

# Report

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| Title   | End-Term Outcome Measurement Report<br>Jordan |
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## ***Jordan: End-Term Outcome Measurement Report***

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***November 2025***



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## Executive Summary

The main purpose of the outcome measurement is comparing the implemented activities to the baseline of the outcome indicators under each Long-Term Objective in order to accurately identify how the Jordan programme harmonized with the PoD objectives through applying quantitative and qualitative tools such as the number of participants in the SoP and examining the progress of the SoP participants based on the three pillars (knowledge, skills, and attitudes). This should contribute to reflecting on the future programming, positioning, and fundraising.

The data collection in NIMD Jordan Country Office has been ongoing during the five years of PoD programme implementation (between 2021 and 2025); the data for 2021 and 2022 were collected by Mr. Rami Adwan (Country Director – Jan. 2021 until Aug. 2022), Ms. Lina Arafat (Project Manager – Jan. 2021 until April 2021), and Ms. Ala'a Mohammad (Programme Officer - Jan. 2021 until now), Mr. Bashar Al-Khatib (Country Director – Sept. 2022 until now), Mr. Yousef Ibrahim (Programme Manager – March 2024 until March 2025), Ms. Nelly Awad (Programme Manager – Feb. 2025 until now), Mr. Ahmad Al-Zghoul (M&E Consultant – Oct. 2022 until Jan. 2023), and Ms. Nourhan Ibrahim (M&E Consultant – Jun. 2023 until Dec. 2023).

### LTO 1

The main achievements on this LTO are that the planned number of Outcome Indicator 1, participation on the international level provided participants with diverse tools and diverse examples that differ from their local context, which encouraged them to work on a more inclusive democratic space. In regard to outcome result area 2, attending training workshops, whether inside or outside the network have shown progress in the capacities of staff members; the target value for this LTO was not achieved due to staff occupancy with big load of work and not having enough time for capacity-building activities.

### LTO 2

Most of the Outcome Indicators values under this LTO were overachieved. Looking at outcome result area 1, we see that the number of trained politically active young men and women, in addition to those among them who engage in influencing decision-making processes directly feeds in self-development and joint work to lobby for reforms, this is also clear through the number of engagements and partnerships with CSOs and PPs, whether by NIMD Jordan Country Office, or participants and alumni of the SoP. As for the lobbying for decision making in thematic areas, the policy and position papers produced by the SoP participants and the discussion and presentation events related to it, in addition to political parties' position papers directly contributed to bringing the voices of those politically active young men and women to decision makers. The only area of under achievement is reform agendas, and that was resulted by the big number of reforms covered by political modernization, which left less space for similar initiatives.

### LTO 3

The achievement under this LTO exceeded the planned. In regard to outcome result area 1, the meeting between politically motivated young men and women, whether during the training workshops, dialogue activities or during their work on developing policy and position papers always creates trust among them; this has been always clear since the start of implementing the SoP programme in Jordan. Youth from different political backgrounds eventually come together and work on joint agendas after attending the SoP programme. Additionally, conducting different dialogue activities between political parties contributed to bringing more together to discuss issues of interest and legal reforms.

### LTO 4

All the planned values under this LTO were achieved. For outcome result area 1, when politically active young men and women from different backgrounds jointly work on producing policies and joint agendas and present them together in different venues, that is what the indicator measures. For outcome result area 2, the total number of studies monitoring political and civic rights, in addition to the quality of these studies, is a way of safeguarding political and civic rights. As for result area 3, engaging in activities with women-led and youth-led organizations in different areas of the country and raising the concerns of different groups, especially on the local level, will contribute to advocating for continuous reforms and improvements.



