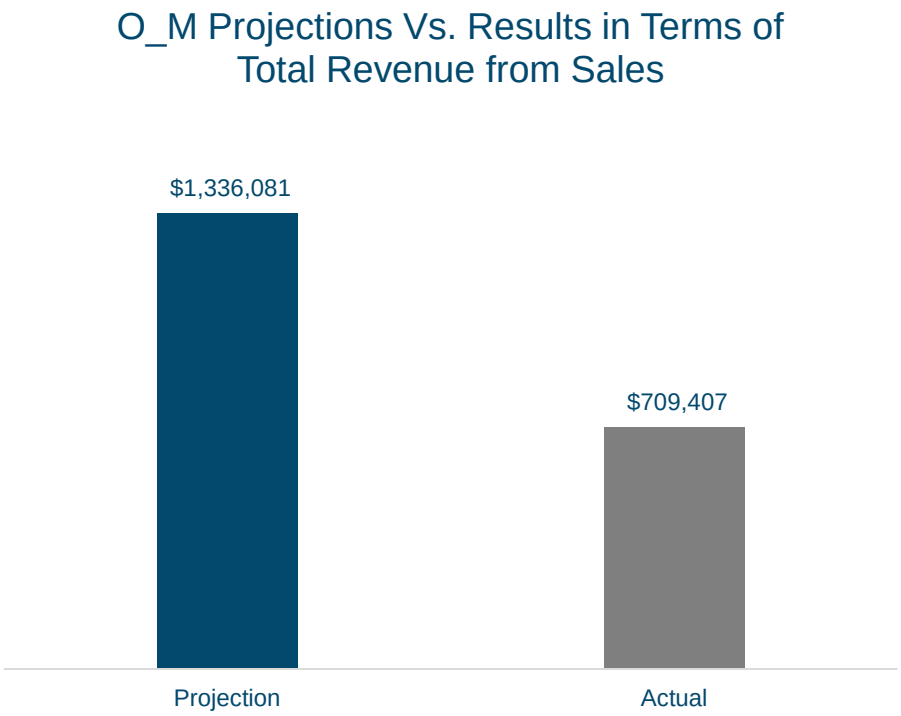


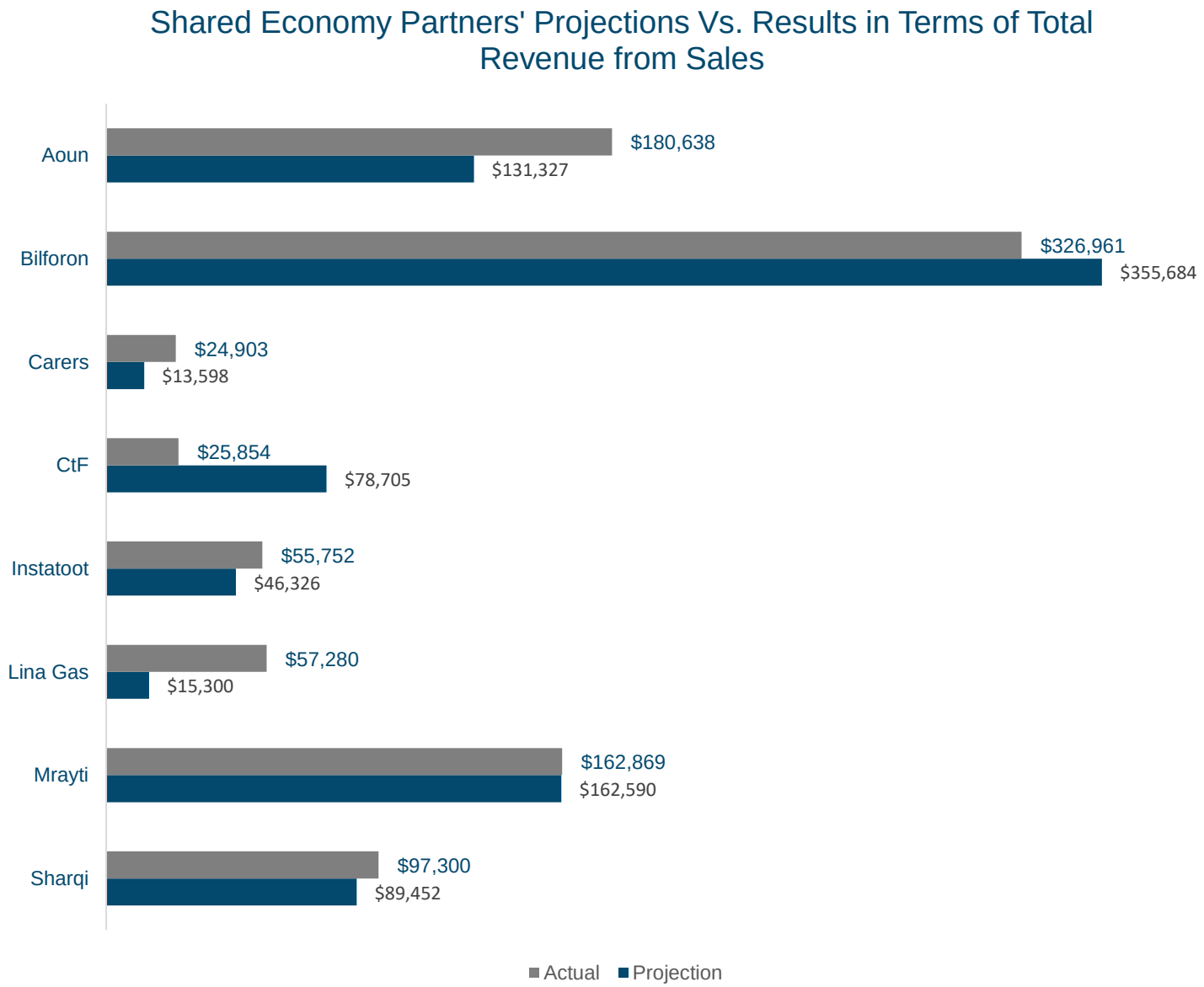


Beneficiary total revenue from sales – cont'd

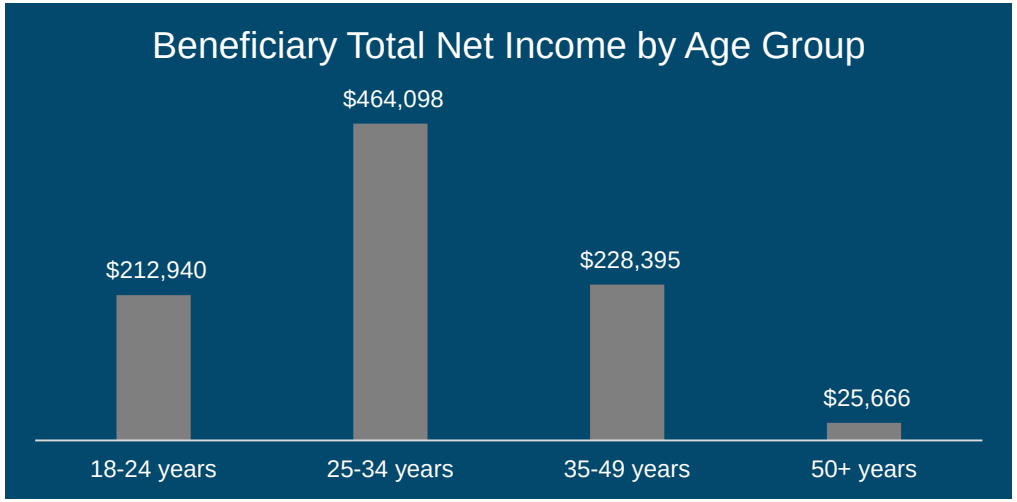


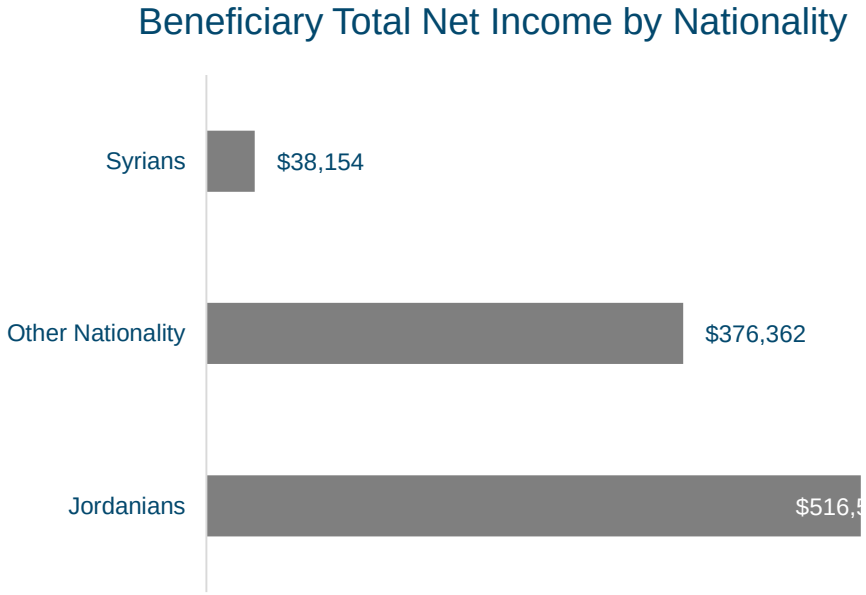
Beneficiary total revenue from sales – cont'd

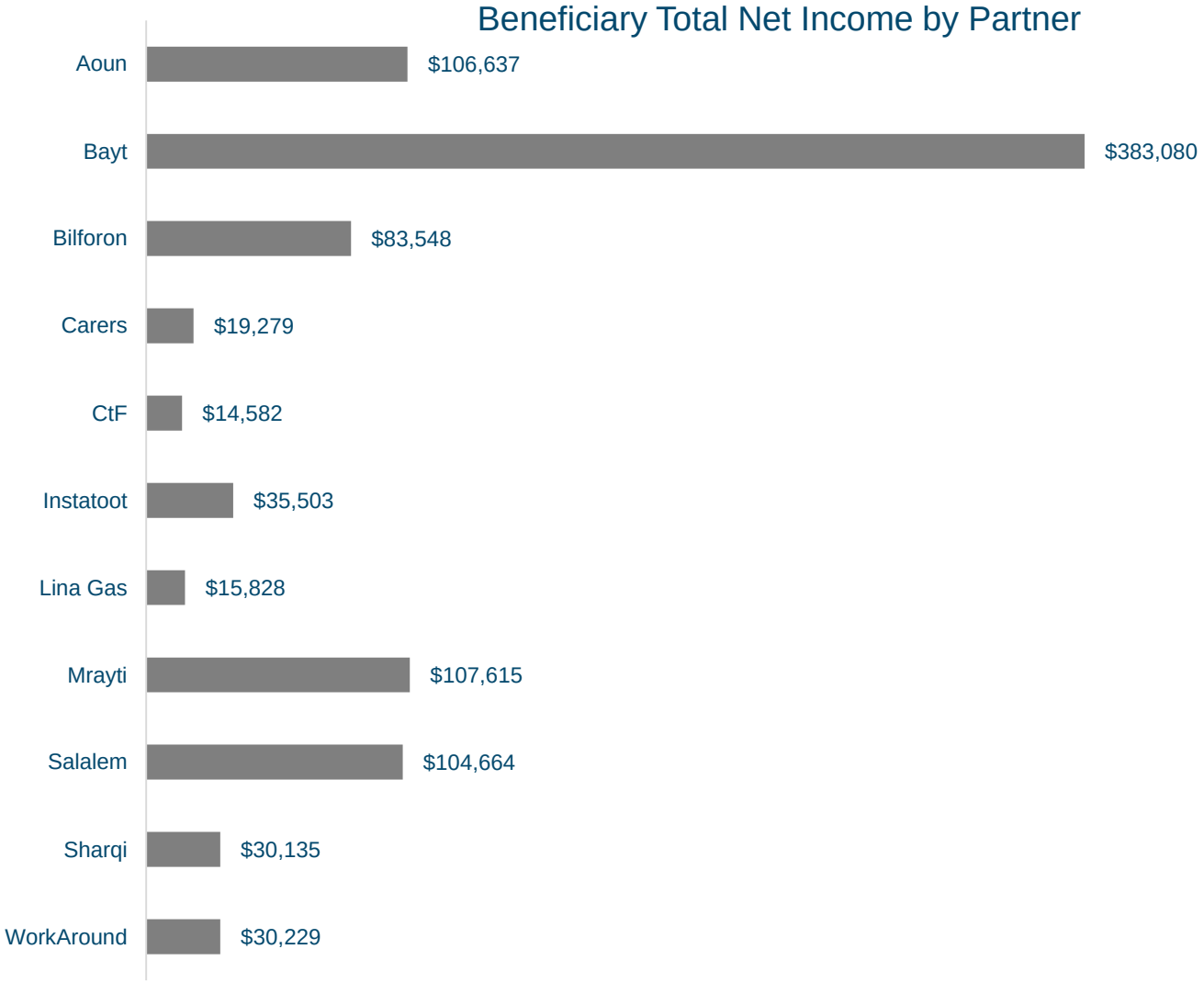




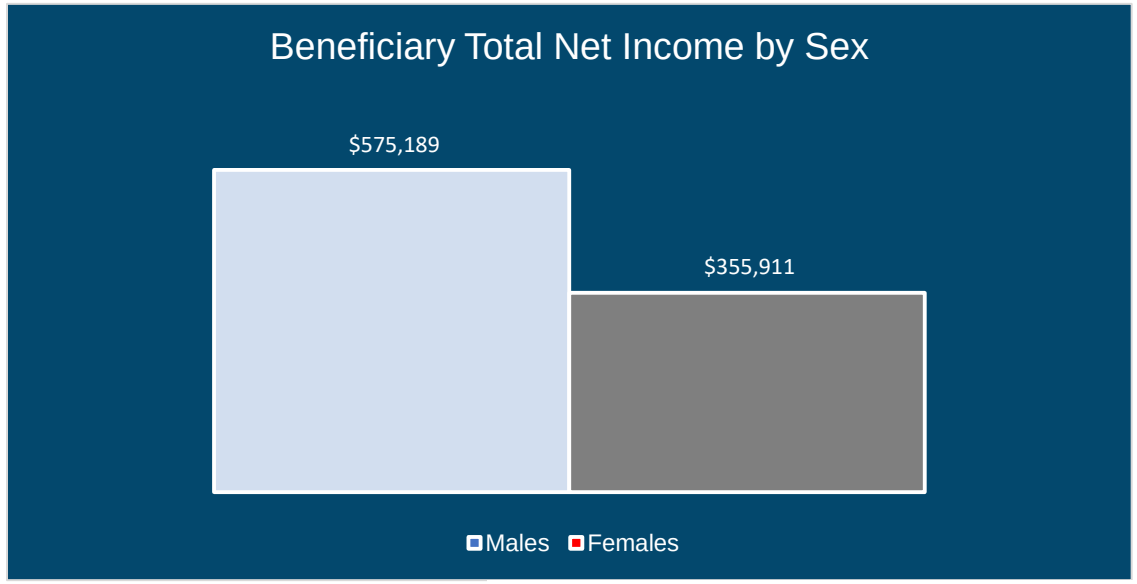
Beneficiary total net income

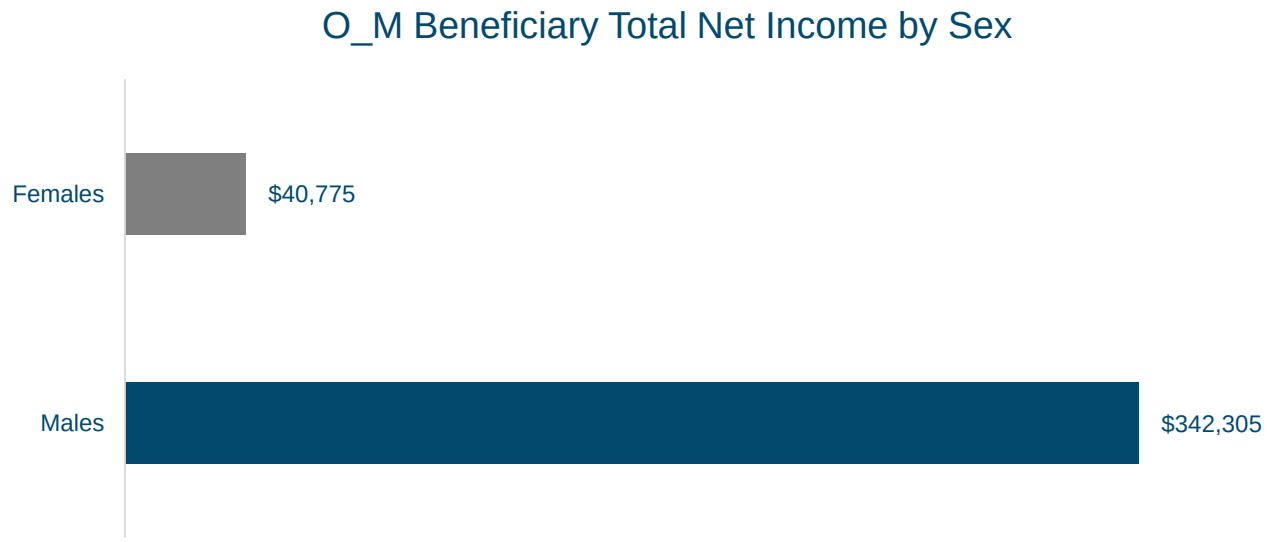


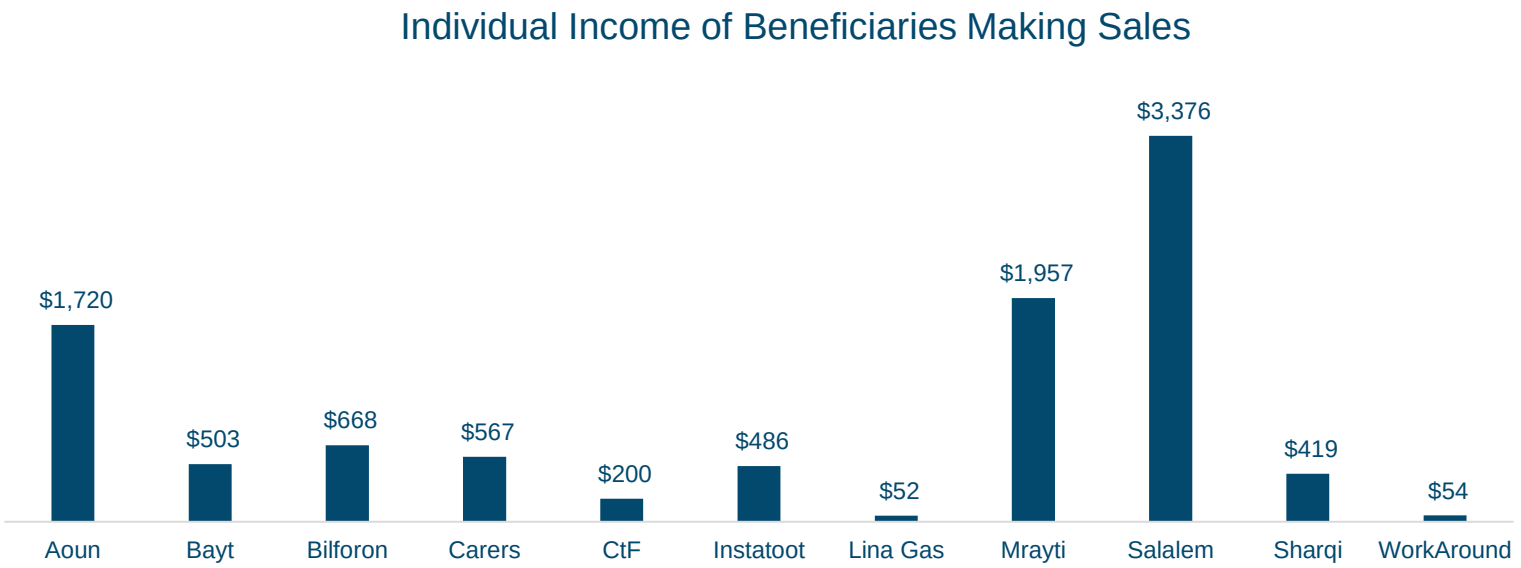




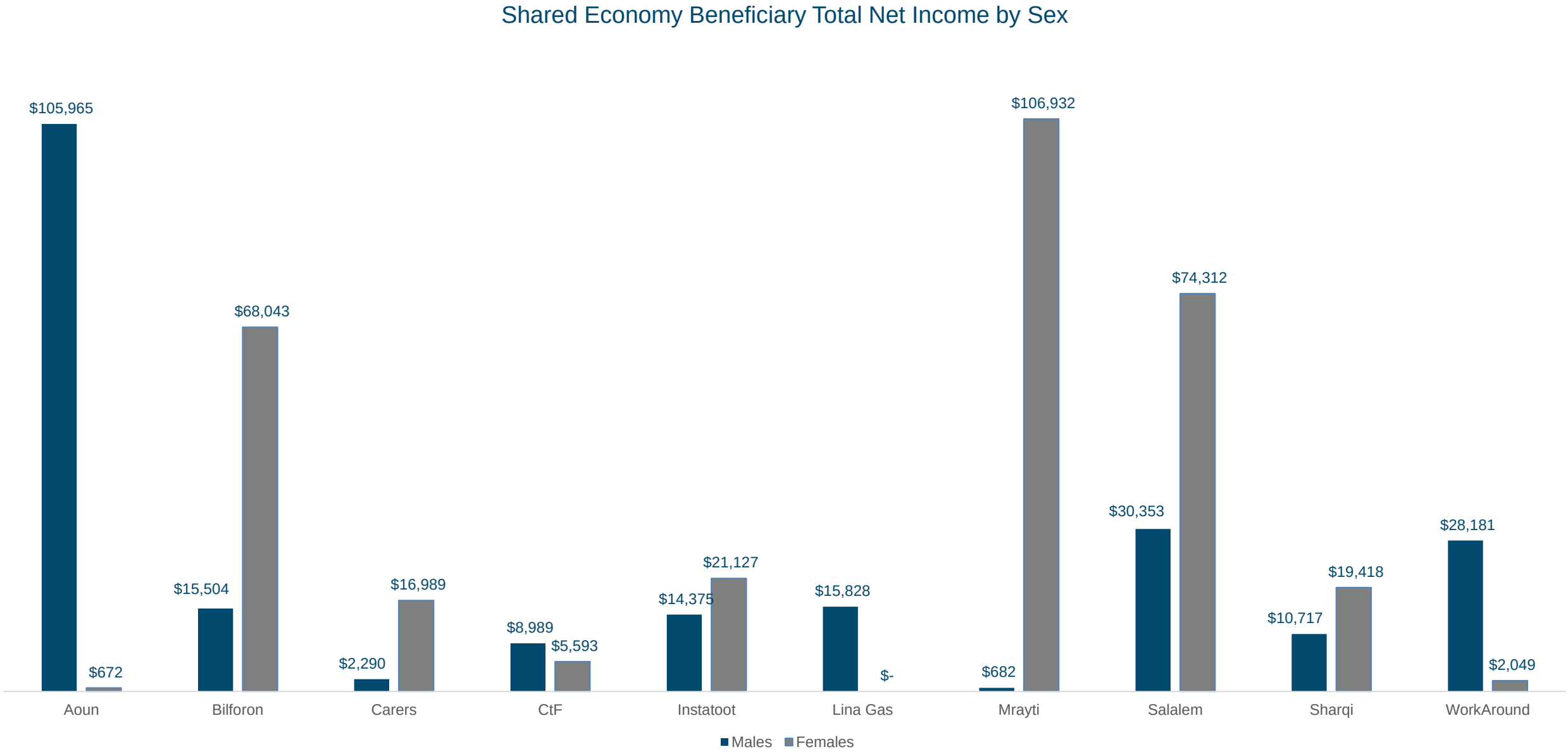
Beneficiary total net income – cont'd



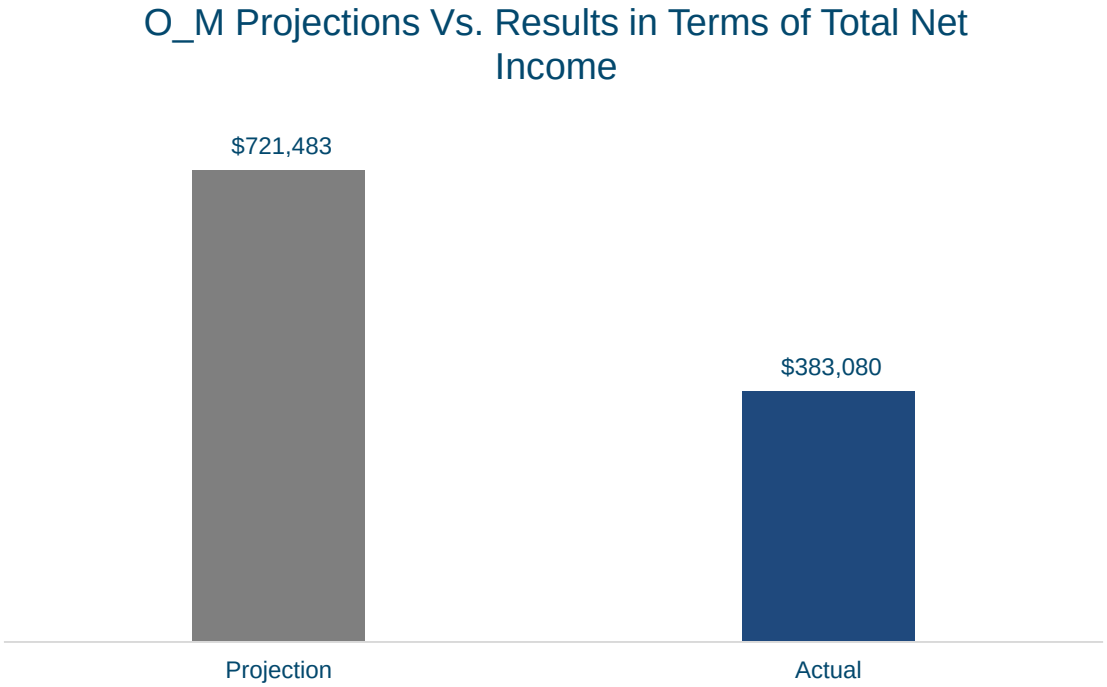


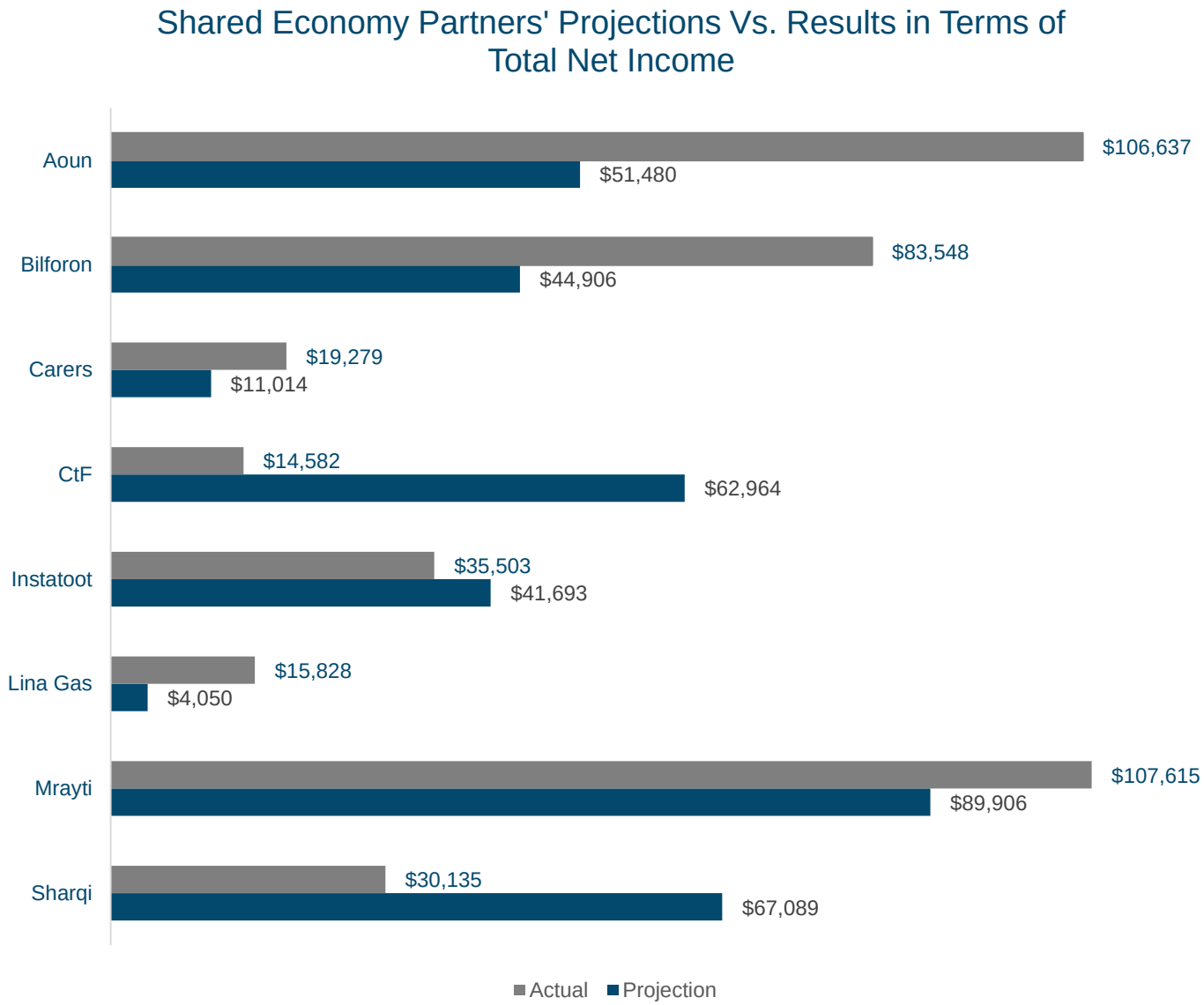


Beneficiary total net income – cont'd



Beneficiary total net income – cont'd





Partner Level Impact using SDGs Themes

Bayt-Shagheel: Online job-matching platform that focuses on blue-collars and basic skills jobs

Aoun: App that enables service-users to find technicians for cleaning, electronics, plumbing etc.

Basket: Tech-enabled solution to connect its users with shops for delivery

Bilforon: App that connects people who want to order food with home-based cooks and homemade food

Carers: Mobile app that connects certified nurses and babysitters with households

Connect to Fit: Online fitness guide

LinaGas: App that utilizes advanced location-based technology to facilitate gas delivery

Mrayti: App that connects in-house aestheticians and provides in-home beauty services

Sharqi Shop: Online platform that provides artisans with technical support to access the international market

Salalem: Learning company that focuses on creating technology solutions and online designed courses

WorkAround: Refugees and displaced people with university degrees employed as data annotators for highly technical tasks

Partner Level Impact using IMP Impact Matrix (1/6)

MERCY CORPS

basket

- **500** — Total Beneficiaries Reached
- **300** — Total Beneficiaries Generating Additional Income
- **6000** — Total Beneficiaries' Revenue (USD)
- **-** — Total Beneficiaries' Net Income (USD)

1 NO POVERTY | 8 DECENT WORK AND ECONOMIC GROWTH

		Impact 1: Beneficiaries reporting work becoming more decent					Impact 2: Beneficiary total net income increased				
Dimension	**Impact category**	**Assessment**					**Assessment**				
WHAT	Outcome level in period	Negative Outcome			●	Positive Outcome	Negative Outcome			●	Positive Outcome
	Importance of the outcome to stakeholder	Unimportant Outcome				Important Outcome ●	Unimportant Outcome			●	Important Outcome
WHO	Stakeholder	Young/Blue Collar male workers									
	Outcome level at baseline	Well-served	●			Underserved	Well-served		●		Underserved
HOW MUCH	Scale	Small scale		●		Large scale	Small scale		●		Large scale
	Depth	Marginal change	●			Deep change	Marginal change			●	Deep change
	Duration	Short term		●		Long term	Short term		●		Long term
CONTRIBUTION	Depth counterfactual	Likely worse	●			Likely better	Likely worse		●		Likely better
	Duration counterfactual	Likely worse	●			Likely better	Likely worse		●		Likely better
RISK	Risk type	Evidence risk					Execution risk				
	Risk level	High risk		●		Low risk	High risk		●		Low risk
Impact classification		BENEFIT STAKEHOLDERS					BENEFIT STAKEHOLDERS				
		Enterprise's overall impact classification: BENEFIT STAKEHOLDERS									

Partner Level Impact using IMP Impact Matrix (2/6)

Bilforon بالفرن

- 286 — Total Beneficiaries Reached
- 125 — Total Beneficiaries Generating Additional Income
- 326961 — Total Beneficiaries' Revenue (USD)
- 83548 — Total Beneficiaries' Net Income (USD)

Dimension	Impact category	Assessment	Assessment
		Impact 1: Beneficiaries reporting work becoming more decent	Impact 2: Beneficiary total net income increased
WHAT	Outcome level in period	Negative Outcome ◄► Positive Outcome	Negative Outcome ◄► Positive Outcome
	Importance of the outcome to stakeholder	Unimportant Outcome ◄► Important Outcome	Unimportant Outcome ◄► Important Outcome
WHO	Stakeholder	Low Income female workers (mainly housewives)	
	Outcome level at baseline	Well-served ◄► Underserved	Well-served ◄► Underserved
HOW MUCH	Scale	Small scale ◄► Large scale	Small scale ◄► Large scale
	Depth	Marginal change ◄► Deep change	Marginal change ◄► Deep change
	Duration	Short term ◄► Long term	Short term ◄► Long term
CONTRIBUTION	Depth counterfactual	Likely worse ◄► Likely better	Likely worse ◄► Likely better
	Duration counterfactual	Likely worse ◄► Likely better	Likely worse ◄► Likely better
RISK	Risk type	Evidence risk	Execution risk
	Risk level	High risk ◄► Low risk	High risk ◄► Low risk
Impact classification		CONTRIBUTE TO SOLUTIONS	CONTRIBUTE TO SOLUTIONS
		Enterprise's overall impact classification: CONTRIBUTE TO SOLUTIONS	

Partner Level Impact using IMP Impact Matrix (3/6)

- **124** Total Beneficiaries Reached
- **34** Total Beneficiaries Generating Additional Income
- **24903** Total Beneficiaries' Revenue (USD)
- **19279** Total Beneficiaries' Net Income (USD)

Dimension	Impact category	Assessment	Assessment
		Impact 1: Beneficiaries reporting work becoming more decent	**Impact 2:** Beneficiary total net income increased
WHAT	Outcome level in period	Negative Outcome ... Positive Outcome	Negative Outcome ... Positive Outcome
	Importance of the outcome to stakeholder	Unimportant Outcome ... Important Outcome	Unimportant Outcome ... Important Outcome
WHO	Stakeholder	Young female workers	
	Outcome level at baseline	Well-served ... Underserved	Well-served ... Underserved
HOW MUCH	Scale	Small scale ... Large scale	Small scale ... Large scale
	Depth	Marginal change ... Deep change	Marginal change ... Deep change
	Duration	Short term ... Long term	Short term ... Long term
CONTRIBUTION	Depth counterfactual	Likely worse ... Likely better	Likely worse ... Likely better
	Duration counterfactual	Likely worse ... Likely better	Likely worse ... Likely better
RISK	Risk type	Evidence risk	Execution risk
	Risk level	High risk ... Low risk	High risk ... Low risk
Impact classification		BENEFIT STAKEHOLDERS	BENEFIT STAKEHOLDERS
		Enterprise's overall impact classification: BENEFIT STAKEHOLDERS	

Partner Level Impact using IMP Impact Matrix (4/6)

SALALEM

- **194** Total Beneficiaries Reached
- **177** Total Beneficiaries Generating Additional Income
- **104665** Total Beneficiaries' Revenue (USD)
- **104665** Total Beneficiaries' Net Income (USD)

Dimension	Impact category	Impact 1: Beneficiaries reporting work becoming more decent	Impact 2: Beneficiary total net income increased
WHAT	Outcome level in period	Negative Outcome ... Positive Outcome	Negative Outcome ... Positive Outcome
	Importance of the outcome to stakeholder	Unimportant Outcome ... Important Outcome	Unimportant Outcome ... Important Outcome
WHO	Stakeholder	Young female workers	
	Outcome level at baseline	Well-served ... Underserved	Well-served ... Underserved
HOW MUCH	Scale	Small scale ... Large scale	Small scale ... Large scale
	Depth	Marginal change ... Deep change	Marginal change ... Deep change
	Duration	Short term ... Long term	Short term ... Long term
CONTRIBUTION	Depth counterfactual	Likely worse ... Likely better	Likely worse ... Likely better
	Duration counterfactual	Likely worse ... Likely better	Likely worse ... Likely better
RISK	Risk type	Drop risk	Drop risk
	Risk level	High risk ... Low risk	High risk ... Low risk
Impact classification		BENEFIT STAKEHOLDERS	BENEFIT STAKEHOLDERS
		Enterprise's overall impact classification: BENEFIT STAKEHOLDERS	

Partner Level Impact using IMP Impact Matrix (5/6)

Sharqi SHOP

- 72 — Total Beneficiaries Reached
- 72 — Total Beneficiaries Generating Additional Income
- 97300 — Total Beneficiaries' Revenue (USD)
- 30135 — Total Beneficiaries' Net Income (USD)

Dimension	Impact category	Assessment — Impact 1: Beneficiaries reporting work becoming more decent	Assessment — Impact 2: Beneficiary total net income increased
WHAT	Outcome level in period	Negative Outcome ◄► Positive Outcome	Negative Outcome ◄► Positive Outcome
	Importance of the outcome to stakeholder	Unimportant Outcome ◄► Important Outcome	Unimportant Outcome ◄► Important Outcome
WHO	Stakeholder	Low Income female workers (mainly Syrian refugees)	
	Outcome level at baseline	Well-served ◄► Underserved	Well-served ◄► Underserved
HOW MUCH	Scale	Small scale ◄► Large scale	Small scale ◄► Large scale
	Depth	Marginal change ◄► Deep change	Marginal change ◄► Deep change
	Duration	Short term ◄► Long term	Short term ◄► Long term
CONTRIBUTION	Depth counterfactual	Likely worse ◄► Likely better	Likely worse ◄► Likely better
	Duration counterfactual	Likely worse ◄► Likely better	Likely worse ◄► Likely better
RISK	Risk type	Drop risk	Execution risk
	Risk level	High risk ◄► Low risk	High risk ◄► Low risk
Impact classification		CONTRIBUTE TO SOLUTIONS	CONTRIBUTE TO SOLUTIONS
		Enterprise's overall impact classification: CONTRIBUTE TO SOLUTIONS	

Partner Level Impact using IMP Impact Matrix (6/6)

WORKAROUND

- **3537** Total Beneficiaries Reached
- **556** Total Beneficiaries Generating Additional Income
- **30229** Total Beneficiaries' Revenue (USD)
- **30229** Total Beneficiaries' Net Income (USD)

Dimension	Impact category	Impact 1: Beneficiaries reporting work becoming more decent	Impact 2: Beneficiary total net income increased
WHAT	Outcome level in period	Negative Outcome ... Positive Outcome	Negative Outcome ... Positive Outcome
	Importance of the outcome to stakeholder	Unimportant Outcome ... Important Outcome	Unimportant Outcome ... Important Outcome
WHO	Stakeholder	Low Income refugee workers	
	Outcome level at baseline	Well-served ... Underserved	Well-served ... Underserved
HOW MUCH	Scale	Small scale ... Large scale	Small scale ... Large scale
	Depth	Marginal change ... Deep change	Marginal change ... Deep change
	Duration	Short term ... Long term	Short term ... Long term
CONTRIBUTION	Depth counterfactual	Likely worse ... Likely better	Likely worse ... Likely better
	Duration counterfactual	Likely worse ... Likely better	Likely worse ... Likely better
RISK	Risk type	Execution risk	Execution risk
	Risk level	High risk ... Low risk	High risk ... Low risk
Impact classification		CONTRIBUTE TO SOLUTIONS	CONTRIBUTE TO SOLUTIONS
		Enterprise's overall impact classification: CONTRIBUTE TO SOLUTIONS	

Introduction

Evaluation Plan

Program Design & Implementation

Program Results & Impact

Program Insights

Annexes

Program Design & Implementation Insights (1/3)

Program selection adopted diversification strategy that provided mixed results in terms of risks and value capture. This presented balanced mix of partners covering:

- Different stages (Inception, Seed, Early Growth, Late/Rapid Growth, Maturity)
- Different served segments (Youth, Blue Collar, Vulnerable & Marginalized) Workers
- Different founders experience and team size (First-Time Entrepreneurs/Serial Entrepreneurs, Single/Multiple Co-Founders**)**
- Different Business Concept and Implementation Maturity levels

The program impact on the partners and their beneficiaries fell into 3 categories based on the impact on various dimensions (Business Concept, Implementation, Results):

- Strong improvement on all dimensions : 6 Partners
- Strong improvement on some dimensions: 6 Partners
- Limited improvement on some dimensions: 2 Partners

Key factors that influenced the impact levels are related to:

- Partner Type: Stage, Segments Served, Team, Business Concept and Implementation Maturity
- Support Provided: Grant, Equity Financing & Incubation
- Founders Maturity: Learning & Development, Attitude, Skills, Impact orientation.

Program Design & Implementation Insights (2/3)

Best practices identified in the program:

- Work with different stages to create wider impact and diversify risk
- Investment based selection (Business Case) and support process (Tailored services)
- Indirect impact through beneficiaries started home based businesses who will employ more people
- Using innovation to develop solutions that achieve multiple objectives at the same time
- Flexibility grant in goal setting and payment process

Changes for future:

- **Selection**: Depend more on program internal due diligence for applicants and less on other programs selection outcomes
- **Structured support**: Increase structured activities such as coaching
- **Program Team**: Increase team headcount by adding another senior resource, even at partial availability.