## 1. Methodology

The data collection in NIMD Jordan Country Office has been ongoing during the five years of PoD programme implementation (between 2021 and 2025); the data for 2021 and 2022 were collected by Mr. Rami Adwan (Country Director – Jan. 2021 until Aug. 2022), Ms. Lina Arafat (Project Manager – Jan. 2021 until April 2021), and Ms. Ala'a Mohammad (Programme Officer - Jan. 2021 until now), Mr. Bashar Al-Khatib (Country Director – Sept. 2022 until now), Mr. Yousef Ibrahim (Programme Manager – March 2024 until March 2025), Ms. Nelly Awad (Programme Manager – Feb. 2025 until now), Mr. Ahmad Al-Zghoul (M&E Consultant – Oct. 2022 until Jan. 2023), and Ms. Nourhan Ibrahim (M&E Consultant – Jun. 2023 until Dec. 2023).

The main method of data collection was surveys, pre/post training assessment forms, focus group discussions, and technical reports by trainers; this was done for all training workshops implemented by NIMD Jordan Country Office. Focus Group Discussions are held twice every year with the SoP participants. As for key-informant interviews, they are conducted by M&E consultants and random interviews are conducted by the project's team. As for desk reviews, they are used when updating the PEA or when updating the context during the development of annual plans and reports. During 2021, some capacity building activities were implemented in partnership with the Crown Prince Foundation (CPF), where they provided the data relevant to their project; additionally, similar activities were implemented by Karak Creativity Club. In 2022, another project (Strategic Planning for Political Parties) was implemented in partnership with the Politics and Society Institute (PSI), where the relevant data was also provided by them. During 2024 and 2025, NIMD Jordan started collaboration with Partners Jordan on topics related to building the capacity of political parties in areas of public budget analysis and local economic development, they also provided relevant data.

In regard to limitations, there were no limitations to the data collection; but in the first year (2021) there were no M&E consultant to support the data collection, and the outcome measurement in that year was done using a different format; that did not affect the measured values.

The baseline measurement was updated back in 2021 based on a desk review and the targets of that year, in addition to the ongoing assessment forms and trainers' reports. Between 2022 and 2025, diverse data collection tools such as FGDs and interviews were used. Compared to the baseline measurement, the amount of qualitative data available is high; as for the FGDs it covered more than half of the SoP participants.

Having more qualitative data supports the improvements NIMD Jordan Country Office makes to the interventions; although this does not have a significant effect on the quantitative measurements, it definitely increases the quality of interventions. For this end-of-term measurement, the same methodology for the midterm measurement was applied.

## 2. Outcome Measurements

### 2.1 LTO1

The Consortium and NIMD Jordan are effective enablers of change. NIMD Jordan is recognized as a platform, along with local partners (persons, governmental, and/or CSOs), for empowering solution-oriented politically motivated men and women who believe in democratic values and want to advocate for reforms.

#### 2.1.1 Outcome Indicator 1

| Work in alignment and partnership to promote a more inclusive democratic space on local and national levels | Baseline value | Mid-Term value | End-Term value | End-Term target |
|-------------------------------------------------------------------------------------------------------------|----------------|----------------|----------------|-----------------|
|                                                                                                             |                |                |                |                 |



|                                                             |   |    |    |    |
|-------------------------------------------------------------|---|----|----|----|
| # of multi-stakeholder dialogue meetings (at international) | 0 | 10 | 19 | 20 |
|-------------------------------------------------------------|---|----|----|----|

This indicator was defined through NIMD Jordan and SoP participants/alumni participations in international events aimed at more inclusive democratic space. Those events include exchange trips to Tunisia, participation in Country Directors Council meetings and Network Meetings, and online sessions.

The indicator was measured by counting the number of participations, trip reports and documentation, feedback from partners, and informal interviews with participants. In regard to the difference in data collection processes between the baseline, midterm, and end term more qualitative methods have been applied for the midterm measurement, and more results-oriented methods for the end term measurement.

In regard to the value, it is very close to the target (19 out of 20), which means that the target has been met. As for the difference, one of the regional activities usually planned annually was not planned for 2025, and that what made the slight impact on the actual.