Key SDGs:

- GOAL 1: No Poverty
- GOAL 2: Zero Hunger
- GOAL 3: Good Health and Well-being
- GOAL 4: Quality Education
- GOAL 5: Gender Equality
- GOAL 8: Decent Work and Economic Growth
- GOAL 9: Industry, Innovation and Infrastructure
- GOAL 12: Responsible Consumption and Production
- GOAL 17: Partnerships to achieve the Goal

Program Design & Implementation Insights (3/3)

Other factors contributed to intended change and job creation:

- The strong startup and tech. ecosystem helped YIL to achieve the goals.
- The knowledge economy existing in Jordan helped in terms of research and professional services.
- The flexible donor (Google.org) in terms of program design, partnership model, payment system, adjusting the scope and services, and learning from failure mentality.

Additional effects:

- The additional income generated by the startups can be counted as part of the program impact and can very between 10-30% (based on partner) of the total increase in income.
- Technology improved safety and security, provided flexible working hours, increased market reach and provided access to market through online distribution model.
- Few companies pivoted/closed due to COVID19 or due weak business concept or personal reasons, but the majority survived difficult conditions, and demonstrated resilience.

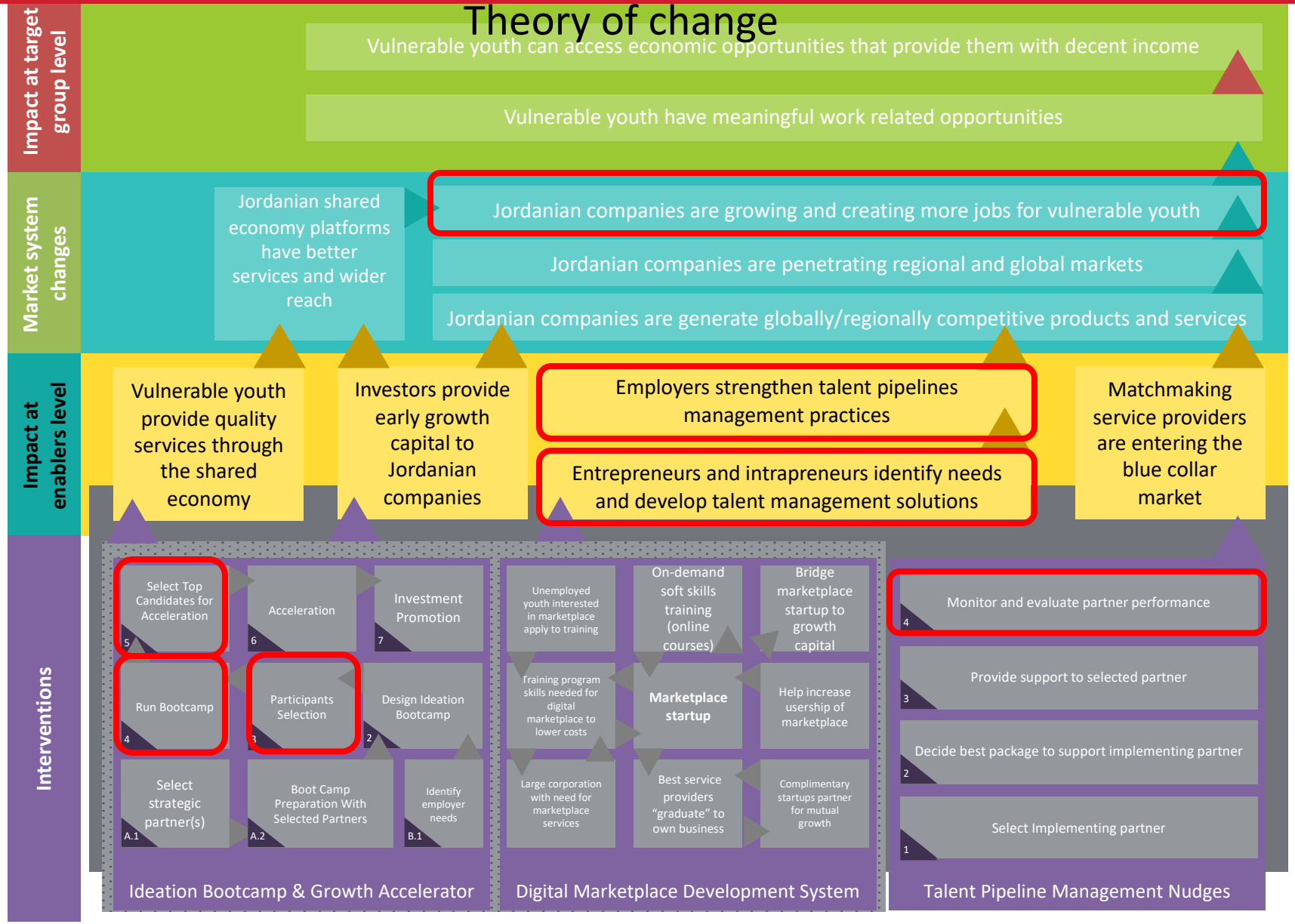
Replication:

- The same program design can be replicated in other countries in the region (MENA), but not on the intervention level.
- The same program can be replicated in Jordan for another theme such woman businesses or touchless economy.

Sustainability:

- Continued negative effect due COVID19 such as reduced consumption, increased unemployment due to firms' closure or downsizing, barriers to move to other markets due to regional recession, increased local competition due imitation.
- To deal with recent challenges due to COVID19, additional smaller grants were provided to three companies to support their workers, working to secure additional funding to cover incubation cost for another year, linkages with Beyond Capital to inject additional investments.

YIL Theory of Change



Areas for Improvement that reduced the effectiveness of the change model

Program Results from a Funding Effectiveness Perspective

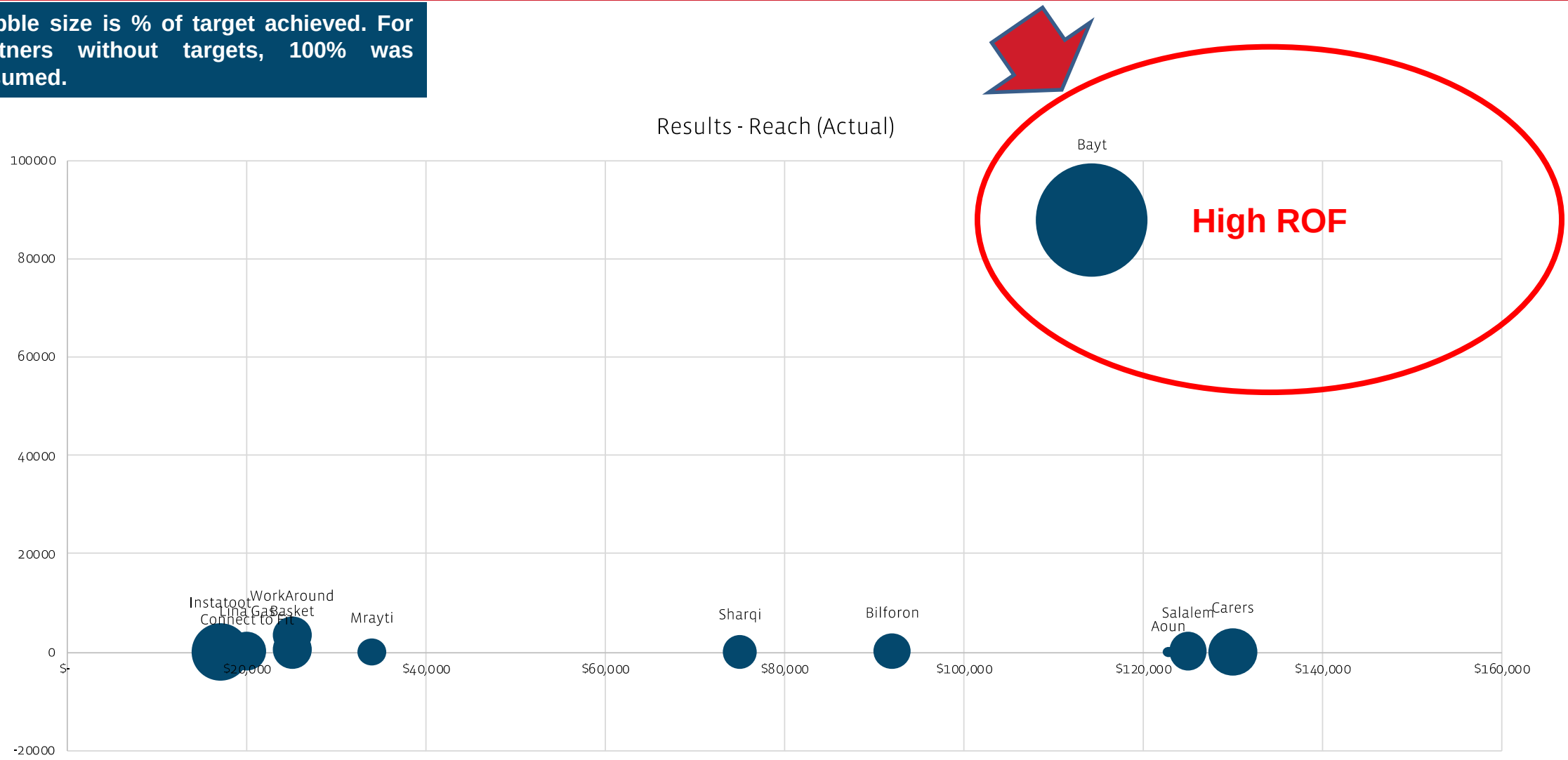
Maturity Stage

Early Growth Stage

- Bayt was the most effective in terms of beneficiary reach among all
- WorkAround was the most effective in terms of beneficiary reach among Sharing Economy Partners
- WorkAround was the most effective in terms of beneficiary total sales among all
- Mrayti was the most effective in terms of Total Revenue/Worker & Total Net Income/Worker among all
- Mrayti was the most effective in terms of beneficiary Total Net Income among Sharing Economy Partners
- Aoun, Bilforon, Carers, Salalem & Sharqi had lower results effectiveness related to Reach, Sales, Total Revenue, Total Net Income among all
- Early stage companies provided better results compared with Seed and Rapid/Late Stage partners.
- Female founded teams preformed better in terms of overall effectiveness.
- Sourcing approach, founders experience and pervious track records, the scope of services provided, and contribution level has limited impact on the partners effectiveness.

Partners by Return on Funding (Reach Vs. Total Funding)

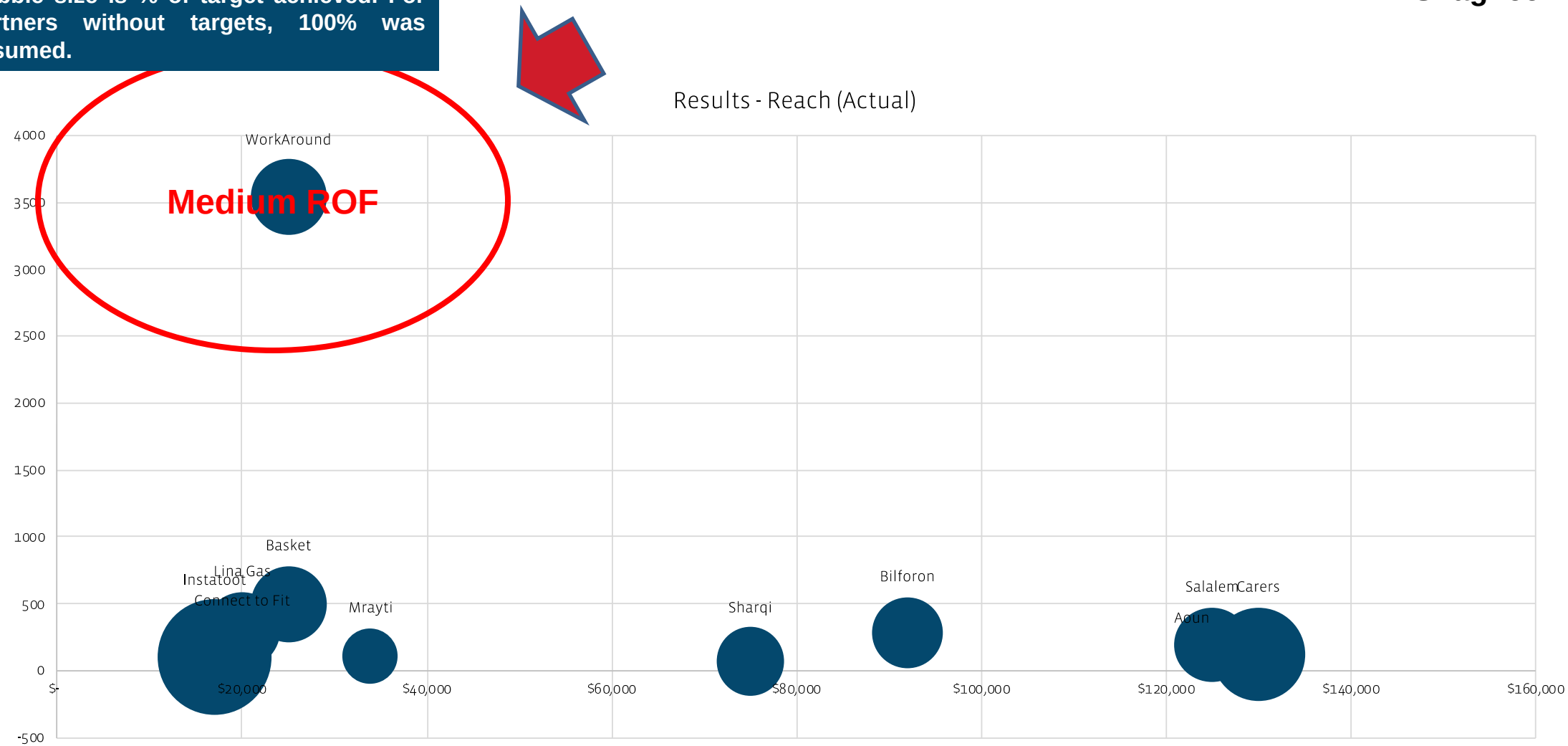
Bubble size is % of target achieved. For partners without targets, 100% was assumed.



Partners by Return on Funding (Reach Vs. Total Funding)*

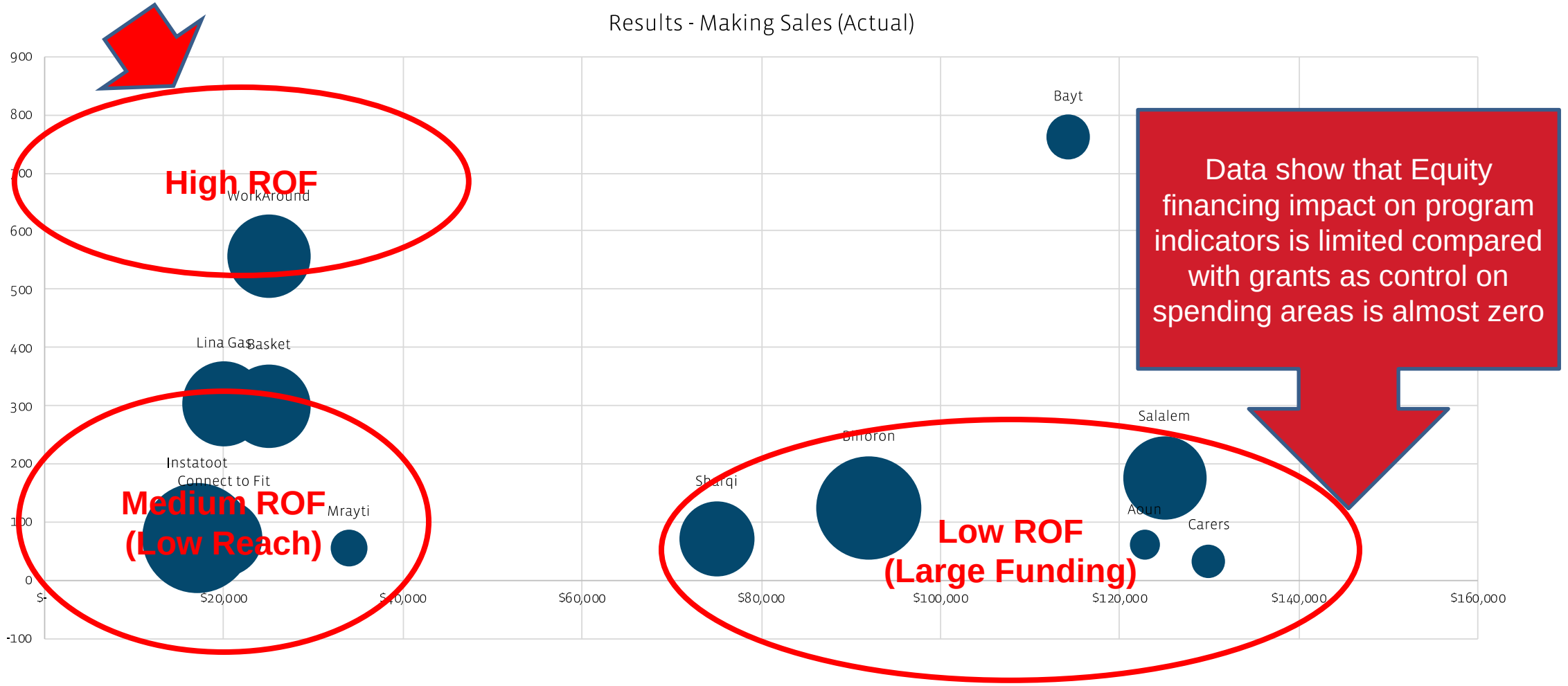
Bubble size is % of target achieved. For partners without targets, 100% was assumed.

***Shagheel Excluded**



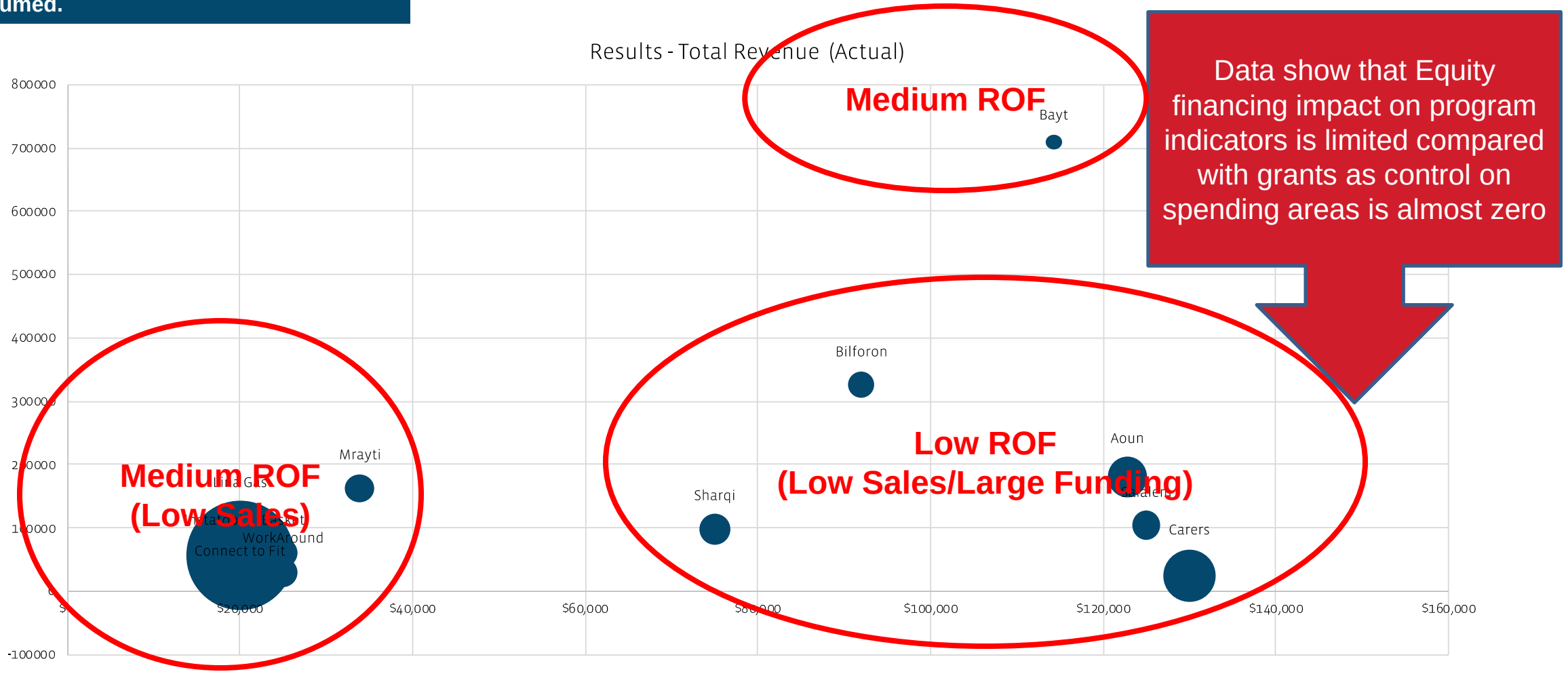
Partners by Return on Funding (Workers Making Sales Vs. Total Funding)*

Bubble size is % of target achieved. For partners without targets, 100% was assumed.