## 2.1.2 Intermediate Outcome Indicators LTO 1

| Benefit from expertise within the network to build each other's capacity that of local partners | Baseline value | Midterm value | End-Term value | End-Term target |
|-------------------------------------------------------------------------------------------------|----------------|---------------|----------------|-----------------|
| # of consortium partners/partners/country office staff trained                                  | 0              | 7             | 13             | 17              |

The definition was based on the expected number of trainings for NIMD Jordan Country Office staff (3 persons between 2021 and 2023, and 5 in 2024 and 6 in 2025). The indicator was measured based on the actual number of training courses that the staff attended.

There are no differences in the definitions for this indicator; as for the data collection process, qualitative tools have been used, such as interviewing staff members who attended trainings and following-up on the effect of that on their performance. As for the value, it is around 20% smaller than it should be compared to the target, this is due to the fact that some of the capacity building activities took place under another project, which is funded by the EU. Additionally, budgets under this indicator were also used to cover positioning and fundraising related travel.

## 2.2 LTO2

Politically motivated young men and women with different civic and political backgrounds are empowered actors of change on specific political and thematic issues.

### 2.2.1 Outcome Indicator 2

| Politically motivated young men and women strengthen themselves, their movements or organizations with their increased advocacy skills and thematic expertise through capacity building programs | Baseline value | Midterm value | Endterm value | Endterm target |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|---------------|---------------|----------------|
| # of women and youth involved in politics who feel they are able to participate in decision-making processes                                                                                     | 0              | 40            | 85            | 78             |



The definitions used were based on the number of politically active young men and women trained under the SoP programme, the total number of CSOs engaged in NIMD Jordan Country Office activities (whether as partners, beneficiaries, or participants), and the number of women and men with potential to reach decision-making positions or influence decision making processes; the baseline suggested that 40% of SoP participants/alumni will achieve that.

For the most part, quantitative tools were used, except for “women and youth involved in politics who feel they can participate in decision-making processes”, where qualitative methods such as interviews and follow up activities are used to identify to which extent those women and youth participate in decision-making processes. The data collection processes and definitions did not differ from the baseline under this Outcome Indicator.

Looking at the values, for the “women and youth involved in politics who feel they can participate in decision-making processes”, the value exceeded the target due to more participation of SoP alumni in the consultations on local administration law in Jordan, in addition to more engagement in political parties following the political modernization process in Jordan.

## 2.2.2 Intermediate Outcome Indicators LTO2

| Politically motivated young men and women strengthen themselves, their movements or organizations with their increased advocacy skills and thematic expertise through capacity building programs | Baseline value | Midterm value            | End-Term value                  | End-Term target |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|--------------------------|---------------------------------|-----------------|
| # of women/youth leaders trained                                                                                                                                                                 | 0              | 180 (SoP)<br>163 (other) | 413<br>250 (SoP)<br>163 (Other) | 420             |

In regard to the “# of women/youth leaders trained”, the number exceeds the target due to the fact that 50 participants instead of 30 were selected for the 2023 SoP, and another 50 in 2024; additionally, other beneficiaries participated in PoD capacity building activities outside of the SoP, for example in PP Strategic Planning Project or Political Parties Leadership Project, Public Budget analysis Programme (for political parties), and Local Economic Development Priorities Analysis (for political parties).

All the differences in values exceed the values expected for the endterm measurement, this is mainly connected to the fact that the recommendations of the Royal Commission for Modernizing the Political system in Jordan encouraged a lot of youth and CSOs to engage more in politics; Also, NIMD Jordan Country Office engaged in more partnerships and adapted the programming and budget allocations to the changing context, which allowed for reaching more beneficiaries. It is expected that the progress will continue at this pace at the time of the end-of-term measurement; although this was expected, but the end-of-term values was not adjusted due to the risk analysis related to regional conditions.

| Politically motivated young men and women strengthen themselves, their movements or organizations with their increased advocacy skills and thematic expertise through capacity building programs | Baseline value | Midterm value | End-Term value | End-Term target |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|---------------|----------------|-----------------|
| # of CSOs included in the PoD programme (other) (or PPs)                                                                                                                                         | 0              | 9             | 17             | 20              |



The endterm value was slightly exceeded due to the fact that the number of political parties in Jordan increased to 38 during Pod implementation, most of them participated in the Pod activities, the remaining are partners and civil society organizations. This was measured through the lists of political parties and organizations participating in Pod events, in addition to the agreement signed with partner organizations. There were no differences in definitions between baseline, midterm and endterm measurements.