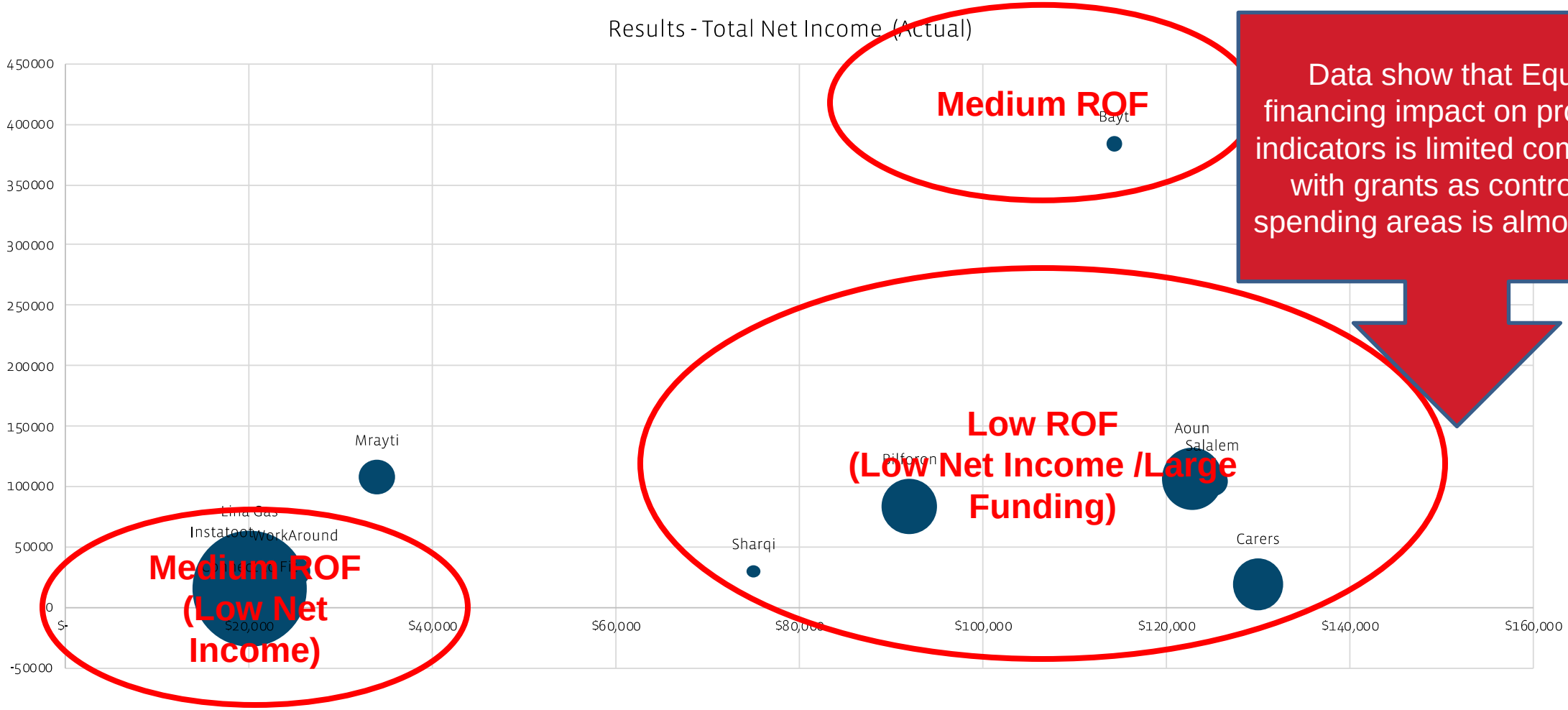
Partners by Return on Funding (Workers Total Revenue Vs. Total Funding)

Bubble size is % of target achieved. For partners without targets, 100% was assumed.



Partners by Return on Funding (Workers Total Net Income Vs. Total Funding)

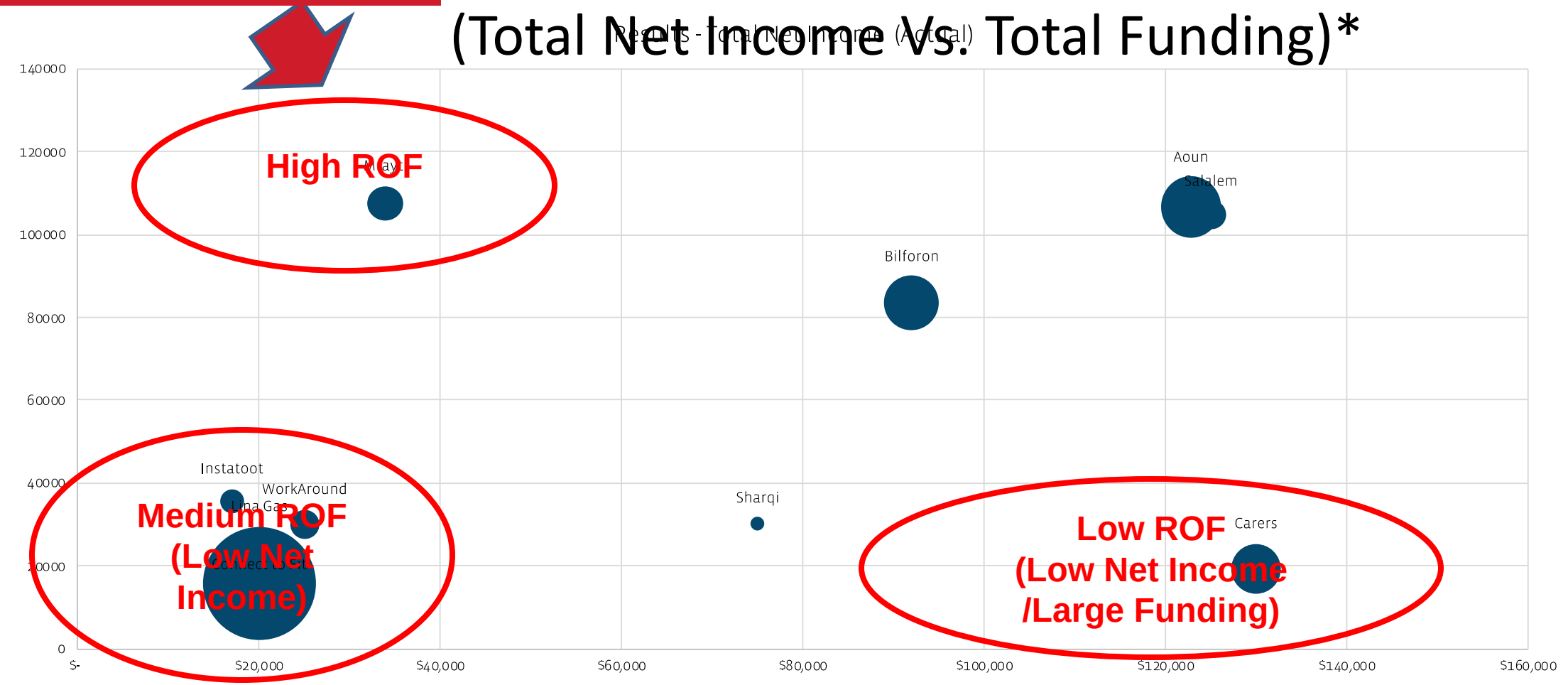
Bubble size is % of target achieved. For partners without targets, 100% was assumed.



Partners by Return on Funding (Total Net Income/Worker Vs. Total Funding)

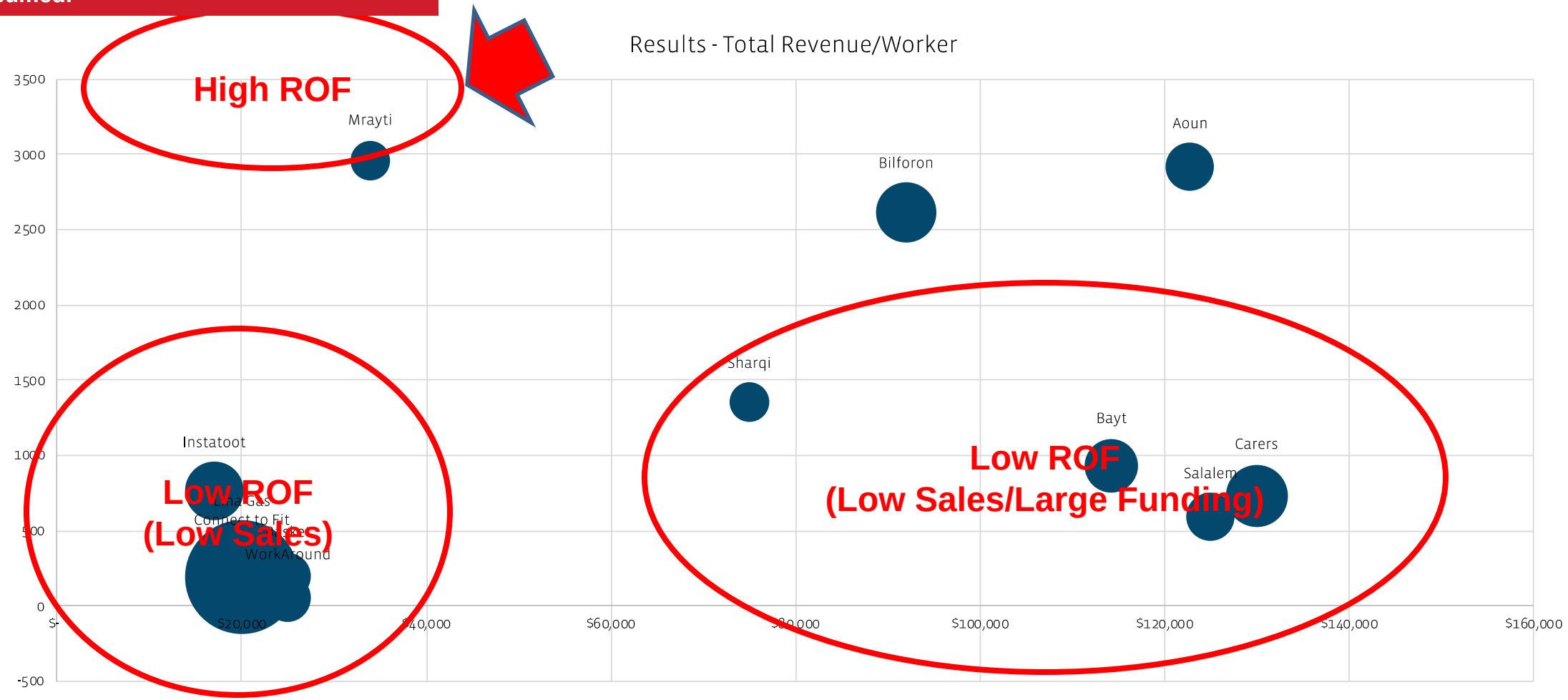
Bubble size is % of target achieved. For partners without targets, 100% was assumed.

***Shagheel Excluded**



Partners by Return on Funding (Total Net Income/Worker Vs. Total Funding)

Bubble size is % of target achieved. For partners without targets, 100% was assumed.



Partners by Return on Funding (Total Net Income/Worker Vs. Total Funding)

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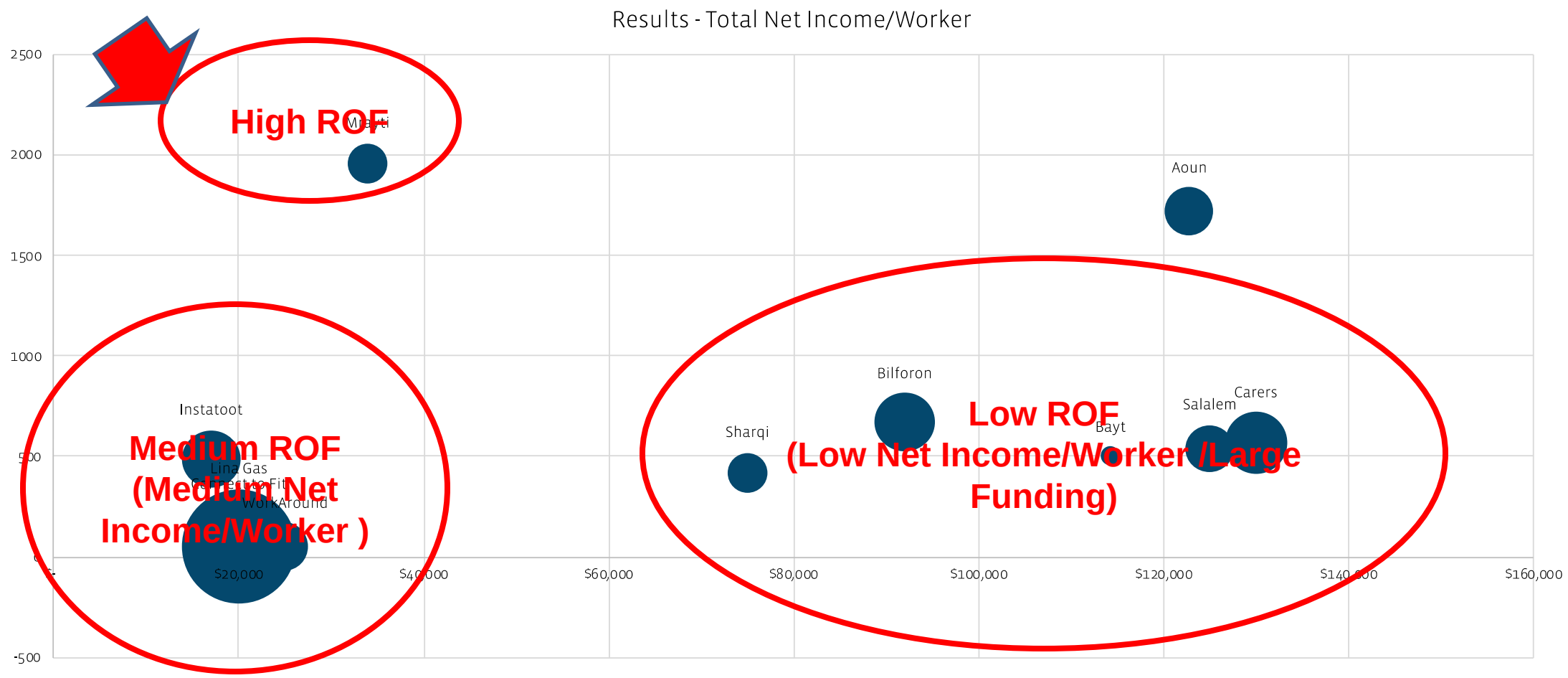

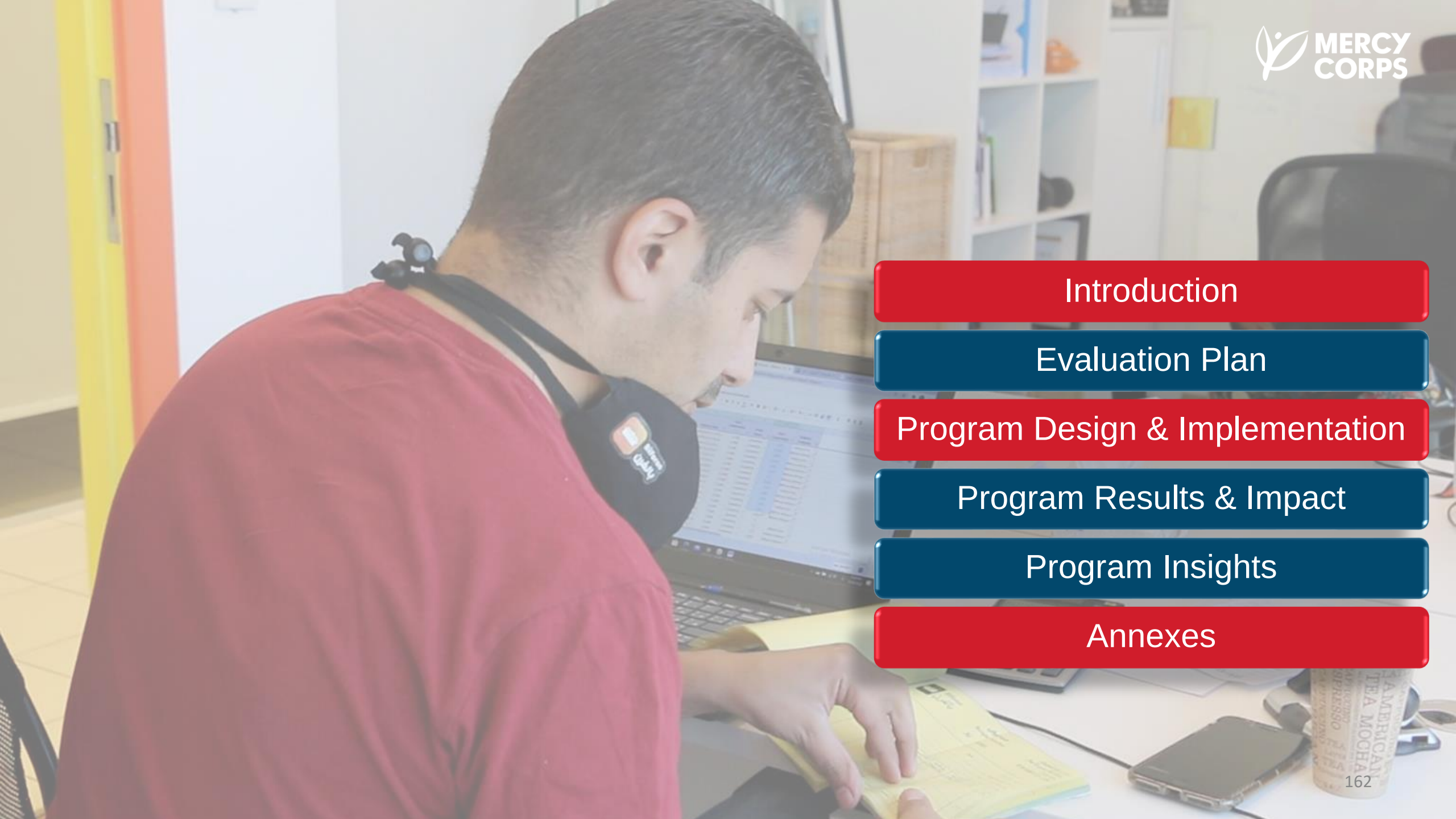

- Introduction
- Evaluation Plan
- Program Design & Implementation
- Program Results & Impact
- Program Insights
- Annexes

Annex 1:
Data Collection Instruments

Data Collection Instruments

Focus Groups

Surveys

Interviews

Moderator's Guide - Partner (Startups) Focus Group

- **Introduction**
  - How did you hear about the YIL program?
  - How did your company address the unemployment issue in Jordan before and after joining YIL program?
  - What were your expectations of the YIL when you first learnt about it/began engaging with the YIL?
    - Have these expectations been met? Why/why not?
  - To what extent were the YIL offerings aligned to your context and needs?
  - What capacity building/technical support have you received from the YIL program?
  - What are some of the challenges you are facing as an innovator in the process of growth and expansion?
  - How has the YIL program helped you overcome these challenges?
  - What has enabled you to meet your targets within the YIL program?
  - What challenges have you faced in meeting your targets and needs of the workers on your platforms
    - Have you adapted your business model to address the challenges? If so, how?
    - What was Mercy Corps' role in supporting the adaptations in your business model/service provision?
  - Have you engaged with other programs that are of similar nature? If so, which are these? How there were different?
- **Engagement with YIL/Mercy Corps**
  - How often do you engage with the YIL team?
  - [Mural Session] Broadly, what have you found to be the most/least useful aspects of YIL engagement?
  - In what ways has the technical support been beneficial to the growth of your innovation?
  - In what ways has the financial support been beneficial to the growth of your innovation?
  - Did you find one type of support more valuable compared to the other? Why?
  - Do you think the technical and financial support offered to your enterprise was adequate? in what ways?
  - Did the milestone-based deployment of financial support work well for your business model? In what ways?
  - CHANGES: What kind of changes were done to the program design and activities during implementation.
- **Program Impact**
  - SEGMENTS: Which targeted segments (Beneficiaries) were better served by the program activities (Gender, Age, Nationality)
  - BENCHMARKING: How does your results in Jordan compares with similar activities in Jordan and with other countries?
  - CONTRIBUTION: What other factors contributed to intended change and job creation?
  - What has been the biggest impact on your business in terms of financial and talent/capacity abilities as a result of participating in the YIL program?
  - What has been the biggest impact of YIL on your ability to better serve young workers?
  - What other factors/players contributed to the impact you achieved above?
  - In your opinion, what role did the YIL program play in the growth and scale of your innovation?
- **Recommendations**
  - [Mural session] Looking back, is there anything that should have been done differently in supporting organisations such as yourself?
- **Sustainability**
  - What sustainability considerations, if any, were put in place during the planning and implementation of your innovation with Mercy Corps' support?
    - Do you think you have the technical ability to maintain and expand on the initiatives implemented during the YIL program? Why/why not?
    - Do you think you have the financial ability to maintain and expand on the initiatives implemented during the YIL program? Why/why not?
  - [Mural session] What do you consider to be the greatest risks to the sustainability of your innovation going forward?
    - How can these risks/challenges be overcome?