The values suggests that there is an improvement in CSOs participation in politics, and this is related to the political modernization process in Jordan, which opened the door for more engagement of political parties, and encouraged CSOs to engage in politics. The increase in the value was logical and stable during the Pod implementation but in gained more momentum after 2023, when political reforms took its shape in constitutional and legal amendments.

| Lobby and advocate in decision-making on thematic and political topics that target decision makers and build public support | Baseline value | Midterm value | End-Term value | End-Term target |
|-----------------------------------------------------------------------------------------------------------------------------|----------------|---------------|----------------|-----------------|
| # Of agreements reached (reform agendas / policies / legal amendments)                                                      | 0              | 14            | 27             | 37              |

The endterm value was less than the target because of the political modernization / reform process, which centralized the reform agendas and covered many areas related to political parties and political participation, which left less topics to address and work on comparing to the previous contextual situation at the beginning of the Pod programme implementation. This was measured through the documents and recommendations produced regarding policies and legal amendments, in addition to the papers produced by political parties under the PoD programme. The values means that there is less space to engage in political reform since the GoJ adopted it, but it also opened the door for engagement in other topics, such as green politics, economy, culture, local administration, etc.

| Amplify diverse young and women voices through promoting youth and women issues and empowerment                                       | Baseline value | Midterm value | End-Term value | End-Term target |
|---------------------------------------------------------------------------------------------------------------------------------------|----------------|---------------|----------------|-----------------|
| # of L&A activities for making the political system more inclusive (in relation to women / youth / minority groups) at national level | 0              | 13            | 27             | 23              |

The endterm value exceeded the target because of the increased engagement of political parties in PoD activities, which encouraged them to produce more position papers and work on it; additionally, the SoP alumni were more engaged in conducting L&A activities through the activities targeting them. This was measured through the number of position papers discussed, and activities with political parties, especially political dinners and political parties dialogue forums. The target was never amended through the Pod implementation, and it developed in a stable manner. The value means that there is more space to engage with different stakeholders and have open discussions on many topics, although this only applies to in-person activities; online L&A activities remain sensitive due to the cybercrimes law.

## 2.3 LTO 3

Politically motivated young men and women with different civic and political backgrounds develop greater trust between themselves and with other political actors through open and transparent dialogue.



### 2.3.1 Outcome Indicator 3

### 2.3.2 Intermediate Outcome Indicators LTO3

| Connect with other fellow politically motivated peers online and offline to build trust | Baseline value | Midterm value | End-Term value | End-Term target |
|-----------------------------------------------------------------------------------------|----------------|---------------|----------------|-----------------|
| # of multi-stakeholder dialogue meetings (at national level)                            | 0              | 10            | 45             | 40              |

The definition used is dialogue meetings that are aimed at creating more trust, more cooperation, and more joint agendas between politically motivated youth. The indicator is measured through the number of dialogue activities implemented by NIMD Jordan and partners. Comparing to the baseline, there are no differences in definitions and data collection methods used. The end term value exceeded the target due to implementing Political Parties dialogue Forums. The value means that there is more space to engage in different levels of dialogue between different stakeholders.

## 2.4 LTO 4

Politically motivated young men and women with different civic and political background strengthen democratic space by addressing changes in democratic space and contributing to safeguard democratic values with other civic actors.

### 2.4.1 Outcome Indicator 4

| Politically motivated young men and women with different civic and political background strengthen democratic space by addressing changes in democratic space and contributing to safeguard democratic values with other civic actors | Baseline value | Midterm value | End-Term value | End-Term target |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|---------------|----------------|-----------------|
| # of proposals aimed at strengthening democratic space (jointly) formulated and used for L&A                                                                                                                                          | 0              | 18            | 35             | 36              |

The definition used here is the total of policy papers, position papers, joint L&A activities with CSOs and PPs implemented by NIMD Jordan and SoP participants and alumni. The indicator was measured through counting the documents produced, following up on relevant discussions, and the alumni collaborations with CSOs in different L&A activities.

There is no difference in definitions or data collection tools compared to the baseline, but more qualitative methods were used. As for the value, it nearly meets the target value; the one missing target was due to an





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incomplete proposal related to education where one of the alumni couldn't finish due to working on his masters degree thesis. The value means that there were ongoing follow up by NIMD Jordan to encourage different actors to produce such proposals.

## 2.4.2 Intermediate outcome indicators LTO4

| Safeguard civic space by monitoring status of political and civic rights with peers and other civic and political actors | Baseline value | Midterm value | End-Term value | End-Term target |
|--------------------------------------------------------------------------------------------------------------------------|----------------|---------------|----------------|-----------------|
| # of studies for evidence-based L&A disseminated                                                                         | 0              | 4             | 10             | 7               |

The definition is related to the studies NIMD Jordan commissions on the topics related to monitoring the status of political and civic rights, whether those studies are conducted by researchers or in cooperation with CSOs. NIMD supported the production of 8 studies, which slightly exceeds the target. The value was never adjusted, and it means that there is series follow up with different experts in order to produce the relevant research and studies.

| Promote setting shared and democratic policy agendas by advocating for continuous reforms and improvements especially in relation to women's political and civic rights | Baseline value | Midterm value | End-Term value | End-Term target |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|---------------|----------------|-----------------|
| # of L&A activities for making the political system more inclusive (in relation to women / youth / minority groups) at national level                                   | 0              | 13            | 27             | 23              |

The definition is activities conducted in cooperation with women-led and youth-led organizations and aimed at making the political system more inclusive to women and youth. The indicator is measured through the number of activities conducted and the topics discussed in these activities. The value was never changed during the Pod implementation. The endterm value is higher than the target because there was more focus on women and People with Disabilities (PoDs) in politics.

## 3 (Intermediate) outcome cumulative value table

| LTO  | Indicator                                                   | Unit (Baseline) | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Cumulative |
|------|-------------------------------------------------------------|-----------------|--------|--------|--------|--------|--------|------------|
| LTO1 | # of multi-stakeholder dialogue meetings (at international) |                 | 4      | 3      | 4      | 5      | 4      | 20         |



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|      |                                                                                                                                       |  |     |     |    |    |    |     |
|------|---------------------------------------------------------------------------------------------------------------------------------------|--|-----|-----|----|----|----|-----|
|      | # of consortium partners/partners/country office staff trained                                                                        |  | 2   | 3   | 2  | 4  | 2  | 13  |
| LTO2 | # of women/youth leaders trained                                                                                                      |  | 118 | 113 | 80 | 76 | 26 | 413 |
|      | # of CSOs included in the PoD programme (other) (or PPs)                                                                              |  | 3   | 3   | 4  | 3  | 4  | 17  |
|      | # Of agreements reached (reform agendas / policies / legal amendments)                                                                |  | 5   | 7   | 6  | 6  | 3  | 27  |
|      | # of L&A activities for making the political system more inclusive (in relation to women / youth / minority groups) at national level |  | 7   | 5   | 8  | 5  | 4  | 29  |
| LTO3 | # of multi-stakeholder dialogue meetings (at national level)                                                                          |  | 8   | 9   | 3  | 16 | 9  | 45  |
| LTO4 | # of studies for evidence-based L&A disseminated                                                                                      |  | 0   | 0   | 7  | 1  | 2  | 11  |
|      | # of L&A activities for making the political system more inclusive (in relation to women / youth / minority groups) at national level |  | 4   | 4   | 4  | 8  | 9  | 29  |