Moderator's Guide - Employers Focus Group

- **Introduction**
  - How did you hear about SHAGHEEL?
  - What were your expectations of SHAGHEEL when you first learnt about it/began engaging with SHAGHEEL?
    - Have these expectations been met? Why/why not?
  - To what extent were SHAGHEEL offerings aligned to your context and needs?
  - How did your company conduct the recruitment process in Jordan before and after joining SHAGHEEL?
  - What are some of the challenges you are facing in the recruitment process?
  - How has SHAGHEEL helped you overcome these challenges?
  - What has enabled you to meet your objectives?
  - Have you engaged with other programs that are of similar nature? If so, which are these? How there were different?
- **Engagement with YIL/Mercy Corps**
  - [Mural Session] Broadly, what have you found to be the most/least useful aspects of SHAGHEEL?
- **Program Impact**
  - What has been the biggest impact on your business in terms of recruitment process as a result of participating in SHAGHEEL?
  - What has been the biggest impact of SHAGHEEL on your ability to better interact with young workers?
  - What other factors/players contributed to the impact you achieved above?
- **Recommendations**
  - [Mural session] Looking back, is there anything that should have been done differently in SHAGHEEL?
- **Sustainability**
  - [Mural session] What do you consider to be the greatest risks to the sustainability of SHAGHEEL going forward?
    - How can these risks/challenges be overcome?

Moderator's Guide - Beneficiaries Focus Group

- What was your employment status before working with [YIL Partner]?
- Why did you choose to work with [YIL Partner]?
- Is the income you earn on [YIL Partner]enough for you to meet all your basic needs?
- Do you currently have other sources of income in addition to the work you do on[YIL Partner]?
- What is the main reason that you have more than one source of income?
- Please respond to the following statement. Since joining [YIL Partner], my income has: Increased, Stayed the same or Decreased
- By what percent did your income increase since joining [YIL Partner]?
- Approximately how much in Jordanian Dinars did you earn in income before joining [YIL Partner]?
- Approximately how much in Jordanian Dinars do you now earn, after joining [YIL Partner]?
- If you could change one thing about your experience with [YIL Partner], what would it be?

3-5 questions to be added to Post (2nd)Focus Group after survey results has been collected

Data Collection Instruments

Focus Groups

Surveys

Interviews

YIL Partner Survey

Name	Question	Response		Condition
Satisfaction with YIL	Overall, how satisfied are you with your experience to date in the YIL program?	Very satisfied Satisfied Unsatisfied Vey unsatisfied	1 2 3 4	-> Required -> Select one
	Do you think the technical support offered to your enterprise was adequate?	Yes No	1 2	-> Required -> Select one
	Do you think the financial support offered to your enterprise was adequate?	Yes No	1 2	-> Required -> Select one
Challenges	What has been your biggest challenge while working with the YIL program?	It is hard to communicate with and get a hold of YIL I underestimated the amount of time and effort this engagement would require from us I have not faced any major challenges Other (specify)	1 2 3 4	-> Required -> Select one
Program Performance	To what extent were the targets set by the YIL program aligned to the needs and targets of your organisation?	My organisations needs and targets were very aligned to those of the YIL program Some of my organisations needs and targets were aligned but not all of them My organisations needs and targets were very different from those of YIL My organisation did not have needs and targets	1 2 3 4	-> Required -> Select one
Recommendations	Which of the following would you want to see more of from YIL if you were to engage with them again?	Increase the YIL engagement period Increase the amount of financial support offered Increase the amount of technical support offered Other (specify)	1 2 3 4	-> Required -> Select one
Impact	What has been the biggest positive outcomes as a result of participating in the YIL program?	Revenue growth Increased business opportunities They have helped me improve my management capabilities YIL has helped me to improve the internal processes and structures of my enterprise Other (specify)	1 2 3 4 5	-> Required -> Select one
	How has your revenue changed as a result of being a part of YIL program?	My revenue has increased My revenue has stayed the same My revenue has decreased	1 2 3	-> Required -> Select one
	Has the YIL program had any impact on the future prospects of your business?	Yes No Too soon to tell	1 2 3	-> Required -> Select one
	Please explain your answer above?			Open ended

Partner - Additional Questions (1/4)

Below are some preliminary questions will be used to assess the impact along the five dimensions (source: Impact Management Project) for following change: Beneficiaries reporting work becoming more decent

Questions will be integrated with exiting survey after conducting relevant focus groups

WHAT Impact dimension

- **What outcome is occurring in the period - Is the outcome positive or negative - How important is the outcome for the people?**
- *When you developed your offering, what improvement/impact you were looking for?*
- *How important is this change to your Beneficiaries ? (Important / Unimportant)*
- *Did anything else in your Beneficiaries improve that you think is important?*
- *Is the change your Beneficiaries are experiencing sufficient to meet your expectations? (Yes/No) What is the criterion used to determine that?*
- *Did anything negative happen that is important? (Yes/No) If yes, what?*

WHO Impact dimension

- **Who experiences the outcome - How underserved are the affected stakeholders in relation to the outcome.**
- *Which segment from your Beneficiaries benefited the most from your offering*
  - Age / Gender / Employment status

Partner - Additional Questions (2/4)

HOW MUCH Impact dimension

- **How much of the outcome is occurring – across scale, depth and duration.**
- *To what degree your Beneficiaries experienced a change? (got a lot worse/got worse/no change/improved a little/improved a lot)*
- *Is the change your Beneficiaries are experiencing sufficient to meet your needs (e.g. improved health)? (don't know/not satisfied/maybe/yes definitely)*
- *Have these changes been long-lasting? (too soon to know/they stopped after a while/not sure/yes changes have been long lasting)*

CONTRIBUTION Impact dimension

- **Would this change likely have happened anyway?**
- *Is there a good alternative to the service that will deliver similar improvements? (don't know/no/yes)*
- *Apart from the service did anything else contribute to the changes you mentioned? (yes/no)*

RISK Impact dimension

- **What is the risk to people that impact does not occur as expected.**
- What risks you expect to have more impact on achieving the intended change:
  - Evidence risk: The probability that insufficient high-quality data exists to know what impact is occurring (or will occur) across the dimensions of impact. (Low/Medium/High)
  - Drop-off risk: The probability that the expected positive impact does not endure and/or that negative impact is no longer mitigated. (Low/Medium/High)
  - Execution risk: The probability that the activities are not delivered as planned and do not result in the desired outcomes. (Low/Medium/High)

Partner - Additional Questions (3/4)

Below are some preliminary questions will be used to assess the impact along the five dimensions (source: Impact Management Project) for following change: Beneficiary total net income

Questions will be integrated with exiting survey after conducting relevant focus groups

WHAT Impact dimension

- **What outcome is occurring in the period - Is the outcome positive or negative - How important is the outcome for the people?**
- *When you developed your offering, what improvement/impact you were looking for?*
- *How important is this change to your Beneficiaries ? (Important / Unimportant)*
- *Did anything else in your Beneficiaries improve that you think is important?*
- *Is the change your Beneficiaries are experiencing sufficient to meet your expectations? (Yes/No) What is the criterion used to determine that?*
- *Did anything negative happen that is important? (Yes/No) If yes, what?*

WHO Impact dimension

- **Who experiences the outcome - How underserved are the affected stakeholders in relation to the outcome.**
- *Which segment from your Beneficiaries benefited the most from your offering*
  - Age / Gender / Employment status

Partner - Additional Questions (4/4)

HOW MUCH Impact dimension

- **How much of the outcome is occurring – across scale, depth and duration.**
- *To what degree your Beneficiaries experienced a change? (got a lot worse/got worse/no change/improved a little/improved a lot)*
- *Is the change your Beneficiaries are experiencing sufficient to meet your needs (e.g. improved health)? (don't know/not satisfied/maybe/yes definitely)*
- *Have these changes been long-lasting? (too soon to know/they stopped after a while/not sure/yes changes have been long lasting)*

CONTRIBUTION Impact dimension

- **Would this change likely have happened anyway?**
- *Is there a good alternative to the service that will deliver similar improvements? (don't know/no/yes)*
- *Apart from the service did anything else contribute to the changes you mentioned? (yes/no)*

RISK Impact dimension

- **What is the risk to people that impact does not occur as expected.**
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  - Drop-off risk: The probability that the expected positive impact does not endure and/or that negative impact is no longer mitigated. (Low/Medium/High)
  - Execution risk: The probability that the activities are not delivered as planned and do not result in the desired outcomes. (Low/Medium/High)

Beneficiaries Survey

	Question	Response		Cond
1	Please indicate your gender:	Male	1	-> Required
		Female	2	-> Select one
		Other	0	
2	Please indicate your age:			-> Required
3	What was your employment status before joining [YIL Partner]?	Full time employment	1	-> Required
		Self employed or other forms of informal employment	2	
		Farming	3	
		Unemployed	4	-> Select one
		Other	5	
4	Why did you choose to join [YIL Partner]?	To make more money	1	> Required
		I did not have work	2	
		I wanted to grow my business	3	
		As an opportunity to learn	4	-> Select one
		Other, please explain	5	
5	Is the income you earn on [YIL Partner]enough for you to meet all your basic needs?	Yes	1	-> Required-> Select one
		No	2	
6	Do you currently have other sources of income in addition to the work you do on [YIL Partner]?	Yes	1	> Required
		No	2	-> Select one
7	What is the main reason that you have more than one source of income?	I do not earn enough income from [YIL Partner]?	1	-> Required if 6=1/Yes
		I have enough time to take on another source of income	2	
		Other, please explain	3	-> Select one
8	Please respond to the following statement. Since joining [YIL Partner], my income has:	Increased	1	-> Required
		Stayed the same	2	-> Select one
		Decreased	3	
9	By what percent did your income increase since joining [YIL Partner]?	Between 1 and 25%	1	-> Required if 8=1/Increased
		Between 26 and 50%	2	-> Select one
		Between 51 and 75%	3	
		Over 75%	4	
10	Approximately how much in Jordanian Dinars did you earn in income before joining [YIL Partner]?			
11	Approximately how much in Jordanian Dinars do you now, after joining [YIL Partner]?			
11	If you could change one thing about your experience with [YIL Partner], what would it be?	Better pay	1	-> Required
		Better/more engagement between [YIL Partner] and workers	2	-> Select one
		Better/more opportunities for learning new skills	3	
		Find ways to increase the number of customers for workers	4	
		Other (please specify)	5	

Beneficiaries - Additional Questions (2/2)

Below are some preliminary questions will be used to assess the impact along the five dimensions (source: Impact Management Project) for following change: Beneficiaries reporting work becoming more decent

Questions will be integrated with exiting survey after conducting relevant focus groups

WHAT Impact dimension

- **What outcome is occurring in the period - Is the outcome positive or negative - How important is the outcome for the people?**
- *When you used this service, what improvement in your life were you looking for? More decent work (SDG8)/Increase of income (SDG8, SDG1)/Skills improvement (SDG4)/Others*
- *How important is this change to you? (very important/important/not very important/unimportant)*
- *Did anything else in your life improve that you think is important? If yes, what? (Code open text responses by grouping them into similar themes)*
- *Did anything negative happen that is important? If yes, what? (same coding as above)*
- *Is the change you are experiencing sufficient to meet your expectations? (Yes/No)*

WHO Impact dimension

- **Who experiences the outcome - How underserved are the affected stakeholders in relation to the outcome.**
- *On a scale of 1 to 5 (where 5 is much better) how would you say you were doing before using the service compared to people around you?*

HOW MUCH Impact dimension

- **How much of the outcome is occurring – across scale, depth and duration.**
- *Is the change you are experiencing sufficient to meet your needs ? (don't know/not satisfied/maybe/yes definitely)*
- *Have these changes been long-lasting? (too soon to know/they stopped after a while/not sure/yes changes have been long lasting)*

CONTRIBUTION Impact dimension

- **Would this change likely have happened anyway?**
- *Is there a good alternative to the service that will deliver the life improvements you want? (don't know/no/yes)*
- *Apart from the service did anything else contribute to the changes you mentioned? (yes/no)*

Beneficiaries - Additional Questions (2/2)

Below are some preliminary questions will be used to assess the impact along the five dimensions (source: Impact Management Project) for following change: Beneficiary total net income

Questions will be integrated with exiting survey after conducting relevant focus groups

WHAT Impact dimension

- **What outcome is occurring in the period - Is the outcome positive or negative - How important is the outcome for the people?**
- *When you used this service, what improvement in your life were you looking for? More decent work (SDG8)/Increase of income (SDG8, SDG1)/Skills improvement (SDG4)/Others*
- *How important is this change to you? (very important/important/not very important/unimportant)*
- *Did anything else in your life improve that you think is important? If yes, what? (Code open text responses by grouping them into similar themes)*
- *Did anything negative happen that is important? If yes, what? (same coding as above)*
- *Is the change you are experiencing sufficient to meet your expectations? (Yes/No)*

WHO Impact dimension

- **Who experiences the outcome - How underserved are the affected stakeholders in relation to the outcome.**
- *On a scale of 1 to 5 (where 5 is much better) how would you say you were doing before using the service compared to people around you?*

HOW MUCH Impact dimension

- **How much of the outcome is occurring – across scale, depth and duration.**
- *Is the change you are experiencing sufficient to meet your needs ? (don't know/not satisfied/maybe/yes definitely)*
- *Have these changes been long-lasting? (too soon to know/they stopped after a while/not sure/yes changes have been long lasting)*

CONTRIBUTION Impact dimension

- **Would this change likely have happened anyway?**
- *Is there a good alternative to the service that will deliver the life improvements you want? (don't know/no/yes)*
- *Apart from the service did anything else contribute to the changes you mentioned? (yes/no)*

Data Collection Instruments

Focus Groups

Surveys

Interviews

Interviewer's Guide - Partner Interview

- **Introduction**
  - Please can you briefly introduce yourselves to us and the company you work with?
  - How did you hear about the YIL program?
  - Please describe your engagement with Mercy Corps and the YIL program?
  - How did your company address the unemployment issue in Jordan before and after joining YIL program?
  - What were your expectations of the YIL when you first learnt about it/began engaging with the YIL?
    - Have these expectations been met? Why/why not?
  - What capacity building/technical support have you received from the YIL program?
  - To what extent were the YIL offerings aligned to your context and needs?
  - What are some of the challenges you are facing as an innovator in the process of growth and expansion?
  - How has the YIL program help you overcome these challenges?
  - What has enabled you to meet your targets within the YIL program?
  - What challenges have you faced in meeting your targets and needs of the workers on your platforms
    - Have you adapted your business model to address the challenges? If so, how?
    - What was Mercy Corps' role in supporting the adaptations in your business model/service provision?
  - Have you engaged with other programs that are of similar nature? If so, which are these?
- **Engagement with YIL/Mercy Corps**
  - How often do you engage with the YIL team?
  - [Mural Session] Broadly, what have you found to be the most/least useful aspects of YIL engagement?
  - In what ways has the technical support been beneficial to the growth of your innovation?
  - In what ways has the financial support been beneficial to the growth of your innovation?
  - Did you find one type of support more valuable compared to the other? Why?
  - Do you think the technical and financial support offered to your enterprise was adequate? in what ways?
  - Did the milestone-based deployment of financial support work well for your business model? In what ways?
  - CHANGES: What kind of changes were done to the program design and activities during implementation.
- **Program Impact**
  - SEGMENTS: Which targeted segments (Beneficiaries) were better served by the program activities (Gender, Age, Nationality)
  - BENCHMARKING: How does your results in Jordan compares with similar activities in Jordan and with other countries?
  - IMPACT AREAS: What was the primary and secondary impact areas linked to SDGs (SDG8, SDG1, SDG4, SDG5).
  - CONTRIBUTION: What other factors contributed to intended change and job creation?
  - What has been the biggest impact on your business in terms of financial and talent/capacity abilities as a result of participating in the YIL program?
  - What has been the biggest impact of YIL on your ability to better serve young workers?
  - What other factors/players contributed to the impact you achieved above?
  - In your opinion, what role did the YIL program play in the growth and scale of your innovation?
- **Recommendations**
  - [Mural session] Looking back, is there anything that should have been done differently in supporting organizations such as yourself?
- **Sustainability**
  - What sustainability considerations, if any, were put in place during the planning and implementation of your innovation with Mercy Corps' support?
    - Do you think you have the technical ability to maintain and expand on the initiatives implemented during the YIL program? Why/why not?
    - Do you think you have the financial ability to maintain and expand on the initiatives implemented during the YIL program? Why/why not?
  - [Mural session] What do you consider to be the greatest risks to the sustainability of your innovation going forward?
    - How can these risks/challenges be overcome?

Interviewer's Guide - YIL Interview

- **Program Design**
  - Can you briefly explain to us what the purpose of the YIL program is [probe on three interconnected elements of the labor market system: supply, demand, and ecosystem, and the YILs role within each of these; probe on what Mercy Corps define as vulnerable youth and quality jobs]?
    - How was the selection of the priority sectors made?
    - During the YIL's program inception, what were identified as the key market constraints faced by tech-based enterprises in Jordan? What was Google's original expectation of the YIL program?
    - Have these changed over time? Why?
    - Which of these are feasibly within the YILs scope to address?
    - Which are the key mechanisms through which the YIL program addresses these?
    - To what extent were the targets appropriate?
    - ACTIVITIES: How effective was the activities mix, and what was the mix that produced best results (Planned and not Planned).
    - FINANCING: How financing impacted the success of interventions (Grants, Equity Financing, Debt Financing)

- **Partner Selection**
  - How did Mercy Corps select the grantees of the YIL program?
  - How were these grantees relevant in the context of addressing unemployment in Jordan?
  - SELECTION: Did the selection activities provide a large pool of applicants (partners) to be able to select from, and how the selection was done

- **Program Implementation**
  - What do you think have been the YILs key successes and the drivers of those successes?
  - What challenges, if any, have you faced in the implementation of the YIL program?
  - How often do you engage with the grantees?
  - What would you say were the best practices learned as a result of working with the YIL program that should be carried forward?
  - CHANGES: What kind of changes were done to the program design and activities during implementation.
  - Has the program adapted its offering to meet the grantee needs? How?
  - [Mural session 2] Looking back, is there anything that you would have done differently in implementing the program?
  - In your experience, what do grantees value the most about the YIL program?
  - How do you think these elements can be scaled to increase the impact of the YIL program?
  - In your experience, what do grantees perceive to be the least valuable aspects of the YIL program?

- **Technical assistance**
  - How did Mercy Corps go about understanding the technical support required for the grantees?
  - What changes if any need to be made to this process?
  - How was this technical support deployed to the grantees based on the identification of their needs and pain-points [probe on how to deal with underestimation of support required, on timeliness, capacity of the grantees]?
  - What changes if any need to be made to this process?

- **Financial Assistance**
  - Can you please describe the funding process from Mercy Corps to the grantees?
  - Are these any aspects of this process that can/have adversely impacted on the grantees operations?
  - How often is the financial support disbursed to grantees?

- **Program Impact**
  - SEGMENTS: Which targeted segments (Beneficiaries) were better served by the program activities (Gender, Age, Nationality)
  - BENCHMARKING: How does the program results in Jordan compares with similar activities in Jordan and with other countries?
  - IMPACT AREAS: What was the primary and secondary impact areas linked to SDGs (SDG8, SDG1, SDG4, SDG5).
  - CONTRIBUTION: What other factors contributed to intended change and job creation?
  - What benefits/impact have you seen to the grantees businesses as a result of the YIL program? Why have you identified these benefits?
  - What benefits/impact have you seen to the beneficiaries of grantees as a result of the YIL programme? Why have you identified these benefits?
  - A key element of the YIL program is that as the grantees grow, there is an increase in the income of beneficiaries. Can you please give some examples of this evidence?
  - To what extent did the tech-innovations selected serve vulnerable populations such as women and youth?
  - What examples indicate the role played by the YIL program in enhancing the youth focused tech-economy in Jordan?

- **Sustainability**
  - SUSTAINABILITY: How the long-term sustainability of the supported initiatives can be achieved and why some will not scale and diminish after the program support is no longer there.
  - REPLICATION: What went well by design and can be replicated in other programs in Jordan and other countries.
  - Were issues around sustainability considered during planning and implementation at the program and grantee level? If so, what were they?
  - To what extent have the grantees, through their innovations built technical and financial capacity to continue the initiatives implemented under the YIL program?
  - What are the risks to the sustainability of the grantee innovations and the YIL program going forward [probe on internal and external challenges]?
  - How has the YIL program worked with the grantees to address these risks?

- **Closing**
  - Is there anything else you would like to say as we close the session?

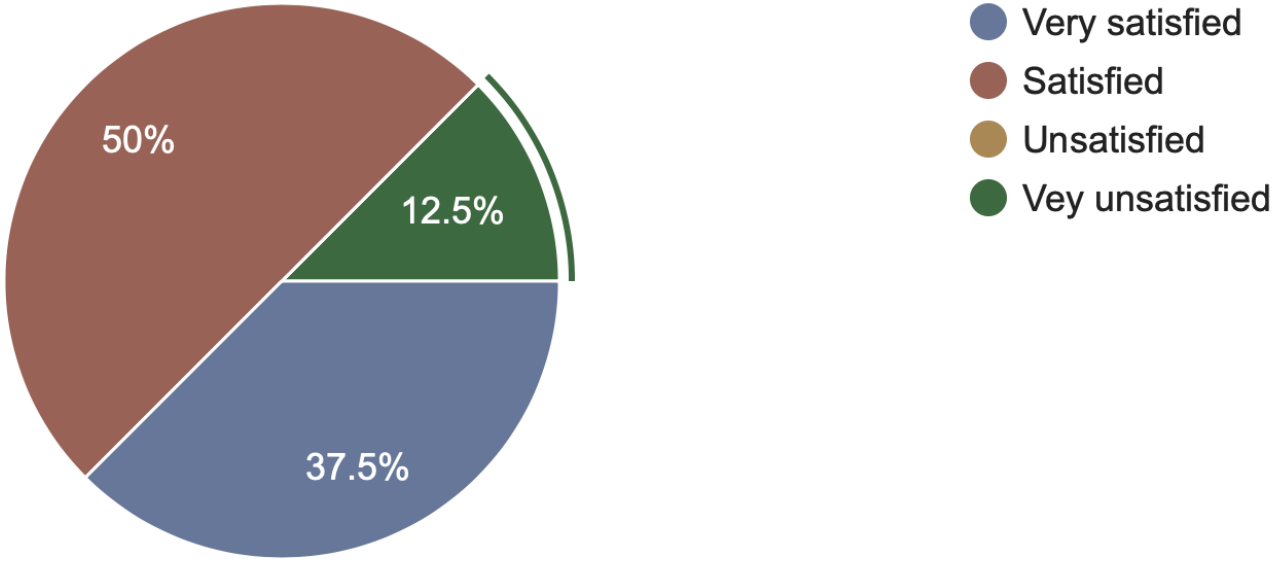
Annex 2:

Sharing Economy and Digital Marketplace Support Survey Filled by the Partners

Part 1: Program Impact on the Partner

1. Overall, how satisfied are you with your experience to date in the YIL program?

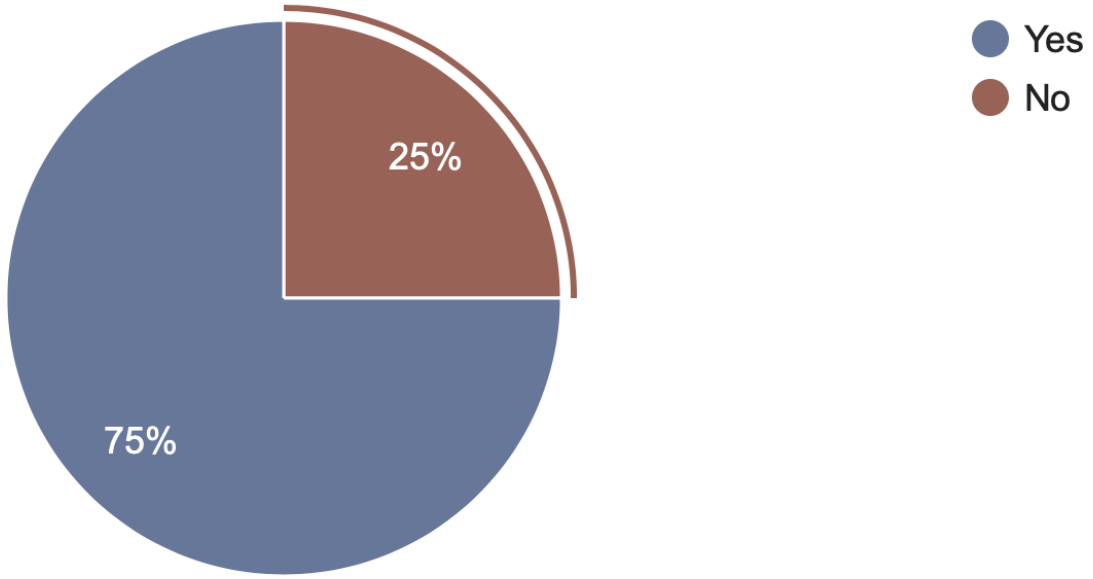
8 responses



Part 1: Program Impact on the Partner

2. Do you think the technical support offered to your enterprise was adequate?

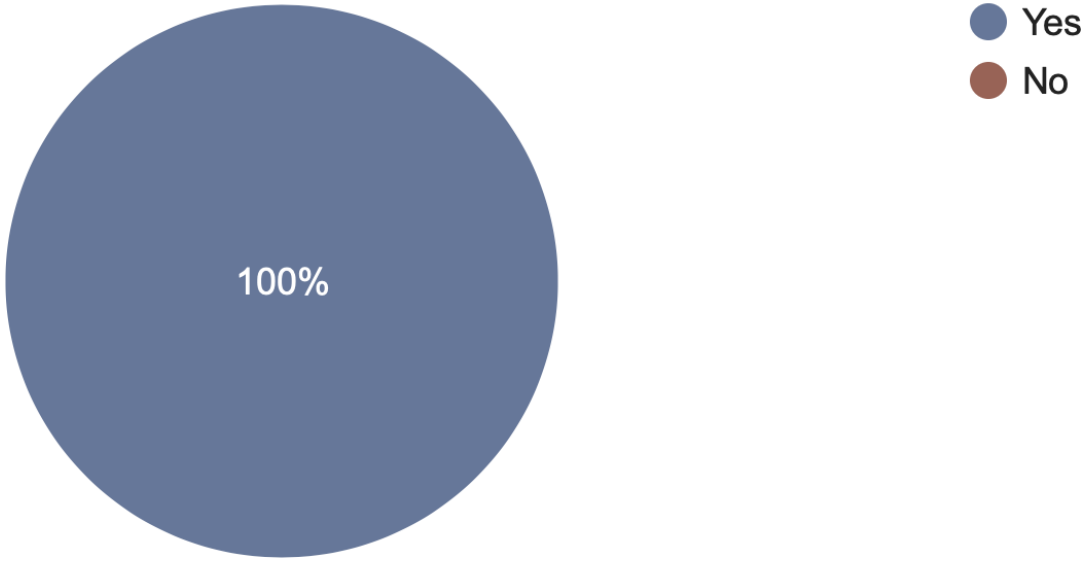
8 responses



Part 1: Program Impact on the Partner

3. Do you think the financial support offered to your enterprise was adequate?

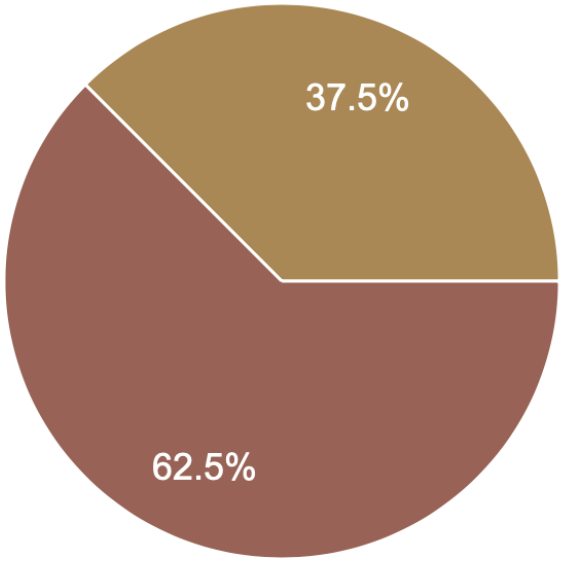
8 responses



Part 1: Program Impact on the Partner

4. What has been your biggest challenge while working with the YIL program?

8 responses

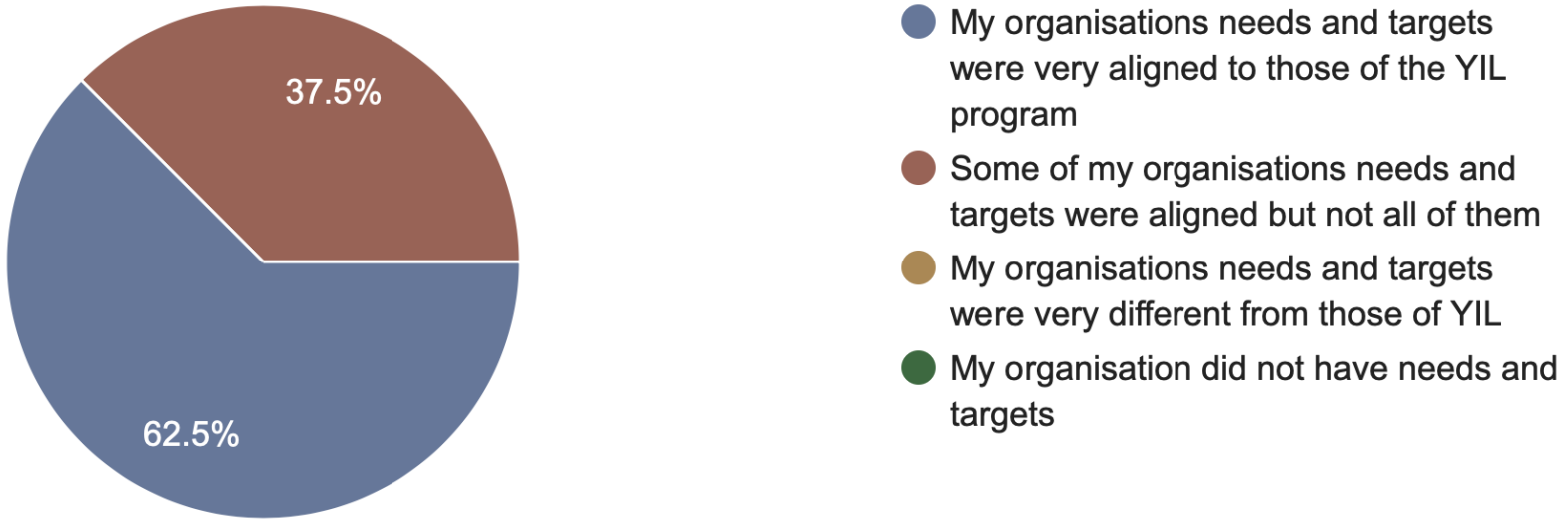


- It is hard to communicate with and get a hold of YIL
- I underestimated the amount of time and effort this engagement would require from us
- I have not faced any major challenges
- Other

Part 1: Program Impact on the Partner

6. To what extent were the targets set by the YIL program aligned to the needs and targets of your organisation?

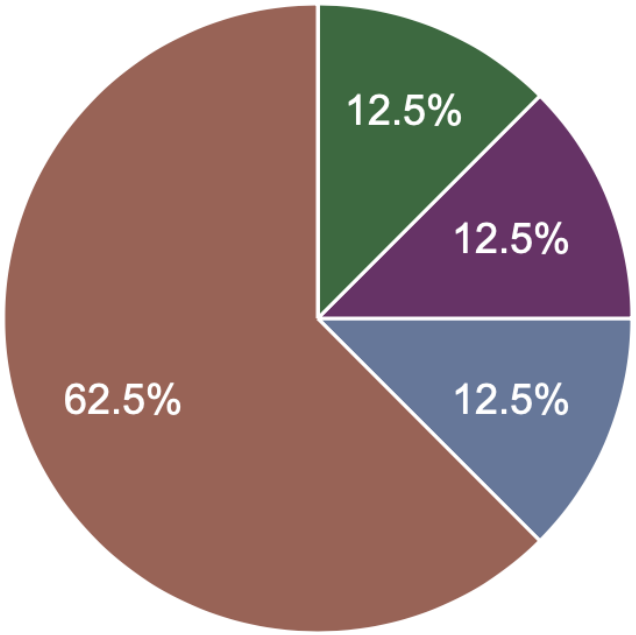
8 responses



Part 1: Program Impact on the Partner

9. What has been the biggest positive outcome as a result of participating in the YIL program?

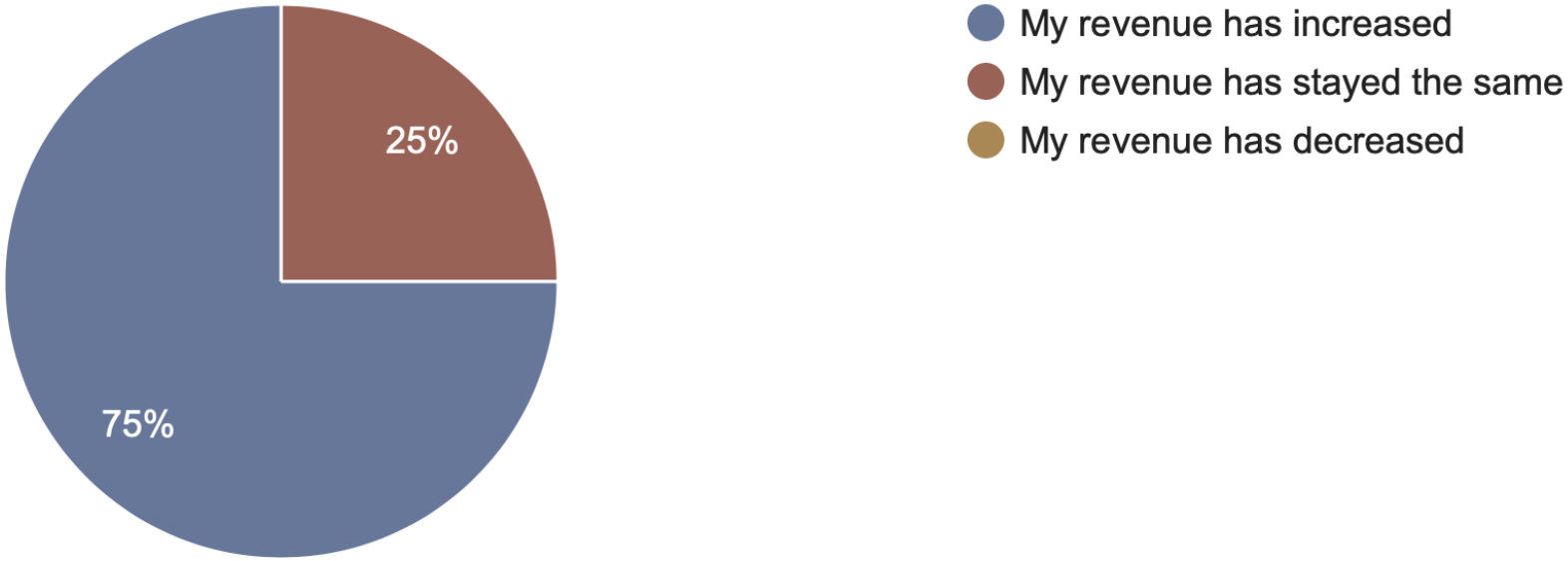
8 responses



Part 1: Program Impact on the Partner

11. How has your revenue changed as a result of being a part of YIL program?

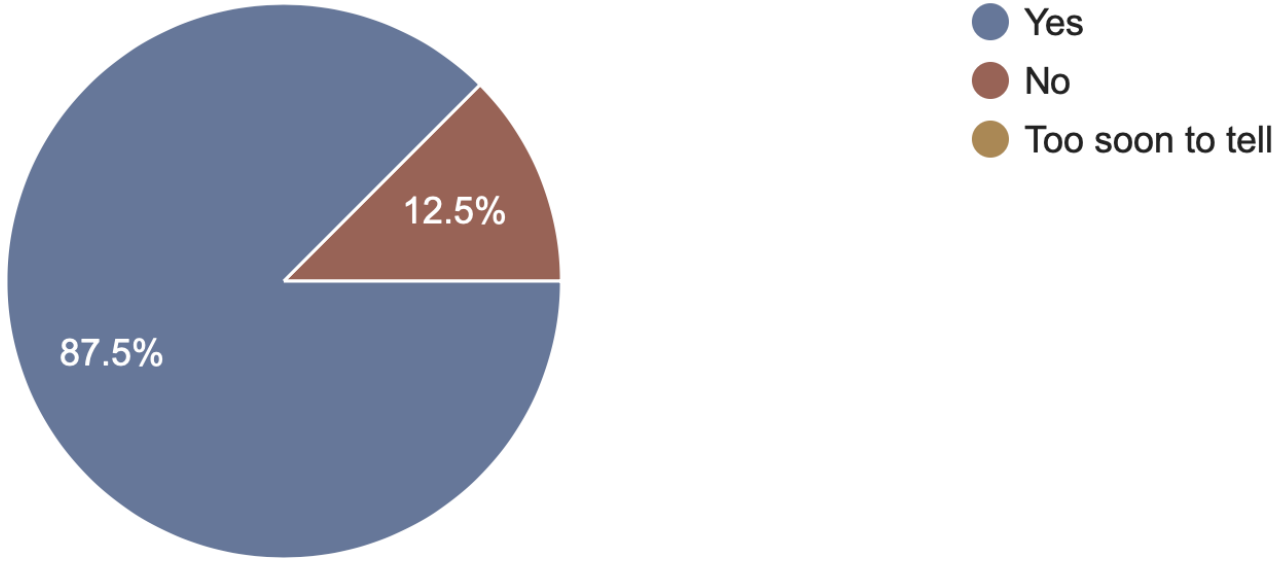
8 responses



Part 1: Program Impact on the Partner

12. Has the YIL program had any impact on the future prospects of your business?

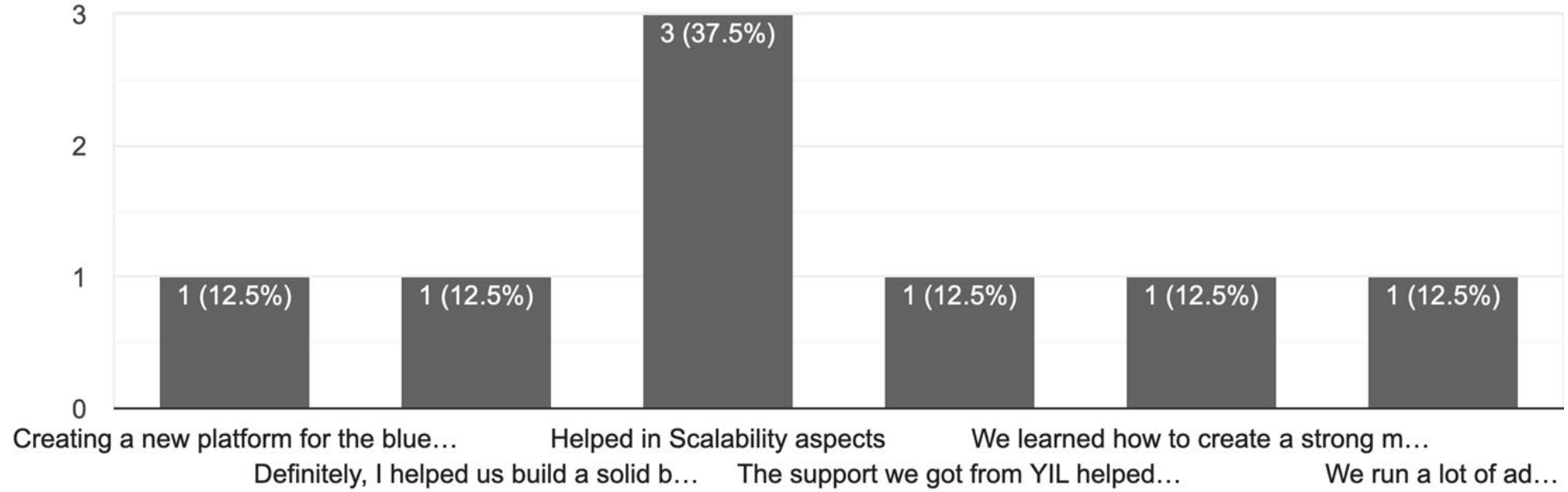
8 responses



Part 1: Program Impact on the Partner

13. Please explain your answer above?

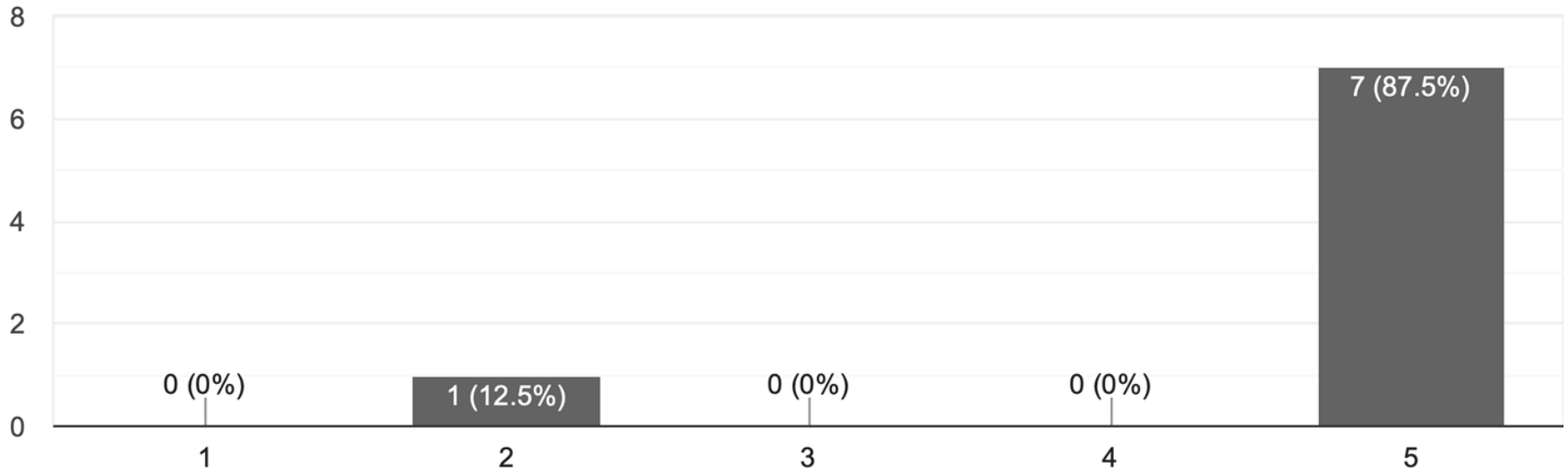
8 responses



Part 2: Beneficiaries reporting work becoming more decent

2. How important is this change (Work becoming more decent for Beneficiaries) to your Beneficiaries?

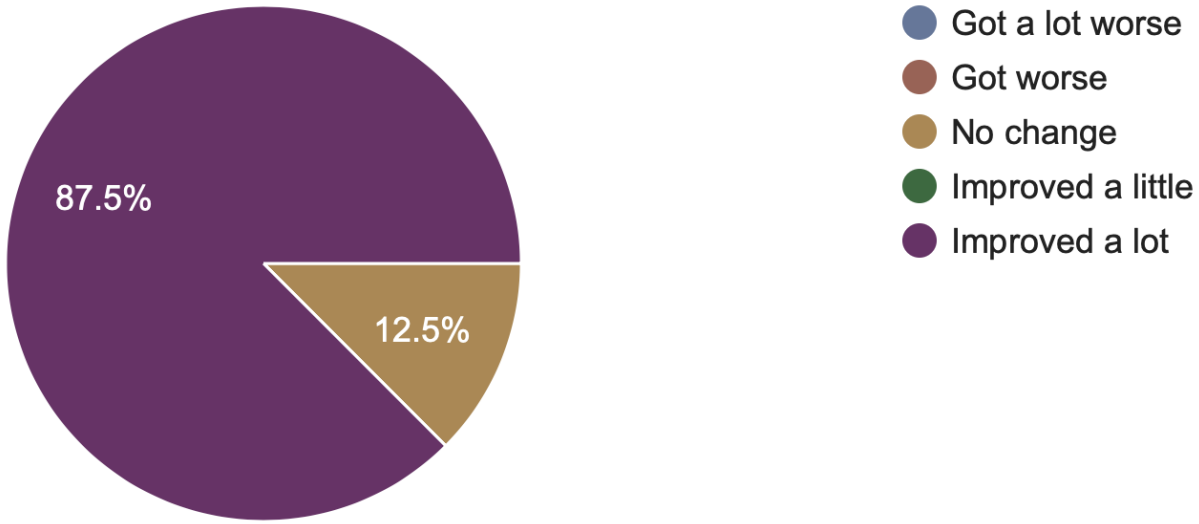
8 responses



Part 2: Beneficiaries reporting work becoming more decent

7. To what degree your Beneficiaries experienced a change related to "work becoming more decent"?

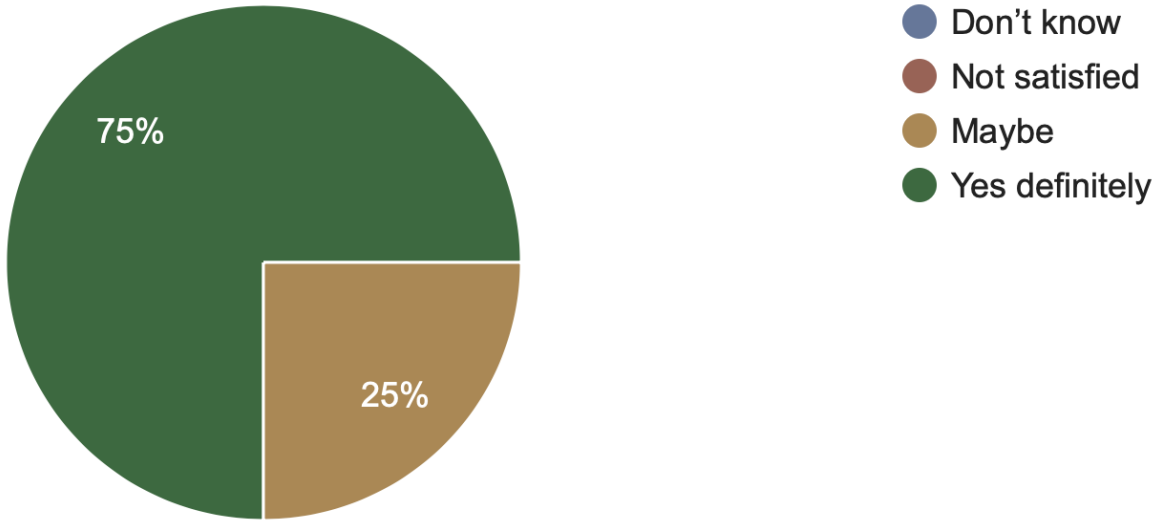
8 responses



Part 2: Beneficiaries reporting work becoming more decent

8. Is the change your Beneficiaries are experiencing related to "work becoming more decent" sufficient to meet their needs?

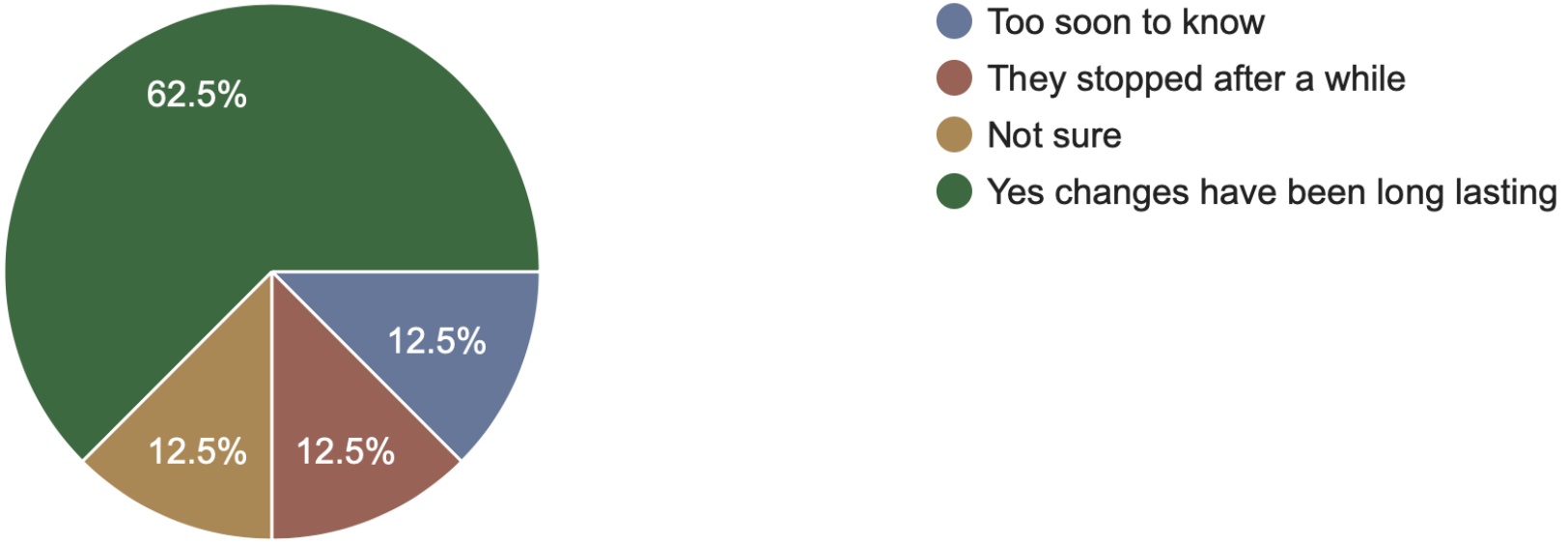
8 responses



Part 2: Beneficiaries reporting work becoming more decent

9. Have these changes related to "work becoming more decent" been long-lasting?

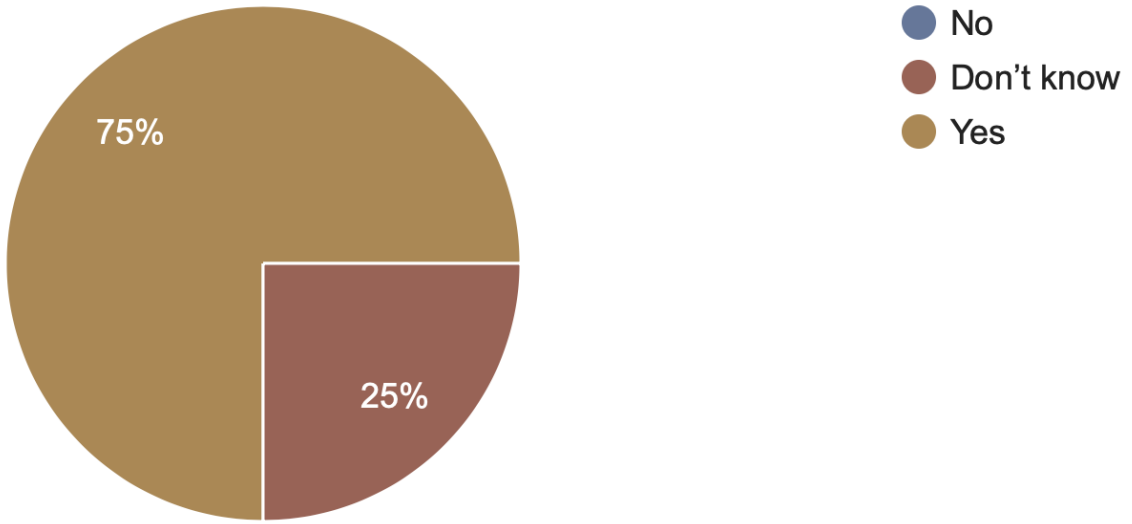
8 responses



Part 2: Beneficiaries reporting work becoming more decent

10. Is there a good alternative to the offering that will deliver similar improvements related to "work becoming more decent"?

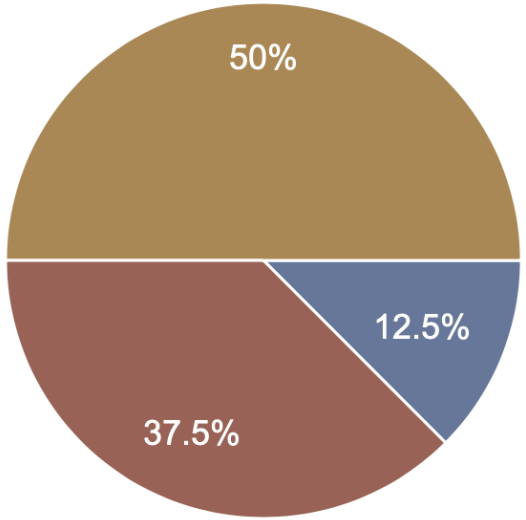
8 responses



Part 2: Beneficiaries reporting work becoming more decent

12. What is the risk that impact does not occur as expected? What risks you expect to have more impact on achieving the intended change:

8 responses

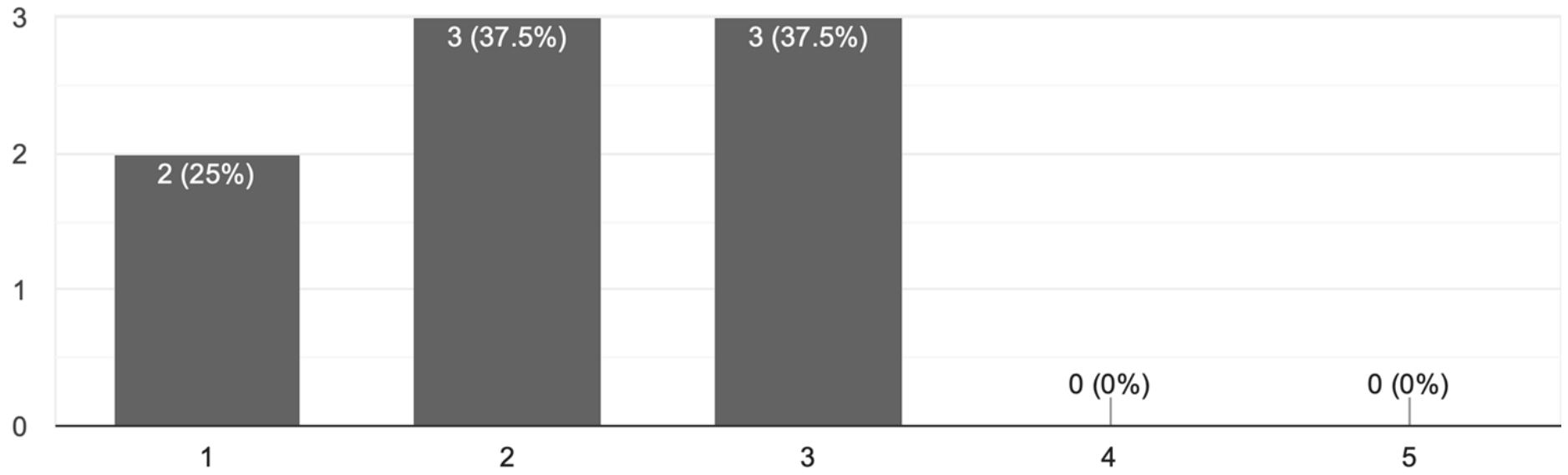


- Evidence risk: The probability that insufficient high-quality data exists to know what impact is occurring (or will occur) across the dimensions of impact.
- Drop-off risk: The probability that the expected positive impact does not endure and/or that negative impact is no longer mitigated.
- Execution risk: The probability that the activities are not delivered as planned and do not result in the desired outco…

Part 2: Beneficiaries reporting work becoming more decent

13. Please rate Evidence risk in terms of its impact:

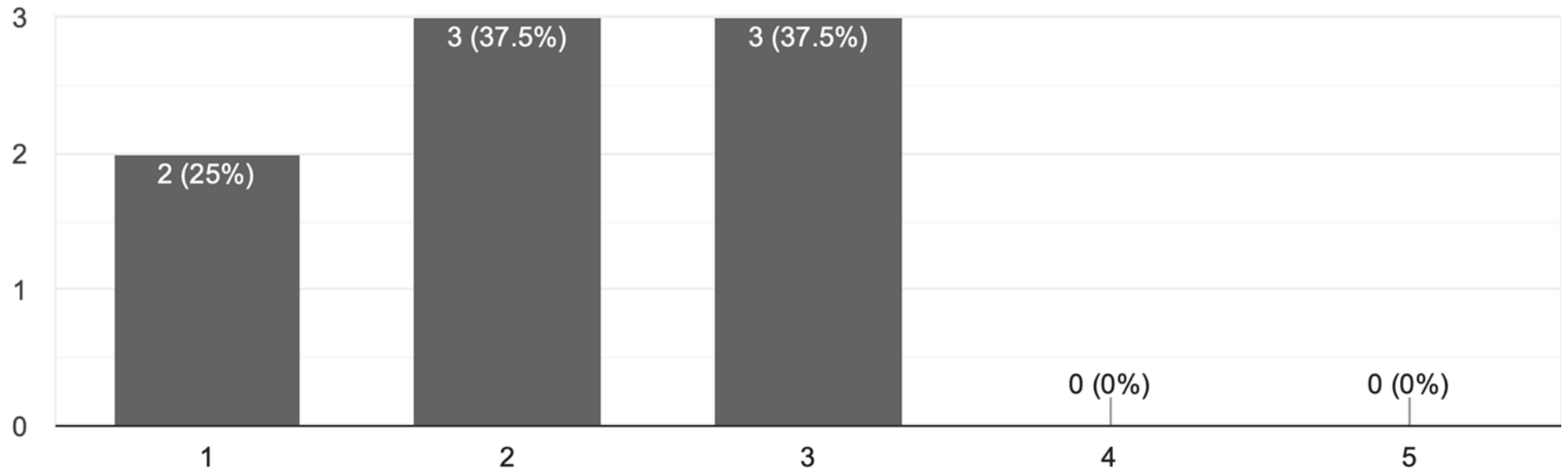
8 responses



Part 2: Beneficiaries reporting work becoming more decent

13. Please rate Evidence risk in terms of its impact:

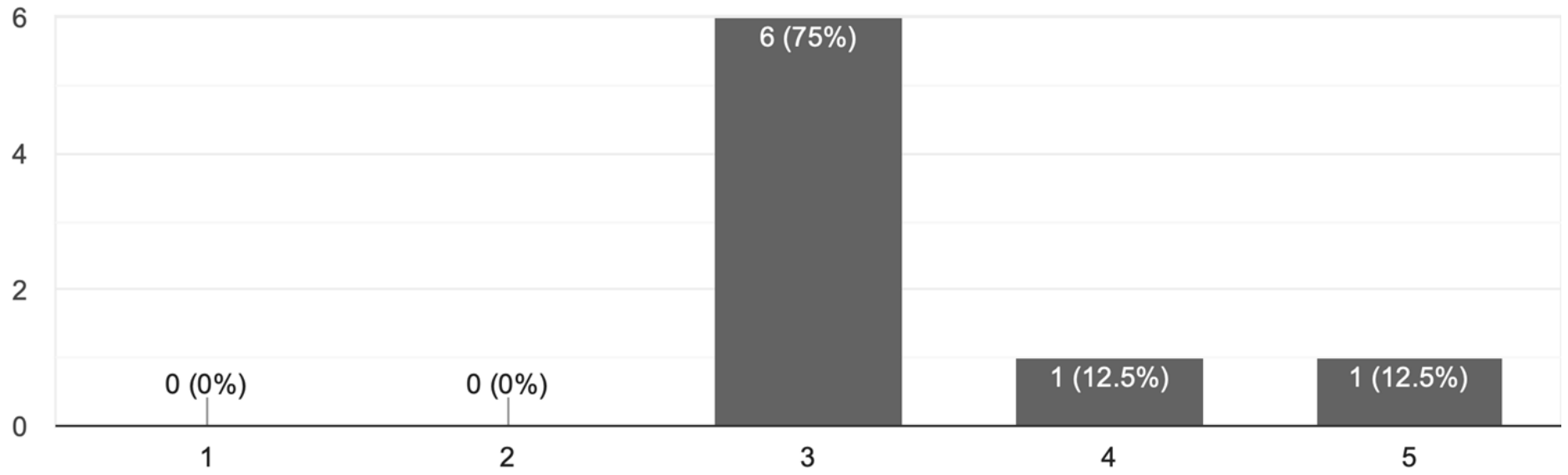
8 responses



Part 2: Beneficiaries reporting work becoming more decent

14. Please rate Drop-off risk in terms of its impact:

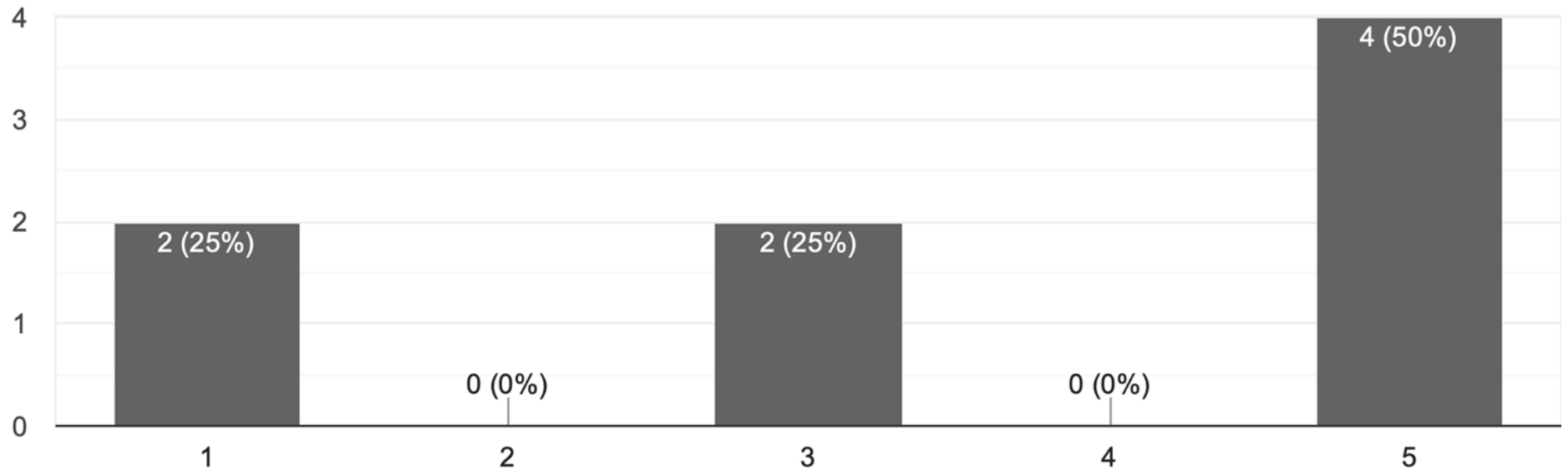
8 responses



Part 2: Beneficiaries reporting work becoming more decent

15. Please rate Execution risk in terms of its impact:

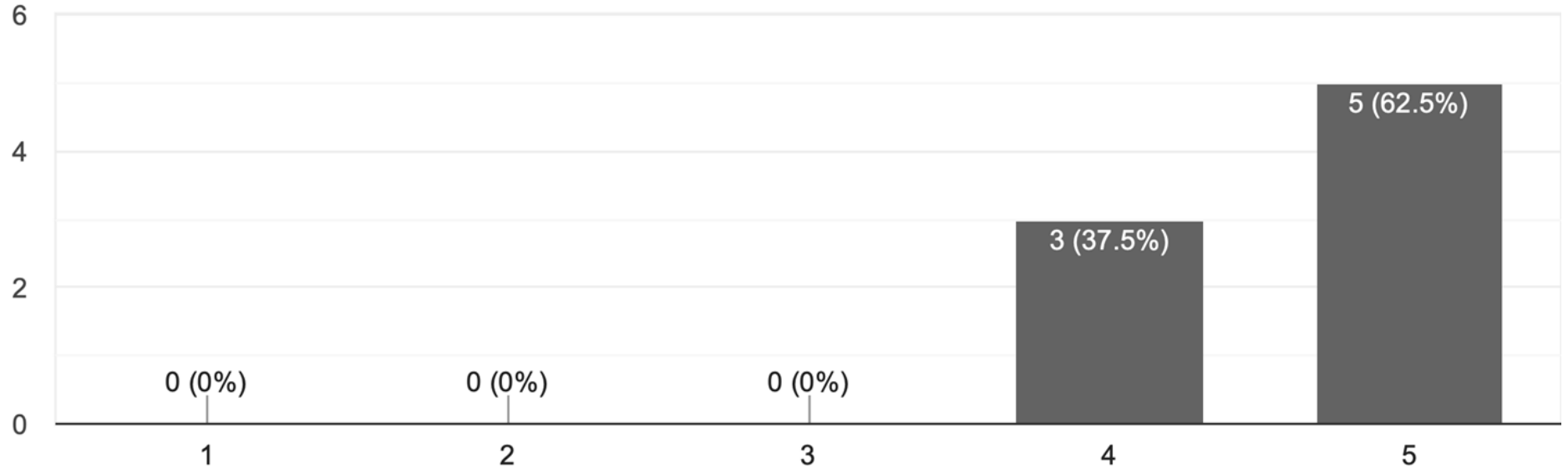
8 responses



Part 3: Beneficiary Total Net Income

2. How important is this change (total net income increase) to your Beneficiaries?

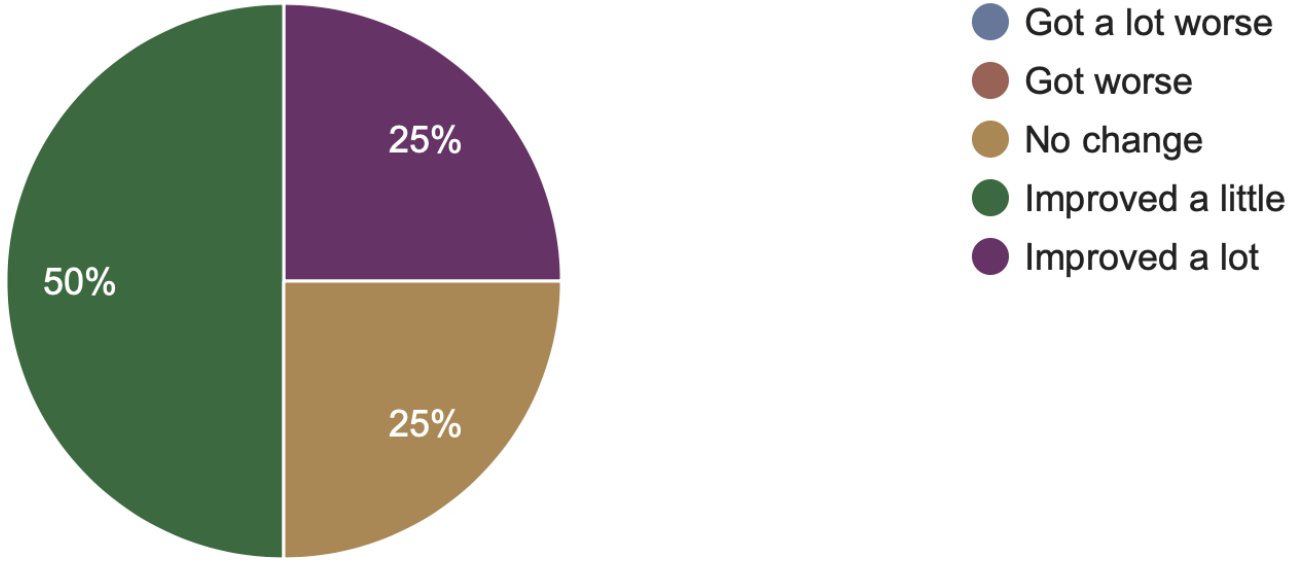
8 responses



Part 3: Beneficiary Total Net Income

7. To what degree your Beneficiaries experienced a change related to "total net income increase"?

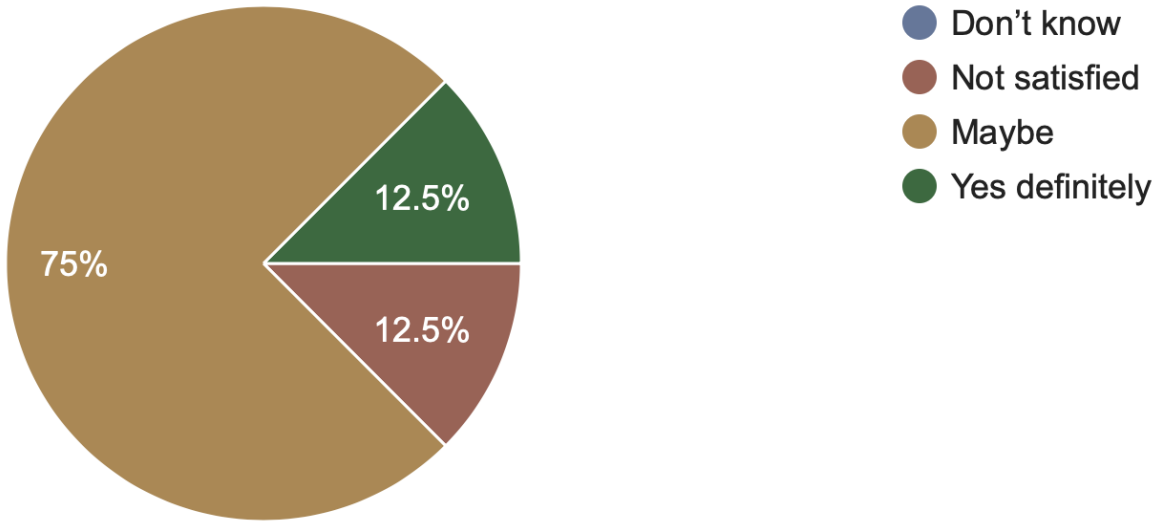
8 responses



Part 3: Beneficiary Total Net Income

8. Is the change your Beneficiaries are experiencing sufficient to meet their needs related to "total net income increase"?

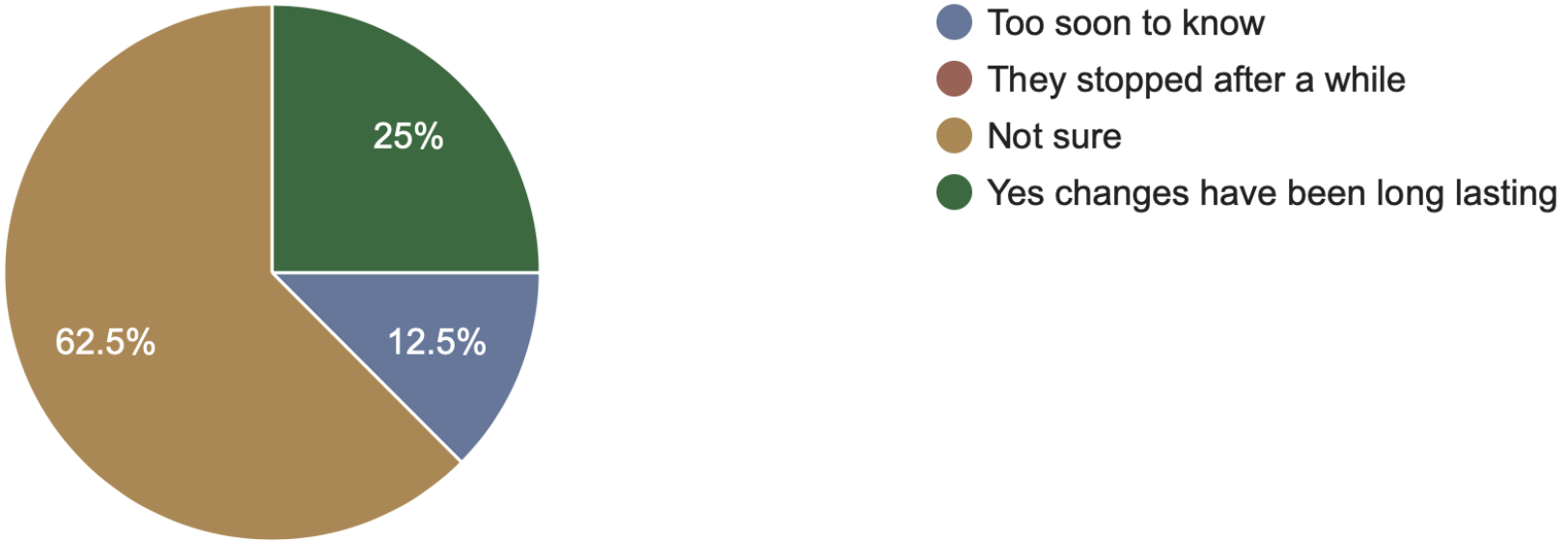
8 responses



Part 3: Beneficiary Total Net Income

9. Have these changes related to "total net income increase" been long-lasting?

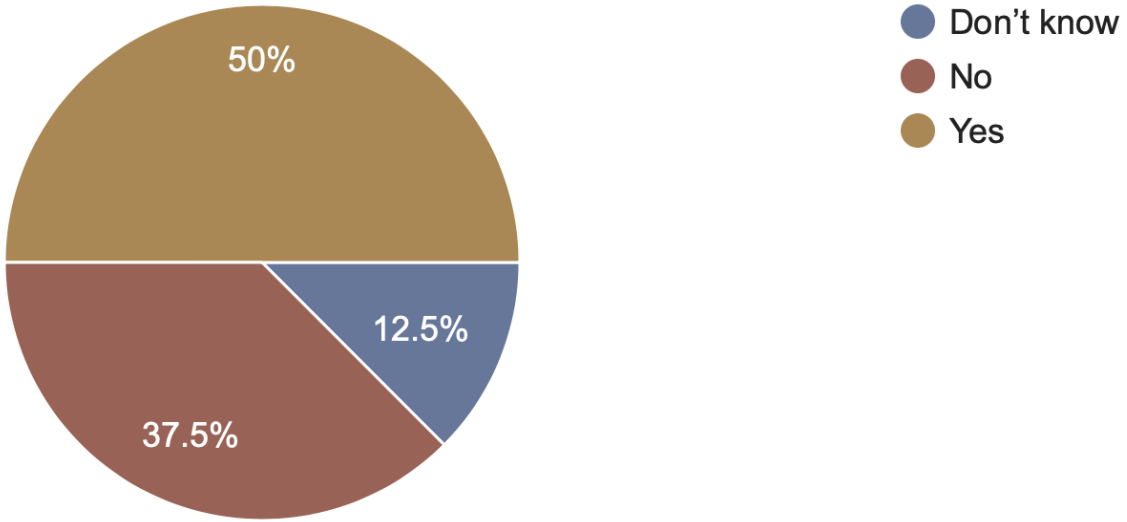
8 responses



Part 3: Beneficiary Total Net Income

10. Is there a good alternative to your offering that will deliver similar improvements related to "total net income increase"?

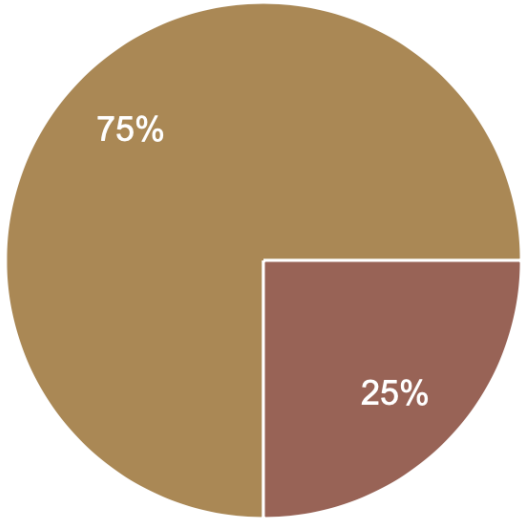
8 responses



Part 3: Beneficiary Total Net Income

12. What is the risk to people that impact does not occur as expected. What risks you expect to have more impact on achieving the intended change:

8 responses

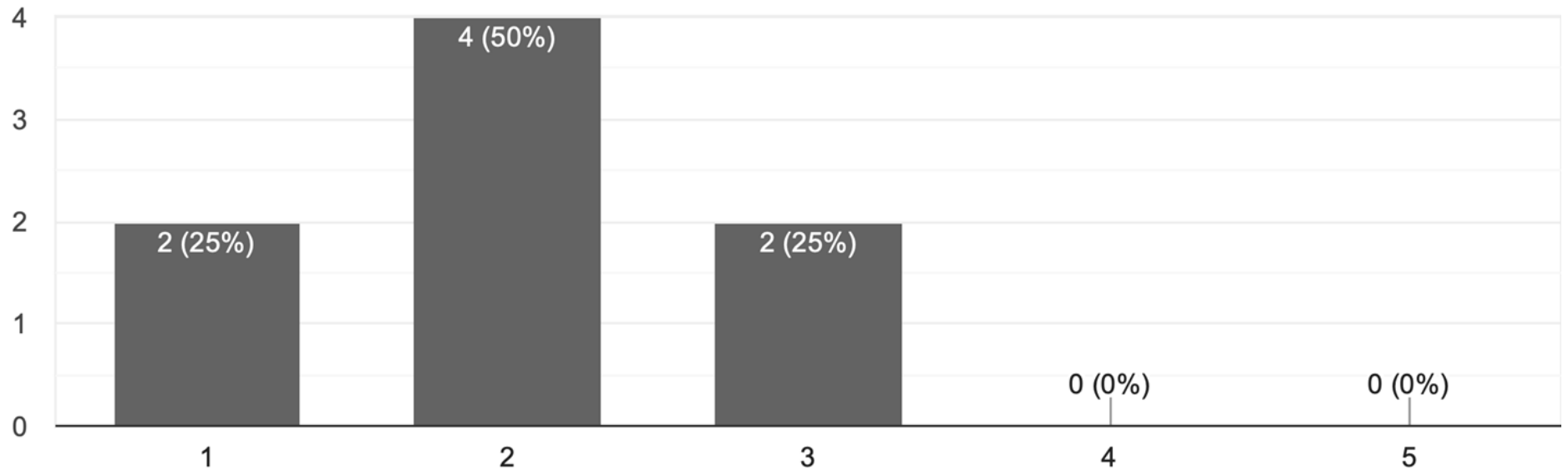


- Evidence risk: The probability that insufficient high-quality data exists to know what impact is occurring (or will occur) across the dimensions of impact.
- Drop-off risk: The probability that the expected positive impact does not endure and/or that negative impact is no longer mitigated.
- Execution risk: The probability that the activities are not delivered as planned and do not result in the desired outco…

Part 3: Beneficiary Total Net Income

13. Please rate Evidence risk in terms of its impact:

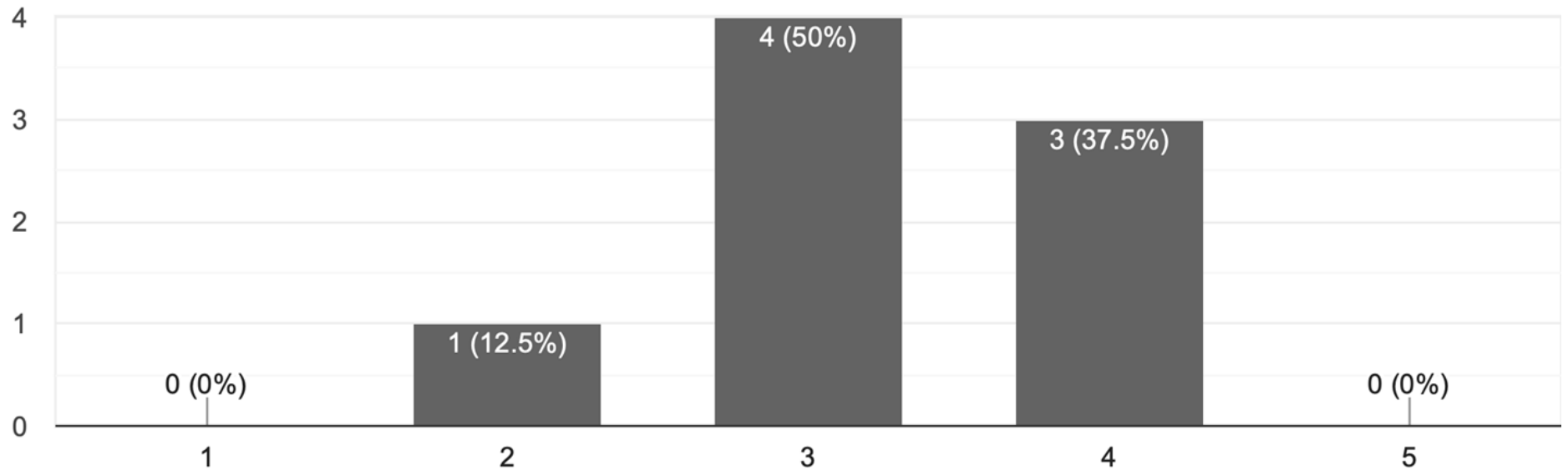
8 responses



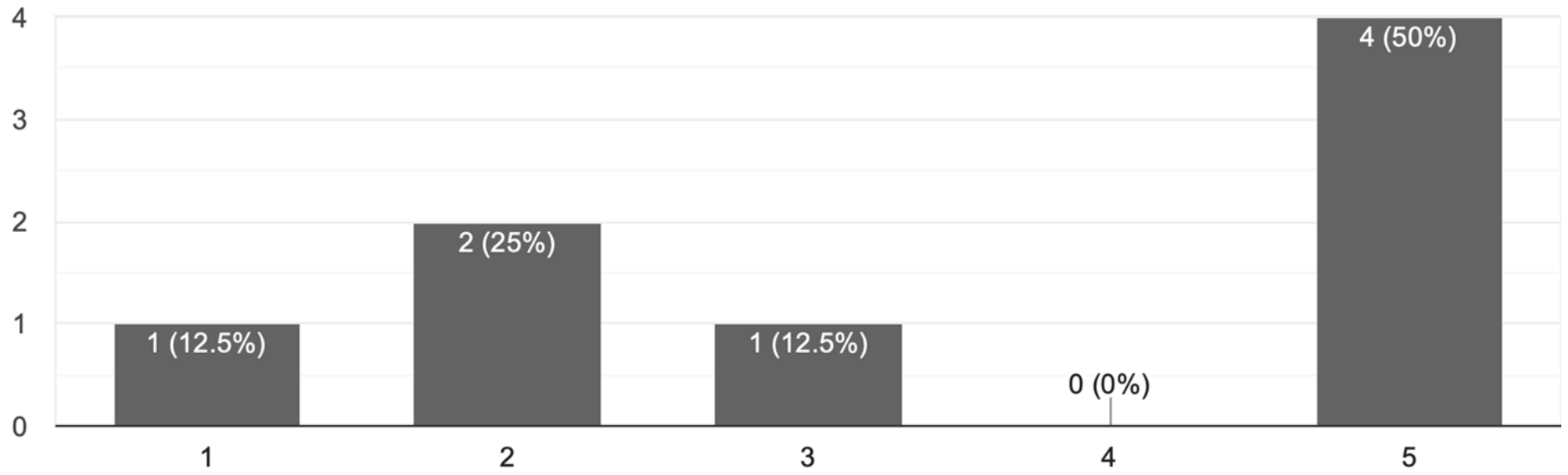
Part 3: Beneficiary Total Net Income

14. Please rate Drop-off risk in terms of its impact:

8 responses



Part 3: Beneficiary Total Net Income

15.Please rate Execution risk in terms of its impact:

8 responses